

**CITY OF DUARTE
AGENDA
REGULAR JOINT MEETING OF THE
CITY COUNCIL/HOUSING AUTHORITY/DUARTE
COMMUNITY FACILITIES FINANCING
AUTHORITY**

**5:00 P.M. COMMISSIONER INTERVIEWS
7:00 P.M. REGULAR SESSION**

**CITY COUNCIL CHAMBERS
1600 HUNTINGTON DRIVE, DUARTE, CA 91010
Tuesday, February 11, 2025
7:00 PM**

MISSION STATEMENT

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

Cesar A. Garcia, Mayor
Tera Martin Del Campo, Mayor Pro Tem
Margaret Finlay, Councilmember
Samuel Kang, Councilmember
Toney Lewis, Councilmember
Vinh Truong, Councilmember
Martin Calderon, Councilmember

City/Authority Staff:
Brian Villalobos, City Manager
Kristen Petersen, Assistant City Manager and Director of Administrative Services
Craig Hensley, Director of Community Development
Manuel Enriquez, Director of Parks and Recreation
Larry Breceda, Director of Public Safety Services
Thai Viet Phan, City Attorney
Annette Juarez, City Clerk

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 Manager's office at (626) 357-7931. Notification no later than 1:00 p.m. on the day 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/Authorities to a majority of the City Council/Housing Authority/Financing Authority Board less than 72 hours prior to the City Council/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 videotaped for later broadcast. 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.

Members of the public may livestream the City Council meeting broadcast on the City's website. To access the meeting, log onto www.accessduarte.com, then on the homepage, click on the Agendas & Meetings icon then click on the City Council Meeting link. City Council meetings are also broadcast daily at 12:00 p.m. and 7:00 p.m., following each meeting, via Spectrum Cable - Channel 3.

Public comment:

In-Person: Complete a Speaker Card, indicating the agenda item number and submit it to the City Clerk. Speakers shall be limited to three (3) minutes per person per item. At the Mayor's discretion, the time limit may be shortened to allow all speakers the opportunity to address the City Council.

Written: Submit written comment by emailing duarteinfo@accessduarte.com, prior to 4:00 p.m. on the day of the meeting. Comments will be distributed to the City Council and made available for public review.

PLEASE NOTE: The subject line of your public comment email must contain the Agenda item number or title. Public comments, including personal contact information, are considered public record. Please do not provide any personal information (i.e. phone numbers, addresses, etc.) that you do not want to be published.

5:00 PM - INTERVIEWS OF COMMISSION APPLICANTS

1. CALL TO ORDER AND ROLL CALL
 - A. City Manager Written Comments
2. ADOPTION OF THE AGENDA
3. PUBLIC COMMENT ON COMMISSION INTERVIEWS

4. INTERVIEW OF CANDIDATES FOR VACANT CITY COMMISSION POSITIONS

The following Commission vacancies exist:

Planning and Economic Development Commission

2 positions

Parks and Recreation Commission

2 positions

Public Safety Commission

2 positions

Public Utilities, Communications & Technology Commission

3 positions

Public Works & Traffic Safety Commission

3 positions

5. DISCUSSION OF INTERVIEWS AND CANDIDATES

7:00 PM - OPEN SESSION

6. CALL TO ORDER AND ROLL CALL

7. PLEDGE TO THE FLAG

8. CITY ATTORNEY CLOSED SESSION REPORT FROM FEBRUARY 3, 2025 SPECIAL MEETING

9. SPECIAL ITEMS

A. Recognition of Barbie Bylsma-Houghton, Parks and Recreation Commissioner for 41 years of service

B. Community Development Department Update

C. Parks and Recreation Department Update - Fish Canyon Trail Planning Grant Completion Report

D. Presentation by Russ Bryden, Executive Officer San Gabriel Valley Basin Water Master

10. ANNOUNCEMENTS OF UPCOMING COMMUNITY EVENTS

11. ORAL COMMUNICATIONS - ITEMS NOT ON THE AGENDA

12. CONSENT CALENDAR

A. Motion to read all Resolutions and Ordinances presented for consideration by Title

only and waive further reading (CC/HA/FA)

- B. Approve absence(s) of City Councilmember(s) from the City Council meeting
- C. Approval of Minutes - January 28, 2025 Regular Meeting and February 3, 2025 Special Meeting (CC/HA/FA)

Recommended Action: Approve the minutes of January 28, 2025 and February 3, 2025.

- D. Approval of Warrants - February 11, 2025 (CC/HA/FA)

Recommended Action: Approve the warrants of February 11, 2025.

- E. Community Development Department Update

Recommended Action: Receive and file the Community Development Department Update.

- F. Parks and Recreation Department Update

Recommended Action: Receive and file the Parks and Recreation Department Update.

- G. Approval of City Council Conference Attendance

Recommended Action: Approve City Councilmember conference attendance.

- H. Job Description and Salary Schedule for Lead Maintenance Worker

Recommended Action: Approve the job description and salary schedule for the position of Maintenance Lead Worker and amend the City Wide Salary Schedule.

- I. Notice of Completion: Fiscal Year 2024-25 CDBG ADA Curb Ramps Project CDBG Project No. 602666-24 for CJ Concrete Construction, Inc.

Recommended Action: Accept the project as complete in the amount of \$108,187.50.

- J. Notice of Completion: Fiscal Year 2024-25 Citywide Concrete Repair Project No. 25-3 for FS Contractors, Inc.

Recommended Action: Accept the project as complete in the amount of \$140,328.00.

- K. Authorizing the Purchase of a New Fitness Center Exercise Equipment and Flooring Replacement

Recommended Action: 1) Authorize the City Manager to execute the purchase contract with Advanced Exercise for new Fitness Center exercise equipment in the amount of \$129,803 and 2) Approve a total project budget amendment of \$118,000 from the General Fund.

L. Approval of Agreement with MIG, Inc. to Provide Strategic Planning Services

Recommended Action: Authorize the City Manager to approve a Professional Services Agreement with MIG, Inc. in the amount not-to-exceed \$81,000 for strategic planning services and approve a budget amendment of \$81,000 in the City Manager's Professional Services account number (100-1010-7965).

13. ITEMS REMOVED FROM CONSENT CALENDAR FOR DISCUSSION

14. PUBLIC HEARINGS

15. BUSINESS ITEMS

A. Appointment of City Commissioners to Fill Existing Commission Vacancies

Recommended Action: Discuss and make appointments to fill existing Commission vacancies for four-year terms ending on February 28, 2029.

B. Parks and Recreation Commission Recommendation to Approve the Development of a Community Garden at Tzeitel Paras-Caracci Park

Recommended Action: Approve the development of a community garden at Tzeitel Paras-Caracci Park and a budget amendment of \$10,000 to cover the overage not funded by the California Urban Agriculture Grant Program.

C. Receive and File the Completed Broadband Assessment Study

Recommended Action: Receive and file the completed Citywide Broadband Assessment Study.

16. CONTINUATION OF ORAL COMMUNICATIONS

17. ITEMS FROM CITY COUNCIL/HOUSING AUTHORITY/FINANCING AUTHORITY MEMBERS AND CITY MANAGER/EXECUTIVE DIRECTOR/REPORTS OF MEETINGS ATTENDED PER GOVERNMENT CODE SECTION 53232.3

18. ADJOURNMENT - IN MEMORY OF MITCHELL SKINNER - RESIDENT, PUBLIC SAFETY COMMISSIONER, AND TEMPLE STATION VOLUNTEER ON PATROL

AFFIDAVIT OF POSTING

I hereby certify under penalty of perjury under the laws of the State of California, that the foregoing Agenda was posted at the following locations: City Hall – 1600 Huntington Drive, Duarte Public Safety Department – 1042 Huntington Drive, Duarte Library – 1301 Buena Vista Street, and the City of Duarte website (www.accessduarte.com) not less than 72 hours prior to the meeting per Government Code 54954.2.

Dated this 5th day of February 2025. Annette Juarez, MMC, City Clerk



MEMORANDUM

TO: City Council
FROM: Brian Villalobos, City Manager
DATE: February 4, 2025
SUBJECT: Comments on Agenda Items, Meeting of February 11, 2025

ITEM 9.A. (Special Items). Recognition of Parks and Recreation Commissioner Barbie Bylsma-Houghton for her 40 years of service and dedication to the City of Duarte.

ITEM 9.B. (Special Items). Community Development Department update - Community Development Director Hensley will provide an update for the council.

ITEM 9.C. (Special Items). Parks and Recreation Department update - Parks and Recreation Director Enriquez will provide an update for the council.

ITEM 12.E. (Consent Calendar). The Community Development Department has submitted the monthly report for February 2024 for review.

ITEM 12.F. (Consent Calendar). The Parks and Recreation Department has submitted the monthly report for February 2024 for review.

ITEM 12.G. (Consent Calendar). Approval of City Council Conference - WELL - Water Education for Latino Leaders 2025 Annual Conference, March 7-8, 2025, in Garden Grove, California.

ITEM 12.H. (Consent Calendar). Job Description and Salary Schedule for Maintenance Lead Worker - The Community Development Department would like to create the position of Maintenance Lead Worker in the Field Services division. This position would be higher than the Senior Maintenance Technician position and directly report to the Field Services Manager. The intention would be to promote from our existing Senior Maintenance Technician pool if and when they are qualified for this position. Based on a review of surrounding cities, having a lead worker level in Field Services is more in line with industry standards. In looking at our existing salary table and the salaries for lead workers in surrounding cities we are recommending a salary range of \$5,800-\$6,900. This would be an increase of approximately \$2,000 to \$9,000 per year depending on the salary step. It is our intention to evaluate Senior Maintenance Technicians in the future and, if appropriate, promote into this position. The Union has reviewed the job title, description and salary range and their shared suggestions and comments are included in the final recommendation. This position will be a member of the SEIU General Unit.

ITEM 12. I. (Consent Calendar). Notice of Completion Fiscal Year 2024-25 CDBG ADA Curb Ramps Project CDBG Project No. 602666-24 for CJ Construction, Inc. - On October 8th, 2024, City Council awarded the contract for Fiscal Year 2024-25 CDBG ADA Curb Ramps Project to CJ Concrete Construction, Inc. The project consisted of the removal and replacement of ramps, sidewalk, curb and gutter to become ADA compliant ramps. A total of approximately 36 ramps were improved as part of this project. The Fiscal Year 2024-25 CDBG ADA Curb Ramps Project was included in the 2024-25 Capital Improvement Program Budget and was funded by the CDBG allocation. The City Council approved the contract for \$98,500.00. The final project cost was \$108,187.50 which is within the approved estimated twenty-five percent (25%) contingency. There is sufficient budget allocated for this project.

ITEM 12.J. (Consent Calendar). Notice of Completion Fiscal Year 2024-25 Citywide Concrete Repair Project No. 25-3 for FS Contractors, Inc. - On September 10, 2024, City Council awarded the contract for Fiscal Year 2024-25 Citywide Concrete Repair Project to FS Contractors, Inc. The project consisted of the

removal and replacement of damaged or broken and off-grade concrete sidewalks, curb, gutters, driveway approaches, and curb ramps. The Fiscal Year 2024-25 Citywide Concrete Repair Project was included in the 2024-25 Capital Improvement Program Budget and was funded by Measure M allocations. The City Council approved the contract for \$147,575.00. The final project cost was \$140,328.00.

ITEM 12.K. (Consent Calendar). Advance Exercise Proposal to Purchase New Fitness Center Exercise Equipment and Flooring Replacement - At the January 14, 2025, City Council Meeting, the Council approved to move forward with the capital improvement project to purchase new exercise equipment for the Duarte Fitness Center in its entirety, cardio and strength equipment, rather than spreading the project over two fiscal years (2024/25 and 2025/26). The revised approved project also includes the replacement of the weathered flooring throughout the exercise room with durable and slip-resistant fitness rubber flooring. Once the City's order is placed and the required 50% deposit is received, Advance Exercise will provide a detailed project implementation schedule. Currently, there is a 15 to 16-week lead time for equipment delivery. Tentatively, the exercise room in the Fitness Center will need to be closed to the public for approximately three and a half weeks, with a grand reopening expected in late June, just in time to kick off the summer fitness season! A total of \$35,000 is allocated in this fiscal year's budget (100-1610-8100) for new cardio equipment. The total cost for the entire project, cardio and strength exercise equipment and flooring replacement, is \$153,000, requiring a budget amendment of \$118,000 under the Other Capital Improvements line (100-1610-8100).

ITEM 12.L. (Consent Calendar). Award of Contract to MIG, Inc. for Strategic Planning Services - The City of Duarte last developed a comprehensive Strategic Plan in 2016. To ensure the City's goals and priorities remain aligned with the evolving needs of the community, a Request for Proposals (RFP) for strategic planning services was released and posted on the City's website on November 7, 2024. Proposals were due by 6 PM on December 5, 2024. The City received two (2) proposals, one from MIG, Inc. and another from Moss Adams LLP. Both proposals were reviewed and evaluated based on responsiveness to the RFP, experience and qualifications, proposed approach, and cost. Following a thorough review, MIG, Inc. was determined to be the most qualified firm due to its extensive experience in strategic planning for local governments, its familiarity with the City, and its well-defined approach tailored to Duarte's specific needs. MIG, Inc. has successfully conducted strategic planning services for several notable cities, including the City of Rosemead, Downey, and Cathedral City. Their proposed scope of work includes stakeholder engagement, facilitation of strategic planning workshops, data analysis, and development of a final Strategic Plan document that will guide the City's priorities over the next five years. The period of work is scheduled from February 2025 to October 2025, with a base project cost of \$65,490 and optional tasks that would increase the total cost to no more than \$81,000.

ITEM 15.A. (Business Items). Appointment of City Commissioners to Fill Expired Terms - Currently, there are 11 vacancies on the City's Commissions. The application period for these vacancies was open from December 16, 2024 through January 16, 2025. A total of 16 applicants are scheduled to be interviewed to fill the existing vacancies. The following Commission vacancies exist: 2 positions in the Planning and Economic Development Commission, 2 positions in the Parks and Recreation Commission, 2 positions in the Public Safety Commission, 2 positions in the Public Utilities, Communications and Technology Commission, and 2 positions in the Public Works and Traffic Safety Commission.

ITEM 15.B. (Business Items). Parks and Recreation Commission Recommendation to Approve the Development of a Community Garden at Tzeitel Paras-Caracci Park - In 2023, in response to formal requests from residents, the City Council directed staff to explore the feasibility of establishing a community garden in one of the City's public parks. Following this directive, staff began researching funding opportunities and ultimately chose to partner with Food Exploration and Discovery (Food Ed) to submit a grant application for California's Urban Agriculture Grant Program, with the goal of securing funding to develop a community garden in Duarte. In March 2024, staff informed the Council that out of 214 grant

proposals, the City's application was selected as one of 33 awarded projects under the Track 2 category of the California Department of Food and Agriculture (CDFA). The grant award totals \$148,788, which will support the project's infrastructure, equipment, technical assistance, workforce development, and community engagement and education through October 2026. Originally, the Duarte Community Garden was envisioned as part of the Duarte Park Revitalization Project's conceptual plan. However, in response to community input requesting a new parking lot, the final conceptual plan for Duarte Park was adopted without the community garden. With this change, City staff collaborated with the Parks and Recreation Commission to identify some alternative locations for the garden. Based on those alternative sites and after consulting with Food Ed, the Commission approved Tzeitel Paras-Caracci Park as the new location for the garden. However, additional funds are now required to offset infrastructure costs, specifically for fencing. This need arose when the garden's location was changed, as the original site plan did not include fencing on all four sides and therefore, this expense was not included in the proposed project budget. The garden will feature 20 plots and two ADA-accessible raised beds, available for rent at \$5 per month. Community members can plant edible (excluding smokable) plants and flowers for personal, noncommercial use. It will include a storage shed with garden tools, an irrigation system promoting sustainable practices, and ADA-accessible decomposed granite pathways. Food Ed's educational model will support gardeners of all skill levels, providing supplies and plants for beginners while experienced gardeners can use their own resources. The garden will also offer picnic benches for community gatherings and host educational programs on topics like vegetable gardening, composting, drought-tolerant landscaping, and soil health. As the lead on this grant project, Food Ed will be responsible for building the Duarte Community Garden, including overseeing site construction, collecting infrastructure bids, contractor management, program management, community engagement and workshops/events, processing plot holder applications, plant and soil replenishment, above ground irrigation repairs, developing the garden's webpage and branding and overall garden management through October of 2026. After that, the City will need to decide if it wishes to continue partnering with Food Ed for ongoing garden management services, which start at \$17K per year. The grant award of \$148,788 from the California Department of Food and Agriculture will fund most of the project's costs through October 2026. A budget amendment of \$10,000 is required to cover infrastructure costs (fencing) from the Other Capital Improvements line (100-1610-8100).

ITEM 15. C. (Business Item). Broadband Assessment - The City Council, recognizing the importance of reliable, fast, and affordable internet, directed staff to study internet availability and work on closing the community's digital divide. On July 1, 2022, Assemblymember Blanca Rubio secured \$200,000 from the State so that Duarte could develop a Broadband Access and Connectivity Infrastructure Assessment, which was formally approved by the City Council at its April 11, 2023, City Council meeting. The City awarded an agreement to Magellan to prepare the assessment. The scope of the assessment was to develop a gap analysis, identifying key issues and barriers related to addressing reliable, equitable, and affordable broadband access as well as including recommendations to fill those gaps.

CITY OF DUARTE

Minutes of the REGULAR JOINT MEETING OF THE
CITY COUNCIL/HOUSING AUTHORITY/DUARTE COMMUNITY FACILITIES
FINANCING AUTHORITY

Tuesday, January 28, 2025
6:00 PM — Closed Session
7:00 PM — Regular Session

6:00 PM - CLOSED SESSION

The City Council did not meet in Closed Session due to a lack of quorum.

7:00 PM - OPEN SESSION

5. CALL TO ORDER AND ROLL CALL

Mayor Garcia called the open session to order at 7:04 p.m.

Councilmembers Present:	Finlay, Kang, Lewis, Calderon, Martin Del Campo, Garcia
Councilmembers Absent:	Truong
Staff Present:	Brian Villalobos, City Manager Thai Viet Phan, City Attorney Kristen Petersen, Assistant City Manager / Director of Administrative Services Craig Hensley, Director of Community Development Larry Breceda, Director of Public Safety Services Manuel Enriquez, Director of Parks and Recreation Annette Juarez, City Clerk Andres Rangel, Assistant to the City Manager Albert Nuñez, Management Analyst Frances Jimenez, Deputy City Clerk

6. PLEDGE TO THE FLAG

The flag salute was led by Mayor’s Youth Council President, Hope Peoples.

Announcement

Mayor Garcia announced the City Council did not meet in Closed Session due to a lack of quorum and moved Item 2 - Adoption of the agenda to the next item.

2. Adoption of the Agenda

City Manager Villalobos announced the request to add two items - Special Item 8.C. - Environmental Protection Agency presentation regarding the Hazardous Materials Processing Site at Lario Park and Business Item 14.B. - Consideration to Adopt Resolution No. 25-04, Opposing the United States Environmental Protection Agency's Use of Lario Park as a Hazardous Waste Sorting Site for the Eaton Fire Due to the Harm to Public Health, Safety, and Welfare.

Moved by Councilmember Finlay, seconded by Mayor Pro Tem Martin Del Campo, and carried by the following vote of the City Council to add the urgency items to the agenda after the Public Safety Department Update.

AYES:	FINLAY, KANG, LEWIS, CALDERON, MARTIN DEL CAMPO, GARCIA
NOES:	NONE
ABSTAIN:	NONE
ABSENT	TRUONG

Moved by Councilmember Finlay, seconded by Councilmember Kang, and carried by the following vote of the City Council to adopt the agenda as amended.

AYES: FINLAY, KANG, LEWIS, CALDERON, MARTIN DEL CAMPO, GARCIA
NOES: NONE
ABSTAIN: NONE
ABSENT TRUONG

7. CITY ATTORNEY CLOSED SESSION REPORT

Item was skipped due to Closed Session not being held.

8. SPECIAL ITEMS

A. Mayor's Youth Council Update

President Hope Peoples gave an update on recent and upcoming Mayor's Youth Council events.

B. Public Safety Department Update

Director of Public Safety Breceda presented a department update on the reduction of Part 1 crimes; thanked the Public Safety Department staff for their work in the community; gave details on the new E-bike Patrol Program; and shared upcoming projects for the year.

In response to questions posed by the City Council, clarification was made regarding clean up at the riverbed being the Army Corps of Engineers' responsibility.

The City Council acknowledged the increase in patrols and the efforts to clean up the riverbed; thanked Director Breceda for his leadership and responsiveness to recent issues; and shared appreciation for Sergeant Fiedler and his team.

Mayor Garcia recognized elected officials and representatives in attendance.

C. Environmental Protection Agency presentation regarding the Hazardous Materials Processing Site at Lario Park

EPA Incident Commander, Tara Fitzgerald, gave a presentation on the emergency response order that led to the use of the Lario Park Staging Area to temporarily store the household hazardous materials that are collected from destroyed homes in the Eaton fire footprint; addressed concerns regarding the health and safety of the community; shared it was not the EPA's intention to exclude the City of Duarte from the process; reviewed the timeline they were tasked with; detailed the selection process of the location; and explained the projects process and scope of work.

Conversation was had regarding the lack of information given to the surrounding communities, the reasoning for choosing the site location, and the issue of trust in the agency to protect residents now and in the future. In response to questions posed by the City Council, Incident commander Fitzgerald shared other locations that were considered; gave the history of past site locations set up in response to natural disasters; clarified the timeline of phase 1 and what it entails; and listed the organizations involved in the decision-making process.

Discussion ensued regarding the site location and concerns about possible relaxed environmental laws. Clarification was made regarding the specific debris that is taken from each lot and the safety measures that will be taken at the site before and after using the staging area.

Per questions made by the City Council there was conversation regarding lithium batteries and steps taken to reduce the risk of fires. Further conversation was had regarding concerns about fires, water contamination and health of residents in the future.

14.B Consideration to Adopt Resolution No. 25-04, Opposing the United States Environmental Protection Agency's Use of Lario Park as a Hazardous Waste Sorting Site for the Eaton Fire Due to the Harm to Public Health, Safety, and Welfare.

City Manager Villalobos presented Resolution No. 25-04; shared frustration with lack of notification; expressed concerns including the environmental impacts that could negatively affect Lario Park which is designated as a Significant Ecological Area, ("SEA") and the transportation route that could potentially expose communities to hazardous materials; and shared multiple other reasons for opposing the EPA

designated Collection and Processing Center at Lario Park.

Public Comment

The following community members shared their concerns and expressed strong opposition to the Hazardous Materials Processing Site at Lario Park: Bernie Moore; Teresa Baczkowski; Beth Fuller; William Murphy.

Ryan Serrano, Deputy District Director for the office of Supervisor Hilda Solis read a statement on her behalf in response to the EPA's site designation.

The following community members also shared their concerns and expressed strong opposition to EPA's designated collection and processing center at Lario Park: Lucia Atencio; Leticia Martinez; David Ranck; John; Mary Somerlott; Andrea Herrera; Melanie Pitts; James Finlay; Terry Browning; Juan Lopez- Driotis; Travis Patterson; Joel Rigor; Rosalva Breceda; Doris Anderson; Tina Irmakesen; Zoe Chapjian; Neil Furukawa; and Sergio Campos.

In response to questions made by the City Council, City Attorney Phan stated that there are legal remedies the City Council may choose to pursue if the City Council so directs it would be placed on the agenda for a closed session.

Moved by Mayor Pro Tem Martin Del Campo, seconded by Councilmember Calderon, and carried by the following vote of the City Council to Adopt Resolution No. 25-04, Opposing the United States Environmental Protection Agency's Use of Lario Park as a Hazardous Waste Sorting Site for the Eaton Fire Due to the Harm to Public Health, Safety, and Welfare.

AYES: FINLAY, KANG, LEWIS, CALDERON, MARTIN DEL CAMPO, GARCIA
NOES: NONE
ABSTAIN: NONE
ABSENT TRUONG

9. ANNOUNCEMENTS OF UPCOMING COMMUNITY EVENTS

Joanna Gee, Duarte Library, announced that while the library is still closed the book drop off is open.

Assistant to the City Manager Rangel announced upcoming city events.

10. ORAL COMMUNICATIONS - ITEMS NOT ON THE AGENDA

None.

11. CONSENT CALENDAR

A. Motion to read all Resolutions and Ordinances presented for consideration by Title only and waive further reading (CC/HA/FA).

B. Approve absence(s) of City Councilmember(s) from the City Council meeting.

C. Approval of Minutes - January 14, 2025 Regular Meeting (CC/HA/FA).

D. Approval of Warrants - January 28, 2025 (CC/HA/FA).

E. Monthly Financial Reports for the months of October 2024 and November 2024 were received and filed.

F. The Public Safety Department Update was received and filed.

G. Approval of Council Conference Attendance.

H. Approval of a Professional Services Agreement with Willdan Financial Services for Cost Allocation Plan and Comprehensive User Fee Study, with a total amount not to exceed \$38,523.

I. Approval of allocation of Permanent Local Housing Allocation (PHLA) Year 5 Funds to the San Gabriel Valley Regional Housing Trust (SGVRHT).

J. Removed from the Consent Calendar for discussion.

K. Authorization of the Duarte Youth Athletic Club (DYAC) In-Kind Donation Request to publicize promotional materials for DYAC’s 2025 registration across all the City’s communication channels and upcoming Spring 2025 City News.

Moved by Councilmember Finlay, seconded by Councilmember Calderon, and carried by the following vote of the City Council to approve items 11A-11I and 11K of the Consent Calendar.

AYES: FINLAY, KANG, LEWIS, CALDERON, MARTIN DEL CAMPO, GARCIA
NOES: NONE
ABSTAIN: NONE
ABSENT TRUONG

12. ITEMS REMOVED FROM CONSENT CALENDAR FOR DISCUSSION

J. Request from the Duarte Rotary Club for the City of Duarte to Co-sponsor the Women in Rotary Event

Councilmember Finlay gave the history of the Duarte Rotary Club and its incorporation of women into the club; and also shared details about the upcoming event.

Moved by Councilmember Finlay, seconded by Councilmember Calderon, and carried by the following vote of the City Council to Co-sponsor the Duarte Rotary Club’s Women in Rotary event.

AYES: FINLAY, KANG, LEWIS, CALDERON, MARTIN DEL CAMPO, GARCIA
NOES: NONE
ABSTAIN: NONE
ABSENT TRUONG

13. PUBLIC HEARINGS

A. Assembly Bill 2561

Assistant City Manager/Director of Administrative Services Petersen presented a staff report on AB 2561. Per its requirements, Director Petersen shared the status of the City's vacancies and addressed the recruitment and retention efforts currently employed by the City.

Mayor Garcia opened the Public Hearing.

Public Comment
None.

Mayor Garcia closed the Public Hearing.

Moved by Councilmember Finlay, seconded by Mayor Pro Tem Martin Del Campo, and carried by the following vote of the City Council to receive and file the report.

AYES: FINLAY, KANG, LEWIS, CALDERON, MARTIN DEL CAMPO, GARCIA
NOES: NONE
ABSTAIN: NONE
ABSENT TRUONG

14. BUSINESS ITEMS

A. Request for Direction Regarding Voter Approved Measure QQ

Assistant to the City Manager Rangel presented a staff report on the voter approved Measure QQ which passed by a 52.07% - 47.93% majority vote in the 2024 General Municipal Election. The voter approval of Measure QQ would authorize the City Council to adopt an ordinance to permit no more than two 2 storefront retail sales cannabis dispensaries, and tax cannabis businesses up to 10% of gross receipts.

In response to questions asked by the City Council, City Manager Villalobos confirmed that if the City Council moves forward with an ordinance and zoning, research can be done in-house without the aid of a consultant.

After discussion, the City Council concurred that due to other ongoing projects and situations at present, they would like to table the discussion and bring the item back at a future meeting.

Moved by Councilmember Finlay, seconded by Councilmember Lewis, and carried by the following vote of the City Council to table the discussion regarding the Voter Approved Measure QQ.

AYES: FINLAY, KANG, LEWIS, CALDERON, MARTIN DEL CAMPO, GARCIA
NOES: NONE
ABSTAIN: NONE
ABSENT TRUONG

15. CONTINUATION OF ORAL COMMUNICATIONS

Rebecca Cruz stated her opposition against establishing a cannabis storefront.

Lino Parras stated his opinion on the new cameras in the Council Chambers.

Barbie Bylsma-Houghton expressed her gratitude after serving the community for 41 years as a Parks and Recreation Commissioner. The City Council thanked her for her commitment and volunteerism.

16. ITEMS FROM CITY COUNCIL/HOUSING AUTHORITY/FINANCING AUTHORITY MEMBERS AND CITY MANAGER/EXECUTIVE DIRECTOR/REPORTS OF MEETINGS ATTENDED PER GOVERNMENT CODE SECTION 53232.3

Assistant City Manager Petersen shared comments made by residents commending City Staff and City Council for their work regarding the EPA site designation.

City Manager Villalobos reported he was officially appointed to the Liability Trustfund Committee as an alternate, shared he serves on the negotiation team for the Liability Trustfund; and also sits on the League of California Cities Fire Insurance Committee.

Mayor Pro Tem Martin Del Campo thanked her colleagues for their collaboration.

Councilmember Calderon echoed Mayor Pro Tem Martin Del Campo's sentiments; and thanked all who showed up and City Staff as well.

Councilmember Finlay noted the large turnout of residents; stated her opinion on the EPA site designation; and expressed interest in holding a closed session regarding the topic; and thanked her colleagues, staff, and the citizens for attending the meeting.

Councilmember Kang shared his opinion on the recent events and expressed frustration as well as concern with the manner in which the EPA handled the hazardous materials processing site; shared appreciation for elected leaders who have coordinated town halls; and wished everyone a Happy Lunar New Year.

Councilmember Lewis thanked his colleagues; stated his opinion regarding the use of Lario Park as a hazardous waste sorting site; expressed concern about the unanswered questions from the EPA that has created a lack of trust between communities and organizations; and assured residents the city would continue seeking out additional information.

In response to questions posed by the City Council, City Attorney Phan stated she would not answer litigation questions in open session.

Councilmember Finlay expressed discontentment with the timeline that the EPA will occupy Lario Park.

Mayor Garcia thanked the City Manager Villalobos and Assistant to the City Manager/Public Information Officer Rangel for their proactive efforts working with other cities, communicating with residents and handling the media.

Per questions made by the City Council, Director Breceda stated that the Sheriff's policy is to not participate in immigration sweeps and summarized the state penal code section that protects individuals who are a witness or victim of a crime from immigration deportation in that situation.

Mayor Garcia congratulated Barbie Bylsma-Houghton for 41 years of service; encouraged residents to attend upcoming community events; and asked the meeting be adjourned in memory of his friend, cancer fighter, and alumni of Duarte High school, Stephanie Cano.

17. ADJOURNMENT

At 9:31 p.m., the City Council adjourned the meeting in memory of Stephanie Cano.

Cesar A. Garcia, Mayor

Annette Juarez, City Clerk

CITY OF DUARTE

Minutes of the SPECIAL MEETING OF THE CITY COUNCIL

Monday, February 3, 2025

1. CALL TO ORDER AND ROLL CALL

Mayor Garcia called the open session to order at 8:32 a.m.

Councilmembers Present: Finlay, Kang (arrived at 8:34), Lewis, Truong (arrived at 8:40 a.m.), Calderon, Martin Del Campo, Garcia

Councilmembers Absent: None

Staff Present: Brian Villalobos, City Manager
Thai Viet Phan, City Attorney
Annette Juarez, City Clerk

2. ADOPTION OF THE AGENDA

Moved by Councilmember Finlay, seconded by Mayor Pro Tem Martin Del Campo, and carried by the following vote of the City Council to adopt the agenda.

AYES: FINLAY, KANG, LEWIS, CALDERON, MARTIN DEL CAMPO, GARCIA
NOES: NONE
ABSTAIN: NONE
ABSENT TRUONG

3. ORAL COMMUNICATION - ITEMS LISTED ON THIS AGENDA

Steve Hernandez expressed concern about the option of filing an injunction on the EPA's designated site at Lario Park as a hazardous waste sorting site and stated his opinion on the possible environmental impacts of the project that other residents have pointed out.

The City Council sought clarification regarding the source of information Steve Hernandez heard from about possible alternate processing site locations.

Steve Hernandez reiterated his opposition to moving forward with an injunction and encouraged the City Council to push the EPA to change the site's location.

4. CLOSED SESSION

The City Council recessed into closed session at 8: 36 a.m. to discuss the following:

A. CONFERENCE WITH LEGAL COUNSEL - INITIATION OF LITIGATION pursuant to Government Code section 54956.9(d)(4): 1 case.

Councilmember Finlay left the closed session at 9:22 a.m.

5. ADJOURNMENT

At 9:40 a.m., the City Council adjourned the meeting.

Cesar A. Garcia, Mayor

Annette Juarez, City Clerk



City of Duarte

Council Warrant Register By Account By Fund

Payment Dates 1/30/2025 - 2/12/2025

Account Number	Vendor DBA	Description (Item)	Payment Number	Project Account Key	Amount
Fund: 100 - GENERAL FUND					
100-1605-7741	SOUTHERN CALIFORNIA MUN...	Youth Sports Cross County Meet Entry Fees	220605		56.00
100-1605-7733	THEODORE SIEGEL	SC "El Dorado" Screening/Presentation	220603		150.00
100-1020-7716	HOME DEPOT CREDIT SERVICES	Snow Nite Santa Stage Supplies	BD225-0946		258.38
100-1605-7756	GREGORY MENA	Instructor Fee-SC Yoga 9/17/24 - 11/15/24	5439		352.80
100-1020-7716	SUNBELT RENTALS INC	Snow Nite Generator Rental	5450		740.60
100-1205-7780	DUARTE-AZUSA ANIMAL HOSP..	Emergency Animal Care	220592		50.00
100-1205-7780	DUARTE-AZUSA ANIMAL HOSP..	Emergency Animal Care	220592		50.00
100-1010-7651	COUNTY OF LOS ANGELES REG..	Candidate Statement Printing 11/5/2024 Election	220587		1,116.18
100-1610-7618	HOME DEPOT CREDIT SERVICES	Facility Maint Supplies/Repairs	BD225-0946		154.85
100-1010-7651	MARTIN CALDERON RIOS	Actual Candidate Statement Printing	5444		-312.60
100-2120	MARTIN CALDERON RIOS	Candidate Statement Printing Deposit	5444		400.00
100-1010-7651	HECTOR MARTINEZ	Actual Candidate Statement Printing	220598		-163.66
100-2120	HECTOR MARTINEZ	Candidate Statement Printing Deposit	220598		200.00
100-1010-7651	VINH TRUONG	Actual Candidate Statement Printing	5455		-327.32
100-2120	VINH TRUONG	Candidate Statement Printing Deposit	5455		400.00
100-1010-7651	JIM KIRCHNER	Actual Candidate Statement Printing	5435		-312.60
100-2120	JIM KIRCHNER	Candidate Statement Printing Deposit	5435		400.00
100-1415-7889	HOME DEPOT CREDIT SERVICES	Irrigation Repair-Sports Park	BD225-0946		33.04
100-1415-7889	HOME DEPOT CREDIT SERVICES	Sport Park Irrigation Repair	BD225-0946		6.03
100-1415-7889	HOME DEPOT CREDIT SERVICES	Refund-Irrigation Repair-Sports Park	BD225-0946		-9.85
100-1205-7782	ALL CITY MANAGEMENT SERV...	Crossing Guard Svcs 12/8/2024 - 12/21/2024	5409		7,279.45
100-1410-7980	HOME DEPOT CREDIT SERVICES	Street Lights & Irrigation Repairs	BD225-0946		48.22
100-1810-7672	NEOGOV	NeoGov Renewal 2/15/2025 - 2/14/2026	5431		7,489.22
100-1405-7800	CHARLES ABBOTT ASSOCIATES...	Building & Safety Svcs 12/2024	5416		121,417.05
100-1205-7650	FAST 5 HOLDING COMPANY L...	Citywide/Sheriff Dept Vehicle Cleaning 12/2024	220593		119.00
100-1205-7781	FAST 5 HOLDING COMPANY L...	Citywide/Sheriff Dept Vehicle Cleaning 12/2024	220593		63.00
100-1410-7650	FAST 5 HOLDING COMPANY L...	Citywide/Sheriff Dept Vehicle Cleaning 12/2024	220593		7.00
100-1205-7780	SAN GABRIEL VALLEY HUMAN...	Animal Shelter Services 1/2025	5446		6,250.00
100-1610-7652	ACCO ENGINEERED SYSTEMS	Teen Ctr HVAC Maintenance Contract (Quarterly)	5408		1,095.00
100-1610-7652	ACCO ENGINEERED SYSTEMS	Town Ctr HVAC Maintenance Contract (Quarterly)	5408		3,611.00
100-1610-7652	WET VIEWS	Weekly Aquatic Maintenance of Duarte Pools 12/2024	5442		1,950.00
100-1015-7684	CIVICA LAW GROUP, APC	1001 Las Lomas Legal 12/2024	5418		355.76
100-1015-7684	CIVICA LAW GROUP, APC	1318 Galen St Legal 12/2024	5418		125.00

Council Warrant Register By Account

Payment Dates: 1/30/2025 - 2/12/2025

Account Number	Vendor DBA	Description (Item)	Payment Number	Project Account Key	Amount
100-1015-7684	CIVICA LAW GROUP, APC	2352 Rim Rd Legal 12/2024	5418		225.00
100-1015-7684	CIVICA LAW GROUP, APC	General Code Enforcement Legal 12/2024	5418		2,250.00
100-1015-7684	CIVICA LAW GROUP, APC	Mendoza v Duarte (Admin Appeal) 12/2024	5418		625.00
100-1015-7684	CIVICA LAW GROUP, APC	LASD Citations 12/2024	5418		11,000.00
100-1015-7684	CIVICA LAW GROUP, APC	LASD Citations Expenses 12/2024	5418		252.15
100-1820-7771	CALIFORNIA STREET LIGHTING	Light Pole-1860 Evergreen Dr Damage	5414	DMGE102-St Light Pole Down...	9,900.00
100-1810-7660	DEPARTMENT OF JUSTICE	Fingerprint Apps 12/2024	5413		128.00
100-1410-7650	AUTOZONE	Vehicle #3 Battery	220582		168.47
100-1410-7650	AUTOZONE	Vehicle #9 Battery	220582		343.97
100-1610-7618	HOME DEPOT CREDIT SERVICES	Evacuation Site Supplies	BD225-0946		238.98
100-1010-7612	INTERNATIONAL INSTITUTE OF..	Frances Jimenez 2025 Membership Fee	220595		135.00
100-1025-7699	LEAGUE OF CALIFORNIA CITIES	2025 Membership Dues	220596		10,012.00
100-1205-7781	LOS ANGELES COUNTY SHERIF...	Sheriff Contract 12/2024	5437		447,784.15
100-1205-7761	DATA TICKET INC	Parking Citation Processing 12/2024	5419		1,431.98
100-1605-7002	PAMELA ROMERO	CPR Stipend	5445		76.92
100-1610-7636	CINTAS CORPORATION #693	Facility Maint Uniforms	5417		25.46
100-1610-7652	CINTAS CORPORATION #693	Logo Mats	5417		9.54
100-1020-7712	TRIPEPI SMITH & ASSOCIATES	Communication & Social Media Mgmt 1/2025	5454		9,626.00
100-1410-7810	A-1 MAINTENANCE SERVICES ...	Las Brisas Sweeping 1/2025	5407		66.00
100-1410-7810	A-1 MAINTENANCE SERVICES ...	Las Posadas Sweeping 1/2025	5407		66.00
100-1205-7614	STAPLES CONTRACT & COMM...	Office Supplies	5449		225.23
100-1825-7613	STAPLES CONTRACT & COMM...	Copier Paper	5449		136.41
100-1610-7617	FULLER ENGINEERING INC	Pool Chemicals	5429		524.71
100-1610-7617	WET VIEWS	Pool Chemicals & Supplies	5442		419.21
100-1205-7650	AUTOZONE	Vehicle #22 Parts	220582		45.62
100-1205-7614	STAPLES CONTRACT & COMM...	Office Supplies	5449		48.50
100-1410-7650	AUTOZONE	Battery Core Credit	220582		-79.38
100-1825-7630	CANON FINANCIAL SERVICES I...	(2) CH/PS/SC/TC Copier Lease 2/01/25 - 2/28/25	220584		1,726.02
100-1825-7631	CANON FINANCIAL SERVICES I...	(2) CH/PS/SC/TC Copier Maint 12/1/24 - 12/31/24	220584		458.05
100-1610-7636	CINTAS CORPORATION #693	Facility Maint Uniforms	5417		65.73
100-1610-7652	CINTAS CORPORATION #693	Logo Mats	5417		46.65
100-1825-7980	PAPER RECYCLING & SHREDDI...	Document Shredding 1/21/2025	220601		68.00
100-4302	KEVIN MAHSEREJIAN	Citation Refund	220597		60.00
100-4302	ATS PROCESSING	Citation Refund (Jose Carrillo)	220581		371.00
100-1205-7779	AIDA TORRES	DART Event 1/11/2025 Expense Reimbursement	5453		258.87
100-1205-7783	AIDA TORRES	A-Team Take Over 12/27/24 Expense Reimbursement	5453		51.23
100-1605-7733	CURO MANAGED PRINT PRO...	TC Duarte Fashion Show Tickets	220588		81.15
100-1610-7652	EXECUTIVE ELEVATOR INC	SC Elevator Maintenance 1/2025	5423		171.00
100-1205-7787	MOUNTAIN VISA PLAZA	Public Safety Lease	5440		9,221.00
100-1825-7613	SUPERIOR PRESS	Accounts Payable Checks	BD25-0940		673.16
100-1805-7653	SUPERIOR PRESS	A/P Deposit Slips	BD25-0941		127.61
100-1825-7630	QUADIENT LEASING USA INC	CH Postage Machine Lease 2/23/25 - 5/22/25	220602		707.12
100-5005	CALIFORNIA DEPT OF TAX & F...	2024 Sales & Use Tax	BD25-0913		1.00
100-1610-7618	SUPPLY SOLUTIONS	Recycled Paper Products	5447		1,270.82
100-1610-7618	SUPPLY SOLUTIONS	Building Maintenance Supplies	5447		2,095.69
100-1605-7610	ALBERTO CASTANEDA-SALAZ...	JPIA Supervisor Academy Expense Reimbursement	220586		154.00

Council Warrant Register By Account

Payment Dates: 1/30/2025 - 2/12/2025

Account Number	Vendor DBA	Description (Item)	Payment Number	Project Account Key	Amount
100-1825-7631	CANON SOLUTIONS AMERICA ...	Finance Mgr Printer Maint 12/23/24 - 1/22/25	220585		20.30
100-1205-7650	WARDS SERVICE	Vehicle #18 Duplicate Key	5461		395.00
100-1020-7980	CULINARY ARTIST GROUP	Balance-Annual Awards Catering	220579		3,579.54
100-1610-7618	WAXIE SANITARY SUPPLY	Building Maintenance Supplies	5462		543.58
100-1610-7652	INX BUILDING MAINTENANCE	SC Rental Cleaning 1/19/25 & 1/26/25	5433		284.68
100-1020-7711	U.S. BANK	Service Award Gift Boxes (Amazon)	5458		26.44
100-1020-7711	U.S. BANK	Service Awards Gift Wrapping (Amazon)	5458		17.61
100-1020-7980	U.S. BANK	Years of Service Gifts (Target)	5458		1,600.00
100-1020-7980	U.S. BANK	Annual Awards Decorations (Walmart.com)	5458		69.83
100-1020-7980	U.S. BANK	Annual Awards Invitation (Paperless Post)	5458		50.00
100-1605-7733	U.S. BANK	Netflix-Senior Ctr 1/4/2025 - 2/3/2025	5458		7.74
100-1605-7735	U.S. BANK	Netflix-Teen Ctr 1/4/2025 - 2/3/2025	5458		7.75
100-1805-7610	U.S. BANK	Employee Staff Meeting Food (T Burgers)	5458		76.43
100-1805-7614	U.S. BANK	1099-NEC/Misc Forms/Envelopes (Amazon)	5458		105.80
100-1805-7965	U.S. BANK	STR Trend Report 10/2024 - 12/2024 (STRcom)	5458		660.00
100-1810-7610	U.S. BANK	Kristen Petersen Mtg w/Councilmember (Peach Cafe)	5458		47.09
100-1810-7611	U.S. BANK	Colors Training Easel Pads (Staples)	5458		208.00
100-1815-7632	U.S. BANK	Fiance Webinar 1/7/2025 - 2/6/2025 (Zoom)	5458		96.00
100-1815-7632	U.S. BANK	Adobe Creative Cloud/Acrobat 1/13/25 - 2/12/25	5458		849.68
100-1020-7711	CURO MANAGED PRINT PRO...	Employee/Commission Recognition Signage	220588		181.91
100-1605-7733	CURO MANAGED PRINT PRO...	SC A Frame Activity Calendar 2/2025	220588		18.74
100-1205-7615	SWEET BASIL PIZZA #1	CERT Dinner	5451		115.65
100-1205-7779	SWEET BASIL PIZZA #1	DART Dinner	5451		109.06
100-1205-7761	SUPERIOR CT OF CAL CO OF L...	Citation Tax Revenue 12/2024	220580		3,733.00
100-1010-7610	U.S. BANK	Brian V Mtg w/Capt Meza/Sgt Fiedler (Tops)	5460		42.00
100-1010-7612	U.S. BANK	Pasadena Star News Online Subscription	5460		18.00
100-1010-7612	U.S. BANK	Annette Juarez Notary Renewal (Nat'l Notary Assoc)	5460		688.71
100-1010-7980	U.S. BANK	CC Mtg Dinner 1/14/25 (Cabreras)	5460		304.23
100-1010-7980	U.S. BANK	CC Mtg Dessert 1/14/25 (Sweet Nothings)	5460		37.60
100-1010-7980	U.S. BANK	DashPass 1/5/2025 - 2/5/2025 (DoorDash)	5460		9.99
100-1020-7712	U.S. BANK	Spotify Membership	5460		19.99
100-1410-7610	U.S. BANK	Sean McBride PAPA Conference 2/2025	5459		140.00
100-1410-7610	U.S. BANK	Gerard Batista PAPA Conference 2/2025	5459		140.00
100-1410-7612	U.S. BANK	Gerard Batista 2025 PAPA Membership	5459		50.00
100-1410-7612	U.S. BANK	Sean McBride 2025 PAPA Membership	5459		50.00

Council Warrant Register By Account

Payment Dates: 1/30/2025 - 2/12/2025

Account Number	Vendor DBA	Description (Item)	Payment Number	Project Account Key	Amount
100-1020-7711	U.S. BANK	Employee Awards Decor (Etsy Inc)	5456		250.95
100-1020-7716	U.S. BANK	Special Event Music License Renewal (ASCAP)	5456		434.00
100-1020-7716	U.S. BANK	RETURN-Santa Coming to Duarte Heater (Home Depot)	5456		-82.67
100-1205-7615	U.S. BANK	Evacuation Site Snacks 1/8/25 (Smart & Final)	5456		210.14
100-1605-7614	U.S. BANK	Shipping Tape (Amazon)	5456		22.81
100-1605-7614	U.S. BANK	Hooks (Amazon)	5456		16.53
100-1605-7614	U.S. BANK	Craft Needles/Electric Air Pump (Amazon)	5456		55.65
100-1605-7650	U.S. BANK	Dept Vehicle Car Wash (Route 66 Car Wash)	5456		26.95
100-1605-7730	U.S. BANK	Special Events/Lunar/Handles/Tattoos (Amazon)	5456		31.95
100-1605-7730	U.S. BANK	Special Event Origami Paper (Amazon)	5456		25.78
100-1605-7730	U.S. BANK	Lunar New Year Decorations (Wing Wa Hing)	5456		187.10
100-1605-7730	U.S. BANK	Lunar New Year Decorations (JR Gifts Co)	5456		462.09
100-1605-7730	U.S. BANK	Special Event/Lunar New Year Stencils (Amazon)	5456		14.32
100-1605-7733	U.S. BANK	SC Monthly Dance Snacks (Smart & Final)	5456		168.63
100-1605-7733	U.S. BANK	SC Reusable Dry Erase Squares Board (Amazon)	5456		24.20
100-1605-7733	U.S. BANK	SC Valentine's Day Decorations (Amazon)	5456		79.83
100-1605-7733	U.S. BANK	SC Wall Calendar (Amazon)	5456		19.29
100-1605-7733	U.S. BANK	SC New Year's Brunch Supplies (Smart & Final)	5456		80.17
100-1605-7733	U.S. BANK	SC Billiard Pool Sticks (Amazon)	5456		120.68
100-1605-7733	U.S. BANK	SC New Year's Brunch Supplies (Target)	5456		52.92
100-1605-7733	U.S. BANK	SC Office Supplies (Amazon)	5456		203.77
100-1605-7733	U.S. BANK	RETURN-SC Xmas Event Centerpieces (Amazon)	5456		-105.81
100-1605-7733	U.S. BANK	SC New Year's Brunch Supplies/Decor (Dollar Tree)	5456		13.78
100-1605-7735	U.S. BANK	MLK Essay Contest Prizes (Amazon)	5456		250.00
100-1605-7735	U.S. BANK	MLK Essay Contest Gift Card (Amazon)	5456		15.00
100-1605-7735	U.S. BANK	CHYLL End of Year Pizza Party (Little Caesars)	5456		64.41
100-1605-7735	U.S. BANK	CHYLL Cleaning Day 1/15/2025 (Little Caesars)	5456		49.77
100-1605-7741	U.S. BANK	Basketball Referee Shirt (Amazon)	5456		11.01
100-1605-7745	U.S. BANK	Boxing Outing 1/14/2025 (AMC Covina)	5456		258.37
100-1610-7618	U.S. BANK	Coffee Supplies (Smart & Final)	5456		427.26
100-1610-7618	U.S. BANK	PA System Mic Pack (AP BYFP PRO)	5456		537.59
100-1610-7618	U.S. BANK	Pickleball Court Storage Container (Ace Hardware)	5456		250.11
100-1610-7618	U.S. BANK	SC Tea (Amazon)	5456		14.97
100-1810-7611	JACK PAUL DERMODY	Four Windows Workshops	220589		2,789.76
100-1605-7733	HEULYN REGINA DUMAS-JOH...	SC Sewing Class 1/2025	5420		132.00
100-1605-7650	DUARTE RECREATION PETTY ...	Rt 66 City Vehicle Car Wash	220591		6.00
100-1605-7730	DUARTE RECREATION PETTY ...	Lunar New Year Decorations	220591		30.62

Council Warrant Register By Account

Payment Dates: 1/30/2025 - 2/12/2025

Account Number	Vendor DBA	Description (Item)	Payment Number	Project Account Key	Amount
100-1605-7730	DUARTE RECREATION PETTY ...	Lunar New Year Supplies (China Town Parking)	220591		5.00
100-1605-7650	AUTOZONE	Vehicle #27 Battery Replacement	220582		175.08
100-1610-7652	CHARLIE'S FENCE CO	Otis Gordon Park Fence Repair	220604		1,285.00
100-1605-7980	CURO MANAGED PRINT PRO...	Staff Recognition Supplies	220588		165.38
100-1610-7618	HOME DEPOT CREDIT SERVICES	Early Pay Discount (Inv#3813294)	BD225-0946		-4.34
100-2120	YOSEPH MARTINO	ROP Bldg Rent Deposit Refund 1/25/25	220599		150.00
100-2120	LEONOR NAJERA	SC Rent Deposit Refund 1/28/25	220600		500.00
100-1805-7965	HDL COREN & CONE	Property Tax Srvcs 1/2025 - 3/2025	5432		3,551.91
100-1005-7640	CESAR A GARCIA	Council Vehicle Allowance	5430		75.00
100-1005-7641	TERA MARTIN DEL CAMPO	Council Vehicle Allowance	5438		75.00
100-1005-7642	MARGARET FINLAY	Council Vehicle Allowance	5427		75.00
100-1005-7643	VINH TRUONG	Council Vehicle Allowance	5455		75.00
100-1005-7647	MARTIN CALDERON RIOS	Council Vehicle Allowance	5444		75.00
100-1005-7648	SAMUEL KANG	Council Vehicle Allowance	5434		75.00
100-1005-7650	TONEY LEWIS	Council Vehicle Allowance	5436		75.00
100-1825-7674	EFREN CASTRO	Health Insurance Reimbursement	5415		566.00
100-1825-7674	TERESA RENTERIA	Health Insurance Reimbursement	5443		566.00
100-1825-7674	MICHAEL TARR	Health Insurance Reimbursement	5452		435.00
100-1825-7674	JACQUELINE BURCKHARD	Health Insurance Reimbursement	5410		218.00
100-1825-7674	JIM KIRCHNER	Health Insurance Reimbursement	5435		435.00
100-1825-7674	JOHN FASANA	Health Insurance Reimbursement	5424		435.00
100-1825-7674	CATHERINE BRATTA	Health Insurance Reimbursement	220583		435.00
100-1825-7674	STEVE ESBENSHADE	Health Insurance Reimbursement	5422		435.00
100-4801	SARAH TAYLOR	Young Rembrandts Class Refund (Oliver Taylor)	220606		90.00
100-1020-7711	DUARTE PETTY CASH	Service Awards Gift Boxes	220590		32.02
100-1020-7980	DUARTE PETTY CASH	Service Awards Napkins	220590		19.70
100-1805-7610	DUARTE PETTY CASH	Admin Srvcs Lunch Meeting w/Staff	220590		45.08
100-1805-7610	DUARTE PETTY CASH	Angela C CSMFO SGV Luncheon Meeting	220590		17.42
100-1805-7980	DUARTE PETTY CASH	Admin Srvcs Storage Containers	220590		55.13
100-1810-7980	DUARTE PETTY CASH	Mileage Reimbursement CPR Training	220590		1.61
100-1015-7682	BURKE, WILLIAMS & SORENS...	Labor Legal 12/2024	5411		807.07
100-1815-7820	HDL SOFTWARE LLC	BL Annual Software Hosting Use Fee	220594		13,916.36
100-1020-7724	SOUTHERN CALIFORNIA EDIS...	PO Pkg Lot Lease 2/01/2025 - 4/30/2025	5448		2,420.78
Fund 100 - GENERAL FUND Total:					715,082.05
Fund: 225 - SB-1, Road Maintenance/Rehab Fund					
225-2127	FS CONTRACTORS INC	Retention	5425	202118- Retention- ATP Cycle 4	-5,374.60
225-2250-8100	FS CONTRACTORS INC	ATP Cycle 4 Ped/Bike Safety Improv 9/1/24-10/31/24	5425	202118-ATP Cycle 4-Other Im...	107,491.97
Fund 225 - SB-1, Road Maintenance/Rehab Fund Total:					102,117.37
Fund: 240 - LIGHTING AND LANDSCAPE DISTRICT FUND					
240-2405-7888	HOME DEPOT CREDIT SERVICES	Street Lights & Irrigation Repairs	BD225-0946		42.93

Council Warrant Register By Account

Payment Dates: 1/30/2025 - 2/12/2025

Account Number	Vendor DBA	Description (Item)	Payment Number	Project Account Key	Amount
240-2426-7810	A-1 MAINTENANCE SERVICES ...	Grocery Outlet Ctr Sweeping 1/2025	5407		843.00
Fund 240 - LIGHTING AND LANDSCAPE DISTRICT FUND Total:					885.93
Fund: 260 - COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)					
260-2127	C J CONCRETE CONSTRUCTION..	Retention	5412	202511-Retention-ADA Curb ...	-5,409.38
260-2605-8061	C J CONCRETE CONSTRUCTION..	FY25 CDBG ADA Curb Ramp Project	5412	202511-Capital-CDBG/ADA Cu...	98,500.00
260-2605-8061	C J CONCRETE CONSTRUCTION..	Change Order 1	5412	202511-Capital-CDBG/ADA Cu...	9,687.50
Fund 260 - COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) Total:					102,778.12
Fund: 290 - SUPPLEMENTAL LAW ENFORCEMENT FUND					
290-2905-7781	LOS ANGELES COUNTY SHERIF...	Sheriff Contract 12/2024	5437		24,480.43
Fund 290 - SUPPLEMENTAL LAW ENFORCEMENT FUND Total:					24,480.43
Fund: 400 - PARK DEVELOPMENT GRANT FUND					
400-4005-7965	NATURE FOR ALL	Fish Canyon Trail Planning Oct - Dec 2024	5441	202214-Exp-Fish Cyn Trail Res...	1,045.59
Fund 400 - PARK DEVELOPMENT GRANT FUND Total:					1,045.59
Fund: 440 - PROPOSITION A TRANSIT FUND					
440-4405-7650	FAST 5 HOLDING COMPANY L...	Citywide/Sheriff Dept Vehicle Cleaning 12/2024	220593		28.00
440-4405-8013	FOOTHILL TRANSIT	Installment of 3rd Bus 1/2025	5428		3,887.05
440-4405-7960	FOOTHILL TRANSIT	Duarte Local Service 12/2024	5428		20,753.80
440-5004	FOOTHILL TRANSIT	Duarte Local Service 12/2024	5428		-678.13
Fund 440 - PROPOSITION A TRANSIT FUND Total:					23,990.72
Fund: 460 - PROPOSITION C TRANSIT FUND					
460-4605-8013	FOOTHILL TRANSIT	Installment of 3rd Bus 1/2025	5428		3,180.31
460-4605-7960	FOOTHILL TRANSIT	Duarte Local Service 12/2024	5428		16,980.39
460-5004	FOOTHILL TRANSIT	Duarte Local Service 12/2024	5428		-554.84
Fund 460 - PROPOSITION C TRANSIT FUND Total:					19,605.86
Fund: 470 - MEASURE R LR TRANSIT FUND					
470-4705-8070	ELIE FARAH INC	FY25 Street Rehab Project Design 12/2/23 - 1/1/25	5421	202506-Cap Street Improv-FY...	24,300.00
Fund 470 - MEASURE R LR TRANSIT FUND Total:					24,300.00
Fund: 475 - MEASURE M LR TRANSIT FUND					
475-2127	FS CONTRACTORS INC	Retention	5426	202508-Retention_Concrete/S...	-7,016.40
475-4750-8060	FS CONTRACTORS INC	FY25 Annual Concrete Repair Project	5426	202508-Citywide Concrete/Si...	140,328.00
Fund 475 - MEASURE M LR TRANSIT FUND Total:					133,311.60
Grand Total:					1,147,597.67

Report Summary

Fund Summary

Fund	Payment Amount
100 - GENERAL FUND	715,082.05
225 - SB-1, Road Maintenance/Rehab Fund	102,117.37
240 - LIGHTING AND LANDSCAPE DISTRICT FUND	885.93
260 - COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)	102,778.12
290 - SUPPLEMENTAL LAW ENFORCEMENT FUND	24,480.43
400 - PARK DEVELOPMENT GRANT FUND	1,045.59
440 - PROPOSITION A TRANSIT FUND	23,990.72
460 - PROPOSITION C TRANSIT FUND	19,605.86
470 - MEASURE R LR TRANSIT FUND	24,300.00
475 - MEASURE M LR TRANSIT FUND	133,311.60
Grand Total:	1,147,597.67

Account Summary

Account Number	Account Name	Payment Amount
100-1005-7640	Travel & Exp - Garcia	75.00
100-1005-7641	Travel & Exp - Martin Del...	75.00
100-1005-7642	Travel & Exp - Finlay	75.00
100-1005-7643	Travel & Exp - Truong	75.00
100-1005-7647	Travel & Exp - Calderon	75.00
100-1005-7648	Travel & Exp - Kang	75.00
100-1005-7650	Travel & Exp - Lewis	75.00
100-1010-7610	Travel, Mtgs & Conf	42.00
100-1010-7612	Publications and Dues	841.71
100-1010-7651	Election Services	0.00
100-1010-7980	Other Expenses	351.82
100-1015-7682	Labor Counsel Legal	807.07
100-1015-7684	Code Enforcement Legal	14,832.91
100-1020-7711	Employee Recognition C...	508.93
100-1020-7712	Community Information ...	9,645.99
100-1020-7716	Special Community Even...	1,350.31
100-1020-7724	Post Office Parking	2,420.78
100-1020-7980	Other Expenses	5,319.07
100-1025-7699	League Of Calif Cities	10,012.00
100-1205-7614	Office Supplies	273.73
100-1205-7615	Emergency Supplies	325.79
100-1205-7650	Vehicle Maintenance	559.62
100-1205-7761	Parking Ticket Collect	5,164.98
100-1205-7779	Youth Programs	367.93
100-1205-7780	Animal Control	6,350.00
100-1205-7781	Contract Law Enforceme...	447,847.15
100-1205-7782	Crossing Guard Contract...	7,279.45
100-1205-7783	A-Team Program	51.23
100-1205-7787	Public Safety Cntr Lease	9,221.00
100-1405-7800	Building Department Ser...	121,417.05
100-1410-7610	Travel, Mtgs & Conf	280.00
100-1410-7612	Publications and Dues	100.00
100-1410-7650	Vehicle Maintenance	440.06
100-1410-7810	Street Sweeping	132.00
100-1410-7980	Other Expenses	48.22
100-1415-7889	Repairs-Sports Park	29.22
100-1605-7002	Regular Salaries	76.92
100-1605-7610	Travel, Mtgs & Conf	154.00
100-1605-7614	Office Supplies	94.99
100-1605-7650	Vehicle Maintenance	208.03
100-1605-7730	Special Events	756.86
100-1605-7733	Senior Center	1,047.09
100-1605-7735	Teen Center	386.93

Account Summary

Account Number	Account Name	Payment Amount
100-1605-7741	Sports/Playground Progr...	67.01
100-1605-7745	Boxing Program	258.37
100-1605-7756	Senior Recreation Classes	352.80
100-1605-7980	Other Expenses	165.38
100-1610-7617	Pool Chemicals	943.92
100-1610-7618	Building Supplies	5,529.51
100-1610-7636	Uniforms	91.19
100-1610-7652	Building Maint Services	8,452.87
100-1805-7610	Travel, Mtgs & Conf	138.93
100-1805-7614	Office Supplies	105.80
100-1805-7653	Bank Charges	127.61
100-1805-7965	Professional Services	4,211.91
100-1805-7980	Other Expenses	55.13
100-1810-7610	Travel, Mtgs & Conf	47.09
100-1810-7611	Training	2,997.76
100-1810-7660	Other Services	128.00
100-1810-7672	Neogov Program Costs	7,489.22
100-1810-7980	Other Expenses	1.61
100-1815-7632	Software	945.68
100-1815-7820	Finance Software	13,916.36
100-1820-7771	Repair Of City Property	9,900.00
100-1825-7613	Duplications And Photos	809.57
100-1825-7630	Equipment Lease	2,433.14
100-1825-7631	Equipment Maintenance	478.35
100-1825-7674	Retiree Health Insurance	3,525.00
100-1825-7980	Other Expenses	68.00
100-2120	Refundable Deposits	2,050.00
100-4302	Parking Citations	431.00
100-4801	Youth & Adult Recreatio...	90.00
100-5005	Taxable Sales	1.00
225-2127	Retention Payable	-5,374.60
225-2250-8100	Other Capital Improvem...	107,491.97
240-2405-7888	Repairs-Citywide	42.93
240-2426-7810	Street Sweeping	843.00
260-2127	Retention Payable	-5,409.38
260-2605-8061	ADA Curb Ramps (Capital)	108,187.50
290-2905-7781	Contract Law Enforceme...	24,480.43
400-4005-7965	Professional Services	1,045.59
440-4405-7650	Vehicle Maintenance	28.00
440-4405-7960	Foothill Transit Operatio...	20,753.80
440-4405-8013	Vehicles (Capital)	3,887.05
440-5004	Other Revenue	-678.13
460-4605-7960	Foothill Tranist Operatio...	16,980.39
460-4605-8013	Vehicles (Capital)	3,180.31
460-5004	Other Revenue	-554.84
470-4705-8070	Street Improvements (C...	24,300.00
475-2127	Retention Payable	-7,016.40
475-4750-8060	Sidewalk Improvements	140,328.00
Grand Total:		1,147,597.67

Project Account Summary

Project Account Key	Payment Amount
None	774,144.99
202118- Retention- ATP Cycle 4	-5,374.60
202118-ATP Cycle 4-Other Improv-Capital	107,491.97
202214-Exp-Fish Cyn Trail Restoration/Access Plan	1,045.59
202506-Cap Street Improv-FY24-25	24,300.00
202508-Citywide Concrete/Sidewalk Repair Proj-FY25	140,328.00

Project Account Summary

Project Account Key	Payment Amount
202508-Retention_Concrete/Sidewalk Repair Proj	-7,016.40
202511-Capital-CDBG/ADA Curb Ramps	108,187.50
202511-Retention-ADA Curb Ramps	-5,409.38
DMGE102-St Light Pole Down-1860 Evergreen St	9,900.00
Grand Total:	<u>1,147,597.67</u>



City of Duarte

Council Warrant Register By Vendor By Fund

Payment Dates 1/30/2025 - 2/12/2025

Account Number	Vendor DBA	Description (Item)	Payable Number	Project Account Key	Amount
Fund: 100 - GENERAL FUND					
Vendor: 5086 - ACCO ENGINEERED SYSTEMS					
100-1610-7652	ACCO ENGINEERED SYSTEMS	Teen Ctr HVAC Maintenance Contract (Quarterly)	20644427		1,095.00
100-1610-7652	ACCO ENGINEERED SYSTEMS	Town Ctr HVAC Maintenance Contract (Quarterly)	20644428		3,611.00
Vendor 5086 - ACCO ENGINEERED SYSTEMS Total:					4,706.00
Vendor: 1388 - AIDA TORRES					
100-1205-7779	AIDA TORRES	DART Event 1/11/2025 Expense Reimbursement	01222025		258.87
100-1205-7783	AIDA TORRES	A-Team Take Over 12/27/24 Expense Reimbursement	01222025		51.23
Vendor 1388 - AIDA TORRES Total:					310.10
Vendor: 6364 - ALBERTO CASTANEDA-SALAZAR					
100-1605-7610	ALBERTO CASTANEDA-SALAZ...	JPIA Supervisor Academy Expense Reimbursement	1/13/2025		154.00
Vendor 6364 - ALBERTO CASTANEDA-SALAZAR Total:					154.00
Vendor: 6588 - ALBERTO R PEREZ					
100-1610-7652	WET VIEWS	Weekly Aquatic Maintenance of Duarte Pools 12/2024	2550		1,950.00
100-1610-7617	WET VIEWS	Pool Chemicals & Supplies	2578		419.21
Vendor 6588 - ALBERTO R PEREZ Total:					2,369.21
Vendor: 3661 - ALHAMBRA SUPERIOR COURT					
100-1205-7761	SUPERIOR CT OF CAL CO OF L...	Citation Tax Revenue 12/2024	1272025		3,733.00
Vendor 3661 - ALHAMBRA SUPERIOR COURT Total:					3,733.00
Vendor: 6117 - ALL CITY MANAGEMENT SERVICE INC					
100-1205-7782	ALL CITY MANAGEMENT SERV...	Crossing Guard Srvcs 12/8/2024 - 12/21/2024	97901		7,279.45
Vendor 6117 - ALL CITY MANAGEMENT SERVICE INC Total:					7,279.45
Vendor: T4906 - ATS PROCESSING					
100-4302	ATS PROCESSING	Citation Refund (Jose Carrillo)	DU020027391		371.00
Vendor T4906 - ATS PROCESSING Total:					371.00
Vendor: 1491 - AUTOZONE					
100-1410-7650	AUTOZONE	Vehicle #3 Battery	02814524108		168.47
100-1410-7650	AUTOZONE	Vehicle #9 Battery	02814524341		343.97
100-1205-7650	AUTOZONE	Vehicle #22 Parts	02814533206		45.62
100-1410-7650	AUTOZONE	Battery Core Credit	02814536398		-79.38
100-1605-7650	AUTOZONE	Vehicle #27 Battery Replacement	02814543461		175.08
Vendor 1491 - AUTOZONE Total:					653.76
Vendor: 4838 - BURKE, WILLIAMS & SORENSEN LLP					
100-1015-7682	BURKE, WILLIAMS & SORENS...	Labor Legal 12/2024	335706		807.07
Vendor 4838 - BURKE, WILLIAMS & SORENSEN LLP Total:					807.07
Vendor: 5836 - CALIFORNIA DEPT OF TAX & FEE ADMINISTRATION					
100-5005	CALIFORNIA DEPT OF TAX & F...	2024 Sales & Use Tax	0-046-690-579		1.00
Vendor 5836 - CALIFORNIA DEPT OF TAX & FEE ADMINISTRATION Total:					1.00
Vendor: 0065 - CALIFORNIA STATE DEPARTMENT OF JUSTICE					
100-1810-7660	DEPARTMENT OF JUSTICE	Fingerprint Apps 12/2024	786294		128.00
Vendor 0065 - CALIFORNIA STATE DEPARTMENT OF JUSTICE Total:					128.00

Council Warrant Register By Vendor

Payment Dates: 1/30/2025 - 2/12/2025

Account Number	Vendor DBA	Description (Item)	Payable Number	Project Account Key	Amount
Vendor: 5869 - CALIFORNIA STREET LIGHTING					
100-1820-7771	CALIFORNIA STREET LIGHTING	Light Pole-1860 Evergreen Dr Damage	1266	DMGE102-St Light Pole Down...	9,900.00
Vendor 5869 - CALIFORNIA STREET LIGHTING Total:					9,900.00
Vendor: 5719 - CANON FINANCIAL SERVICES INC					
100-1825-7630	CANON FINANCIAL SERVICES I...	(2) CH/PS/SC/TC Copier Lease 2/01/25 - 2/28/25	37997395		1,726.02
100-1825-7631	CANON FINANCIAL SERVICES I...	(2) CH/PS/SC/TC Copier Maint 12/1/24 - 12/31/24	37997395		458.05
Vendor 5719 - CANON FINANCIAL SERVICES INC Total:					2,184.07
Vendor: 5720 - CANON SOLUTIONS AMERICA INC					
100-1825-7631	CANON SOLUTIONS AMERICA ...	Finance Mgr Printer Maint 12/23/24 - 1/22/25	6010669775		20.30
Vendor 5720 - CANON SOLUTIONS AMERICA INC Total:					20.30
Vendor: 0028 - CATHERINE BRATTA					
100-1825-7674	CATHERINE BRATTA	Health Insurance Reimbursement	2/2025		435.00
Vendor 0028 - CATHERINE BRATTA Total:					435.00
Vendor: 6340 - CESAR A GARCIA					
100-1005-7640	CESAR A GARCIA	Council Vehicle Allowance	2/2025		75.00
Vendor 6340 - CESAR A GARCIA Total:					75.00
Vendor: 5120 - CHARLES ABBOTT ASSOCIATES INC					
100-1405-7800	CHARLES ABBOTT ASSOCIATES...	Building & Safety Svcs 12/2024	68279		121,417.05
Vendor 5120 - CHARLES ABBOTT ASSOCIATES INC Total:					121,417.05
Vendor: 2025 - CHARLES R SIMPSON					
100-1610-7652	CHARLIE'S FENCE CO	Otis Gordon Park Fence Repair	05671206		1,285.00
Vendor 2025 - CHARLES R SIMPSON Total:					1,285.00
Vendor: 5140 - CINTAS CORPORATION #693					
100-1610-7636	CINTAS CORPORATION #693	Facility Maint Uniforms	4217761187		25.46
100-1610-7652	CINTAS CORPORATION #693	Logo Mats	4217761187		9.54
100-1610-7636	CINTAS CORPORATION #693	Facility Maint Uniforms	4218560493		65.73
100-1610-7652	CINTAS CORPORATION #693	Logo Mats	4218560493		46.65
Vendor 5140 - CINTAS CORPORATION #693 Total:					147.38
Vendor: 6483 - CIVICA LAW GROUP, APC					
100-1015-7684	CIVICA LAW GROUP, APC	1001 Las Lomas Legal 12/2024	14986		355.76
100-1015-7684	CIVICA LAW GROUP, APC	1318 Galen St Legal 12/2024	14987		125.00
100-1015-7684	CIVICA LAW GROUP, APC	2352 Rim Rd Legal 12/2024	14988		225.00
100-1015-7684	CIVICA LAW GROUP, APC	General Code Enforcement Legal 12/2024	14989		2,250.00
100-1015-7684	CIVICA LAW GROUP, APC	Mendoza v Duarte (Admin Appeal) 12/2024	14990		625.00
100-1015-7684	CIVICA LAW GROUP, APC	LASD Citations 12/2024	14991		11,000.00
100-1015-7684	CIVICA LAW GROUP, APC	LASD Citations Expenses 12/2024	14992		252.15
Vendor 6483 - CIVICA LAW GROUP, APC Total:					14,832.91
Vendor: 0692 - COUNTY OF LA REGISTRAR-RECORDER/COUNTY CLERK					
100-1010-7651	COUNTY OF LOS ANGELES REG...	Candidate Statement Printing 11/5/2024 Election	25-3019		1,116.18
Vendor 0692 - COUNTY OF LA REGISTRAR-RECORDER/COUNTY CLERK Total:					1,116.18
Vendor: 5494 - CURO MANAGED PRINT PRODUCTION					
100-1605-7733	CURO MANAGED PRINT PRO...	TC Duarte Fashion Show Tickets	10336		81.15
100-1020-7711	CURO MANAGED PRINT PRO...	Employee/Commission Recognition Signage	10349		181.91
100-1605-7733	CURO MANAGED PRINT PRO...	SC A Frame Activity Calendar 2/2025	10352		18.74

Council Warrant Register By Vendor

Payment Dates: 1/30/2025 - 2/12/2025

Account Number	Vendor DBA	Description (Item)	Payable Number	Project Account Key	Amount
100-1605-7980	CURO MANAGED PRINT PRO...	Staff Recognition Supplies	10355		165.38
Vendor 5494 - CURO MANAGED PRINT PRODUCTION Total:					447.18
Vendor: 5501 - DATA TICKET INC					
100-1205-7761	DATA TICKET INC	Parking Citation Processing 12/2024	174739		1,431.98
Vendor 5501 - DATA TICKET INC Total:					1,431.98
Vendor: 0046 - DUARTE PETTY CASH					
100-1020-7711	DUARTE PETTY CASH	Service Awards Gift Boxes	01302025		32.02
100-1020-7980	DUARTE PETTY CASH	Service Awards Napkins	01302025		19.70
100-1805-7610	DUARTE PETTY CASH	Angela C CSMFO SGV Luncheon Meeting	01302025		17.42
100-1805-7610	DUARTE PETTY CASH	Admin Srvcs Lunch Meeting w/Staff	01302025		45.08
100-1805-7980	DUARTE PETTY CASH	Admin Srvcs Storage Containers	01302025		55.13
100-1810-7980	DUARTE PETTY CASH	Mileage Reimbursement CPR Training	01302025		1.61
Vendor 0046 - DUARTE PETTY CASH Total:					170.96
Vendor: 0311 - DUARTE RECREATION PETTY CASH					
100-1605-7650	DUARTE RECREATION PETTY ...	Rt 66 City Vehicle Car Wash	01282025		6.00
100-1605-7730	DUARTE RECREATION PETTY ...	Lunar New Year Supplies (China Town Parking)	01282025		5.00
100-1605-7730	DUARTE RECREATION PETTY ...	Lunar New Year Decorations	01282025		30.62
Vendor 0311 - DUARTE RECREATION PETTY CASH Total:					41.62
Vendor: 2227 - DUARTE-AZUSA ANIMAL HOSPITAL					
100-1205-7780	DUARTE-AZUSA ANIMAL HOSP..	Emergency Animal Care	125074		50.00
100-1205-7780	DUARTE-AZUSA ANIMAL HOSP..	Emergency Animal Care	125075		50.00
Vendor 2227 - DUARTE-AZUSA ANIMAL HOSPITAL Total:					100.00
Vendor: 1533 - EFREN CASTRO					
100-1825-7674	EFREN CASTRO	Health Insurance Reimbursement	2/2025		566.00
Vendor 1533 - EFREN CASTRO Total:					566.00
Vendor: 1357 - EXECUTIVE ELEVATOR INC					
100-1610-7652	EXECUTIVE ELEVATOR INC	SC Elevator Maintenance 1/2025	1081204		171.00
Vendor 1357 - EXECUTIVE ELEVATOR INC Total:					171.00
Vendor: 6237 - FAST 5 HOLDING COMPANY LLC					
100-1205-7650	FAST 5 HOLDING COMPANY L...	Citywide/Sheriff Dept Vehicle Cleaning 12/2024	8045		119.00
100-1205-7781	FAST 5 HOLDING COMPANY L...	Citywide/Sheriff Dept Vehicle Cleaning 12/2024	8045		63.00
100-1410-7650	FAST 5 HOLDING COMPANY L...	Citywide/Sheriff Dept Vehicle Cleaning 12/2024	8045		7.00
Vendor 6237 - FAST 5 HOLDING COMPANY LLC Total:					189.00
Vendor: 1570 - FRIEDRICH ENTERPRISES INC					
100-1410-7810	A-1 MAINTENANCE SERVICES ...	Las Brisas Sweeping 1/2025	208924		66.00
100-1410-7810	A-1 MAINTENANCE SERVICES ...	Las Posadas Sweeping 1/2025	208925		66.00
Vendor 1570 - FRIEDRICH ENTERPRISES INC Total:					132.00
Vendor: 4690 - FULLER ENGINEERING INC					
100-1610-7617	FULLER ENGINEERING INC	Pool Chemicals	152595		524.71
Vendor 4690 - FULLER ENGINEERING INC Total:					524.71
Vendor: 5687 - GOVERNMENTJOBS.COM INC					
100-1810-7672	NEOGOV	NeoGov Renewal 2/15/2025 - 2/14/2026	INV-128013		7,489.22
Vendor 5687 - GOVERNMENTJOBS.COM INC Total:					7,489.22

Council Warrant Register By Vendor

Payment Dates: 1/30/2025 - 2/12/2025

Account Number	Vendor DBA	Description (Item)	Payable Number	Project Account Key	Amount
Vendor: 6618 - GREGORY MENA					
100-1605-7756	GREGORY MENA	Instructor Fee-SC Yoga 9/17/24 24-3 - 11/15/24			352.80
Vendor 6618 - GREGORY MENA Total:					352.80
Vendor: 3570 - HDL COREN & CONE					
100-1805-7965	HDL COREN & CONE	Property Tax Srvcs 1/2025 - 3/2025	SIN046874		3,551.91
Vendor 3570 - HDL COREN & CONE Total:					3,551.91
Vendor: 6441 - HDL SOFTWARE LLC					
100-1815-7820	HDL SOFTWARE LLC	BL Annual Software Hosting Use Fee	SIN047086		13,916.36
Vendor 6441 - HDL SOFTWARE LLC Total:					13,916.36
Vendor: T4908 - HECTOR MARTINEZ					
100-1010-7651	HECTOR MARTINEZ	Actual Candidate Statement Printing	R104866		-163.66
100-2120	HECTOR MARTINEZ	Candidate Statement Printing Deposit	R104866		200.00
Vendor T4908 - HECTOR MARTINEZ Total:					36.34
Vendor: 6002 - HEULYN REGINA DUMAS-JOHNSON					
100-1605-7733	HEULYN REGINA DUMAS-JOH...	SC Sewing Class 1/2025	SC-1/2025		132.00
Vendor 6002 - HEULYN REGINA DUMAS-JOHNSON Total:					132.00
Vendor: 0788 - HOME DEPOT CREDIT SERVICES					
100-1020-7716	HOME DEPOT CREDIT SERVICES	Snow Nite Santa Stage Supplies	8542020		258.38
100-1610-7618	HOME DEPOT CREDIT SERVICES	Facility Maint Supplies/Repairs	5903682		154.85
100-1415-7889	HOME DEPOT CREDIT SERVICES	Irrigation Repair-Sports Park	4512129		33.04
100-1415-7889	HOME DEPOT CREDIT SERVICES	Sport Park Irrigation Repair	4512218		6.03
100-1415-7889	HOME DEPOT CREDIT SERVICES	Refund-Irrigation Repair-Sports Park	3224882		-9.85
100-1410-7980	HOME DEPOT CREDIT SERVICES	Street Lights & Irrigation Repairs	6520395		48.22
100-1610-7618	HOME DEPOT CREDIT SERVICES	Evacuation Site Supplies	3813294		238.98
100-1610-7618	HOME DEPOT CREDIT SERVICES	Early Pay Discount (Inv#3813294)	3524312		-4.34
Vendor 0788 - HOME DEPOT CREDIT SERVICES Total:					725.31
Vendor: 5803 - INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS					
100-1010-7612	INTERNATIONAL INSTITUTE OF..	Frances Jimenez 2025 Membership Fee	50062-01092025		135.00
Vendor 5803 - INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS Total:					135.00
Vendor: 6309 - INX BUILDING MAINTENANCE					
100-1610-7652	INX BUILDING MAINTENANCE	SC Rental Cleaning 1/19/25 & 1/26/25	991204		284.68
Vendor 6309 - INX BUILDING MAINTENANCE Total:					284.68
Vendor: 4274 - JACK PAUL DERMODY					
100-1810-7611	JACK PAUL DERMODY	Four Windows Workshops	25-7901		2,789.76
Vendor 4274 - JACK PAUL DERMODY Total:					2,789.76
Vendor: 3821 - JACQUELINE BURCKHARD					
100-1825-7674	JACQUELINE BURCKHARD	Health Insurance Reimbursement	2/2025		218.00
Vendor 3821 - JACQUELINE BURCKHARD Total:					218.00
Vendor: 0128 - JIM KIRCHNER					
100-1010-7651	JIM KIRCHNER	Actual Candidate Statement Printing	R104936		-312.60
100-2120	JIM KIRCHNER	Candidate Statement Printing Deposit	R104936		400.00
100-1825-7674	JIM KIRCHNER	Health Insurance Reimbursement	2/2025		435.00
Vendor 0128 - JIM KIRCHNER Total:					522.40

Council Warrant Register By Vendor

Payment Dates: 1/30/2025 - 2/12/2025

Account Number	Vendor DBA	Description (Item)	Payable Number	Project Account Key	Amount
Vendor: 0086 - JOHN FASANA					
100-1825-7674	JOHN FASANA	Health Insurance Reimbursement	2/2025		435.00
Vendor 0086 - JOHN FASANA Total:					435.00
Vendor: T4907 - KEVIN MAHSEREJIAN					
100-4302	KEVIN MAHSEREJIAN	Citation Refund	DU020027337		60.00
Vendor T4907 - KEVIN MAHSEREJIAN Total:					60.00
Vendor: 1345 - LEAGUE OF CALIFORNIA CITIES					
100-1025-7699	LEAGUE OF CALIFORNIA CITIES	2025 Membership Dues	INV-26773-B7Z7W2		10,012.00
Vendor 1345 - LEAGUE OF CALIFORNIA CITIES Total:					10,012.00
Vendor: T4393 - LEONOR NAJERA					
100-2120	LEONOR NAJERA	SC Rent Deposit Refund 1/28/25	R106719		500.00
Vendor T4393 - LEONOR NAJERA Total:					500.00
Vendor: 0056 - LOS ANGELES COUNTY SHERIFF'S DEPARTMENT					
100-1205-7781	LOS ANGELES COUNTY SHERIF...	Sheriff Contract 12/2024	251639TZ		447,784.15
Vendor 0056 - LOS ANGELES COUNTY SHERIFF'S DEPARTMENT Total:					447,784.15
Vendor: 0285 - MARGARET FINLAY					
100-1005-7642	MARGARET FINLAY	Council Vehicle Allowance	2/2025		75.00
Vendor 0285 - MARGARET FINLAY Total:					75.00
Vendor: 6695 - MARTIN CALDERON RIOS					
100-1010-7651	MARTIN CALDERON RIOS	Actual Candidate Statement Printing	R104857		-312.60
100-2120	MARTIN CALDERON RIOS	Candidate Statement Printing Deposit	R104857		400.00
100-1005-7647	MARTIN CALDERON RIOS	Council Vehicle Allowance	2/2025		75.00
Vendor 6695 - MARTIN CALDERON RIOS Total:					162.40
Vendor: 1042 - MICHAEL TARR					
100-1825-7674	MICHAEL TARR	Health Insurance Reimbursement	2/2025		435.00
Vendor 1042 - MICHAEL TARR Total:					435.00
Vendor: 2461 - MVP, LLC					
100-1205-7787	MOUNTAIN VISA PLAZA	Public Safety Lease	2/2025		9,221.00
Vendor 2461 - MVP, LLC Total:					9,221.00
Vendor: 1197 - PAMELA ROMERO					
100-1605-7002	PAMELA ROMERO	CPR Stipend	2/2025		76.92
Vendor 1197 - PAMELA ROMERO Total:					76.92
Vendor: 6289 - PAPER RECYCLING & SHREDDING SPECIALISTS					
100-1825-7980	PAPER RECYCLING & SHREDDI...	Document Shredding 1/21/2025	592776		68.00
Vendor 6289 - PAPER RECYCLING & SHREDDING SPECIALISTS Total:					68.00
Vendor: 6334 - PAUL D MCCULLOUGH JR					
100-1020-7980	CULINARY ARTIST GROUP	Balance-Annual Awards Catering	1/31/2025B		3,579.54
Vendor 6334 - PAUL D MCCULLOUGH JR Total:					3,579.54
Vendor: 6176 - QUADIENT LEASING USA INC					
100-1825-7630	QUADIENT LEASING USA INC	CH Postage Machine Lease 2/23/25 - 5/22/25	Q1694646		707.12
Vendor 6176 - QUADIENT LEASING USA INC Total:					707.12
Vendor: 5263 - SAMUEL KANG					
100-1005-7648	SAMUEL KANG	Council Vehicle Allowance	2/2025		75.00
Vendor 5263 - SAMUEL KANG Total:					75.00
Vendor: 6088 - SAN GABRIEL VALLEY HUMANE SOCIETY					
100-1205-7780	SAN GABRIEL VALLEY HUMAN...	Animal Shelter Services 1/2025	1/2025D		6,250.00
Vendor 6088 - SAN GABRIEL VALLEY HUMANE SOCIETY Total:					6,250.00

Council Warrant Register By Vendor

Payment Dates: 1/30/2025 - 2/12/2025

Account Number	Vendor DBA	Description (Item)	Payable Number	Project Account Key	Amount
Vendor: T4909 - SARAH TAYLOR					
100-4801	SARAH TAYLOR	Young Rembrandts Class Refund (Oliver Taylor)	2002086.002		90.00
Vendor T4909 - SARAH TAYLOR Total:					90.00
Vendor: 6401 - SIGNAL HILL AUTO ENTERPRISES					
100-1610-7618	SUPPLY SOLUTIONS	Recycled Paper Products	083915		1,270.82
100-1610-7618	SUPPLY SOLUTIONS	Building Maintenance Supplies	083916		2,095.69
Vendor 6401 - SIGNAL HILL AUTO ENTERPRISES Total:					3,366.51
Vendor: 5447 - SOUTHERN CALIFORNIA EDISON					
100-1020-7724	SOUTHERN CALIFORNIA EDIS...	PO Pkg Lot Lease 2/01/2025 - 4/30/2025	7701258484		2,420.78
Vendor 5447 - SOUTHERN CALIFORNIA EDISON Total:					2,420.78
Vendor: 2277 - SOUTHERN CALIFORNIA MUNICIPAL ATHLETIC FEDERATION					
100-1605-7741	SOUTHERN CALIFORNIA MUN...	Youth Sports Cross County Meet Entry Fees	111224/Duarte		56.00
Vendor 2277 - SOUTHERN CALIFORNIA MUNICIPAL ATHLETIC FEDERATION Total:					56.00
Vendor: 2688 - STAPLES					
100-1205-7614	STAPLES CONTRACT & COMM...	Office Supplies	6021657415		225.23
100-1825-7613	STAPLES CONTRACT & COMM...	Copier Paper	6021657415		136.41
100-1205-7614	STAPLES CONTRACT & COMM...	Office Supplies	6021906469		48.50
Vendor 2688 - STAPLES Total:					410.14
Vendor: 0083 - STEVE ESBENSHADE					
100-1825-7674	STEVE ESBENSHADE	Health Insurance Reimbursement	2/2025		435.00
Vendor 0083 - STEVE ESBENSHADE Total:					435.00
Vendor: 6462 - SUNBELT RENTALS INC					
100-1020-7716	SUNBELT RENTALS INC	Snow Nite Generator Rental	162860828-0001		740.60
Vendor 6462 - SUNBELT RENTALS INC Total:					740.60
Vendor: 5351 - SUPERIOR PRESS					
100-1825-7613	SUPERIOR PRESS	Accounts Payable Checks	4942202		673.16
100-1805-7653	SUPERIOR PRESS	A/P Deposit Slips	4942203		127.61
Vendor 5351 - SUPERIOR PRESS Total:					800.77
Vendor: 6627 - SWEET BASIL PIZZA #1					
100-1205-7615	SWEET BASIL PIZZA #1	CERT Dinner	11082024		115.65
100-1205-7779	SWEET BASIL PIZZA #1	DART Dinner	11142024		109.06
Vendor 6627 - SWEET BASIL PIZZA #1 Total:					224.71
Vendor: 6457 - TERA MARTIN DEL CAMPO					
100-1005-7641	TERA MARTIN DEL CAMPO	Council Vehicle Allowance	2/2025		75.00
Vendor 6457 - TERA MARTIN DEL CAMPO Total:					75.00
Vendor: 3904 - TERESA RENTERIA					
100-1825-7674	TERESA RENTERIA	Health Insurance Reimbursement	2/2025		566.00
Vendor 3904 - TERESA RENTERIA Total:					566.00
Vendor: 5544 - THEODORE SIEGEL					
100-1605-7733	THEODORE SIEGEL	SC "El Dorado" Screening/Presentation	2/13/2025		150.00
Vendor 5544 - THEODORE SIEGEL Total:					150.00
Vendor: 6100 - TONEY LEWIS					
100-1005-7650	TONEY LEWIS	Council Vehicle Allowance	2/2025		75.00
Vendor 6100 - TONEY LEWIS Total:					75.00
Vendor: 5284 - TRIPEPI SMITH & ASSOCIATES					
100-1020-7712	TRIPEPI SMITH & ASSOCIATES	Communication & Social Media Mgmt 1/2025	13914		9,626.00
Vendor 5284 - TRIPEPI SMITH & ASSOCIATES Total:					9,626.00
Vendor: 4484 - U.S. BANK					
100-1020-7711	U.S. BANK	Service Award Gift Boxes (Amazon)	01272025KP		26.44

Council Warrant Register By Vendor

Payment Dates: 1/30/2025 - 2/12/2025

Account Number	Vendor DBA	Description (Item)	Payable Number	Project Account Key	Amount
100-1020-7711	U.S. BANK	Service Awards Gift Wrapping (Amazon)	01272025KP		17.61
100-1020-7980	U.S. BANK	Years of Service Gifts (Target)	01272025KP		1,600.00
100-1020-7980	U.S. BANK	Annual Awards Decorations (Walmart.com)	01272025KP		69.83
100-1020-7980	U.S. BANK	Annual Awards Invitation (Paperless Post)	01272025KP		50.00
100-1605-7733	U.S. BANK	Netflix-Senior Ctr 1/4/2025 - 2/3/2025	01272025KP		7.74
100-1605-7735	U.S. BANK	Netflix-Teen Ctr 1/4/2025 - 2/3/2025	01272025KP		7.75
100-1805-7610	U.S. BANK	Employee Staff Meeting Food (T Burgers)	01272025KP		76.43
100-1805-7614	U.S. BANK	1099-NEC/Misc Forms/Envelopes (Amazon)	01272025KP		105.80
100-1805-7965	U.S. BANK	STR Trend Report 10/2024 - 12/2024 (STRcom)	01272025KP		660.00
100-1810-7610	U.S. BANK	Kristen Petersen Mtg w/Councilmember (Peach Cafe)	01272025KP		47.09
100-1810-7611	U.S. BANK	Colors Training Easel Pads (Staples)	01272025KP		208.00
100-1815-7632	U.S. BANK	Adobe Creative Cloud/Acrobat 1/13/25 - 2/12/25	01272025KP		849.68
100-1815-7632	U.S. BANK	Fiance Webinar 1/7/2025 - 2/6/2025 (Zoom)	01272025KP		96.00
100-1010-7610	U.S. BANK	Brian V Mtg w/Capt Meza/Sgt Fiedler (Tops)	1272025BV		42.00
100-1010-7612	U.S. BANK	Annette Juarez Notary Renewal (Nat'l Notary Assoc)	1272025BV		688.71
100-1010-7612	U.S. BANK	Pasadena Star News Online Subscription	1272025BV		18.00
100-1010-7980	U.S. BANK	DashPass 1/5/2025 - 2/5/2025 (DoorDash)	1272025BV		9.99
100-1010-7980	U.S. BANK	CC Mtg Dinner 1/14/25 (Cabreras)	1272025BV		304.23
100-1010-7980	U.S. BANK	CC Mtg Dessert 1/14/25 (Sweet Nothings)	1272025BV		37.60
100-1020-7712	U.S. BANK	Spotify Membership	1272025BV		19.99
100-1410-7610	U.S. BANK	Sean McBride PAPA Conference 2/2025	1272025CH		140.00
100-1410-7610	U.S. BANK	Gerard Batista PAPA Conference 2/2025	1272025CH		140.00
100-1410-7612	U.S. BANK	Gerard Batista 2025 PAPA Membership	1272025CH		50.00
100-1410-7612	U.S. BANK	Sean McBride 2025 PAPA Membership	1272025CH		50.00
100-1020-7711	U.S. BANK	Employee Awards Decor (Etsy Inc)	1272025ME		250.95
100-1020-7716	U.S. BANK	RETURN-Santa Coming to Duarte Heater (Home Depot)	1272025ME		-82.67
100-1020-7716	U.S. BANK	Special Event Music License Renewal (ASCAP)	1272025ME		434.00
100-1205-7615	U.S. BANK	Evacuation Site Snacks 1/8/25 (Smart & Final)	1272025ME		210.14
100-1605-7614	U.S. BANK	Shipping Tape (Amazon)	1272025ME		22.81
100-1605-7614	U.S. BANK	Craft Needles/Electric Air Pump (Amazon)	1272025ME		55.65
100-1605-7614	U.S. BANK	Hooks (Amazon)	1272025ME		16.53
100-1605-7650	U.S. BANK	Dept Vehicle Car Wash (Route 66 Car Wash)	1272025ME		26.95
100-1605-7730	U.S. BANK	Special Events/Lunar/Handles/Tattoos (Amazon)	1272025ME		31.95

Council Warrant Register By Vendor

Payment Dates: 1/30/2025 - 2/12/2025

Account Number	Vendor DBA	Description (Item)	Payable Number	Project Account Key	Amount
100-1605-7730	U.S. BANK	Lunar New Year Decorations (JR Gifts Co)	1272025ME		462.09
100-1605-7730	U.S. BANK	Special Event Origami Paper (Amazon)	1272025ME		25.78
100-1605-7730	U.S. BANK	Special Event/Lunar New Year Stencils (Amazon)	1272025ME		14.32
100-1605-7730	U.S. BANK	Lunar New Year Decorations (Wing Wa Hing)	1272025ME		187.10
100-1605-7733	U.S. BANK	RETURN-SC Xmas Event Centerpieces (Amazon)	1272025ME		-105.81
100-1605-7733	U.S. BANK	SC Monthly Dance Snacks (Smart & Final)	1272025ME		168.63
100-1605-7733	U.S. BANK	SC Office Supplies (Amazon)	1272025ME		203.77
100-1605-7733	U.S. BANK	SC Billiard Pool Sticks (Amazon)	1272025ME		120.68
100-1605-7733	U.S. BANK	SC New Year's Brunch Supplies (Smart & Final)	1272025ME		80.17
100-1605-7733	U.S. BANK	SC Valentine's Day Decorations (Amazon)	1272025ME		79.83
100-1605-7733	U.S. BANK	SC Reusable Dry Erase Squares Board (Amazon)	1272025ME		24.20
100-1605-7733	U.S. BANK	SC Wall Calendar (Amazon)	1272025ME		19.29
100-1605-7733	U.S. BANK	SC New Year's Brunch Supplies/Decor (Dollar Tree)	1272025ME		13.78
100-1605-7733	U.S. BANK	SC New Year's Brunch Supplies (Target)	1272025ME		52.92
100-1605-7735	U.S. BANK	MLK Essay Contest Prizes (Amazon)	1272025ME		250.00
100-1605-7735	U.S. BANK	CHYLL End of Year Pizza Party (Little Caesars)	1272025ME		64.41
100-1605-7735	U.S. BANK	CHYLL Cleaning Day 1/15/2025 (Little Caesars)	1272025ME		49.77
100-1605-7735	U.S. BANK	MLK Essay Contest Gift Card (Amazon)	1272025ME		15.00
100-1605-7741	U.S. BANK	Basketball Referee Shirt (Amazon)	1272025ME		11.01
100-1605-7745	U.S. BANK	Boxing Outing 1/14/2025 (AMC Covina)	1272025ME		258.37
100-1610-7618	U.S. BANK	Coffee Supplies (Smart & Final)	1272025ME		427.26
100-1610-7618	U.S. BANK	SC Tea (Amazon)	1272025ME		14.97
100-1610-7618	U.S. BANK	PA System Mic Pack (AP BYFP PRO)	1272025ME		537.59
100-1610-7618	U.S. BANK	Pickleball Court Storage Container (Ace Hardware)	1272025ME		250.11
Vendor 4484 - U.S. BANK Total:					9,514.44
Vendor: 6196 - VINH TRUONG					
100-1010-7651	VINH TRUONG	Actual Candidate Statement Printing	R104906		-327.32
100-2120	VINH TRUONG	Candidate Statement Printing Deposit	R104906		400.00
100-1005-7643	VINH TRUONG	Council Vehicle Allowance	2/2025		75.00
Vendor 6196 - VINH TRUONG Total:					147.68
Vendor: 6113 - WARDS SERVICE					
100-1205-7650	WARDS SERVICE	Vehicle #18 Duplicate Key	97781		395.00
Vendor 6113 - WARDS SERVICE Total:					395.00
Vendor: 0237 - WAXIE SANITARY SUPPLY					
100-1610-7618	WAXIE SANITARY SUPPLY	Building Maintenance Supplies	82997724		543.58
Vendor 0237 - WAXIE SANITARY SUPPLY Total:					543.58

Council Warrant Register By Vendor

Payment Dates: 1/30/2025 - 2/12/2025

Account Number	Vendor DBA	Description (Item)	Payable Number	Project Account Key	Amount
Vendor: T4910 - YOSEPH MARTINO					
100-2120	YOSEPH MARTINO	ROP Bldg Rent Deposit Refund 1/25/25	R106422		150.00
Vendor T4910 - YOSEPH MARTINO Total:					150.00
Fund 100 - GENERAL FUND Total:					715,082.05
Fund: 225 - SB-1, Road Maintenance/Rehab Fund					
Vendor: 5406 - JOSE ANGEL FIERROS					
225-2127	FS CONTRACTORS INC	Retention	3530	202118- Retention- ATP Cycle 4	-5,374.60
225-2250-8100	FS CONTRACTORS INC	ATP Cycle 4 Ped/Bike Safety Improv 9/1/24-10/31/24	3530	202118-ATP Cycle 4-Other Im...	107,491.97
Vendor 5406 - JOSE ANGEL FIERROS Total:					102,117.37
Fund 225 - SB-1, Road Maintenance/Rehab Fund Total:					102,117.37
Fund: 240 - LIGHTING AND LANDSCAPE DISTRICT FUND					
Vendor: 1570 - FRIEDRICH ENTERPRISES INC					
240-2426-7810	A-1 MAINTENANCE SERVICES ...	Grocery Outlet Ctr Sweeping 1/2025	208923		843.00
Vendor 1570 - FRIEDRICH ENTERPRISES INC Total:					843.00
Vendor: 0788 - HOME DEPOT CREDIT SERVICES					
240-2405-7888	HOME DEPOT CREDIT SERVICES	Street Lights & Irrigation Repairs	6520395		42.93
Vendor 0788 - HOME DEPOT CREDIT SERVICES Total:					42.93
Fund 240 - LIGHTING AND LANDSCAPE DISTRICT FUND Total:					885.93
Fund: 260 - COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)					
Vendor: 6669 - C J CONCRETE CONSTRUCTION INC					
260-2127	C J CONCRETE CONSTRUCTION..	Retention	6931	202511-Retention-ADA Curb ...	-5,409.38
260-2605-8061	C J CONCRETE CONSTRUCTION..	Change Order 1	6931	202511-Capital-CDBG/ADA Cu...	9,687.50
260-2605-8061	C J CONCRETE CONSTRUCTION..	FY25 CDBG ADA Curb Ramp Project	6931	202511-Capital-CDBG/ADA Cu...	98,500.00
Vendor 6669 - C J CONCRETE CONSTRUCTION INC Total:					102,778.12
Fund 260 - COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) Total:					102,778.12
Fund: 290 - SUPPLEMENTAL LAW ENFORCEMENT FUND					
Vendor: 0056 - LOS ANGELES COUNTY SHERIFF'S DEPARTMENT					
290-2905-7781	LOS ANGELES COUNTY SHERIF...	Sheriff Contract 12/2024	251639TZ		24,480.43
Vendor 0056 - LOS ANGELES COUNTY SHERIFF'S DEPARTMENT Total:					24,480.43
Fund 290 - SUPPLEMENTAL LAW ENFORCEMENT FUND Total:					24,480.43
Fund: 400 - PARK DEVELOPMENT GRANT FUND					
Vendor: 6354 - NATURE FOR ALL					
400-4005-7965	NATURE FOR ALL	Fish Canyon Trail Planning Oct - Dec 2024	WF-06.2176	202214-Exp-Fish Cyn Trail Res...	1,045.59
Vendor 6354 - NATURE FOR ALL Total:					1,045.59
Fund 400 - PARK DEVELOPMENT GRANT FUND Total:					1,045.59
Fund: 440 - PROPOSITION A TRANSIT FUND					
Vendor: 6237 - FAST 5 HOLDING COMPANY LLC					
440-4405-7650	FAST 5 HOLDING COMPANY L...	Citywide/Sheriff Dept Vehicle Cleaning 12/2024	8045		28.00
Vendor 6237 - FAST 5 HOLDING COMPANY LLC Total:					28.00
Vendor: 3192 - FOOTHILL TRANSIT					
440-4405-8013	FOOTHILL TRANSIT	Installment of 3rd Bus 1/2025	SI010587		3,887.05
440-4405-7960	FOOTHILL TRANSIT	Duarte Local Service 12/2024	SI010588		20,753.80
440-5004	FOOTHILL TRANSIT	Duarte Local Service 12/2024	SI010588		-678.13
Vendor 3192 - FOOTHILL TRANSIT Total:					23,962.72
Fund 440 - PROPOSITION A TRANSIT FUND Total:					23,990.72
Fund: 460 - PROPOSITION C TRANSIT FUND					
Vendor: 3192 - FOOTHILL TRANSIT					
460-4605-8013	FOOTHILL TRANSIT	Installment of 3rd Bus 1/2025	SI010587		3,180.31
460-4605-7960	FOOTHILL TRANSIT	Duarte Local Service 12/2024	SI010588		16,980.39

Council Warrant Register By Vendor

Payment Dates: 1/30/2025 - 2/12/2025

Account Number	Vendor DBA	Description (Item)	Payable Number	Project Account Key	Amount
460-5004	FOOTHILL TRANSIT	Duarte Local Service 12/2024	SI010588		-554.84
Vendor 3192 - FOOTHILL TRANSIT Total:					19,605.86
Fund 460 - PROPOSITION C TRANSIT FUND Total:					19,605.86
Fund: 470 - MEASURE R LR TRANSIT FUND					
Vendor: 5873 - ELIE FARAH INC					
470-4705-8070	ELIE FARAH INC	FY25 Street Rehab Project Design 12/2/23 - 1/1/25	1-DUA24-28	202506-Cap Street Improv-FY...	24,300.00
Vendor 5873 - ELIE FARAH INC Total:					24,300.00
Fund 470 - MEASURE R LR TRANSIT FUND Total:					24,300.00
Fund: 475 - MEASURE M LR TRANSIT FUND					
Vendor: 5406 - JOSE ANGEL FIERROS					
475-2127	FS CONTRACTORS INC	Retention	3527	202508-Retention_Concrete/S...	-7,016.40
475-4750-8060	FS CONTRACTORS INC	FY25 Annual Concrete Repair Project	3527	202508-Citywide Concrete/Si...	140,328.00
Vendor 5406 - JOSE ANGEL FIERROS Total:					133,311.60
Fund 475 - MEASURE M LR TRANSIT FUND Total:					133,311.60
Grand Total:					1,147,597.67

Report Summary

Fund Summary

Fund	Payment Amount
100 - GENERAL FUND	715,082.05
225 - SB-1, Road Maintenance/Rehab Fund	102,117.37
240 - LIGHTING AND LANDSCAPE DISTRICT FUND	885.93
260 - COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)	102,778.12
290 - SUPPLEMENTAL LAW ENFORCEMENT FUND	24,480.43
400 - PARK DEVELOPMENT GRANT FUND	1,045.59
440 - PROPOSITION A TRANSIT FUND	23,990.72
460 - PROPOSITION C TRANSIT FUND	19,605.86
470 - MEASURE R LR TRANSIT FUND	24,300.00
475 - MEASURE M LR TRANSIT FUND	133,311.60
Grand Total:	1,147,597.67

Account Summary

Account Number	Account Name	Payment Amount
100-1005-7640	Travel & Exp - Garcia	75.00
100-1005-7641	Travel & Exp - Martin Del...	75.00
100-1005-7642	Travel & Exp - Finlay	75.00
100-1005-7643	Travel & Exp - Truong	75.00
100-1005-7647	Travel & Exp - Calderon	75.00
100-1005-7648	Travel & Exp - Kang	75.00
100-1005-7650	Travel & Exp - Lewis	75.00
100-1010-7610	Travel, Mtgs & Conf	42.00
100-1010-7612	Publications and Dues	841.71
100-1010-7651	Election Services	0.00
100-1010-7980	Other Expenses	351.82
100-1015-7682	Labor Counsel Legal	807.07
100-1015-7684	Code Enforcement Legal	14,832.91
100-1020-7711	Employee Recognition C...	508.93
100-1020-7712	Community Information ...	9,645.99
100-1020-7716	Special Community Even...	1,350.31
100-1020-7724	Post Office Parking	2,420.78
100-1020-7980	Other Expenses	5,319.07
100-1025-7699	League Of Calif Cities	10,012.00
100-1205-7614	Office Supplies	273.73
100-1205-7615	Emergency Supplies	325.79
100-1205-7650	Vehicle Maintenance	559.62
100-1205-7761	Parking Ticket Collect	5,164.98
100-1205-7779	Youth Programs	367.93
100-1205-7780	Animal Control	6,350.00
100-1205-7781	Contract Law Enforceme...	447,847.15
100-1205-7782	Crossing Guard Contract...	7,279.45
100-1205-7783	A-Team Program	51.23
100-1205-7787	Public Safety Cntr Lease	9,221.00
100-1405-7800	Building Department Ser...	121,417.05
100-1410-7610	Travel, Mtgs & Conf	280.00
100-1410-7612	Publications and Dues	100.00
100-1410-7650	Vehicle Maintenance	440.06
100-1410-7810	Street Sweeping	132.00
100-1410-7980	Other Expenses	48.22
100-1415-7889	Repairs-Sports Park	29.22
100-1605-7002	Regular Salaries	76.92
100-1605-7610	Travel, Mtgs & Conf	154.00
100-1605-7614	Office Supplies	94.99
100-1605-7650	Vehicle Maintenance	208.03
100-1605-7730	Special Events	756.86
100-1605-7733	Senior Center	1,047.09
100-1605-7735	Teen Center	386.93

Account Summary

Account Number	Account Name	Payment Amount
100-1605-7741	Sports/Playground Progr...	67.01
100-1605-7745	Boxing Program	258.37
100-1605-7756	Senior Recreation Classes	352.80
100-1605-7980	Other Expenses	165.38
100-1610-7617	Pool Chemicals	943.92
100-1610-7618	Building Supplies	5,529.51
100-1610-7636	Uniforms	91.19
100-1610-7652	Building Maint Services	8,452.87
100-1805-7610	Travel, Mtgs & Conf	138.93
100-1805-7614	Office Supplies	105.80
100-1805-7653	Bank Charges	127.61
100-1805-7965	Professional Services	4,211.91
100-1805-7980	Other Expenses	55.13
100-1810-7610	Travel, Mtgs & Conf	47.09
100-1810-7611	Training	2,997.76
100-1810-7660	Other Services	128.00
100-1810-7672	Neogov Program Costs	7,489.22
100-1810-7980	Other Expenses	1.61
100-1815-7632	Software	945.68
100-1815-7820	Finance Software	13,916.36
100-1820-7771	Repair Of City Property	9,900.00
100-1825-7613	Duplications And Photos	809.57
100-1825-7630	Equipment Lease	2,433.14
100-1825-7631	Equipment Maintenance	478.35
100-1825-7674	Retiree Health Insurance	3,525.00
100-1825-7980	Other Expenses	68.00
100-2120	Refundable Deposits	2,050.00
100-4302	Parking Citations	431.00
100-4801	Youth & Adult Recreatio...	90.00
100-5005	Taxable Sales	1.00
225-2127	Retention Payable	-5,374.60
225-2250-8100	Other Capital Improvem...	107,491.97
240-2405-7888	Repairs-Citywide	42.93
240-2426-7810	Street Sweeping	843.00
260-2127	Retention Payable	-5,409.38
260-2605-8061	ADA Curb Ramps (Capital)	108,187.50
290-2905-7781	Contract Law Enforceme...	24,480.43
400-4005-7965	Professional Services	1,045.59
440-4405-7650	Vehicle Maintenance	28.00
440-4405-7960	Foothill Transit Operatio...	20,753.80
440-4405-8013	Vehicles (Capital)	3,887.05
440-5004	Other Revenue	-678.13
460-4605-7960	Foothill Tranist Operatio...	16,980.39
460-4605-8013	Vehicles (Capital)	3,180.31
460-5004	Other Revenue	-554.84
470-4705-8070	Street Improvements (C...	24,300.00
475-2127	Retention Payable	-7,016.40
475-4750-8060	Sidewalk Improvements	140,328.00
Grand Total:		1,147,597.67

Project Account Summary

Project Account Key	Payment Amount
None	774,144.99
202118- Retention- ATP Cycle 4	-5,374.60
202118-ATP Cycle 4-Other Improv-Capital	107,491.97
202214-Exp-Fish Cyn Trail Restoration/Access Plan	1,045.59
202506-Cap Street Improv-FY24-25	24,300.00
202508-Citywide Concrete/Sidewalk Repair Proj-FY25	140,328.00

Project Account Summary

Project Account Key	Payment Amount
202508-Retention_Concrete/Sidewalk Repair Proj	-7,016.40
202511-Capital-CDBG/ADA Curb Ramps	108,187.50
202511-Retention-ADA Curb Ramps	-5,409.38
DMGE102-St Light Pole Down-1860 Evergreen St	9,900.00
Grand Total:	1,147,597.67



**COMMUNITY DEVELOPMENT
STATUS REPORT
February 2025**

PROJECT/PROGRAM	STATUS
DEVELOPMENT	
Wyndham Hawthorn Suites Hotel (1230 Huntington Drive)	This is a two-phase project with a total of 178 rooms with 72 in the first phase. Utility plans are still in process and the development team is working on resolving easement issues. Building permits were issued in December. The applicant expects to start construction in March 2025.
Andres Duarte School	This is a Duarte Unified School District (DUSD) project which entails the development of the Andres Duarte School site with a residential development. The School District has selected a developer for the development: a partnership of Adept Development, MW Investments Group and SGV Property Fund. The Andres Duarte school site property is 14.1 acres. The preliminary plan, acted on by DUSD, includes 169 units and preserves a portion of Otis Gordon Park. The property has a general plan and zoning of Public Facilities so any development of the property will require City Council approval. The Parks & Recreation Commission reviewed the concept for the Otis Gordon Park rebuild at its September meeting. The EIR consultant has been hired. The Notice of EIR preparation has been issued. Work on the EIR is in process. The City hosted an EIR Scoping Meeting on January 7 and the consultant provided an overview of the proposed environmental analysis and explained the EIR process.
BP Charging Station 2107 Huntington Dr.	Permits have been issued, and construction is in process for the new EV charging station on the property at the northeast corner of Huntington Drive and Bradbourne. This is a new style of charging station that includes several charging spaces and a lounge area for customers that are waiting for their vehicles to charge. The project should be completed by early March.
Former Nissan Dealership	The Nissan dealership on the northeast corner of Buena Vista Street and Central Avenue has permanently closed. Staff has met with the new owner to discuss possible development of the site. The priority is for a new car dealership for the location. In the most recent discussion with the owner's representative, it was reported that the plan is to begin marketing the property in early 2025. In the interim the property will be used for new car parking and will be well maintained.

PROJECT/PROGRAM	STATUS
New Infinity/Nissan Dealership	Nissan has moved to the former Used Car Superstore at 1125 Central Ave. The Infinity brand will also be sold at this location. The new owner has informed Staff that future plans include upgrades to the building and signs.
Envision Ford	Envision Ford at 1031 Central plans to construct a new freeway sign. The new message board sign was recently completed. The owners also plan to make a significant upgrade to the property with a new building.
2400 Huntington Drive	The City's Housing Authority owns the property at 2400 Huntington Drive and has recently entered into an Exclusive Negotiating Agreement with Jamboree Housing to work on a plan for property sale and development. The City Staff is working with the San Gabriel Valley COG and the San Gabriel Valley Regional Housing Trust on possible financial assistance for the development.
1404-1414 Royal Oaks Drive	Shuorung Properties LLC has recently filed an application to construct 11 townhomes on the property at 1404-1414 Royal Oaks Drive, currently two single family homes. This requires environmental, a general plan amendment, zone change and design review. The environmental process has started and will take 4-6 months. The hearing process will follow.
1401 Santo Domingo	A 20 unit townhome development was approved for the property. The property recently was sold to a new owner that plans to develop the site. Plans have not yet been submitted for plan check.
Metro Parking Lot	Staff has been working with Metro for the past several years on the development of the Metro parking lot as part of the Duarte Station Specific Plan. The intent is to replace the Metro parking into a parking structure and construct workforce housing along Fasana Road at Highland Avenue. Metro is in the final stages of developer selection. Metro has awarded an Exclusive Negotiating Agreement to Jamboree Housing. The plan is for a development with between 100-120 units of multi-generation housing. There is currently no schedule for development.
Town Center North	Staff has been meeting with property owners to develop a proposal for a complete center rehabilitation that includes new, upgraded facades, an upgraded parking lot and related improvements. Staff has been working with a commercial broker team with the goal of spurring activity. The City has hired an Architect and Engineer to develop a detailed concept plan for façade and parking lot upgrades to the center. The City has approved an Exclusive Negotiating Agreement with Red

PROJECT/PROGRAM	STATUS
	Mountain, one of the owners in the center, to work toward the sale of the City's corner property. The goal is for the owner to assist the City in coordinating all the property owners to participate in a comprehensive improvement of the entire center as a part of the development plan.
Royal Oaks Annexation	The Council approved the annexation, including the pre-zoning and related items. The LAFCO hearing was scheduled for January, but was postponed and continued until February because of the fires. If approved, the property should be officially annexed in March.
Solana at Duarte Station 1750 Fasana Road	MBK is building Solana, a 292-unit apartment building. This building will also be the location of the "Duarte Station" sign that will be an icon, located on the roof of the building. A mid-February opening is planned.
City of Hope General Projects	Working with the City of Hope on various projects in process, such as: Hope Plaza was recently completed and opened to its first patient on February 3. It is an 8 story, 350,000 square foot outpatient clinic, south of the Northeast parking structure. The City of Hope has recently submitted concept plans for a new building for pathology, radiology and oncology.
Westminster Gardens	Human Good, the owner, plans for a major campus expansion and has recently filed an application. The City hired MIG to assist in the preparation of the specific plan amendment and EIR. The request is for this expansion to accommodate up to 600 total units; this includes assisted living and memory care units, and mixed use. This project will take 12+ months, but Staff has had kick off meetings with the consultant and HumanGood and there is positive progress.
928 Huntington Dr.	A 16-unit apartment development has been approved for the property. Permits have been issued and construction has started. The project was put on hold while the contractor works out some construction details with SCE but should restart in the near future.
<u>PUBLIC WORKS</u>	
Highland Promenade	This project is funded by a Measure M Grant. It is for an expanded right of way along the west side of Highland Ave. that would have a park-like pedestrian walkway. The City and the property owner of 1801 Highland have approved an easement agreement. Staff discussed the right of way issue with Metro for its piece recently and the details will be resolved when the site development moves forward. City has hired KHR to develop

PROJECT/PROGRAM	STATUS
	engineering plans. Staff and the City consultant are working with SCE on moving power poles. Final plans are complete. Some details need to be resolved with SCE and with Metro before the project goes out to bid before the end of February.
Recreation Trail Upgrades	Duarte was awarded a \$1.6 million federal appropriation for accessibility and quality of life upgrades to the Donald and Bernice Watson Recreation Trail. This funding was included in the 2023 Omnibus Appropriations Bill, thanks to Congresswoman Napolitano. We are still waiting to receive the funds as the State manages the process for how funds will be distributed, a process that typically takes several months. In the next few months, Staff is working on finalizing paving details, looking to hire a landscape consultant to coordinate a final bid set for Parks & Recreation Commission and City Council review. An aerial survey has been completed and the concept plan is being developed. In coordinating with Cal Trans, the date that funding will be available has changed, so the project won't go out to bid until early 2025 at the earliest. The Parks & Recreation Commission reviewed the concept plans in November.
Encanto Park Infiltration Project	In feasibility and early design phase. Initial plan is to locate structure in the park area under the soccer field . Now that the JPA has been formed to manage construction and maintenance, the project can move forward. The design is at 60% now and the JPA will be working on developing a budget. When a final budget estimate is completed and the plans are at 90% completion or more, City Staff and the JPA will provide City Council an update and City Staff and the JPA will start public outreach.
Huntington Drive Medians	The bid awarded to FS Contractors. The project construction has recently started and will take about four months.

Fish Canyon Trail Restoration and Access Improvements Project

Planning Grant Completion Report



Fish Canyon Falls Trail

- Premiere Outdoor recreation space with 80ft triple waterfall
- First Transit to Trails shuttle in San Gabriel Valley (Apr - May 2016)
- San Gabriel Complex fires in 2016 forced closure



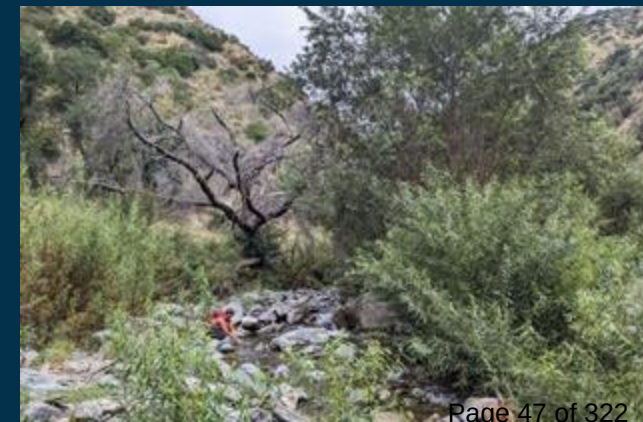
Fish Canyon Trail Restoration Planning Grant Funded

- December 2021 – Rivers and Mountains planning grant awarded
- Total grant award: \$117,162
- Planning grant objectives:
 - Trail and Feasibility Assessments
 - Community Engagement
 - Permitting/Lease Agreements
 - Concept design











WWW.FACEBOOK.COM/FISHCANYONTRAIL

Community Survey: Fish Canyon Trail Restoration & Improvements!

City of Duarte **NATURE FOR ALL**
PROTECT • CREATE • CONNECT

Please write clearly so we can read your valuable thoughts.

Have you been to Fish Canyon Trail before? ☒ Yes ☐ No When was the last year? 2016

Share your Fish Canyon stories! What do you love about the trail? Special memories?
 I STARTED HIKING TO THE FALLS IN NOVEMBER OF 2015. MY LAST HIKE TO THE FALLS WAS IN 2016, ABOUT ONE WEEK BEFORE THE FISH FIRE. I HAVE NOT BEEN BACK SINCE. I HAVE BEEN WAITING ALONG THE WAY FOR A PROJECT LIKE THIS TO FINALLY GET UNDERWAY.

What improvements to the trail experience are important to you?
 THE WHOLE TRAIL, AS I REMEMBER IT, WAS BEAUTIFUL AND UNIQUE. THE WHOLE ~~2.5~~ 2.5 MILE TRAIL IS IMPORTANT TO ME. THE FALLS ARE ESPECIALLY IMPORTANT. THEY HAVE SUSTAINED A LOT OF DAMAGE DURING THE FIRE, PARTICULARLY THE LOWER FALLS. BECAUSE FULLY...



Construction Permitting Process

- Permitting requirements (Timeline: 2 - 3 yrs):
 - CEQA: Initial Study/Mitigated Negative Declaration
 - NEPA: Environmental Assessment for portions within Forest Service (FS) jurisdiction
 - Technical Studies: Biological Resource Evaluation, Wetland Delineation, Biological Assessment, Cultural Resource Study, and air quality modeling (in support of CEQA and NEPA document)
 - National Historic Preservation Act Section 106 (in support of NEPA document)
 - State Lands Commission lease agreement
 - Federal Environmental Species Act Section 7 Consultation and Biological Assessment
 - California Endangered Species Act (CESA) Incidental Take Permit (ITP)
 - CA Dept. Fish & Wildlife Streambed Alteration Agreement Permit (Section 1602)
 - US Army Corps of Engineers Clean Water Act Section 404 Nationwide Permit 14 or 42
 - Regional Water Quality Control Board Clean Water Act Section 401 Certification or Waste Discharge Report
 - Storm Water Pollution Prevention Plan





STEEL GATEWAY



TRANSIT SHADE SHELTER



INTERPRETIVE FENCE PANEL



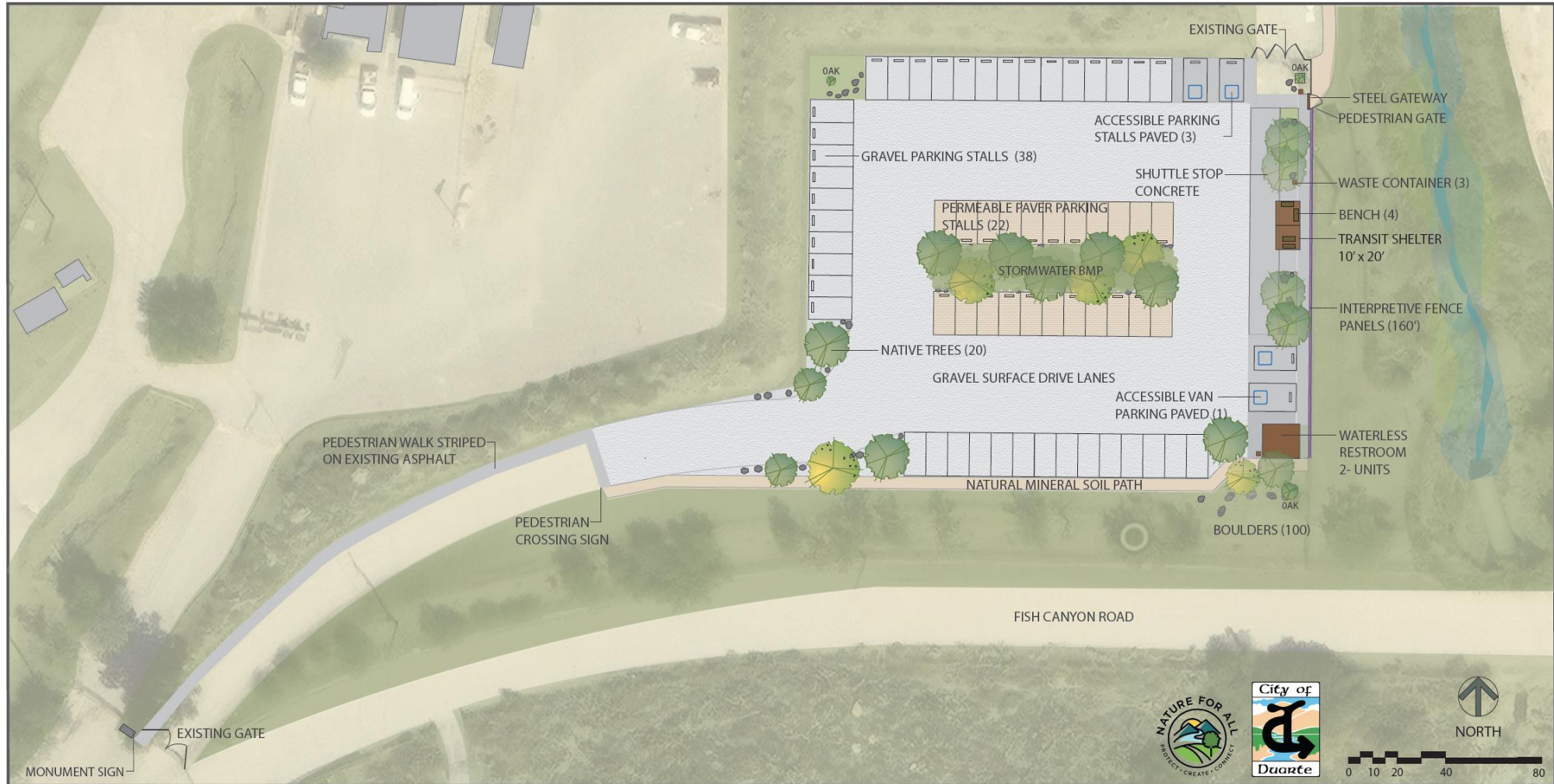
WOOD AND STEEL BENCH



WASTE CONTAINER



WATERLESS RESTROOM



Probable Cost Estimates

Trail Repairs	\$226,850
Parking Lot/Trail Head Improvements	\$541,260
Environmental Permitting	\$275,000
Soft Cost	\$354,796
Grand Total	\$1,397,906



Questions



MEMORANDUM

TO: Mayor and Councilmembers

FROM: Annette Juarez, City Clerk

DATE: February 11, 2025

SUBJECT: **APPROVAL OF CITY COUNCIL CONFERENCE ATTENDANCE**

WELL - Water Education for Latino Leaders 2025 Annual Conference
March 7-8, 2025
Garden Grove, CA

Registration: \$200.00



AGENDA REPORT

MEETING DATE: February 11, 2025

TO: Mayor and Members of the City Council

FROM: Kristen Petersen, Director of Administrative Services

SUBJECT: Job Description and Salary Schedule for Maintenance Lead Worker

RECOMMENDATION: It is recommended that the City Council approve the job description and salary schedule for the position of Maintenance Lead Worker and amend the City Wide Salary Schedule

FISCAL IMPACT: There is no fiscal impact at this time

BACKGROUND

The Community Development Department would like to create the position of Maintenance Lead Worker in the Field Services division. This position would be higher than the Senior Maintenance Technician position and directly report to the Field Services Manager. The intention would be to promote from our existing Senior Maintenance Technician pool if and when they are qualified for this position.

DISCUSSION/ANALYSIS

The Field Services Division currently has the entry level position of Maintenance Technician and the next level position of Senior Maintenance Technician. In most cities it is also very common to have a Lead Worker position above that.

The Maintenance Lead Worker position would be under the direct supervision of the Field Services Manager, performs the same skilled maintenance tasks of Senior Maintenance Technicians, but also provides functional oversight of subordinate personnel while in the field.

Based on a review of surrounding cities, having a lead worker level in Field Services is more in line with industry standards. In looking at our existing salary table and the salaries for lead workers in surrounding cities we are recommending a salary range of \$5,800-\$6,900. This would be an increase of approximately \$2,000 to \$9,000 per year depending on the salary step. It is our intention to evaluate Senior Maintenance Technicians in the future and, if appropriate, promote into this position.

The Union has reviewed the job title, description and salary range and their shared suggestions and comments are included in the final recommendation. This position will be a member of the SEIU General Unit.

RECOMMENDATION

It is recommended that the City Council approve the job description and salary schedule for the position of Maintenance Lead Worker.

FISCAL IMPACT

There is no fiscal impact at this time.

ATTACHMENTS

Exhibit A – Maintenance Lead Worker job description

Exhibit B - Citywide Salary Schedule

Fiscal Review:

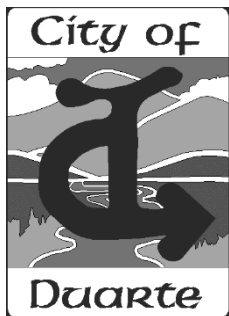


Kristen Petersen
Assistant City Manager/
Director of Administrative Services

Reviewed and Approved:



Brian Villalobos
City Manager



MAINTENANCE LEAD WORKER

Definition:

Under the direct supervision of the Field Services Manager, performs a wide variety of skilled maintenance tasks and provides functional oversight of subordinate personnel in the field.

Essential Job Duties:

The following tasks are essential for this position. Incumbents in this classification may not perform all of these tasks, or may perform similar related tasks not listed here.

1. Trains and oversees subordinate staff engaged in maintaining, landscaping, repairing, cleaning, patching, resurfacing, excavating for the building of streets and related structures.
2. Provides input to performance evaluations and makes recommendations to the manager regarding performance.
3. Inspects and evaluates relevant equipment and recommends to Field Services Manager repairs and/or purchases of new equipment when necessary.
4. Operates and trains subordinate staff in safe operation of various vehicles and machinery, such as trucks, skip loaders, trenchers, and chippers, as well as smaller equipment, such as chain saws, paint sprayers, and high-pressure water sprayers.
5. Ensures that staff members are aware of and in compliance with established safety practices and procedures.
6. Maintains and replaces signs.
7. Performs minor carpentry projects.
8. Performs landscaping planting, clears brush, prunes and maintains trees and shrubs, and sprays herbicides.
9. Performs plumbing repairs, and installs and maintains irrigation.
10. Performs basic electrical tasks, such as installation of interior and exterior wiring.
11. Maintains and repairs light and power systems, such as street lights, traffic signals, generator service, switches, lighting circuits (i.e. contactors and timers), pumps, and clocks.
12. Completes daily service request logs.
13. Performs other duties as desired.

Minimum Knowledge, Skill and Ability:

Knowledge of:

- Strong knowledge of and ability to oversee methods and practices of the safe operation and maintenance of public works, goods, materials, equipment, and tools used in various maintenance and construction functions.

- Understanding and ability to effectively train others on the operating characteristics of specialized equipment, potential hazards, and safety precautions (i.e. chain saws, weed eaters, skip loader, dump truck, water truck, street sweeper, and aerial lift truck).
- Plumbing, landscape maintenance, carpentry, and building repair.
- Applicable electrical codes, precautions, and procedures.
- Functions, policies, and procedures of relevant departments and/or operations.
- Relevant mathematical principles and functions.
- English usage, spelling, grammar, and punctuation.
- Professional writing techniques.

Skill and Ability to:

- Plan, organize, prioritize, and perform duties as assigned with minimal supervision.
- Interpret and apply department policies and procedures.
- Communicate clearly and concisely, both orally and in writing.
- Research and compile information.
- Maintain records.
- Establish and maintain effective working relationships with the public and all levels of staff and management.
- Adapt in a high-volume, fast-paced working atmosphere with multiple activities.

Training and Experience:

Any equivalent combination of training and experience that provides the required knowledge, skills, and abilities could be considered qualifying. A typical way to obtain the knowledge, skills, and abilities would be a high school diploma, plus four or more years of related experience in public works, engineering, landscaping, construction, or a related field.

Licenses and Certificates:

The ability to secure a valid California commercial driver's license (Class B with a Tanker endorsement) and a Qualified Applicator Certificate/Category C from the Department of Pesticide by the date of hire.

Physical Requirements and Working Conditions:

- Requires willingness to participate in On Call and Emergency Callback programs.
- Requires vision (which may be corrected) to read small print.
- Requires mobility of arms to reach and dexterity of hands to grasp and manipulate small objects.
- Performs lifting, pushing, and/or pulling which exceeds 100 pounds and is a frequent aspect of the job.
- Subject to inside and outside environmental conditions.

Exhibit A

CITY OF DUARTE CITY-WIDE SALARY AND PAY SCHEDULE
Effective February 11, 2025 unless otherwise stated

POSITION	Hourly	Monthly	Annually
City Councilmember		\$ 995.50	\$ 11,946
City Manager	\$ 113.57	\$ 19,685	\$ 236,223

DEPARTMENT HEAD / DIVISION MANAGER - UNREPRESENTED

POSITION	Step A		Step B		Step C		Step D		Step E		Step F		Step G	
	Hourly	Monthly	Hourly	Monthly	Hourly	Monthly	Hourly	Monthly	Hourly	Monthly	Hourly	Monthly	Hourly	Monthly
Assistant City Manager	\$ 86.13	\$ 14,929	\$ 89.20	\$ 15,461	\$ 92.26	\$ 15,993	\$ 95.32	\$ 16,521	\$ 98.36	\$ 17,048	\$ 101.42	\$ 17,579	\$ 104.47	\$ 18,108
Human Resources Manager	\$ 46.40	\$ 8,042	\$ 48.14	\$ 8,345	\$ 49.87	\$ 8,645	\$ 51.59	\$ 8,943	\$ 53.34	\$ 9,245	\$ 55.06	\$ 9,543	\$ 56.80	\$ 9,846

MANAGEMENT & PROFESSIONAL EMPLOYEES - SEIU LOCAL 721

POSITION	Step A		Step B		Step C		Step D		Step E		Step F		Step G	
	Hourly	Monthly	Hourly	Monthly	Hourly	Monthly	Hourly	Monthly	Hourly	Monthly	Hourly	Monthly	Hourly	Monthly
Assistant Civil Engineer	\$ 41.95	\$ 7,271	\$ 43.29	\$ 7,504	\$ 44.61	\$ 7,732	\$ 45.94	\$ 7,964	\$ 47.26	\$ 8,192	\$ 48.61	\$ 8,426	\$ 49.94	\$ 8,656
Assistant to the City Manager	\$ 55.32	\$ 9,589	\$ 56.94	\$ 9,870	\$ 58.55	\$ 10,149	\$ 60.18	\$ 10,432	\$ 61.81	\$ 10,713	\$ 63.44	\$ 10,996	\$ 65.09	\$ 11,282
Associate Civil Engineer	\$ 47.01	\$ 8,148	\$ 48.73	\$ 8,447	\$ 50.45	\$ 8,744	\$ 52.18	\$ 9,045	\$ 53.89	\$ 9,341	\$ 55.62	\$ 9,641	\$ 57.35	\$ 9,940
Associate Planner	\$ 43.82	\$ 7,595	\$ 45.29	\$ 7,851	\$ 46.78	\$ 8,108	\$ 48.27	\$ 8,367	\$ 49.76	\$ 8,624	\$ 51.25	\$ 8,883	\$ 52.75	\$ 9,143
City Clerk	\$ 52.60	\$ 9,118	\$ 54.13	\$ 9,383	\$ 55.65	\$ 9,646	\$ 57.18	\$ 9,912	\$ 58.69	\$ 10,173	\$ 60.23	\$ 10,440	\$ 61.76	\$ 10,705
Deputy City Manager	\$ 60.85	\$ 10,547	\$ 62.65	\$ 10,858	\$ 64.42	\$ 11,165	\$ 66.21	\$ 11,477	\$ 67.99	\$ 11,785	\$ 69.79	\$ 12,097	\$ 71.59	\$ 12,410
Director of Community Development	\$ 78.31	\$ 13,574	\$ 81.34	\$ 14,099	\$ 84.36	\$ 14,622	\$ 87.39	\$ 15,148	\$ 90.42	\$ 15,672	\$ 93.43	\$ 16,195	\$ 96.46	\$ 16,721
Director of Parks & Recreation	\$ 74.22	\$ 12,864	\$ 76.63	\$ 13,283	\$ 79.04	\$ 13,701	\$ 81.46	\$ 14,119	\$ 83.87	\$ 14,538	\$ 86.28	\$ 14,956	\$ 88.70	\$ 15,374
Director of Public Safety Services	\$ 74.22	\$ 12,864	\$ 76.63	\$ 13,283	\$ 79.04	\$ 13,701	\$ 81.46	\$ 14,119	\$ 83.87	\$ 14,538	\$ 86.28	\$ 14,956	\$ 88.70	\$ 15,374
Facilities Maintenance Supervisor	\$ 39.11	\$ 6,779	\$ 40.61	\$ 7,040	\$ 42.12	\$ 7,301	\$ 43.61	\$ 7,560	\$ 45.11	\$ 7,820	\$ 46.62	\$ 8,081	\$ 48.12	\$ 8,340
Field Services Manager	\$ 58.34	\$ 10,111	\$ 60.32	\$ 10,456	\$ 62.30	\$ 10,798	\$ 64.28	\$ 11,143	\$ 66.26	\$ 11,484	\$ 68.24	\$ 11,829	\$ 70.24	\$ 12,175
Financial Services Manager	\$ 55.92	\$ 9,692	\$ 57.64	\$ 9,991	\$ 59.43	\$ 10,301	\$ 61.26	\$ 10,619	\$ 63.16	\$ 10,947	\$ 65.11	\$ 11,286	\$ 67.12	\$ 11,635
Planning Manager	\$ 62.50	\$ 10,834	\$ 64.49	\$ 11,179	\$ 66.47	\$ 11,522	\$ 68.46	\$ 11,867	\$ 70.46	\$ 12,213	\$ 72.44	\$ 12,556	\$ 74.43	\$ 12,900
Public Safety Manager	\$ 62.50	\$ 10,834	\$ 64.49	\$ 11,179	\$ 66.47	\$ 11,522	\$ 68.46	\$ 11,867	\$ 70.46	\$ 12,213	\$ 72.44	\$ 12,556	\$ 74.43	\$ 12,900
Public Works Manager	\$ 59.04	\$ 10,233	\$ 60.90	\$ 10,555	\$ 62.75	\$ 10,877	\$ 64.62	\$ 11,202	\$ 66.48	\$ 11,523	\$ 68.35	\$ 11,848	\$ 70.23	\$ 12,172
Recreation Manager	\$ 55.65	\$ 9,646	\$ 57.54	\$ 9,974	\$ 59.50	\$ 10,313	\$ 61.52	\$ 10,664	\$ 63.61	\$ 11,026	\$ 65.78	\$ 11,401	\$ 68.02	\$ 11,789
Recreation Supervisor	\$ 39.11	\$ 6,779	\$ 40.61	\$ 7,040	\$ 42.12	\$ 7,301	\$ 43.61	\$ 7,560	\$ 45.12	\$ 7,821	\$ 46.62	\$ 8,081	\$ 48.12	\$ 8,342
Senior Planner	\$ 54.65	\$ 9,473	\$ 56.38	\$ 9,772	\$ 58.11	\$ 10,073	\$ 59.84	\$ 10,373	\$ 61.56	\$ 10,671	\$ 63.29	\$ 10,971	\$ 65.03	\$ 11,271
Transportation Supervisor	\$ 42.62	\$ 7,388	\$ 44.31	\$ 7,680	\$ 46.03	\$ 7,978	\$ 47.72	\$ 8,272	\$ 49.42	\$ 8,567	\$ 51.14	\$ 8,864	\$ 52.84	\$ 9,160

GENERAL EMPLOYEES - SEIU LOCAL 721

POSITION	Step A		Step B		Step C		Step D		Step E		Step F		Step G	
	Hourly	Monthly	Hourly	Monthly	Hourly	Monthly	Hourly	Monthly	Hourly	Monthly	Hourly	Monthly	Hourly	Monthly
Accountant	\$ 37.01	\$ 6,415	\$ 38.16	\$ 6,614	\$ 39.34	\$ 6,819	\$ 40.55	\$ 7,029	\$ 41.81	\$ 7,248	\$ 43.10	\$ 7,471	\$ 44.43	\$ 7,702
Accounting Specialist	\$ 30.66	\$ 5,314	\$ 31.70	\$ 5,495	\$ 32.76	\$ 5,679	\$ 33.82	\$ 5,862	\$ 34.86	\$ 6,043	\$ 35.92	\$ 6,226	\$ 36.96	\$ 6,407
Administrative Secretary	\$ 28.96	\$ 5,020	\$ 30.08	\$ 5,213	\$ 31.19	\$ 5,406	\$ 32.30	\$ 5,599	\$ 33.41	\$ 5,792	\$ 34.51	\$ 5,982	\$ 35.63	\$ 6,175
Assistant Planner	\$ 34.88	\$ 6,045	\$ 36.23	\$ 6,280	\$ 37.60	\$ 6,517	\$ 38.97	\$ 6,754	\$ 40.32	\$ 6,989	\$ 41.67	\$ 7,223	\$ 43.04	\$ 7,461
Building Permit Technician	\$ 28.96	\$ 5,020	\$ 30.08	\$ 5,213	\$ 31.19	\$ 5,406	\$ 32.30	\$ 5,599	\$ 33.41	\$ 5,792	\$ 34.51	\$ 5,982	\$ 35.63	\$ 6,175
Civil Engineering Technician	\$ 31.39	\$ 5,441	\$ 32.70	\$ 5,669	\$ 34.02	\$ 5,896	\$ 35.32	\$ 6,122	\$ 36.65	\$ 6,352	\$ 37.96	\$ 6,580	\$ 39.27	\$ 6,807
Clerk/Typist Receptionist	\$ 23.88	\$ 4,139	\$ 24.75	\$ 4,290	\$ 25.61	\$ 4,439	\$ 26.47	\$ 4,588	\$ 27.34	\$ 4,739	\$ 28.21	\$ 4,890	\$ 29.10	\$ 5,043
Code Compliance / Animal Control Officer	\$ 32.59	\$ 5,650	\$ 33.96	\$ 5,886	\$ 35.31	\$ 6,121	\$ 36.68	\$ 6,358	\$ 38.03	\$ 6,592	\$ 39.40	\$ 6,829	\$ 40.75	\$ 7,064
Community Development Technician	\$ 28.59	\$ 4,956	\$ 29.62	\$ 5,134	\$ 30.63	\$ 5,310	\$ 31.66	\$ 5,488	\$ 32.68	\$ 5,664	\$ 33.71	\$ 5,842	\$ 34.72	\$ 6,018
Crime Prevention Specialist	\$ 35.14	\$ 6,092	\$ 36.43	\$ 6,315	\$ 37.76	\$ 6,545	\$ 39.11	\$ 6,780	\$ 40.45	\$ 7,012	\$ 41.81	\$ 7,247	\$ 43.15	\$ 7,479
Custodian	\$ 23.99	\$ 4,158	\$ 24.90	\$ 4,316	\$ 25.81	\$ 4,474	\$ 26.75	\$ 4,637	\$ 27.66	\$ 4,795	\$ 28.60	\$ 4,957	\$ 29.51	\$ 5,115
Deputy City Clerk	\$ 28.96	\$ 5,020	\$ 30.08	\$ 5,213	\$ 31.19	\$ 5,406	\$ 32.30	\$ 5,599	\$ 33.41	\$ 5,792	\$ 34.51	\$ 5,982	\$ 35.63	\$ 6,175
Field Services Supervisor	\$ 37.57	\$ 6,512	\$ 39.43	\$ 6,835	\$ 41.31	\$ 7,161	\$ 43.19	\$ 7,486	\$ 45.07	\$ 7,812	\$ 46.96	\$ 8,139	\$ 48.83	\$ 8,465
Human Resources Specialist	\$ 31.76	\$ 5,504	\$ 33.08	\$ 5,734	\$ 34.41	\$ 5,965	\$ 35.74	\$ 6,195	\$ 37.05	\$ 6,423	\$ 38.38	\$ 6,653	\$ 39.71	\$ 6,883
Maintenance Lead Worker	\$ 33.46	\$ 5,800	\$ 34.47	\$ 5,975	\$ 35.48	\$ 6,150	\$ 36.49	\$ 6,325	\$ 37.64	\$ 6,525	\$ 38.80	\$ 6,725	\$ 39.81	\$ 6,900
Maintenance Technician	\$ 24.54	\$ 4,254	\$ 25.57	\$ 4,432	\$ 26.58	\$ 4,608	\$ 27.61	\$ 4,786	\$ 28.63	\$ 4,962	\$ 29.66	\$ 5,140	\$ 30.67	\$ 5,316
Management Aide	\$ 31.86	\$ 5,523	\$ 32.85	\$ 5,694	\$ 33.87	\$ 5,871	\$ 34.91	\$ 6,052	\$ 36.00	\$ 6,240	\$ 37.11	\$ 6,432	\$ 38.26	\$ 6,631
Management Analyst - City Manager's Office	\$ 35.08	\$ 6,081	\$ 36.54	\$ 6,334	\$ 38.07	\$ 6,599	\$ 39.65	\$ 6,873	\$ 41.31	\$ 7,160	\$ 43.03	\$ 7,458	\$ 44.82	\$ 7,768
Outreach Coordinator - Public Safety	\$ 28.33	\$ 4,911	\$ 29.41	\$ 5,097	\$ 30.48	\$ 5,283	\$ 31.55	\$ 5,469	\$ 32.64	\$ 5,657	\$ 33.71	\$ 5,843	\$ 34.80	\$ 6,031
Payroll Technician	\$ 29.35	\$ 5,088	\$ 30.23	\$ 5,241	\$ 31.14	\$ 5,398	\$ 32.08	\$ 5,560	\$ 33.04	\$ 5,727	\$ 34.03	\$ 5,898	\$ 35.47	\$ 6,148
Recreation Coordinator	\$ 28.33	\$ 4,911	\$ 29.41	\$ 5,097	\$ 30.48	\$ 5,283	\$ 31.55	\$ 5,469	\$ 32.64	\$ 5,657	\$ 33.71	\$ 5,843	\$ 34.80	\$ 6,031
Senior Code Compliance / Animal Control Officer	\$ 35.49	\$ 6,152	\$ 36.96	\$ 6,407	\$ 38.43	\$ 6,662	\$ 39.91	\$ 6,918	\$ 41.41	\$ 7,178	\$ 42.89	\$ 7,434	\$ 44.36	\$ 7,689
Senior Custodian	\$ 29.11	\$ 5,046	\$ 30.24	\$ 5,241	\$ 31.36	\$ 5,436	\$ 32.49	\$ 5,631	\$ 33.63	\$ 5,829	\$ 34.76	\$ 6,024	\$ 35.89	\$ 6,222
Senior Maintenance Technician	\$ 28.79	\$ 4,990	\$ 29.89	\$ 5,181	\$ 30.99	\$ 5,371	\$ 32.09	\$ 5,562	\$ 33.20	\$ 5,755	\$ 34.31	\$ 5,948	\$ 35.40	\$ 6,136

PART-TIME HOURLY EMPLOYEES

POSITION	Hourly Pay Rate						
	Step A	Step B	Step C	Step D	Step E	Step F	Step G
Aerobics Instructor	\$ 16.50	\$ 16.90	\$ 18.32	\$ 20.23	\$ 21.91	\$ 23.58	\$ 25.47
Animal Control Officer	\$ 22.13	\$ 22.99	\$ 23.85	\$ 24.71	\$ 25.57	\$ 26.43	\$ 27.29
Assistant Boxing Trainer	\$ 16.50	\$ 17.01	\$ 17.54	\$ 18.09	\$ 18.65	\$ 19.23	\$ 19.83
Boxing Trainer	\$ 21.81	\$ 22.51	\$ 23.23	\$ 23.97	\$ 24.74	\$ 25.53	\$ 26.35
Certified Aerobics Instructor	\$ 25.03	\$ 26.28	\$ 27.76	\$ 29.24	\$ 30.72	\$ 32.21	\$ 33.69
College Intern	\$ 16.50	\$ 16.80	\$ 17.36	\$ 18.74	\$ 20.30	\$ 22.28	\$ 24.45
Community Services Officer	\$ 22.13	\$ 22.99	\$ 23.85	\$ 24.71	\$ 25.57	\$ 26.43	\$ 27.29
Computer Lab Technician	\$ 16.50	\$ 16.60	\$ 16.75	\$ 16.99	\$ 17.18	\$ 17.61	\$ 18.05
Custodian	\$ 18.67	\$ 19.38	\$ 20.07	\$ 20.77	\$ 21.47	\$ 22.17	\$ 22.86
Dance Instructor	\$50.00						
Lifeguard	\$ 17.50	\$ 17.83	\$ 18.17	\$ 18.51	\$ 18.86	\$ 19.22	\$ 19.58
Lifeguard/Instructor	\$ 19.50	\$ 20.03	\$ 20.58	\$ 21.15	\$ 21.73	\$ 22.34	\$ 22.95
Pool Manager	\$ 20.61	\$ 21.21	\$ 21.83	\$ 22.47	\$ 23.13	\$ 23.81	\$ 24.51
Recreation Leader	\$ 16.50	\$ 17.01	\$ 17.54	\$ 18.08	\$ 18.64	\$ 19.22	\$ 19.82
Recreation Specialist	\$ 18.50	\$ 19.03	\$ 19.57	\$ 20.12	\$ 20.70	\$ 21.29	\$ 21.90
Senior Custodian	\$ 26.40	\$ 27.42	\$ 28.44	\$ 29.46	\$ 30.49	\$ 31.51	\$ 32.55
Trail Maintenance Crew	\$ 16.50	\$ 17.46	\$ 17.87	\$ 19.61	\$ 21.02	\$ 23.13	\$ 25.44



AGENDA REPORT

MEETING DATE: February 11, 2025

TO: Mayor and Members of the City Council

FROM: Craig Hensley, Community Development Director

BY: Brian Chau, Assistant Civil Engineer

SUBJECT: Notice of Completion: Fiscal Year 2024-25 CDBG ADA Curb Ramps Project CDBG Project No. 602666-24 for CJ Concrete Construction, Inc.

RECOMMENDATION: It is recommended that the City Council accept the project as complete in the amount of \$108,187.50

FISCAL IMPACT: The Fiscal Year 2024-25 CDBG ADA Curb Ramps Project was included in the 2024-25 Capital Improvement Program Budget and was funded by the Community Development Block Grant (CDBG). City Council approved the contract for \$98,500.00. The final project cost was \$108,187.50 which is within the approved estimated twenty-five percent (25%) contingency. There is sufficient budget allocated for this project

BACKGROUND

On October 8th, 2024, City Council awarded the contract for Fiscal Year 2024-25 CDBG ADA Curb Ramps Project to CJ Concrete Construction, Inc. The project consisted of the removal and replacement of ramps, sidewalk, curb and gutter to become ADA compliant ramps. A total of approximately 36 ramps were improved as part of this project.

Ramps were improved at various locations in the following streets:

Las Lomas Rd
Royal Oaks Dr
Huntington Dr
Gardi St
Bernwood St

Conata St
Woodland Ct
Buena Vista St
Central Ave
Duarte Rd

Pops Rd
Highland Ave

FISCAL IMPACT

The Fiscal Year 2024-25 CDBG ADA Curb Ramps Project was included in the 2024-25 Capital Improvement Program Budget and was funded by the CDBG allocation. City Council approved the contract for \$98,500.00. The final project cost was \$108,187.50 which is within the approved estimated twenty-five percent (25%) contingency. There is sufficient budget allocated for this project.

RECOMMENDATION

It is recommended that the City Council accept the project as complete in the amount of \$108,187.50.

ATTACHMENTS

Attachment A. Project Location Map
Attachment B. Before and After Photos
Attachment C. Notice of Completion

Fiscal Review:



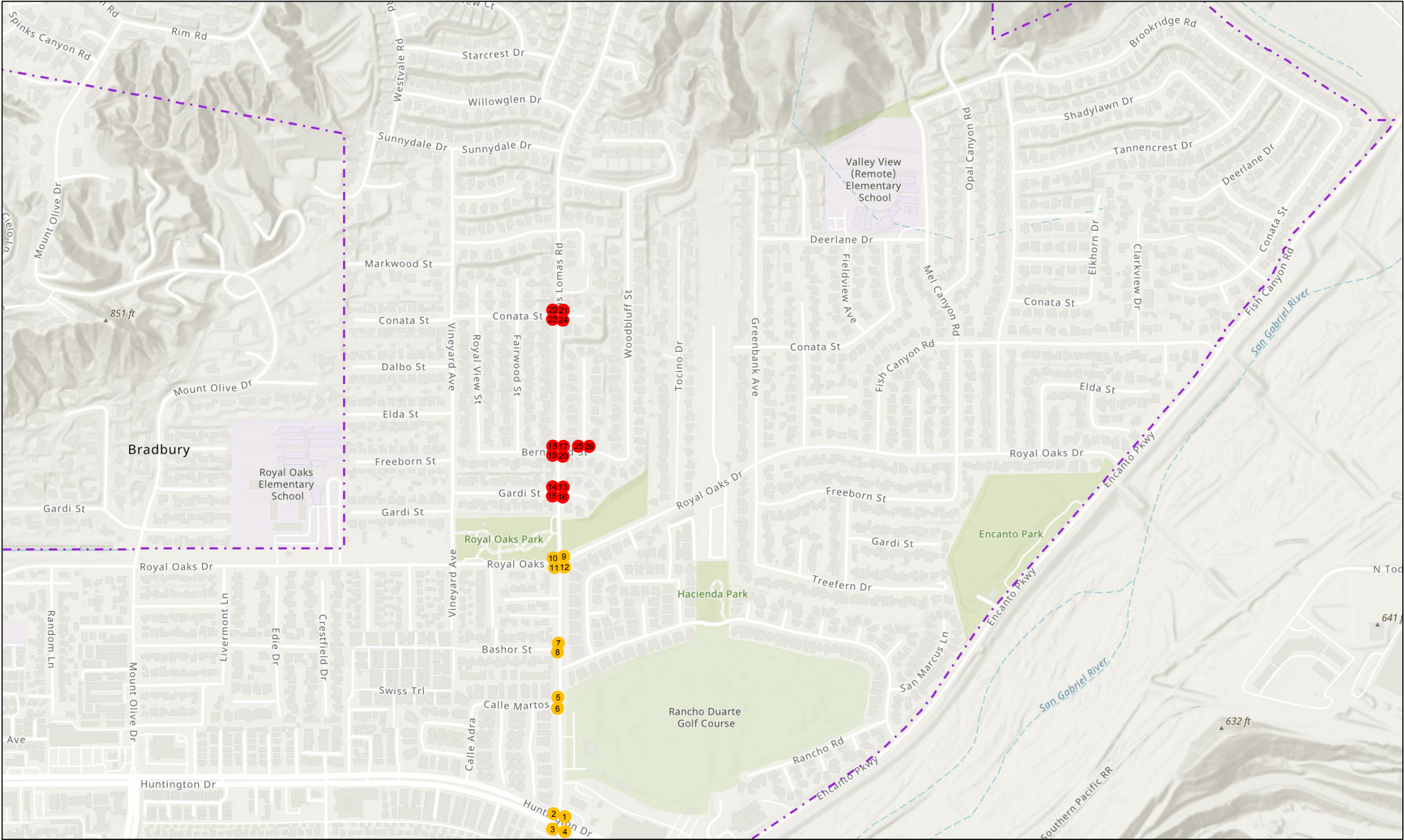
Kristen Petersen
Assistant City Manager/
Director of Administrative Services

Reviewed and Approved:



Brian Villalobos
City Manager

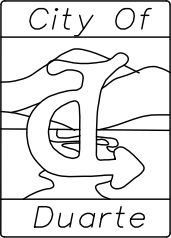
City of Duarte



- LEGEND:**
- **NEW RAMP**
 - **NEW DOME**
 - **CITY ROW**

**NEW CONCRETE RAMP
AND DOME LOCATIONS
FY 24-25 CDBG**

Attachment A
Project Location Map



ATTACHMENT “B”

BEFORE



AFTER



RECORDING REQUESTED BY:

CITY OF DUARTE

WHEN RECORDED MAIL TO THIS ADDRESS:

**CITY CLERK
CITY OF DUARTE
1600 Huntington Dr.
Duarte, CA 91010**

SPACE ABOVE THIS LINE RESERVED FOR RECORDER'S USE

NOTICE OF COMPLETION

NOTICE IS HEREBY GIVEN THAT:

1. The undersigned is OWNER or AGENT of the OWNER of the interest or estate stated below in the property hereinafter described.
2. The full name of the OWNER is: **CITY OF DUARTE**
3. The full address of the OWNER is: **1600 Huntington Dr. Duarte, CA 91010**
4. The nature of the interest or estate of the undersigned is: (i.e., In Fee.) **Fee Interest.**
5. A work of improvement on the property hereinafter described was COMPLETED on **Thursday, November 21, 2024**
6. The work of improvement completed is described as follows: **FY 24-25 CDBG ADA Curb Ramps Project**
7. The name of the original contractor, if any, for such work of improvement is: **CJ Concrete Construction, Inc.**
8. The street address of said property is: **Las Lomas Rd, Royal Oaks Dr, Huntington Dr, Gardi St, Bernwood St, Conata St, Woodland Ct, Buena Vista St, Central Ave, Duarte Rd, Pops Rd, and Highland Ave.**
9. The property on which said work of improvement was completed is in the City of Duarte, County of LOS ANGELES, State of CALIFORNIA, and is described as follows: **The project scope included removal and replacement of damaged or broken and off-grade concrete sidewalks, curb, gutters, driveway approaches, curb ramps.**

CITY OF DUARTE

February 11, 2025

Signature of Owner or agent: Brian Villalobos, City Manager

VERIFICATION

I, the undersigned, declare under penalty of perjury under the laws of the State of California, that I am the **City Manager of the City of Duarte** of the aforesaid interest or estate in the property described in the above Notice, that I have read the said Notice, that I know and understand the contents thereof, and that the facts stated therein are true and correct.

February 11, 2025 at Duarte, California

Brian Villalobos, City Manager



AGENDA REPORT

MEETING DATE: February 11, 2025

TO: Mayor and Members of the City Council

FROM: Craig Hensley, Community Development Director

BY: Brian Chau, Assistant Civil Engineer

SUBJECT: Notice of Completion: Fiscal Year 2024-25 Citywide Concrete Repair Project No. 25-3 for FS Contractors, Inc.

RECOMMENDATION: It is recommended that the City Council accept the project as complete in the amount of \$140,328.00

FISCAL IMPACT: The Fiscal Year 2024-25 Citywide Concrete Repair Project was included in the 2024-25 Capital Improvement Program Budget and was funded by Measure M allocations. City Council approved the contract for \$147,575.00. The final project cost was \$140,328.00

BACKGROUND

On September 10, 2024, City Council awarded the contract for Fiscal Year 2024-25 Citywide Concrete Repair Project to FS Contractors, Inc. The project consisted of the removal and replacement of damaged or broken and off-grade concrete sidewalks, curb, gutters, driveway approaches, and curb ramps.

Repairs were made along various locations in the streets below:

Hacienda Dr
Willowglen Dr
Greenbank Ave
Sierra Ct
Las Lomas Rd
Las Brisas Rd
Sagehurst Dr
Huntington Dr
Fish Canyon Rd
Vista Mesa Ct

Bradbury Ave
Chimes Ave
Bradbourne Ave
Elmhurst Ave
Kellogg Ct
Deerlane Dr
Conata St
Vineyard Ave
Highland Ave
Fernley Dr

Buena Vista St
Encanto Parkway
Melcanyon Rd

FISCAL IMPACT

The Fiscal Year 2024-25 Citywide Concrete Repair Project was included in the 2024-25 Capital Improvement Program Budget and was funded by Measure M allocations. City Council approved the contract for \$147,575.00. The final project cost was \$140,328.00.

RECOMMENDATION

It is recommended that the City Council accept the project as complete in the amount of \$140,328.00.

ATTACHMENTS

Attachment A. Project Location Map
Attachment B. Before and After Photos
Attachment C. Notice of Completion

Fiscal Review:



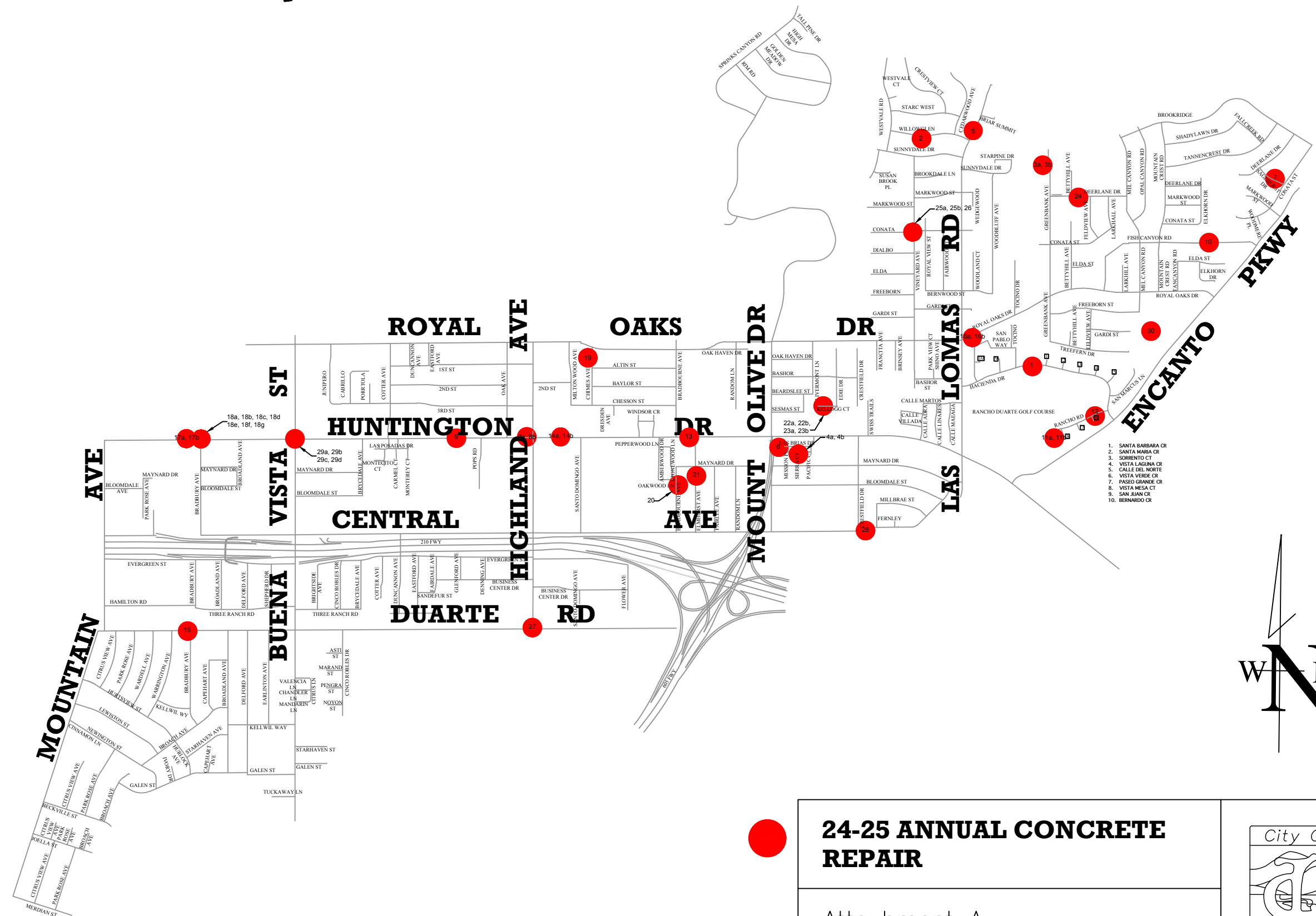
Kristen Petersen
Assistant City Manager/
Director of Administrative Services

Reviewed and Approved:



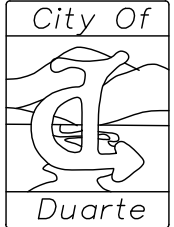
Brian Villalobos
City Manager

City of Duarte



24-25 ANNUAL CONCRETE REPAIR

Attachment A
Project Location Map



ATTACHMENT "B"

BEFORE



AFTER



RECORDING REQUESTED BY:

CITY OF DUARTE

WHEN RECORDED MAIL TO THIS ADDRESS:

**CITY CLERK
CITY OF DUARTE
1600 Huntington Dr.
Duarte, CA 91010**

SPACE ABOVE THIS LINE RESERVED FOR RECORDER'S USE

NOTICE OF COMPLETION

NOTICE IS HEREBY GIVEN THAT:

1. The undersigned is OWNER or AGENT of the OWNER of the interest or estate stated below in the property hereinafter described.
2. The full name of the OWNER is: **CITY OF DUARTE**
3. The full address of the OWNER is: **1600 Huntington Dr. Duarte, CA 91010**
4. The nature of the interest or estate of the undersigned is: (i.e., In Fee.) **Fee Interest.**
5. A work of improvement on the property hereinafter described was COMPLETED on **Thursday, November 21, 2024**
6. The work of improvement completed is described as follows: **FY 24-25 Citywide Concrete Repair Project**
7. The name of the original contractor, if any, for such work of improvement is: **FS Contractors, Inc.**
8. The street address of said property is: **Las Lomas Rd, Huntington Dr, Buena Vista St, Deerlane Dr, Greenbank Ave, Elmhurst Ave, Highland Ave, Encanto Parkway, Bradbourne Ave, Hacienda Dr, Willowglen Dr, Sierra Ct, Las Brisas Rd, Fish Canyon Rd, Vista Mesa Ct, Bradbury Ave, Chimes Ave, Kellogg Ct, Conata St, Vineyard Ave, Melcanyon Rd.**
9. The property on which said work of improvement was completed is in the City of Duarte, County of LOS ANGELES, State of CALIFORNIA, and is described as follows: **The project scope included removal and replacement of damaged or broken and off-grade concrete sidewalks, curb, gutters, driveway approaches, curb ramps.**

CITY OF DUARTE

February 11, 2025

Signature of Owner or agent: **Brian Villalobos, City Manager**

VERIFICATION

I, the undersigned, declare under penalty of perjury under the laws of the State of California, that I am the **City Manager of the City of Duarte** of the aforesaid interest or estate in the property described in the above Notice, that I have read the said Notice, that I know and understand the contents thereof, and that the facts stated therein are true and correct.

February 11, 2025 at Duarte, California

Brian Villalobos, City Manager



AGENDA REPORT

MEETING DATE: February 11, 2025

TO: Mayor and Members of the City Council

FROM: Manuel Enriquez, Director of Parks and Recreation

SUBJECT: Authorizing the Purchase of a New Fitness Center Exercise Equipment and Flooring Replacement

RECOMMENDATION: It is recommended that the City Council 1) authorize the City Manager to execute the purchase contract with Advanced Exercise for new Fitness Center exercise equipment in the amount of \$129,803 and 2) approve a total project budget amendment of \$118,000 from the General Fund.

FISCAL IMPACT: A total of \$35,000 is allocated in this fiscal year's budget (100-1610-8100) for new cardio equipment. The total cost for the entire project, cardio and strength exercise equipment and flooring replacement, is \$153,000, requiring a budget amendment of \$118,000 under the Other Capital Improvements line (100-1610-8100).

BACKGROUND

At the January 14, 2025, City Council Meeting, the Council approved to move forward with the capital improvement project to purchase new exercise equipment for the Duarte Fitness Center in its entirety, cardio and strength equipment, rather than spreading the project over two fiscal years (2024/25 and 2025/26). The revised approved project also includes the replacement of the weathered flooring throughout the exercise room with durable and slip-resistant fitness rubber flooring.

DISCUSSION/ANALYSIS

Based on the revised approved project, City staff is proposing to purchase the new equipment for the Fitness Center from Advance Exercise. They are currently the only authorized commercial fitness dealer and sole source for Life Fitness cardiovascular and strength equipment, as well as Hammer Strength products and supplies in Southern California. The attached contract provides a breakdown of the City's order, including the quantities of cardio, strength, cable strength, free weights, and training tools. It also reflects Advance Exercise's Sourcewell contract pricing under contract number 052324-LFF.

Sourcewell is a service cooperative created to provide programs and services to participating agencies in the government, education, and nonprofit sectors. Its statutory purpose is to assist these agencies in meeting specific needs which are more efficiently delivered cooperatively than by an entity individually. Sourcewell contracts are competitively solicited on behalf of Sourcewell and its participating agencies, including the City of Duarte.

In addition to the new cardio and strength equipment, the existing flooring, a mix of carpet and composition rubber, will be completely replaced with durable, slip-resistant Everlast Fitness Flooring, which is ideal for fitness environments. The estimated cost to replace the flooring throughout the entire room is \$23K.

Once the City's order is placed and the required 50% deposit is received, Advance Exercise will provide a detailed project implementation schedule. Currently, there is a 15 to 16-week lead time for equipment delivery. Tentatively, the exercise room in the Fitness Center will need to be closed to the public for approximately three and a half weeks, with a grand reopening expected in late June, just in time to kick off the summer fitness season!

RECOMMENDATION

It is recommended that the City Council 1) authorize the City Manager to execute the purchase contract with Advanced Exercise for new Fitness Center exercise equipment in the amount of \$129,803 and 2) approve a total project budget amendment of \$118,000 from the General Fund.

FISCAL IMPACT

A total of \$35,000 is allocated in this fiscal year's budget (100-1610-8100) for new cardio equipment. The total cost for the entire project, cardio and strength exercise equipment and flooring replacement, is \$153,000, requiring a budget amendment of \$118,000 under the Other Capital Improvements line (100-1610-8100).

ATTACHMENT

A. Advance Exercise Proposal

Fiscal Review:



Kristen Petersen
Assistant City Manager/
Director of Administrative Services

Reviewed and Approved:



Brian Villalobos
City Manager

Fitness Solutions

Prepared For

City of Duarte Community Center

By

Jarrett Tooley

January 21, 2025





advanced exercise

advancedexercise.com | 861 SouthPark Drive #100, Littleton, CO 80120 | 800.520.1112

CONSULTANT

Jarrett Tooley
jtooley@advancedexercise.com
Phone: 310.409.3732
Fax: 303.996.0063

Date: January 21, 2025
Quote Expires: 60 day(s)
Proposal # 084556-R1

BILL TO

City of Duarte Community Center
1600 HUNTINGTON DR
Duarte, CA 91010

SHIP TO

City of Duarte Community Center
1600 HUNTINGTON DR
Duarte, CA 91010



CARDIO EQUIPMENT

Model	Brand	Description	Specifications	Unit Price	Qty	Total Ext
ASPT-SL-ALLXN-13	Life Fitness	Aspire Treadmill with SL Console (Arctic Silver or Smooth Charcoal) 	• 4hp (8hp Peak) AC Motor • .5-12mph • 15% Incline • DX3 Deck & Belt System • SL LED Console • Bluetooth Connectivity • WiFi, ANT+ & NFC Compatible • Connects to Apple Watch • Requires Dedicated 120V 20AMP Receptacle • Dimensions: 83.5" L x 36" W x 58" H • Machine Weight: 425lbs	6,299.30	4	\$25,197.20
ASPX-SL-ALLXN-12	Life Fitness	Aspire Elliptical Cross-Trainer with SL Console (Arctic Silver or Smooth Charcoal) 	• Oversized 15" Pedals • 18" Stride Length • 25 Levels of Resistance • SL LED Console • Bluetooth Connectivity • WiFi, ANT+ & NFC Compatible • Connects to Apple Watch • Self Powered • Machine Weight: 250lbs • Dimensions: 85.5" L x 29.5" W x 64" H	4,899.30	2	\$9,798.60
ASPR-SL-ALLXN-12	Life Fitness	Aspire Recumbent Lifecycle Bike with SL Console (Arctic Silver or Smooth Charcoal) 	• Seat Back with Lumbar Support • 41 Seat Adjustments Settings • Belt Drive System • 25 Levels of Resistance • SL LED Console • Bluetooth Connectivity • WiFi, ANT+ & NFC Compatible • Connects to Apple Watch • Self Powered Generator Braking System • Dimensions: 67" L x 26" W x 51.5" H • Machine Weight: 211lbs	3,219.30	1	\$3,219.30



advanced exercise

Model	Brand	Description	Specifications	Unit Price	Qty	Total Ext
ASPC-SL-ALLXN-12	Life Fitness	Aspire Upright Lifecycle Bike with SL Console (Arctic Silver or Smooth Charcoal) 	• Comfort Curve Seat • 42 Seat Height Adjustments • Racing Handlebars • Belt Drive System • 26 Levels of Resistance • SL LED Console • Bluetooth Connectivity • WIFI, ANT+ & NFC Compatible • Connects to Apple Watch • Self Powered Generator Braking System • Dimensions: 63" L x 27" W x 39" H • Machine Weight: 169lbs	2,799.30	1	\$2,799.30
PRF-ROW-LCD-01	Life Fitness	Heat Row 	• Air/Magnetic resistance • 100 resistance levels • Quick-release ratchet foot straps	2,099.30	1	\$2,099.30
9-3415-4G-10IN-60BLK	Core Health & Fitness	StairMaster 4 Series 4G - LCD 	• LCD Display • Integrated Controls on Handlebars • 10in x 18in Step Surface • 7in Step Height • 20 Levels of Resistance • Recommended Minimum 8ft Ceiling Height • Requires 120V Outlet • Dimensions: 54in L x 29in W x 64in H • Machine Weight: 348lbs	4,525.38	1	\$4,525.38



STRENGTH EQUIPMENT

Model	Brand	Description	Specifications	Unit Price	Qty	Total Ext
OP-ABBA	Life Fitness	Axiom Abdominal/Back Extension 	• 11-gauge oval tubing steel frames • Low Profile 53 inch tower height • Solid Steel Weight stacks with 7.5 lb drop down increment weight • Placards with QR code/ NFC Chip, for product usage instructions • Integrated storage in Tower top cap • Standard rear shroud and optional full shroud	3,618.40	1	\$3,618.40



advanced exercise

Model	Brand	Description	Specifications	Unit Price	Qty	Total Ext
OP-BT	Life Fitness	Axiom Biceps Curl/Triceps Extension 	• 11-gauge oval tubing steel frames • Low Profile 53 inch tower height • Solid Steel Weight stacks with 7.5 lb drop down increment weight • Placards with QR code/ NFC Chip, for product usage instructions • Integrated storage in Tower top cap • Standard rear shroud and optional full shroud	3,618.40	1	\$3,618.40
OP-MP	Life Fitness	Axiom Multi-Press 	• 11-gauge oval tubing steel frames • Low Profile 53 inch tower height • Solid Steel Weight stacks with 7.5 lb drop down increment weight • Placards with QR code/ NFC Chip, for product usage instructions • Integrated storage in Tower top cap • Standard rear shroud and optional full shroud	4,002.40	1	\$4,002.40
OP-LR	Life Fitness	Axiom Pulldown/Row 	• 11-gauge oval tubing steel frames • Low Profile 53 inch tower height • Solid Steel Weight stacks with 7.5 lb drop down increment weight • Placards with QR code/ NFC Chip, for product usage instructions • Integrated storage in Tower top cap • Standard rear shroud and optional full shroud • Dimensions: 91"x35"x85" • Weight 452 lbs	3,618.40	1	\$3,618.40
OP-LCE	Life Fitness	Axiom Leg Curl/Extension 	• 11-gauge oval tubing steel frames • Low Profile 53 inch tower height • Solid Steel Weight stacks with 7.5 lb drop down increment weight • Placards with QR code/ NFC Chip, for product usage instructions • Integrated storage in Tower top cap • Standard rear shroud and optional full shroud	3,618.40	1	\$3,618.40
OP-HAA	Life Fitness	Axiom Hip Abductor/Adductor 	• 11-gauge oval tubing steel frames • Low Profile 53 inch tower height • Solid Steel Weight stacks with 7.5 lb drop down increment weight • Placards with QR code/ NFC Chip, for product usage instructions • Integrated storage in Tower top cap • Standard rear shroud and optional full shroud • Dimensions: 68"x67"x73" • Weight 432 lbs	3,618.40	1	\$3,618.40



advanced exercise

Model	Brand	Description	Specifications	Unit Price	Qty	Total Ext
OP-LP	Life Fitness	Axiom Leg Press 	• 11-gauge oval tubing steel frames • Low Profile 53 inch tower height • Solid Steel Weight stacks with 7.5 lb drop down increment weight • Placards with QR code/ NFC Chip, for product usage instructions • Integrated storage in Tower top cap • Standard rear shroud and optional full shroud • Dimensions: 86"x40"x53" • Weight 592 lbs	4,455.20	1	\$4,455.20
HSSM	Hammer Strength	Smith Machine 	• ASTM/EN957 certified for a 650 lb load rating • Walk through design • Natural 7 Degree Angle • 20 lb Counterbalanced Starting Weight • Dual Adjustable Safety Catches • 8 Olympic Zinc Coated Weight Horns • Made in USA • Machine Weight: 635 lb. • Dimensions: 50"L x 86.5" W x 93" H	5,737.50	1	\$5,737.50



CABLE STRENGTH

Model	Brand	Description	Specifications	Unit Price	Qty	Total Ext
HDU-CCOR	Hammer Strength	HD Universal Cable Core		10,399.00	1	\$10,399.00
HDU-COR-WTH-42SD	Hammer Strength	HDU Core Width 42in / 107cm With Super Duty XM		0.00	1	\$
HDU-PU-4FT-SQ	Hammer Strength	42in/107Cm Square		298.50	1	\$298.50
HDU-NG	Hammer Strength	Neutral Grip Handles (Pair) 	• Mounted to any 42" or 72" Square X Member • Grip is 1.25" diameter with ergonomic angles to minimize joint stress on wrists, elbows, and shoulders • Size (L x W x H): 16.75" x 8.5" x 3.4" • Weight (Pair): 15.8 lbs	250.00	1	\$250.00
HDU-SP1-72-AT	Hammer Strength	72in / 213cm Accessory Tray		395.00	3	\$1,185.00
HDU-ADPSF	Hammer Strength	HD Universal Perimeter Add		1,534.00	1	\$1,534.00



advanced exercise

Model	Brand	Description	Specifications	Unit Price	Qty	Total Ext
HDU-ADD-WTH-72	Hammer Strength	HDU Add Width 72in / 183cm		0.00	1	\$
HDU-PU-6FT-SQ	Hammer Strength	72in/183Cm Square		298.50	1	\$298.50
HDU-NG	Hammer Strength	Neutral Grip Handles (Pair) 	• Mounted to any 42" or 72" Square X Member • Grip is 1.25" diameter with ergonomic angles to minimize joint stress on wrists, elbows, and shoulders • Size (L x W x H): 16.75" x 8.5" x 3.4" • Weight (Pair): 15.8 lbs	250.00	1	\$250.00
HDU-SP1-72-AT	Hammer Strength	72in / 213cm Accessory Tray		395.00	3	\$1,185.00
HDU-SP1-72-DR	Hammer Strength	72in / 213cm Dual Rail		325.00	1	\$325.00



FREE WEIGHTS

Model	Brand	Description	Specifications	Unit Price	Qty	Total Ext
FW-DR3	Hammer Strength	Dumbbell Rack - Three Tier 	• Angled trays with saddle for each dumbbell • Pinch free design • Holds 15 pair of round head dumbbells • 11-gauge steel frame with powder coat finish • Made in USA • Machine Weight: 155 lb. • Dimensions: 90"L x 31.5" W x 32" H	1,572.50	1	\$1,572.50
LBR-MA	Life Fitness	Multi-Adjustable Bench 	• Oval Steel Tubing • Transport Handle & Wheels • Assist Handle • Marked Visual Angles -10, 0°, 15°, 30°, 45°, 60°, 70° • Bench Weight: 110lbs. • Dimensions: 58"L x 29"W x 17"H	1,588.65	2	\$3,177.30



advanced exercise

Model	Brand	Description	Specifications	Unit Price	Qty	Total Ext
LBR-DB	Life Fitness	Adjustable Decline/Abdominal Crunch 	• Oval Steel Tubing • Lightweight Adjustable Angle Positions • Transport Handle & Wheels • Assist Handle • Marked Visual Angles +10, 0°, -10°, -20°, -30° • Bench Weight: 175lbs. • Dimensions: 73"L x 29"W x 41"H	1,529.15	1	\$1,529.15
HS-DB-3000-02	Hammer Strength	Hammer Strength Round Rubber Encased Dumbbell Set 5-50lb 	• Pressed and Bolted Handle to Head • Straight Hard Chrome Handle • Overmolded with Premium Rubber	2,534.40	1	\$2,534.40
HS-DB-3000-03	Hammer Strength	Hammer Strength Round Rubber Encased Dumbbell Set 55-75lb 	• Pressed and Bolted Handle to Head • Straight Hard Chrome Handle • Overmolded with Premium Rubber	2,298.40	1	\$2,298.40
HS-OP-3000	Hammer Strength	Hammer Strength Round Olympic Rubber Plate 45lb 	• Pressed and Flared Stainless Insert • 4Handles per Plate • Overmolded with Premium Rubber	124.80	6	\$748.80
HS-OP-3001	Hammer Strength	Hammer Strength Round Olympic Rubber Plate 35lb 	• Pressed and Flared Stainless Insert • 4Handles per Plate • Overmolded with Premium Rubber	98.40	4	\$393.60



advanced exercise

Model	Brand	Description	Specifications	Unit Price	Qty	Total Ext
HS-OP-3002	Hammer Strength	Hammer Strength Round Olympic Rubber Plate 25lb 	• Pressed and Flared Stainless Insert • 4Handles per Plate • Overmolded with Premium Rubber	69.60	4	\$278.40
HS-OP-3003	Hammer Strength	Hammer Strength Round Olympic Rubber Plate 10lb 	• Pressed and Flared Stainless Insert • 4Handles per Plate • Overmolded with Premium Rubber	28.80	4	\$115.20
HS-OP-3004	Hammer Strength	Hammer Strength Round Olympic Rubber Plate 5lb 	• Pressed and Flared Stainless Insert • Overmolded with Premium Rubber	14.40	4	\$57.60
HS-OP-3005	Hammer Strength	Hammer Strength Round Olympic Rubber Plate 2.5lb 	• Pressed and Flared Stainless Insert • Overmolded with Premium Rubber	8.80	2	\$17.60
LF-KB-1120-01	Life Fitness	Kettlebell 10Lb, Rubber, Stainless Handle 		82.80	2	\$165.60



advanced exercise

Model	Brand	Description	Specifications	Unit Price	Qty	Total Ext
LF-KB-1122-01	Life Fitness	Kettlebell 15Lb, Rubber, Stainless Handle		92.70	2	\$185.40



LF-KB-1124-01	Life Fitness	Kettlebell 20Lb, Rubber, Stainless Handle		107.10	2	\$214.20
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TRAINING TOOLS

Model	Brand	Description	Specifications	Unit Price	Qty	Total Ext
HS-PB-1000	Hammer Strength	Hammer Plyo Wooden Box (20in x 24in x 30in)	• 3 Sided Wooden Plyo Cube Box • Light Wood Finish with Height Markings • Assembled	280.80	1	\$280.80



HS-SB-2102-01	Hammer Strength	Hammer Slamball, 10lbs		66.60	1	\$66.60
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advanced exercise

Model	Brand	Description	Specifications	Unit Price	Qty	Total Ext
HS-SB-2104-01	Hammer Strength	Hammer Slamball, 20lbs		101.70	1	\$101.70
						
HS-SB-2106-01	Hammer Strength	Hammer Slamball, 30lbs		138.60	1	\$138.60
						
LF-RTB-1000	Life Fitness	Life Fitness Covered Resistance Tube, Extra Light		19.80	1	\$19.80
						
LF-RTB-1001	Life Fitness	Life Fitness Covered Resistance Tube, Light		20.70	1	\$20.70
						
LF-RTB-1002	Life Fitness	Life Fitness Covered Resistance Tube, Medium		21.60	1	\$21.60
						



advanced exercise

Model	Brand	Description	Specifications	Unit Price	Qty	Total Ext
LF-RTB-1003	Life Fitness	Life Fitness Covered Resistance Tube, Heavy		22.50	1	\$22.50
						
LF-RTB-1004	Life Fitness	Life Fitness Covered Resistance Tube, Extra Heavy		23.40	1	\$23.40
						
ACC-BD-1000-02	Life Fitness	Power Band 41 X 0.25In X 4.5Mm Thick,Orange		13.50	2	\$27.00
						
ACC-BD-1001-02	Life Fitness	Power Band 41 X 0.5In X 4.5Mm Thick,Red		18.00	2	\$36.00
						
ACC-BD-1002-02	Life Fitness	Power Band 41 X 0.5In X 6Mm Thick,Blue		26.10	2	\$52.20
						



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Model	Brand	Description	Specifications	Unit Price	Qty	Total Ext
ACC-BD-1003-02	Life Fitness	Power Band 41 X 1.25In X 4.5Mm Thick,Green		33.30	2	\$66.60



ACC-BD-1004-02	Life Fitness	Power Band 41 X 1.75In X 4.5Mm Thick,Black		40.50	2	\$81.00
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TRADE-IN EQUIPMENT

Model	Brand	Description	Specifications	Unit Price	Qty	Total Ext
TRADE-IN NT	Advanced Exercise	Trade-In (Existing Equipment removal)		4,000.00	-1	\$-4,000.00



advanced exercise

Comments:

Pricing Includes Sourcewell Contact Pricing for City of Duarte member # 124355

Pricing reflects Contract # 052324-LFF (Life Fitness / Hammer Strength)

Includes White Glove Delivery on all items

- Shipped to professional commercial installer, assembled at warehouse
- Delivered on site and installed in perfect order ready to use
- All trash will be removed from site at end of installation

Life Fitness and Hammer Strength Frame/Upholstry standard colors to be chosen at time of purchase

Advanced Exercise supports and will be liaison to all standard commercial warranties

Subtotal: **\$105,897.83**

Freight, Delivery and Install: **12,640.00**

Tax: **11,264.53**

Total: \$129,802.36



advanced exercise

Terms & Conditions

Terms: All new customers are required to pay 50% down and balance due prior to install. Residential customers, personal trainers, and orders for resale, require 100% payment before the order can be placed. All other terms and credit lines are subject to credit approval. Invoice will be due and payable, based on the original requested installation date, unless Advanced Exercise is notified in writing 60 days prior to the requested installation date with a change of the installation date. We accept checks, money orders, ACH and credit cards (under \$2000). A late payment fee will be assessed at a rate of 1.5% (18% annual) per month on any unpaid balance remaining 30 days after the due date. Special Orders: A 100% prepayment is required for all customized products including but not limited to custom colors, sports flooring and products with logos such as plates, dumbbells and platforms.

Return Policy: Any returns require approval in writing by Advanced Exercise Project Management. A minimum 25% restocking fee, plus freight, will be incurred for all non-custom products returned. Customized products are nonreturnable. All products with color choices are defined as custom products.

Bolt Down Requirements: Life Fitness recommends that all strength training equipment be secured to the floor in order to prevent tipping, rocking or displacement which might occur in the event of unanticipated use of the equipment. Life Fitness requires that certain strength training equipment (specifically the Synrgy 360 90, T, XS, XM, HD Elite Half Rack/Short Base, Athletic Series Rigs, Athletic Series Racks with Wing option, Cybex PWR Play, Synrgy Outdoor BlueSky and other products to be used for body weight strap training) be secured to the floor. In the case of Synrgy 360S, T, XS, XM and the Elite HD Half Rack Short Base, the customer acknowledges:

- Customer has determined the proper placement of the equipment to be secured. **Customer Initial** _____
- Customer has identified and informed Advanced Exercise of the location of any utility, service lines, including but not limited to post tension cables. It is the customer's responsibility to identify the locations of any cables or lines prior to installation.

Customer Initial _____

- Customer has confirmed that the subfloor consists of no less than 4.0 inches of concrete. **Customer Initial** _____
- Customer has obtained any and all consents to the drilling of holes in the flooring and subflooring. **Customer Initial** _____

If your order includes any of the equipment requiring bolting to the floor, initials are required above and an additional signed waiver will be required to place the order. Additional products may require bolting to the floor, wall or ceiling. Bolting is not included on these products unless otherwise noted on the quotation. Customer is responsible for bolting these products to meet the manufacturer's requirements. This includes TRX, Core Energy, Boxing mounts and other products that require bolting to the facility structure.

Wall & Ceiling Attached Items: The installation of any items such as TRX Multi Mounts., X Mounts, Wall Mat Racks, etc. that require bolting to walls or ceilings are not included in the proposal unless otherwise noted.

Flooring Installation: Refer to the product specifications to ensure that the sub floor meets the material installation requirements. Freight offloading, inside delivery, adhesive, moisture tests, moisture reducers, base boards, sub floor prep, sub floor cleaning, transition strips and existing floor removal and disposal are not included unless otherwise noted on the quotation.

Storage: We reserve the right to assess storage fees not to exceed 1.5% per month, or fraction thereof and request payment in full on the related customer's invoice, when a customer's original requested delivery date is delayed by circumstances beyond our control.

Taxes: We collect sales or use taxes only in jurisdictions where we are licensed to do so. Customer agrees to accept sole liability and responsibility to pay for any and all uncollected sales or use tax liabilities, related penalties and interest that arise as a result of the purchase of products and/or services from our company.

Security: Until all products are paid in full, customer hereby grants to, and Advanced Exercise shall retain, a security interest in and lien on all products sold to the customer.

I accept the terms and conditions of this quote.

Signature: _____

Name: _____

Date: _____ **Customer Requested Install Date:** _____



AGENDA REPORT

MEETING DATE: February 11, 2025

TO: Mayor and Members of the City Council

FROM: Brian Villalobos, City Manager

BY: Albert Nuñez, Management Analyst

SUBJECT: Approval of Agreement with MIG, Inc. to Provide Strategic Planning Services

RECOMMENDATION: It is recommended that the City Council authorize the City Manager to approve a Professional Services Agreement with MIG, Inc. in an amount not to exceed \$81,000 for strategic planning services and approve a budget amendment of \$81,000 in the City Manager's Professional Services account number (100-1010-7965).

FISCAL IMPACT: The Fiscal Impact of MIG Inc.'s strategic planning services will not exceed \$81,000.

BACKGROUND

The City of Duarte last developed a comprehensive Strategic Plan in 2016. To ensure the City's goals and priorities remain aligned with the evolving needs of the community, a Request for Proposals (RFP) for strategic planning services was released and posted on the City's website on November 7, 2024. Proposals were due by 6 PM on December 5, 2024. The City received two (2) proposals, one from MIG, Inc. and another from Moss Adams LLP.

DISCUSSION/ANALYSIS

Both proposals were reviewed and evaluated based on responsiveness to the RFP, experience and qualifications, proposed approach, and cost. Following a thorough review, MIG, Inc. was determined to be the most qualified firm due to its extensive experience in strategic planning for local governments, its familiarity with the City, and its well-defined approach tailored to Duarte's specific needs.

MIG, Inc. has successfully conducted strategic planning services for several notable cities, including the City of Rosemead, Downey, and Cathedral City. Their proposed scope of work includes stakeholder engagement, facilitation of strategic planning workshops, data analysis, and development of a final Strategic Plan document that will guide the City's priorities over the next five years. The period of work is scheduled from February 2025 to October 2025, with a base

project cost of \$65,490 and optional tasks that would increase the total cost to no more than \$81,000.

MIG will conduct the following activities to develop the Strategic Plan:

- One on one City Council Interviews
- Meeting with City Staff leadership team
- City Council Priority Setting Retreat
- Community and City Staff Questionnaires
- Community Tabling and Pop-up Activities

The allocated budget provides the City with the flexibility to consider some of the optional tasks proposed by MIG, Inc. These include:

- Development of an online interactive Strategic Plan Implementation Dashboard.
- A graphically designed version of the Strategic Plan for public distribution.

These optional tasks can be included at the City's discretion as part of the overall strategic planning process.

RECOMMENDATION

It is recommended that the City Council authorize the City Manager to approve a Professional Services Agreement with MIG, Inc. in an amount not to exceed \$81,000 for strategic planning services and approve a budget amendment of \$81,000 in the City Manager's Professional Services account number (100-1010-7965).

FISCAL IMPACT

The Fiscal Impact of MIG Inc.'s strategic planning services will not exceed \$81,000.

ATTACHMENTS

- A. Draft Professional Services Agreement Between the City of Duarte and MIG, Inc.
- B. MIG, Inc. Strategic Planning Services Proposal

Fiscal Review:



Kristen Petersen
Assistant City Manager/
Director of Administrative Services

Reviewed and Approved:



Brian Villalobos
City Manager

CITY OF DUARTE AGREEMENT FOR PROFESSIONAL SERVICES

THIS AGREEMENT FOR PROFESSIONAL SERVICES (“**Agreement**”) is made and effective as of February 11, 2025 (“**Effective Date**”), by and between the City of Duarte (“**City**”), and Moore Iacofano Goltsman, Inc. (MIG), a California corporation, (“**Consultant**”). City and Consultant may sometimes herein be referred to individually as a “**Party**” and collectively as the “**Parties**.” In consideration of the mutual covenants and conditions set forth herein, and for good and valuable consideration, the sufficiency and receipt of which are hereby acknowledged, the Parties agree as follows:

1. RECITALS

The City wishes to engage the services of Consultant to provide strategic planning services as described further in this Agreement. Consultant wishes to provide all such services and has the necessary expertise and competency to provide such services.

2. TERM

This Agreement shall commence on the Effective Date and shall remain and continue in effect until June 30, 2026, unless sooner terminated pursuant to the provisions of this Agreement. The term may be extended upon execution of a written amendment between the Parties.

3. SERVICES AND PERFORMANCE

A. In compliance with all terms and conditions of this Agreement, Consultant shall provide services more particularly described in the “**Scope of Services**,” which is attached hereto and incorporated herein by this reference as Exhibit A. The services may be referred to herein as the “**Services**” or “**Work**.” In the event of any inconsistency between the terms of Exhibit A and this Agreement, the terms of this Agreement shall govern.

B. As a material inducement to City entering into this Agreement, Consultant represents and warrants that Consultant is a provider of first-class work and services, and Consultant is experienced in performing the type of work and services contemplated herein. The minimum standard of care for all professional services performed or furnished by Consultant under this Agreement will be the care and skill ordinarily used by members of the subject profession practicing under similar circumstances at the same time and in the same locality. Consultant represents that the Services will be performed by Consultant or under its direct supervision, and that all personnel engaged in such Work shall be fully qualified and shall be authorized and permitted under applicable Federal, State, and local law to perform such Work. Consultant shall pay all wages, salaries, and other amounts due to such personnel in connection with their performance of the Services and as required by law

C. The experience, knowledge, capability, and reputation of Consultant, its principals, and employees were a substantial inducement for City to enter into this Agreement. Therefore,

without the prior written approval of City, which may be given or withheld at City's sole and absolute discretion, Consultant shall not (i) contract with any other entity to perform in whole or in part the Services required hereunder; or (ii) transfer, assign, convey, or encumber (voluntarily or by operation of law) any or all of this Agreement.

D. Consultant shall obtain and maintain at its sole cost and expense such licenses, permits, and approvals as may be required by law for the performance of the Services required by this Agreement prior to the commencement of Services. Consultant shall have the sole obligation to pay for any fees, assessments, and taxes, plus applicable penalties and interest, which may be imposed by law and arise from or are necessary for Consultant's performance of the Services, and shall indemnify, defend, and hold harmless City and its elected and appointed officials, boards, members, officers, agents, representatives, employees, and volunteers ("**City Personnel**") against any such fees, assessments, taxes, penalties, or interest levied, assessed, or imposed against City related to the Services.

E. Consultant shall provide all Services rendered hereunder in accordance with all ordinances, resolutions, statutes, rules, and regulations of City and any Federal, State, or local governmental agency having jurisdiction in effect at the time Service is rendered. Each and every provision required by law to be included in this Agreement shall be deemed to be included, and this Agreement shall be read and enforced as though they were included.

F. Consultant shall assume all costs arising from the use of patented or copyrighted materials, including, but not limited to, equipment, devices, processes, and software programs, used or incorporated in the Services or Work performed by Consultant under this Agreement. Pursuant to Paragraph 7, Consultant shall indemnify, defend (with legal counsel acceptable to City), and hold City and City Personnel harmless from any and all suits, actions, or proceedings of every nature for or on account of the use of any patented or copyrighted materials.

G. Consultant shall not subcontract the performance of any of the Services without the prior written approval of City.

H. The Parties have determined that prevailing wage laws do not apply to this Agreement because the Services do not include construction, alteration, demolition, installation, or repair work or are otherwise exempt under California's prevailing wage laws (California Labor Code section 1720 et seq.). Notwithstanding the foregoing, it is agreed by the Parties that, in connection with performance of the Services, including, without limitation, any and all "public works" (as defined by applicable law), Consultant shall bear all risks of payment or non-payment of prevailing wages under California law and/or the implementation of California Labor Code section 1781, as the same may be amended from time to time, and/or any other similar law. Pursuant to Paragraph 7, Consultant shall indemnify, defend (with legal counsel acceptable to City), and hold City and City Personnel harmless from and against any liability, loss, damage, cost, or expenses (including but not limited to reasonable attorneys' fees, expert witness fees, court costs, and costs incurred related to any inquiries or proceedings) arising from or related to (i) the noncompliance by Consultant or any party performing the Services of any applicable local, State, and/or Federal law, including, without limitation, any applicable Federal and/or State labor laws (including, without limitation, the requirement to pay State prevailing wages and hire apprentices); (ii) the implementation of California Labor Code section 1781, as the same may be amended from

time to time, or any other similar law; and/or (iii) failure by Consultant or any party performing the Services on Consultant's behalf to provide any required disclosure or identification as required by California Labor Code section 1781, as the same may be amended from time to time, or any other similar law.

4. MANAGEMENT

City's Assistant to the City Manager shall represent City in all matters pursuant to the administration of this Agreement and review the Services performed by Consultant. The City Manager shall have the authority, subject to the limitations set forth in Paragraph 5, to enlarge the Scope of Services or increase the compensation due to Consultant. Consultant's official representative in the administration of this Agreement shall be Esmeralda García, Principal, who shall have the authority to make all decisions for Consultant and bind Consultant to the terms of this Agreement.

5. COMPENSATION

A. City agrees to pay Consultant an amount not to exceed \$81,000 (One Hundred Eighty-One Thousand Dollars), based on the Scope of Services set forth in Exhibit A.

B. Subject to subparagraph (a) above, the City shall pay for such services in accordance with the Schedule of Charges set forth in Exhibit "B."

C. Consultant shall not be compensated for any Services rendered in connection with its performance of this Agreement that are in addition to those set forth herein, unless such additional services are authorized in advance, and in writing, by the City Manager. Consultant shall be compensated for any additional services in the amounts and in the manner as agreed to by City Manager and Consultant at the time City's written authorization is given. Unless otherwise agreed to by the Parties in writing, all provisions in this Agreement applicable to Consultant's performance of the Services shall also apply to any additional services.

D. Consultant shall be paid monthly and shall submit monthly invoices/reports to City, within ten (10) days following the end of each month, showing actual Services performed. Invoices shall include billings for all charges, including authorized direct costs incurred by Consultant during the month covered by the invoice. Consultant shall be paid on the next regular Council warrant after all required paperwork is submitted. If City disputes whether Consultant has earned its fee or any portion, City shall give written notice to Consultant within thirty (30) days of receipt of Consultant's monthly invoice/report stating the basis for such dispute.

6. SUSPENSION OR TERMINATION OF AGREEMENT

A. City may at any time, for any reason, with or without cause, suspend or terminate this Agreement, or any portion hereof, by serving written notice upon Consultant. Upon receipt of said notice, Consultant shall immediately cease all Work under this Agreement, unless the notice provides otherwise. In the event this Agreement is suspended or terminated pursuant to this subparagraph (A), Consultant shall submit a final invoice/report to City pursuant to Paragraph 4, and City shall be entitled to receive a return of the fee paid to Consultant, or portion thereof, if the reason for the termination is failure by Consultant to have timely performed the Services set forth

in Exhibit A. In City's sole and absolute discretion, prior to effecting a suspension or termination pursuant to this subparagraph (A), City may first serve upon Consultant a written notice of the default specifying the default and the amount of time that Consultant shall have to cure, correct, or remedy the default. If Consultant fails to cure the default within the specified period of time, City shall have the right to immediately terminate this Agreement pursuant to this subparagraph (A). Notwithstanding any other provision of this Agreement to the contrary, City's termination of this Agreement pursuant to this subparagraph (A) shall not preclude or prejudice any other remedy to which City may be entitled in law or in equity.

B. Consultant may terminate this Agreement only due to a material breach by City, and only upon not less than thirty (30) days' prior written notice to City which notice shall specify the material default. Upon receipt of such notice, City may, but shall not be obligated to, effect to remedy such default, which remedy will cause the notice of termination to no longer apply, and this Agreement to continue in effect.

7. RECORDS AND OWNERSHIP OF DOCUMENTS

A. Consultant shall maintain complete and accurate records with respect to costs, expenses, receipts, and other such information required by City that relate to the performance of Services under this Agreement. Consultant shall maintain adequate records of Services provided in sufficient detail to produce an evaluation of Services. All such records shall be maintained in accordance with generally accepted accounting principles and shall be clearly identified and readily accessible. Consultant shall provide free access to the representatives of City or its designees at reasonable times to such books and records; shall give City the right to examine and audit said books and records; shall permit City to make transcripts therefrom as necessary; and shall allow inspection of all work, data, documents, proceedings, and activities related to this Agreement. Such records, together with supporting documents, shall be maintained for a period of six (6) years after receipt of final payment.

B. Upon completion of, or in the event of termination or suspension of this Agreement, all original documents, computer files, surveys, notes, and other documents prepared in the course of providing the Services to be performed pursuant to this Agreement ("**Work Product**") shall become the sole property of City and may be used, reused, or otherwise disposed of by City without the permission of Consultant. Consultant shall provide such items to City promptly upon completion of this Agreement. City acknowledges that such Work Product is not intended or represented to be suitable for use unless completed by Consultant, or for use or reuse by City or others on extensions of the Services or Work under this Agreement, or for any other use or purpose, without written verification or adaptation by Consultant. Any such use, reuse, or any modification of the Work Product, without written verification, completion, or adaptation by Consultant, as appropriate for the specific purpose intended, will be at City's sole risk and without liability or legal exposure to Consultant or to its officers, directors, members, partners, agents, employees, and consultants.

C. Any information gained by Consultant in the performance of this Agreement shall be considered confidential and such information and the reports, records, documents, and other materials prepared by Consultant in the performance of Services under this Agreement shall not

be released publicly or to any other client of Consultant without the prior written approval of the City Manager.

8. INDEMNIFICATION

A. To the fullest extent permitted by law, except as set forth in subparagraph (B), Consultant shall indemnify, defend (with legal counsel acceptable to City), and hold harmless City and City Personnel from and against any and all claims, actions, suits, claims, demands, judgments, attorneys' fees, costs, damages, losses, penalties, obligations, expenses, or liabilities ("**Claims**") that may be asserted or claimed by any person or entity arising out of, or pertaining to, Consultant's negligence, recklessness, or willful misconduct, whether or not there is concurrent active or passive negligence on the part of City and/or any City Personnel, but excluding any Claims arising from the sole negligence or willful misconduct of City or any City Personnel. Consultant shall defend any action or actions filed in connection with any such claims or liabilities, and shall pay all costs and expenses, including attorneys' fees incurred in connection therewith. Consultant shall promptly pay any judgment rendered against City or any City Personnel for any such claims or liabilities. In the event City and/or any City Personnel is made a party to any action or proceeding filed or prosecuted for any such Claims arising out of or in connection with the Work being performed or Services being provided under this Agreement, Consultant shall pay to City any and all costs and expenses incurred by City or City Personnel in such action or proceeding, together with reasonable attorneys' fees and expert witness fees. Consultant's duty to defend shall consist of reimbursement of defense costs incurred by City in direct proportion to the Consultant's proportionate percentage of fault. Consultant's percentage of fault shall be determined, as applicable, by a court of law, jury, or arbitrator. In the event any loss, liability, or damage is incurred by way of settlement or resolution without a court, jury, or arbitrator having made a determination of Consultant's percentage of fault, the Parties agree to mediation with a neutral third-party to determine Consultant's proportionate percentage of fault for purposes of determining the amount of indemnity and defense cost requirement owed to City.

B. The provisions of this subparagraph (B) apply only if Consultant is a "design professional" within the meaning of California Civil Code section 2782.8(c). If Consultant is a "design professional," within the meaning of Section 2782.8(c), then notwithstanding subparagraph (A), to the fullest extent permitted by law (including, without limitation, California Civil Code sections 2782 and 2782.6), Consultant shall defend (with legal counsel acceptable to City), indemnify, and hold harmless City and City Personnel from and against any Claim that arises out of, pertains to, or relates to, directly or indirectly, in whole or in part, the negligence, recklessness, or willful misconduct of Consultant, any sub-consultant, subcontractor, or any other person directly or indirectly employed by them, or any person that any of them control, arising out of Consultant's performance of any task or Service for or on behalf of City under this Agreement. Such obligations to defend, hold harmless, and indemnify City or any City Personnel, shall not apply to the extent that such Claims are caused, in part, by the sole negligence or willful misconduct of City or City Personnel. Consultant's cost to defend City and/or City Personnel against any such Claim shall not exceed Consultant's proportionate percentage of fault with respect to that Claim; however, pursuant to California Civil Code section 2782.8(a), in the event that one or more of the defendants is unable to pay its share of defense costs due to bankruptcy or dissolution of the business, Consultant shall meet and confer with City (and, if applicable, other parties) regarding any unpaid defense costs. To the extent Consultant has a duty to indemnify City

or any City Personnel under this subparagraph (B), Consultant shall be responsible for all incidental and consequential damages resulting directly or indirectly, in whole or in part, from Consultant's negligence, recklessness, or willful misconduct.

C. Consultant hereby authorizes City to deduct from any amount payable to Consultant (whether arising out of this Agreement or otherwise) any amounts the payment of which may be in dispute hereunder or which are necessary to compensate City for any losses, costs, liabilities, or damages suffered by City, and all amounts for which City may be liable to third parties, by reason of Consultant's negligent acts, errors, omissions, or willful misconduct, in performing or failing to perform Consultant's obligations under this Agreement. City in its sole and absolute discretion, may withhold any payment due to Consultant, without liability for interest, an amount sufficient to cover such claim. The failure of City to exercise such right to deduct or withhold shall not act as a waiver of Consultant's obligation to pay City any sums Consultant owes City.

9. INSURANCE

Without limiting Consultant's indemnification obligations of City as set forth in this Agreement, and prior to the commencement of Work, Consultant shall obtain, provide, and maintain, at its own expense, during the entire term of this Agreement including any extension thereof, policies of insurance of the type and amounts described in Exhibit C and in a form satisfactory to City.

A. No Work or Services under this Agreement shall commence until Consultant has provided City with Certificates of Insurance evidencing the required insurance coverages and said Certificates of Insurance are reasonably approved by City. Certificates are to reflect that the insurer will provide thirty (30) days' written notice to City of any cancellation of coverage. In the event any of said policies of insurance are reduced in limits or cancelled for any reason, Consultant shall, prior to the cancellation date, submit new evidence of insurance.

B. The provisions of any workers' compensation or similar law will not limit the obligations of Consultant under this Agreement. Consultant expressly agrees not to use any statutory immunity defenses under such laws with respect to City, its employees, officials, and agents.

C. Consultant agrees to provide immediate notice to City of any claim or loss against Consultant arising out of the Work performed under this Agreement. City assumes no obligation or liability by such notice, but has the right to monitor the handling of any such claim or claims if they are likely to involve City.

D. The City's Director of Administrative Services shall have the authority to adjust or amend the insurance requirements in Exhibit C of this Agreement so long as such amendment or adjustment is agreed to in writing by the Parties.

10. INDEPENDENT CONTRACTOR

A. Consultant is and shall at all times remain as to City a wholly independent contractor. The personnel performing the Services under this Agreement on behalf of Consultant shall at all times be under Consultant's exclusive direction and control. Neither City nor any of its

officers, officials, employees, or agents shall have control over the conduct of Consultant or any of Consultant's officers, employees, or agents. Consultant shall not at any time or in any manner represent that it or any of its officers, employees, or agents is in any manner officers, officials, employees, or agents of City. Consultant shall not incur or have the power to incur any debt, obligation, or liability whatever against City, or bind City in any manner.

B. No City-provided employee benefits shall be available to Consultant in connection with the performance of this Agreement. Except for the fees paid to Consultant as provided in this Agreement, City shall not pay salaries, wages, or other compensation to Consultant for performing Services hereunder for City. City shall not be liable for compensation or indemnification to Consultant for injury or sickness arising out of performing Services hereunder.

11. NO UNDUE INFLUENCE

Consultant declares and warrants that no undue influence or pressure was or is used against or in concert with any officer or employee of City in connection with the award, terms, or implementation of this Agreement, including any method of coercion, confidential financial arrangement, or financial inducement. No officer or employee of City shall receive compensation, directly or indirectly, from Consultant, or from any officer, employee, or agent of Consultant, in connection with the award of this Agreement or any Work to be conducted as a result of this Agreement. Consultant further warrants that it has not employed or retained any company or person other than a bona fide employee working for Consultant, to solicit or secure this Agreement and that it has not paid or agreed to pay any company or person any fee, commission, percentage, brokerage fee, gift, or any other consideration contingent upon, or resulting from, the award or making of this Agreement. For breach or violation of this warranty, City shall have the right to annul this Agreement without liability or, in its discretion, to deduct from this Agreement price or consideration, or otherwise recover, the full amount of such fee, commission, percentage, brokerage fee, gift, or contingent fee.

12. NO BENEFIT TO ARISE TO LOCAL EMPLOYEES

No member, officer, or employee of City, or their designees or agents, and no public official who exercises authority over or has responsibilities with respect to this Agreement during his/her tenure or for one (1) year thereafter, shall have any interest, direct or indirect, in any agreement or sub-agreement, or the proceeds thereof, for Work to be performed in connection with the Services performed under this Agreement.

13. COVENANT AGAINST DISCRIMINATION

Consultant covenants that, by and for itself, its heirs, executors, assigns, and all persons claiming under or through them, that in the performance of this Agreement there shall be no discrimination against or segregation of, any person or group of persons on account of any impermissible classification including, but not limited to, race, color, creed, religion, sex, gender, gender identity, gender expression, physical or mental disability, age, military status, marital or familial status, sexual orientation, national origin, or ancestry.

14. NONLIABILITY OF CITY OFFICERS AND EMPLOYEES

No City Personnel shall be personally liable to Consultant, or any successor in interest, in the event of any default or breach by City or for any amount which may become due to Consultant or to its successor, or for breach of any obligation of the terms of this Agreement.

15. NOTICES

Any notices which either Party may desire to give or may be required to give to the other Party under this Agreement must be in writing and may be given either by (a) personal service; (b) delivery by a reputable document delivery service, such as but not limited to, Federal Express, which provides a receipt showing date and time of delivery; (c) mailing in the United States Mail, certified mail, postage prepaid, return receipt requested, addressed to the address of the Party as set forth below or at any other address as that Party may later designate by notice; or (d) e-mailing the notice to the e-mail addresses as set forth below:

If to City:	City of Duarte City Manager's Office Attn: Andres Rangel 1600 Huntington Drive Duarte, California 91010 arangel@accessduarte.com
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If to Consultant:	Moore Iacofano Goltsman, Inc. Attn: Esmeralda García 21 Miller Alley, Suite 210 Pasadena, CA 91105 esmeraldag@migcom.com
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16. GOVERNING LAW; ATTORNEYS' FEES; LITIGATION MATTERS

The internal laws of the State of California, without regard to principles of conflicts of laws, shall govern the interpretation of this Agreement. In addition to any other rights or remedies, either Party may take legal action, in law or in equity, to cure, correct, or remedy any default, to recover damages for any default, to compel specific performance of this Agreement, to obtain declaratory or injunctive relief, or to obtain any other remedy consistent with the purposes of this Agreement. Notwithstanding anything in this Agreement to the contrary, in no event shall Consultant be entitled to economic or consequential damages or to punitive damages. In the event of any litigation arising from or related to this Agreement, the prevailing Party shall be entitled to recover from the non-prevailing Party all reasonable costs incurred, including staff time, court costs, attorneys' fees, expert witness fees, and other related expenses. The Superior Court of the County of Los Angeles shall have exclusive jurisdiction over any litigation between the Parties concerning this Agreement. Service of process on City shall be made in the manner required by law for service on a public entity. Service of process on Consultant shall be made in any manner permitted by law and shall be effective whether served inside or outside of California.

17. RIGHTS AND REMEDIES ARE CUMULATIVE; WAIVER

A. Except with respect to rights and remedies expressly declared to be exclusive in this Agreement, the rights and remedies of the Parties are cumulative and the exercise by either Party of one or more of such rights or remedies shall not preclude the exercise by it, at the same or different times, of any other rights or remedies for the same default or any other default by the other Party.

B. No delay or omission in the exercise of any right or remedy by a non-defaulting Party on any default shall impair such right or remedy or be construed as a waiver. No waiver by either Party of any of the provisions of this Agreement shall be effective unless explicitly set forth in writing and signed by the Party so waiving. Except as otherwise set forth in this Agreement, no failure to exercise, or delay in exercising, any right, remedy, power, or privilege arising from this Agreement shall operate or be construed as a waiver thereof, nor shall any single or partial exercise of any right, remedy, power, or privilege hereunder preclude any other or further exercise thereof or the exercise of any other right, remedy, power, or privilege.

18. SEVERABILITY

If any portion of this Agreement is found by a court of competent jurisdiction to be invalid, void, illegal, or unenforceable, the remainder of the provisions hereof shall remain in full force and effect and shall in no way affect, impair, or invalidate any other term, covenant, or condition, or provision contained in this Agreement. Upon a determination that any term or provision is invalid, illegal, or unenforceable, the Parties shall negotiate in good faith to modify this Agreement to give effect to the original intent of the Parties as closely as possible in order that the transactions contemplated hereby be performed as originally contemplated to the greatest extent possible.

19. INTERPRETATION; ENTIRE AGREEMENT

The terms of this Agreement shall be construed in accordance with the meaning of the language used and shall not be construed for or against either Party by reason of the authorship of this Agreement or any other rule of construction which might otherwise apply. This Agreement contains the entire understanding between the Parties relating to the obligations of the Parties described in this Agreement. All prior or contemporaneous agreements, understandings, representations, and statements, oral or written, relating to the obligations of the Parties described in this Agreement, are merged into this Agreement and shall be of no further force or effect.

20. CONFLICTS OF INTEREST

Consultant represents, warrants, and covenants that he, she, or it presently has no interest, direct or indirect, which would interfere with or impair in any manner or degree the performance of Consultant's obligations and responsibilities under this Agreement. Consultant further agrees that while this Agreement is in effect, Consultant shall not acquire or otherwise obtain any interest, direct or indirect, that would interfere with or impair in any manner or degree the performance of Consultant's obligations and responsibilities under this Agreement. Consultant acknowledges that pursuant to the provisions of the Political Reform Act (California Government Code section 87100 et seq.), City may determine Consultant to be a "consultant" as that term is defined by the Political Reform Act. In the event City makes such a determination, Consultant agrees to complete and file a "Statement of Economic Interest" with the City Clerk to disclose such financial interests as

required by City. In such event, Consultant further agrees to require any other person doing Work under this Agreement to complete and file a “Statement of Economic Interest” to disclose such other person’s financial interests as required by City.

21. NO THIRD-PARTY BENEFICIARIES

This Agreement benefits solely the Parties to this Agreement and their respective permitted successors and assigns and nothing in this Agreement, express or implied, confers on any other person any legal or equitable right, benefit, or remedy of any nature whatsoever under or by reason of this Agreement.

22. PARAGRAPH HEADINGS AND SUBHEADINGS

The paragraph headings and subheadings contained in this Agreement are included for convenience only and shall not limit or otherwise affect the terms of this Agreement.

23. COUNTERPARTS

This Agreement may be executed in counterparts, each of which shall be deemed to be an original, and such counterparts shall constitute one and the same instrument.

24. EXECUTION OF CONTRACT

The persons executing this Agreement on behalf of each of the Parties represent and warrant that (i) such Party is duly organized and existing; (ii) they are duly authorized to execute and deliver this Agreement on behalf of said Party; (iii) by so executing this Agreement, such Party is formally bound to the provisions of this Agreement; and (iv) that entering into this Agreement does not violate any provision of any other Agreement to which said Party is bound.

25. CITY MANAGER AUTHORITY

City’s City Manager shall have the authority to make non-material changes, non-material amendments, or clerical edits to this Agreement on behalf of the City.

[Signatures on following page.]

IN WITNESS WHEREOF, the City Council of the City of Duarte caused the Agreement to be subscribed by its Mayor or City Manager and said Consultant has executed or caused this Agreement to be executed by its duly authorized officer(s).

CITY OF DUARTE

CONSULTANT

Brian Villalobos, City Manager

Date: _____

By: _____

Its: _____

Date: _____

ATTEST

City Clerk

Date: _____

APPROVED AS TO FORM
RUTAN & TUCKER, LLP

City Attorney, City of Duarte

Date: _____

EXHIBIT A

Scope of Services



**City of Duarte
Strategic Planning Services**

Scope of Work

Phase 1: Citywide Visioning

1.1 Project Initiation and Project Management

MIG will meet in person with the City's Project Management Team during a two-hour Project Initiation Meeting. The purpose of the meeting is to review the project scope, schedule, and budget; as well as discuss desired outcomes, identify key issues to address, and confirm roles and responsibilities for each person involved. MIG will provide a summary of the key discussion points and action items from the Project Initiation meeting.

MIG and the City's designated project manager will maintain ongoing planning and coordination during half-hour teleconference meetings during key junctures of the process, for a maximum of 12 calls. Four (4) one-hour teleconference calls are also included in this task to review work products and strategy for major milestones (City, Council retreat, questionnaire, draft plan, etc.). During the project, MIG's project manager will communicate regularly by phone and email with the City's designated project manager to discuss emerging issues and priority topics.

This task also encompasses contract administration, invoicing, scheduling, and other support functions designed to ensure the timely delivery of services and assumes a period of work from January 2025 to September 2025.

Deliverables:

- Attendance at one Project Initiation Meeting (in person) (2 MIG staS)
- Project Initiation Meeting Summary (MS Word Document)
- Half-hour Teleconference calls (12 meetings)
- One-hour Teleconference meetings (4)
- Electronic and phone communications

1.2 City Council Interviews (7)

The City Project Management Team will organize seven (7) one-hour one-on-one phone and/or digital platform interviews with City Council members. The purpose of these sessions will be to identify strengths, issues, and future vision(s) for Duarte. The interviews will also explore council members' priority initiatives and projects, and their ideas related



to improving the internal processes of the city. MIG will develop the questions in coordination with the City's Project Management Team. City staS will extend the invitations and coordinate scheduling the phone calls. MIG will conduct the interviews and consolidate the findings from all the interviews into a summary that includes high level themes. These findings will inform the approach and format for the City Council Goal Priority-Setting Retreat.

Deliverables:

- Draft and final City Council Interview Questions (MS Word Document)
- One-on-one City Council Interviews (7 interviews)
- Summary (MS Word Document)

1.3 City Sta Meeting

MIG will design and facilitate an interactive and exploratory discussion with city staS, including the representatives from the City Manager's OSice and leadership from the city departments. This will include an explanation of the strategic planning process, desired outcomes for this process, and facilitated discussion focused on the City's vision for the next 10 to 20 years, shared values, and future opportunities. The second half of the meeting will center around current services and operations, existing and upcoming planning and organizational eSorts (CIP, fiscal budget, etc.), and observations regarding community perceptions of the City's work and services. MIG will summarize key findings and discussion points of this meeting in a summary. The meeting will be attended by one MIG facilitator and one notetaker.

Deliverables:

- Attend and facilitate in-person City StaS Meeting (2 MIG staS)
- Draft and Final City StaS Meeting Agenda (MS Word Document)
- Strategic Plan Framework and Process Presentation (PowerPoint) and Strategic Plan Definitions (MS Word Document)
- Summary of key findings and discussion points (MS Word Document) and wallgraphic (PDF)

1.4 City Council Priority-Setting Retreat

MIG will design and facilitate a half-day (four hours) retreat for City Council members to share their long-range vision, goals, desired outcomes, and near-term priorities. The retreat will include facilitated activities and exercises that will explore the City Council's ideas and opportunities related to Duarte's identity, sense of place, activation and the built



environment, economic development, fiscal sustainability, community satisfaction, internal processes, and other topics identified through the interviews.

MIG will define the retreat objectives and design the agenda, presentation materials, and facilitation approach in coordination with the City Project Management Team. The approach will include recommendations for including city staS in the presentations. MIG will serve as facilitator for the retreat and will record comments during discussions on large wallgraphics in real time. City staS will coordinate the date and time for the retreat and determine the location. City staS will be responsible for noticing the meeting. After the retreat, MIG will summarize the key findings and discussion points in a summary. Themes from this discussion will be used to develop the draft Vision, Mission and Strategic Issue Areas (Task 2.1).

Deliverables:

- Draft and final City Council Priority-Setting Retreat Agenda (MS Word Document)
- Strategic Plan Framework and Process Presentation (PowerPoint) and Strategic Plan Definitions (MS Word Document)
- Summary of key findings and discussion points (MS Word Document) and wallgraphic (PDF)

1.5 Community and City StaL Questionnaires

MIG will design a web-based questionnaire focusing on understanding the community's ideas for the future of Duarte. The questionnaire will balance aspirational questions to learn about the community's vision and what they think makes Duarte special, with more specific prompts to elicit feedback about issues, concerns, and opportunities that are important to residents, businesses, and visitors. Once approved by the City Project Management Team, MIG will translate the questionnaire to Spanish. MIG will provide a digital file for the City to produce print copies and place at public facilities and local businesses. MIG will design a digital City staS or volunteers will be responsible for entering the responses of any paper copies of the questionnaire into the digital platform. The City Project Management Team will review and provide feedback on the draft questionnaire.

MIG will adapt the community questionnaire to develop one designed to engage City staS about their thoughts and recommendations related to the City's draft vision, mission, strategic issue areas and goals. The questionnaire will also gather input about what City employees value about working in Duarte, how they see their work as part of the larger organization, learn about how they see the strengths and challenges of their department



and the larger organization of the City, and what their vision for the City looks like going forward. MIG will provide a draft set of questions for review by the City Project Management Team, following the first Executive Management Team Meeting and City Council retreat. Once approved, the City Project Management Team will share the link with City staS.

MIG will provide charts and graphs and the raw data of the questionnaire results for the Community and StaS Questionnaires. Findings from these results will be used to inform the draft Vision, Mission and Strategic Issue Areas.

Deliverables:

- Draft and Final Community and City StaS Questionnaire (MS Word)
- Digital Link to Questionnaires
- Digital file Community Questionnaire (English and Spanish)
- Charts and graphs of results (MS Word Document)
- Community and City StaS Questionnaire Raw Data (Excel data file)

1.6 Community Tabling and Pop-up Activities

MIG proposes a set of three (3) pop-up outreach events to publicize the City's strategic planning process and gather input from Duarte community members and business owners about their vision for the City of Duarte in 2050, and their needs and ideas for the future.

MIG will develop an interactive activity to elicit feedback from the community. A QR code will be prominently displayed to direct people to the community visioning questionnaire. Paper copies of the questionnaire will also be available for those who feel more comfortable providing their responses in written form. Activities might include pop-ups at the farmers market, community center, library, high school, shopping centers, downtown, and other key community locations and events. Two MIG staS will be present at each event.

MIG will integrate the themes heard at these events into the Vision statement, Strategic Issue Areas, and Goal Statements.

Deliverables:

- Pop-Up Activity Attendance (2 MIG StaS at 3 events)

Phase 2: Strategic Plan Framework

The Strategic Plan Framework is the organizing structure for the Strategic Plan document. It includes the Vision and Mission statements which are used to define the direction of work under the plan. The Strategic Plan Framework also includes a set of measurable goals,



defined in this document as Strategic Issue Areas, which serve as the broad themes of the work the city hopes to or needs to focus on going forward. A Goal Statement helps to define what the City intends to achieve for each of the Strategic Issue Areas. What we learn from the City Council Priority Setting Retreat and the City StaS Meeting, as well as from all of the activities in Phase 1, will inform the development of the Strategic Plan Framework. Developing additional Strategic Plan elements, such as department-level goals, and the benchmarks, projects, initiatives and timetable that will be a part of the City's implementation plan, take place in Phases 2 and 3.

2.1 Draft Vision, Mission and Strategic Issue Areas

After synthesizing the feedback collected during Phase 1, MIG will develop concise drafts of the Mission and Vision Statements, and Strategic Issue Areas and draft Goal Statements for each Strategic Issue Area and Draft Goal Statements for each Strategic Issue Area for review by the City Project Management Team. MIG will work with the City Project Management Team to create a process for reviewing these drafts by City department leadership.

Deliverables:

- Draft Mission, Vision, Strategic Issue Areas and Goal Statements (MS Word Document)

2.2 Strategic Plan Framework

MIG will use the feedback from the City's Project Management Team meeting to prepare a revised draft Strategic Plan Framework in a Word Document that includes the following elements— Vision and Mission statements, Strategic Issue Areas, and Goal Statements for each Strategic Issue Area.

The Word document will include the draft text for each of these four elements, as well as a graphic of how these elements fit together as the Strategic Plan Framework.

The City Project Management Team will provide MIG with one consolidated set of comments and MIG will revise to include in a revised, final version of the Strategic Plan Framework as a Word Document.

Deliverables:

- Draft and Final Strategic Plan Framework (MS Word Document)

Phase 3: Strategic Plan



3.1 Draft Implementation Plan, with Draft Benchmarks, Timetables and Department Short- and Long-Term Goals

MIG will develop a draft version of the implementation plan, based on feedback provided by the City's Project Management Team. This will include draft benchmarks for each Strategic Issue Area, department-level short- and long-term goals, and the timetables and set of projects and initiatives for each Strategic Issue Area that will make up the City's Implementation Plan and each department's action plan.

MIG will provide this draft for review by the City Project Management Team, as a Word Document. The City Project Management Team will provide MIG with one consolidated set of comments and MIG will revise these based on the feedback.

Deliverables:

- Draft and Revised Draft Implementation Plan, with Benchmarks, Timetables and Department Short- and Long-Term Goals (MS Word Document)

3.2 Draft Strategic Plan and Implementation Plan

MIG will develop the content for a final draft of the Strategic Plan, which will include revised versions of the Strategic Plan Framework—Vision and Mission Statements, Strategic Issue Areas and Goal Statements and definitions for each of these elements. The final draft will also include an introduction and overview of the process to develop the strategic plan. It will also include the revised draft of the Implementation Plan—the benchmarks, short- and long-term goals, timetables and set of projects and initiatives for each Strategic Issue Area. This will delineate actions specific to the city departments.

MIG will provide this content in a Word Document for review by the City Project Management Team. The City Project Management Team will provide MIG with one consolidated set of comments and MIG will revise these based on the feedback.

Deliverables:

- Draft Strategic Plan and Implementation Plan Content (MS Word Document)

3.3 Final Strategic Plan

MIG will make one more round of text edits after review by the City Project Management Team based upon one set of consolidated comments. MIG will revise the Strategic Plan draft document and deliver the final Strategic Plan as a Word Document for final review by the City Project Management Team. MIG will make one final revision to the final Strategic Plan Word Document. MIG will provide Word and PDF files of the final Strategic Plan to the City Project Management Team for printing and posting to the City website.



Deliverables:

- Draft and Final Strategic Plan (MS Word and PDF files)

Optional Tasks

Task A (Optional) Draft Strategic Plan Presentation at City Council Workshop

MIG will develop a short presentation for the City Council to review the elements of the Draft Strategic Plan Framework and the set of goals, benchmarks and timeline that will be part of the implementation plan for each of the Strategic Plan's Strategic Issue Areas.

During this workshop MIG will facilitate a brief discussion with City Council members about their expectations for report backs from city staS on progress, as well as the future timeframe to consider revising and updating the Strategic Plan.

Deliverables:

- Attendance at City Council Workshop
- Strategic Plan presentation, City Council Workshop (PowerPoint file)

Task B (Optional) Strategic Plan Implementation Dashboard

MIG will meet with the City Management Team to review the key performance indicators included in the implementation section of the Strategic Plan to develop the approach for designing a dashboard to track the city's progress with implementing priorities. Once these are confirmed, MIG will propose a digital platform for hosting the dashboard data. The tool will be graphically rich and interactive for the public to review the city's progress. MIG will use data provided by the city to develop a set of spreadsheets that will be integrated into the platform. This task assumes MIG will initiate the subscription on behalf of the city and transfer the administration of the account to the city at the close of the professional services agreement. MIG will train one key city staS person identified by the City Management Team on how to use the tool.

Deliverables:

- Dashboard Approach and Platform Recommendation
- Data Spreadsheets (Excel)
- Draft and Final Digital Dashboard

Task C (Optional) Graphically Designed Strategic Plan

MIG will design a graphically rich version of the Strategic Plan for printing by the city and posting to the website. The MIG design team will meet with the City Management Team to discuss and confirm the approach to the design including the use of the city's brand, orientation, types of imagery to include, targeted messaging, shelf life, etc. MIG will graphically design a draft Strategic Plan for review by the City Management Team. This draft will be revised based on one set of consolidated edits from the city. MIG will provide the



revised draft graphic layout of the Strategic Plan for final review by the city. Following this final review and comment, MIG will provide a print ready file of the Strategic Plan. A PDF and native InDesign files will also be provided to the city.

Deliverables:

- Design Meeting
- Draft Graphically Designed Strategic Plan (PDF)
- Final Draft Graphically Designed Strategic Plan (PDF)
- Draft Graphically Designed Strategic Plan (Print Ready, PDF, InDesign)

EXHIBIT B

Fee Schedule



City of Duarte | Strategic Planning Services

estimated project cost

		MIG, Inc.																MIG Direct Costs	Professional Fees Totals
		E. García		S. Pavón		Web Tool Developer/ Graphic Designer		G. Sharrow		B. Lu-Jones		S. Perez Rojas		Project Assistan t		MIG Labor Totals			
		Hrs@	\$235	Hrs@	\$150	Hrs@	\$145	Hrs@	\$200	Hrs@	\$135	Hrs@	\$110	Hrs@	\$100				
Task 1: Citywide Visioning																			
1.1	Project Initiation and Project Management	24	\$5,640	4	\$600		\$0		\$0	32	\$4,320		\$0	12	\$1,200	72	\$11,760	\$100	\$11,860
1.2	City Council Interviews (7)	8	\$1,880	0	\$0		\$0		\$0	8	\$1,080		\$0		\$0	16	\$2,960	\$0	\$2,960
1.3	City Staff Meeting	8	\$1,880	0	\$0		\$0		\$0	22	\$2,970		\$0	2	\$200	32	\$5,050	\$0	\$5,050
1.4	City Council Priority-Setting Retreat	16	\$3,760	2	\$300		\$0		\$0	32	\$4,320	2	\$220	2	\$200	54	\$8,800	\$100	\$8,900
1.5	Community and City Staff Questionnaires	4	\$940	0	\$0		\$0		\$0	32	\$4,320	40	\$4,400		\$0	76	\$9,660	\$400	\$10,060
1.6	Community Tabling and Pop-up Activities	2	\$470	0	\$0		\$0		\$0	24	\$3,240	32	\$3,520		\$0	58	\$7,230	\$200	\$7,430
Subtotal		62	\$14,570	6	\$900	0	\$0	0	\$0	150	\$20,250	74	\$8,140	16	\$1,600	308	\$45,460	\$800	\$46,260
Task 2: Strategic Plan Framework																			
2.1	Draft Vision, Mission and Strategic Issue Areas	4	\$940	2	\$300		\$0		\$0	16	\$2,160		\$0		\$0	22	\$3,400	\$0	\$3,400
2.2	Strategic Plan Framework	4	\$940	2	\$300		\$0		\$0	16	\$2,160		\$0		\$0	22	\$3,400	\$0	\$3,400
Subtotal		8	\$1,880	4	\$600	0	\$0	0	\$0	32	\$4,320	0	\$0	0	\$0	44	\$6,800	\$0	\$6,800
Task 3: Strategic Plan																			
3.1	Draft Implementation Plan, with Draft Benchmarks, Timetables and Department Short- and Long-Term Goals	8	\$1,880	2	\$300		\$0	4	\$800	20	\$2,700		\$0		\$0	34	\$5,680	\$0	\$5,680
3.2	Draft Strategic Plan and Implementation Plan	4	\$940	2	\$300		\$0		\$0	16	\$2,160		\$0		\$0	22	\$3,400	\$0	\$3,400
3.3	Final Strategic Plan	2	\$470	0	\$0		\$0		\$0	16	\$2,160	4	\$440	2	\$200	24	\$3,270	\$0	\$3,270
Subtotal		14	\$3,290	4	\$600	0	\$0	4	\$800	52	\$7,020	4	\$440	2	\$200	80	\$12,350	\$0	\$12,350
SUBTOTAL		84	\$19,740	14	\$2,100	0	\$0	4	\$800	234	\$31,590	78	\$8,580	18	\$1,800	432	\$64,610	\$800	\$65,410
10%	Markup (Direct Costs/Administrative)																		\$80
TOTAL PROJECT COSTS																			\$65,490

Optional Tasks		
Task A	(Optional) Draft Stratgic Plan Presentation at City Council Worksho	\$3,600
Task B	(Optional) Strategic Plan Implementation Dashboard	\$14,800
Task C	(Optional) Graphically Designed Strtategic Plan	\$4,450
Optional Tasks Subtotal		\$22,850

Optional Tasks - detail																			
Task A	(Optional) Draft Stratgic Plan Presentation at City Council Worksho	8	\$1,880	0	\$0	0	\$0	0	\$0	12	\$1,620	0	\$0	0	\$0	20	\$3,500	\$100	\$3,600
Task B	(Optional) Strategic Plan Implementation Dashboard	2	\$470	0	\$0	48	\$6,960	1	\$200	12	\$1,620	45	\$4,950	1	\$100	109	\$14,300	\$500	\$14,800
Task C	(Optional) Graphically Designed Strtategic Plan	2	\$470	0	\$0	20	\$2,900	0	\$0	8	\$1,080	0	\$0	0	\$0	30	\$4,450	\$0	\$4,450

EXHIBIT C

Insurance Requirements

A. Insurance Required

(1) Commercial General Liability insurance in an amount not less than \$1,000,000 per occurrence, \$2,000,000 general aggregate, for bodily injury, personal injury, and property damage.

(2) Automobile Insurance covering bodily injury and property damage for all activities of Consultant arising out of or in connections with Work to be performed under this Agreement, including coverage for any owned, hired, non-owned, or rented vehicles in an amount not less than \$1,000,000 combined single limit for each accident.

(3) Workers' Compensation Insurance providing statutory benefits as required by California law.

(4) Employer's Liability Insurance with limits in an amount not less than \$1,000,000.

(5) Professional Liability or Errors and Omissions Insurance designed to protect against acts, errors, or omissions of Consultant and "Covered Professional Services" as designated in the policy must specifically include work performed under this Agreement. The policy limit shall be no less than \$1,000,000 per claim and in the aggregate. Any policy inception date, continuity date, or retroactive date must be before the Effective Date of this Agreement, and Consultant agrees to maintain continuous coverage through a period no less than three (3) years after completion of the Services required by this Agreement.

B. All insurance policies required hereunder, except the workers' compensation insurance, shall comply with the following requirements:

(1) All insurance shall be written by insurers that are admitted and licensed to do business in the State of California and with A.M. Best's rating of A- or better and a minimum financial size VII in accordance with the latest edition of Best's Key Rating Guide.

(2) The policies shall be endorsed to name City and its officers, officials, employees, agents, and volunteers as additional insureds.

(3) All of Consultant's insurance: (i) shall contain no special limitations on the scope of protection afforded to the additional insureds; (ii) shall be primary insurance and any insurance or self-insurance maintained by the additional insureds or any of them shall be in excess of Consultant's insurance and shall not contribute with it; (iii) shall be "occurrence" rather than "claims made" insurance; (iv) shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability; (v) shall prohibit Consultant from waiving the right of subrogation prior to a loss except for professional liability; and (vi) shall not contain any provision or definition that would serve to eliminate so-called "third party action over" claims, including any exclusion for bodily injury to an employee of the insured.

(4) City reserves the right at any time during the term of this Agreement to change the amounts and types of insurance required by giving Consultant ninety (90) days' advance written notice of such change.

C. Consultant shall renew the required coverage annually as long as City or its employees or agents face an exposure from Consultant's operations pursuant to this Agreement. Termination of this obligation shall survive the termination or expiration of this Agreement and shall not be effective until City executes a written statement to that effect.



CITY OF DUARTE

Strategic Planning Services

Proposal | December 5, 2024



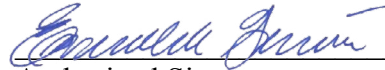
21 Miller Alley, Suite 210 | Pasadena, CA 91105
(626) 744-9872 | www.migcom.com

ATTACHMENTS

RFP SUBMITTAL CHECKLIST

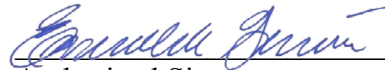
1. Submittal Checklist
2. Vendor Information Form
3. Proposal
4. Acknowledge Insurance Requirements

Bidder acknowledges the review of, and agreement to comply with the City's insurance requirements.


Authorized Signature

5. Acknowledge Workers' Compensation Insurance Requirements

Bidder acknowledges the review of, and agreement to comply with the statutory Workers' Compensation insurance requirements.


Authorized Signature

6. Acknowledge City Business License Requirement

Bidder agrees to comply with the City's business license requirement.


Authorized Signature

VENDOR INFORMATION FORM

Legal Contractual Name: Moore Iacofano Goltsman, Inc. (MIG)

Mailing Address: 21 Miller Alley, Suite 210 | Pasadena, CA 91105

Contact Person & Title: Esmeralda García, Principal

E-mail Address: esmeraldag@migcom.com

Phone: (626) 744-9872, ext. 3010

Your Firm is: **(check one)**

☒ Corporation

☐ Limited Liability Partnership

☐ Partnership

☐ Sole Proprietorship

☐ Individual

☐ Joint Venture

If corporation, incorporated under laws of the State of: CA

Names of Individuals with Authorization to sign contracts (Corporations and Partnership require at least two signatures):

Esmeralda García, Principal

Daniel Iacofano, CEO, President

Federal Tax Identification Number: 94-3116998

City of Duarte Business License Number: MIG will renew its City Business License if selected.

(Duarte business license will be required of the successful Proposer)



21 Miller Alley, Suite 210
Pasadena, CA 91105
(626) 744-9872
www.migcom.com

CALIFORNIA

BERKELEY, FULLERTON,
LOS ANGELES, PASADENA,
RIVERSIDE, SACRAMENTO,
SAN DIEGO, SAN JOSE,
AND SONOMA

COLORADO

DENVER

NEW YORK

BROOKLYN

OREGON

PORTLAND

TEXAS

SAN ANTONIO

WASHINGTON

SEATTLE

December 5, 2024

Andres Rangel, Assistant to the City Manager / PIO
City of Duarte
Email: arangel@accessduarte.com

Re: Proposal for the City of Duarte Strategic Planning Services

Dear Andres Rangel and Selection Committee Members:

The time is now to develop a new and lasting vision for the City of Duarte that incorporates recent efforts to plan for a town center along Huntington Drive, and new community amenities near the Metro L line station and in the Westminster senior living community, all of which have been supported by MIG. The City must also consider and address ongoing community needs related to affordable housing access, neighborhood safety, attracting new businesses and well-paying jobs for residents, and supporting youth and seniors, among many other issues affecting municipalities in the region. A deeply rooted and committed City Council can lay the groundwork for a visionary plan that builds upon its motto as the “City of Health,” and determine what the Duarte of the future will be known for.

Thank you for considering MIG, Inc., as your consultant to lead the development of the City’s Strategic Plan. We are passionate about the role strategic planning can play to: measurably improve cities and organizations; to better advance their missions and achieve desired outcomes; and invigorate and unite City leadership, staff, and community members around a clear and meaningful path forward.

MIG has extensive experience working with cities, municipal agencies, and other organizations with limited budgets yet expansive to-do lists. If selected, MIG will facilitate a strategic planning process that engages City leaders, department staff, and community members in authentic and consequential conversations about constructing and operationalizing a visionary strategic plan for the next decade and beyond. Our proposed scope includes visioning and goal setting activities with the City Council and community members, as well as work sessions with City leaders and their teams to think collaboratively about how to streamline work activities, improve service delivery, and deliver on the key priorities of the City, all while understanding the need to adhere to the budget.

MIG will help to produce a plan that provides clear direction, supports synergies and cost savings, gets results, and strengthens the City’s commitments to service, community, quality of life, and fiscal responsibility. Our approach to strategic planning is collaborative, flexible, and creative. We look forward to the opportunity to work with you to strategically align an approach that will create a harmonious fit with your planning needs.

We are committed to perform the work as scheduled. The cost proposal included in this proposal will remain valid for a minimum period of 30 days. I will be MIG’s primary point of contact for the City regarding this proposal and all project-related matters to be managed from our Pasadena office. If you have any questions, please feel free to reach out to me at 626-744-9872, ext. 3010, or esmeraldag@migcom.com. We look forward to this exciting opportunity with the City of Duarte.

Sincerely,

Esmeralda García
Principal-in-Charge



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Firm Experience

About MIG

MIG, Inc., improves, adapts, and creates organizations, environments, and tools for human development. We are a community of designers, planners, engineers, scientists, and storytellers who engage people in creative problem-solving and collective action. We believe that the physical and social environment around us have a profound impact on our lives, and this belief shapes the principles that guide our work:

- » Communities can plan their own futures.
- » The world needs an ecological perspective.
- » Great projects work for everyone.
- » Elegant design inspires new thinking.
- » Every project presents an opportunity to advance racial and social equity.
- » All work must be context driven.

MIG is at the forefront of innovation. We are leading local, regional, and national planning and design initiatives to improve accessibility and equity; engage, educate, and empower people through participatory processes; facilitate strategy development for social change; create playful and inclusive communities; reimagine streets and repurpose infrastructure; revitalize cities and restore ecosystems; and promote environmental stewardship by recognizing that the health of the natural and built world is mutually dependent.

For over four decades, MIG has worked closely with cities and other public agencies throughout the United States to create effective strategic plans for change and improvement. These change efforts manifest in clear direction, dynamic organizational models, equitable and defensible decision-making, fiscal leveraging, collaborative systems, healthier places, and stronger individuals, families, and communities. Our dedicated staff has the experience to design and implement processes based on a thorough exploration of lessons learned, existing conditions, and future opportunities and trends. Our experience cuts across a wide range of public, nonprofit, and private sector contexts, which contributes to our breadth of knowledge, creativity, and contextual understanding.



COMMUNITY VISION AND VALUES

Downey is a charming mid-size city that feels like a small town.

The City's neighborhoods are attractive, safe and tranquil, and provide opportunities for residents of all ages to set down roots and feel connected to the social and family networks.

We celebrate and embrace our rich history and varied cultures.

Our strong sense of community drives our spirit of service and coming together.

We continue to take pride in our foundation in science and aerospace and promote its significance for our community and the region.

Our commercial corridors are active with diverse opportunities for all to shop and enjoy entertainment for families and residents of all ages.

We value the premier community facilities, parks, educational venues, vibrant performance spaces, and offerings that fulfill the needs of the diverse groups in our community.

MISSION

Proudly committed to continuously improving the quality of life for the Downey community by providing excellent service in a professional, ethical, and responsible manner.

GOALS

Fiscal Responsibility
Maintain a Financially Stable Local Government.

Economic Vibrancy
Support community needs through a stable, vibrant and diverse local economy.

Efficiency and Adaptability
Create an environment where new process and programs are encouraged and are used to improve internal and external services.

Quality of Life, Safety and Infrastructure
Foster a safe community through key investments and provide inclusive, diverse community programs and activities.

Public Engagement
Cultivate a trustworthy and participatory local government through equitable, transparent, and effective processes.

Population
113,052

Median Household Income
\$84,236

Total Households
34,788

Median Age
36.5

Age Distribution

Under 14 years18%

15 to 24 years14%

25 to 44 years29%

45 to 64 years26%

65 + years13%

Race/Ethnicity

Hispanic or Latino (of any race)76.7%

White alone9.4%

Black or African American alone3.7%

American Indian & Alaskan Native alone0.1%

Asian alone8.8%

Native Hawaiian & Other Pacific Islander alone0.1%

Some Other Race alone0.2%

Two or More Races1%

GOAL D: QUALITY OF LIFE, SAFETY AND INFRASTRUCTURE

Foster a safe community through key investments and provide inclusive, diverse community programs and activities.

Metrics

Number of completed CIP projects/plans

Increased square footage for green space

Reduced crime statistics

Effective use of resources to address homelessness

Reduction in individuals experiencing homelessness

Strategic Priority/Actions	Timeline			Lead	Support Partners
	Short 1 Yr	Mid 2-3 Yrs	Long 3-5 Yrs		
STRATEGIC PRIORITY 1. Continue to prioritize public safety by providing safe access to public facilities, expanding neighborhood safety programming, and implement measures to combat homelessness within our community.					
D.1.1 Enhance security monitoring at City facilities.	X			IT	
D.1.2 Pursue and complete Fire Service Accreditation and establish a Strategic Plan for the Fire Department in the process.		X		FIRE	
D.1.3 Identify places in the City that require improved street lighting for improved public safety and develop a long-term installation plan.		X		PW	PD



Downey Forward 2030 Strategic Plan

The City of Downey is situated in the heart of Los Angeles County where residents enjoy local amenities, diverse shopping, and entertainment options while being in proximity to regional destinations. In 2012, the Downey City Council established five goal areas to organize the City’s priorities for the coming years—Fiscal Responsibility; Economic Vibrancy; Efficiency and Adaptability; Quality of Life, Safety and Infrastructure; and Public Engagement. Ten years on, these themes continue to provide a framework for City leadership as Downey looks at new ways to improve and innovate City services, promote the City as a destination, support a family-centered community, and remain on sound financial footing. Looking toward 2030, the City Council and department leaders decided the time was right to identify a shared community vision, confirm City goals, and clarify priorities to propel Downey forward into the next decade.

Working with Downey officials, decision-makers, and stakeholders, MIG developed a strategic plan to guide the City’s activities for the next five years. The Downey Strategic Plan serves as a tool to keep City initiatives, strategies, and projects to meet Council priorities, and keep the overall City government is accountable in meeting community needs. The plan is also integrated with the City’s annual budget development, the capital project planning process, and other plans and programs to align strategies with resources to deliver successful outcomes.

The success of the Downey Forward 2030 Strategic Plan is a testament to the active participation and feedback from the community. From January to June 2024, MIG engaged with the City Council, community members, businesses, and City department leaders through interviews, working sessions, community events, and employee and community surveys. Through these outreach efforts, MIG gathered diverse perspectives that shaped this plan. MIG joined several community events to talk to Downey residents, and business owners about their vision for the future of the City and held several working sessions with City department leaders to discuss their work and needs to continue to successfully serve the community. All members of the Downey community were invited to take an online survey, asking what was important to them and how they saw the future of the City.

PROJECT DETAILS

Location: Downey, CA

Client: City of Downey

Reference:
Roger Bradley,
City Manger
(562) 904-7284
rbradley@downeyca.org

Project Team
Involvement:
Esmeralda García
Stephanie Lane Pavón

Dates: February–
June 2024

Cost: \$67,890

See the Plan here

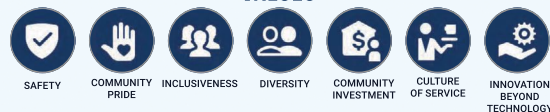
STRATEGIC PLAN FRAMEWORK

OUR MISSION

Moving Cathedral City Forward with Commitment, Pride, and Excellence

Creating a safe, inclusive, and progressive community
Providing quality service
Valuing fairness, balance, and trust
Building partnerships
Honoring our similarities and differences
Celebrating our independent spirit

VALUES



VISION

Cathedral City is a safe, family-oriented community that values, respects, and supports human differences and diverse perspectives. We strive to be a vibrant, progressive, enterprising, and visually attractive community. Our diverse housing options and vibrant businesses attract residents and visitors who choose Cathedral City for its culture, arts, special events, and natural resources.

GOALS

SERVE THE COMMUNITY
WITH PRIDE AND
DEDICATION

COMMUNITY INVESTMENT

FISCAL STABILITY AND
SUSTAINABILITY

INNOVATION

SAFETY

EMBRACING, INCLUSIVE
COMMUNITY

City of Cathedral City 5 year Strategic Plan | 5



Cathedral City

GOAL B: COMMUNITY INVESTMENT

Objective: Cathedral City roads, gateways, public spaces, and other city infrastructure are well planned, designed, constructed, and maintained.

Actions	Timeline			Lead/Co-Lead	Support Partners
	Short 0-1 Yrs	Medium 1-2 Yrs.	Long 2-5 Yrs.		
Action B-1	Develop an Electric Vehicle transition plan to comply with upcoming state mandate and include consideration of providing publicly accessible charging stations			PW/Engin	Finance
Action B-2	Develop an entryway, medians, and lighting master plan to provide appealing gateways to the City			PW/Engin	Econ Dev Dev Services
Action B-3	Develop a wilderness trail plan			PW/Engin Dev Services	
Action B-4	Implement the Wilderness Trail Plan by identifying designated access points including providing necessary signage and public improvements			PW/Engin	
Action B-5	Complete a dog park in the southern part of the city			PW/Engin	
Action B-6	Improve and expand Chuperosa Lane to become a point of pride in Cathedral City			Econ Dev	PW/Engin Dev Services
Action B-7	Maximize the use of existing resources to include underutilized parks and the library to support goals with the budget we have			CMO	PW/Engin

Cathedral City 5-Year Strategic Plan

In November 2022, Cathedral City began an inclusive and collaborative process to solicit input from the community, City Council, and City staff for development of its 5-Year Strategic Plan. The Strategic Plan is the product of education and solicitation of City Council thoughts and priorities, City staff review and collaboration, and community opinions and preferences. Department work programs include action plans, projects, and initiatives to support and achieve Strategic Plan Goals and Objectives—Serving the Community with Pride and Dedication; Community Investment; Fiscal Stability and Sustainability; Innovation; Safety; and Embracing an Inclusive City. Broad performance metrics are also identified to track progress and measure achievement of desired outcomes.

In addition to assisting with development of the Strategic Plan, MIG was asked to provide facilitation services for its preparation. The broad outreach and collaborative process of gathering important inputs and data, informed development of the Strategic Plan. Important "inputs" incorporated into the visioning and goal-setting efforts involved: assessing the current business climate, demographic changes and trends, new and/or emerging legal and regulatory mandates, challenges and opportunities created by current and emerging technologies, legislative mandates, and evolving customer needs and expectations. The MIG team conducted a series of activities to educate City leadership and staff on the primary elements of a strategic plan and the importance of having a long-term perspective for service delivery and budgeting. Feedback from an objective, scientifically based community survey was central to this effort and served to inform and validate community attitudes towards City services; public infrastructure; and resident priorities, opinions, and concerns. The collective input and themes that emerged from the Community Survey and workshops conducted with City Leadership, Executive Management, and City operations staff, resulted in review and affirmation of the City's existing Mission Statement as well as the development of Values, Vision, Goals, and Objectives.

The City Council unanimously approved the 5-Year Strategic Plan in April 2023.

PROJECT DETAILS

Location:

Cathedral City, CA

Client:

City of Cathedral City

Reference:

Charlie McClendon,
City Manger
(760) 770-0387
CMcClendon@
cathedralcity.gov

Project Team

Involvement:

Esmeralda García

Dates:

September 2022–March 2023

Cost:

\$25,880

See the Plan here

IMAGINE ROSEMEAD

CITY OF ROSEMEAD
2030 STRATEGIC PLAN

PREPARED BY **M I G**



ELEMENTS OF THE STRATEGIC PLAN

The City of Rosemead Strategic Plan includes the following elements:



Values

Shared beliefs that reflect what the community considers significant and important.



Vision

A desired end state and preferred future.



Mission

The purpose and associated responsibilities of the city as an organization.



Goals

Statements of direction toward the city's desired future.



Objectives

Specific statements of action about what the city hopes to achieve.



Actions

A prioritized list of steps needed to accomplish goals and objectives.



Action Plan

Identifies a timeframe for completing actions, responsible parties, and required resources.

IMPLEMENTATION

Implementing our Strategic Plan will involve all of us.

City Council will guide, and City Management Team will direct this process—Directors will coordinate and be responsible for implementing the work of each goal relevant to their department.

During each year of this Plan, the City Management Team will meet bi-monthly to review actions and progress toward the Plan's goals. City leadership will report to the City Council on a bi-annual basis on progress, and will coordinate a review of the Strategic Plan every two years to report back to the Rosemead community and revise and update the Plan as needed.



Rosemead Strategic Plan

The City of Rosemead, a diverse and multilingual contract city in West San Gabriel Valley, prides itself on its small town feel and commitments to quality public services, fiscal responsibility, and being a welcoming and inclusive community. In 2009, the Rosemead City Council developed a strategic plan with broad community input that described the collective vision and values of the City and organized the City's work into several priority areas, including improving and expanding City services and infrastructure, making the City a destination for business, and leading with a sound fiscal policy for a contract City with finite resources.

The beginning of a new decade and new City Council members provided an opportunity to revisit the themes and goals of Vision 2020 and imagine Rosemead forward into the next decade to 2030. MIG developed a strategic planning process to revisit and expand upon the current values and goals that drive the City's work, centering the vision and priorities of the City Council, as well as department leaders, staff, and the community. During the height of the pandemic, MIG facilitated visioning workshops with the Council, held a pop-up workshop at the farmer's market, supported a social media campaign, and developed two digital questionnaires asking employees, residents, and stakeholders what mattered most to them about safety, the economy, infrastructure, and public services, and what they imagined the City would look like in 10 years.

MIG facilitated several work sessions with an expanded City leadership team, which allowed frontline staff to share in discussions about the future of their work and take an integrated approach, often across departments, about what the City could do to fulfill its goals, especially given limited funds and staff time. MIG synthesized the proposals from these sessions with City Council member priorities and broader community feedback into the Strategic Plan with eight goal areas, each with priority actions to be implemented by department leads over short-, medium-, and long-range timeframes in the next decade.

PROJECT DETAILS

Location: Rosemead, CA

Client: City of Rosemead

Reference: Ben Kim,
City Manager
(626) 569-2100
bkim@cityofrosemead.org

Project Team Involvement:

Esmeralda García
Stephanie Lane Pavón

Dates: April 2021–
November 2021

Cost: \$59,905

See the Plan here

Executive Summary

City/County Association of Governments of San Mateo County (C/CAG) is proud to present its first-ever Strategic Plan. The 2024-2029 Strategic Plan sets a clear and actionable roadmap for C/CAG, focusing on critical areas that affect the quality of life in San Mateo County. Through targeted goals, strategic initiatives, and strong partnerships, C/CAG is committed to driving positive change, addressing current and future challenges, and ensuring a resilient and prosperous future for all communities within the County.

Created with the guidance and input of many stakeholders—including C/CAG members, staff, and community partners—the Strategic Plan highlights C/CAG's commitment to collaborative, sustainable, and equitable solutions for countywide challenges. Through the planning process, C/CAG conceptualized, defined, and organized its purpose, charge, and priorities for the next five years. At the core of the process is the Strategic Plan Framework, which lays out the organization's mission, core values, and vision statements.

Mission, Vision, and Core Values

MISSION

C/CAG provides a collaborative forum for all jurisdictions in San Mateo County to pursue our goals for a safe, equitable, and accessible multi-modal transportation network and an environmentally sustainable, climate resilient future.

VISION

C/CAG is a leader in innovative and sustainable mobility, climate-resilient infrastructure, clean energy, and balanced land use, while achieving equitable outcomes and improved quality of life for San Mateo County's diverse communities.

CORE VALUES

Collaboration – We work together to improve quality of life in San Mateo County.

Transparency – We are open and accessible in all our communications and actions.

Equity – We take concrete steps to address the needs of underserved communities.

Sustainability – We commit to meeting the needs of the present without compromising the ability of future generations to meet their own needs.

Innovation – We are driven by continuous improvement.

Building on these foundational elements, the Strategic Plan articulates five goals, as well as ongoing responsibilities, specific objectives, and performance measures.

Goals



1. Transportation

Plan, fund, implement, and maintain a robust multimodal transportation system that is safe, connected, equitable, accessible, and environmentally sustainable.



2. Stormwater Management

Manage stormwater as a resource, meet Regional Stormwater Permit requirements, and reduce climate risk through promotion of green infrastructure and an integrated watershed management approach.



3. Energy, Environment, and Climate

Support water and energy conservation efforts and improve environmental quality and community resilience to climate change throughout San Mateo County.



4. Land Use and Airport Compatibility

Meet the County's housing and economic development goals while addressing airport safety impacts.



5. Finance and Administration

Secure adequate funding and maintain effective organizational systems to support C/CAG's mission.

The Strategic Plan will be reviewed biennially by the C/CAG Board to assess progress, identify challenges, and make necessary adjustments. A detailed work plan template will be used by C/CAG staff to monitor and report on the implementation of goals and objectives, ensuring accountability and alignment with long-term strategies.

C/CAG invites all San Mateo County stakeholders—including residents, community-based organizations, local governments, and funders—to actively engage with its initiatives. Participation in Board and committee meetings, advocacy, collaboration on local projects, and staying informed through the C/CAG website are encouraged. By working together, we can create a sustainable, thriving future for San Mateo County.

66%

of San Mateo County residents work within the county



1 in 3

work in the community they live in

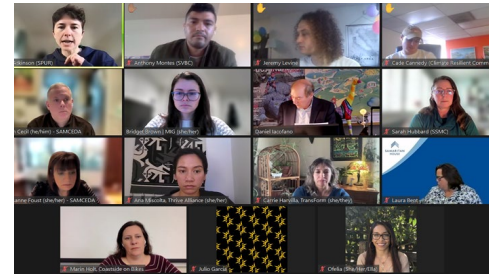
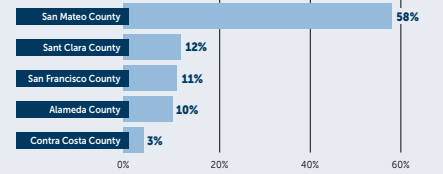


81%

County residents, and 81% of jobs are held by people who live in peninsula counties (San Francisco, Santa Clara, and San Mateo Counties)

(See graphic below: U.S. Census, Residence, County to Workplace County Commuting Times, American Community Survey 5-year Estimate, 2020)

Share of all Workers Commuting to Work in San Mateo County by Workers' County of Residence



C/CAG Strategic Plan

MIG worked with the City/County Association of Governments of San Mateo County (C/CAG) to develop a strategic plan that will guide the agency's work over the next three to five years. C/CAG is a hub for local decision-makers. Half of all the elected officials in San Mateo County serve on C/CAG's Board or Committees, creating a unique forum for countywide collaboration on issues that impact quality of life—including transportation, land use and airport compatibility, stormwater management, and energy and environment/climate. Yet, with a small staff, a growing list of priorities, and ongoing funding challenges, C/CAG's capacity is stretched.

MIG led a formal strategic planning process to re-examine C/CAG's purpose, priorities, policy directions, and organizational structure. Recognizing that C/CAG's strength lies in its ability to build consensus among a diverse range of players, the Strategic Plan is focused on advancing shared values, including equity, collaboration, innovation, and sustainability. The Strategic Plan outlines five key goals, each accompanied by ongoing responsibilities, specific objectives, and performance measures:

- » **Transportation:** Plan, fund, implement, and maintain a robust multimodal transportation system that is safe, connected, equitable, accessible, and environmentally sustainable.
- » **Stormwater Management:** Manage stormwater as a resource, meet Regional Stormwater Permit requirements, and reduce climate risk through promotion of green infrastructure and an integrated watershed management approach.
- » **Energy, Environment, and Climate:** Support water and energy conservation efforts and improve environmental quality and community resilience to climate change throughout San Mateo County.
- » **Land Use and Airport Compatibility:** Meet the County's housing and economic development goals while addressing airport safety impacts.
- » **Finance and Administration:** Secure adequate funding and maintain effective organizational systems to support C/CAG's mission.

Outreach for the Strategic Plan involved gathering input from a diverse group of stakeholders, including C/CAG staff, management, the Board, and community partners. This collaborative approach allowed the Plan to reflect a broad range of perspectives and needs.

PROJECT DETAILS

Location: San Mateo County, CA

Client: C/CAG

Reference:

Sean Charpentier,
C/CAG Executive Director
(650) 599-1409
scharpentier@smcgov.org

Project Team

Involvement:

Kate Welty
Stephanie Lane
Pavón

Dates: December 2023–October 2024

Cost: \$118,622

See the Plan here

Project Team

Team Introduction

MIG is proud to present an experienced and highly qualified team to provide Strategic Planning Services. Our team members identified in the organizational chart below have been selected for their strong expertise in their fields of work as well as for their passion for this project.

Principal-in-Charge **Esmeralda García** will provide overall project oversight and quality control, ensuring that adequate resources are made available to the project and all contractual requirements are met. She will be the day-to-day contact for this project responsible for the direction of the team. Esmeralda is a community planning and engagement expert whose projects often tackle complex social and economic issues associated with public services and infrastructure, transportation, housing, and urban planning and design.

Project Manager/Strategic Planner **Stephanie Lane Pavón** is a creative, collaborative, and detail-oriented planner, analyst, and advocate, dedicated to participatory planning work that builds more equitable and resilient communities. She specializes in synthesizing and visualizing data into the themes and narratives that help to frame MIG’s public agency strategic and master plans. Stephanie will lead the assessment and development of the Strategic Plan.

Strategic and community planning advisors will be engaged at critical points in the Strategic Plan process and include Consulting Principal **Kate Welty** and Director of Planning Services **Genevieve Sharrow**.

Kate brings over 25 years of experience directing and guiding organizational and systems change for public agencies, leveraging her highly specialized set of strategic thinking, capacity-building, and activation skills to help them achieve greater impact and equity with their programs, policies, and plans. Genevieve brings extensive local knowledge and experience having led community planning efforts for the Duarte Town Center Specific Plan and Town Center Greening and Traffic Calming Plan; Duarte Station Specific Plan Amendment; Westminster Garden Specific Plan; and Duarte Zoning Code Update.

Public engagement specialists **Brittney Lu-Jones** and **Sara Perez Rojas** have a broad range of experience developing and implementing strategies to engage the public and members of organizations of different scales to engage in the planning process. They will support the team with developing interactive tools to gather all participants’ vision and priorities for the Strategic Plan.

STAFF COMMITMENT AND PERFORMANCE

All work will be managed and performed from our Pasadena office. Our proposed key personnel are committed to this project for its duration. MIG acknowledges that we may not replace key staff unless their employment is terminated or agreed to by the City. Furthermore, the City must approve replacement staff before a substitute person can be assigned to provide the services.

TEAM ORGANIZATION CHART





Esmeralda García

PRINCIPAL-IN-CHARGE

Esmeralda García is a community planning and public outreach expert whose projects often tackle complex social and economic issues associated with public services and infrastructure, transportation, housing, and urban planning and design. Through her early volunteer work, she was exposed to community organizing and governance, which sparked her passion for collaborative engagement and inclusive decision-making. Esmeralda is widely recognized for her ability to reach and connect with communities of diverse backgrounds and cultures—many of whom are under-served and often go unheard. She combines her extensive experience in facilitation and strategic planning with her broad knowledge of planning and communications to bring people together to identify and resolve problems. With her fluency in Spanish and English, Esmeralda is uniquely positioned to articulate challenges, opportunities, and goals for both clients and constituents. Whether it's a freeway corridor impacting tens of thousands of residents and businesses or a neighborhood park serving a hundred families, she is dedicated to forging understanding and cooperation to find implementable solutions that improve the lives of everyone.

EDUCATION

- » BA, Art History, California State University, Los Angeles

CERTIFICATIONS

- » Equitable Community Change, Cornell University

PROFESSIONAL AFFILIATIONS

- » American Planning Association (APA)

AWARDS

- » 2018 CA APA Large Jurisdiction Implementation Award: Los Angeles Vision Zero Action Plan
- » 2016 South Coast Air Quality Management District Promotion of Good Environmental Stewardship Award: Commerce Green Zones Action Plan

SELECTED PROJECT EXPERIENCE

- » City of Downey Strategic Plan, Downey, CA
- » Cathedral City Strategic Plan. Cathedral City, CA
- » Rosemead Strategic Plan, Rosemead, CA
- » Omnitrans Strategic Plan, San Bernardino, CA
- » Downey 2021-2029 Housing Element Update, Downey, CA
- » San Diego Community College District Strategic Plan Development, San Diego, CA
- » LA County Department of Regional Planning Strategic Plan, Los Angeles, CA
- » LA County Beaches and Harbor Strategic Plan, Los Angeles, CA
- » Pasadena Playhouse Village Business Improvement District Strategy Framework, Pasadena, CA
- » Long Beach Economic Partnership Strategic Plan, Long Beach, CA
- » South Lake Ave Business Improvement District Strategic Plan, Pasadena, CA
- » Rialto Downtown Vision and Strategic Plan, Rialto, CA
- » Commerce Green Zones Working Group and Action Plan, Commerce, CA
- » Gateway Cities Sustainable Communities Strategy, Los Angeles, CA
- » Los Angeles Vision Zero Strategic Plan, Los Angeles, CA



Stephanie Lane Pavón

PROJECT MANAGER / STRATEGIC PLANNER

Stephanie Lane Pavón is a creative, collaborative, and detail-oriented planner, analyst, and advocate, dedicated to participatory planning work that builds more equitable and resilient communities. She specializes in synthesizing and visualizing data into the themes and narratives that help to frame MIG's facilitation of community college, park equity, transit, and other public organizations' strategic and master plans. Stephanie has more than 15 years of experience doing field-based research and outreach, as well as project coordination, policy advocacy, strategic planning, and leadership development. She uses her organizing, research, and advocacy experience to build local leadership capacity, engage community members in policy decisions, focus projects and outcomes on equity and justice, and expand access to living wage work opportunities.

In past work, Stephanie led a research project looking at the economic impacts and racial equity outcomes of investment in marginalized communities, including access to supermarkets, naturally occurring affordable housing, and supporting small businesses to build community wealth. She also managed a national campaign to engage fast food workers and consumers about health and safety at restaurants, leading to safety improvements at stores in 20 cities across the country.

EDUCATION

- » MA, Urban and Regional Planning, University of California, Los Angeles
- » BA, Anthropology, cum laude, University of Chicago

CERTIFICATIONS

- » Certificate in Sustainability: Greening the Urban Economy, Lund University

SELECTED PROJECT EXPERIENCE

- » Downey Strategic Plan, Downey, CA
- » Rosemead Strategic Plan, Rosemead, CA
- » San Mateo C/CAG Strategic Plan, San Mateo County, CA
- » Omnitrans Strategic Planning Consulting Services, San Bernardino, CA
- » California Transit Association Strategic Plan, Sacramento, CA
- » San Diego Community College District Strategic Plan Development, San Diego, CA
- » South Orange County Community College District Educational Master Plan, Costa Mesa, CA
- » Citrus College Educational Master Plan, Glendora, CA
- » Green River College Equity-Centered Strategic Vision, Auburn, WA
- » Mt. Hood Community College Strategic Plan, Gresham, OR
- » Shoreline Community College Strategic Planning Consulting Services, Shoreline, WA
- » Los Angeles County Regional and Rural Edition of the Parks Needs Assessment (PNA+), Los Angeles County, CA
- » Hollywood Burbank Airport Replacement Terminal Design Charrettes Facilitation, Burbank, CA



Kate Welty

PROJECT ADVISOR / CONSULTING PRINCIPAL

Kate Welty has over 25 years of experience directing and guiding organizational and systems change for public and nonprofit agencies throughout California and nationally. As a volunteer Court Appointed Special Advocate after college, Kate encountered the well-intentioned, but flawed child welfare system and found her calling. Her expertise was honed by working for and consulting with public, philanthropic, and nonprofit organizations to improve service delivery and outcomes for children, youth, and families. Kate's work on systems change from multiple vantage points gives her a multifaceted perspective that adds tangible value to clients as they tackle complex problems and identify the most strategic and effective way forward. As the Director of Social Impact for MIG, Kate takes organizational and systems initiatives to the next level – leveraging her knowledge and passion to help clients achieve greater impact and equity with their programs, policies, and plans. With her unique experience and dedication to doing the right thing, Kate offers a highly specialized set of strategic thinking, capacity-building, and activation skills to any organization or agency that seeks to refine its vision and mission. She brings impeccable client service as well as fluid facilitation and process design with a sense of humor and fun to lead organizations in exploring the finer details and defining the steps toward vision and mission realization.

EDUCATION

- » MA, Public Affairs, Hubert H. Humphrey School of Public Affairs, University of Minnesota, Minneapolis, MN
- » BA, Political Science, Columbia College, Columbia University, New York, NY, Cum Laude

SELECTED PROJECT EXPERIENCE

- » San Mateo C/CAG Strategic Plan, San Mateo County, CA
- » California Transit Association Strategic Plan, Sacramento, CA
- » Los Angeles County Public Works, Equity in Infrastructure Initiative, Strategic Planning Services, Los Angeles County, CA
- » Alameda County Water District Diversity, Equity, and Inclusion Consulting, Fremont, CA
- » City of San José Vision Zero Community Outreach & Engagement, San José, CA
- » City of Gilroy Justice, Equity, Diversity and Inclusion Strategic Plan, Gilroy, CA
- » Child Advocates of Silicon Valley Strategic Plan, Milpitas, CA
- » San Francisco Department of Early Childhood, Strategic Plan, San Francisco, CA
- » Contra Costa County Children's Leadership Council, Collective Action Plan, Contra Costa County, CA
- » California Continuum of Care Reform Implementation, County of Santa Cruz Human Services Department, Family and Children's Services Division, CA
- » California Permanency Innovations Initiative Grant Proposal and Implementation Plan, California Department of Social Services, Statewide, CA



Genevieve Sharrow

PROJECT ADVISOR / DIRECTOR OF PLANNING SERVICES

Genevieve Sharrow is a highly versatile planner whose experience encompasses a diverse range of projects, including general plans, specific plans, zoning codes, parks master plans, housing policy documents, and environmental impact analyses. While researching crime and the built environment in college, she came to value history and lessons from the past as an avenue to building better places in the future. Genevieve's attention to detail and creativity are showcased in her preparation of zoning codes and specific plans, which she crafts to function as both regulatory documents and economic development tools. Her work is focused on viable implementation so that clients can respond to immediate issues while planning for the long-term with the fluidity and flexibility to adapt to change. Her detailed writing style is clear, concise, and technically sound, yet accessible to the lay person. As a project manager, Genevieve excels at conducting a truly collaborative process that involves clients, technical experts, and communities. On every project, she is committed to enhancing quality of life and strives to provide the tools needed for clients to achieve success.

EDUCATION

- » MA, Urban Planning, University of California, Los Angeles
- » BA, Social Anthropology, University of Michigan

PROFESSIONAL AFFILIATIONS

- » American Planning Association (APA)

AWARDS

- » Comprehensive Plan Award of Excellence, Small Jurisdiction: Duarte Town Center Specific Plan, California Chapter, APA, 2017
- » Award of Excellence for Comprehensive Planning, Small Jurisdiction: Baldwin Park Health and Sustainability Summit, APA Los Angeles, 2016
- » Outstanding Achievement for Small Jurisdiction Planning Effort: Redwood City General Plan, APA Northern Section and California Chapter, 2012

SELECTED PROJECT EXPERIENCE

- » Duarte Town Center Specific Plan, Duarte, CA
- » Duarte Town Center Greening and Traffic Calming Plan, Duarte, CA
- » Duarte Station Specific Plan Amendment, Duarte, CA
- » Duarte Westminster Garden Specific Plan, Duarte, CA
- » Duarte Zoning Code Update, Duarte, CA
- » Arcadia Development Code, Arcadia, CA
- » Baldwin Park Housing, Health, and Sustainability Element, Baldwin Park, CA
- » Vernon General Plan, Zoning Ordinance, and EIR, Vernon, CA
- » Azusa Housing Element, Azusa, CA
- » Garden Grove Mixed-Use Zoning Regulations, Garden Grove, CA
- » Lancaster Housing Element Implementation and Zoning Code Amendments, Lancaster, CA
- » Paso Robles Zoning Code, Paso Robles, CA
- » Atascadero Objective Design Standards, Atascadero, CA
- » Grover Beach Development Code, Grover Beach, CA
- » Santa Monica Parks and Recreation Needs Assessment, Santa Monica, CA
- » Smoky Hollow Specific Plan, El Segundo, CA
- » Redwood City Housing Element, General Plan, and Mixed-Use Zones, Redwood City, CA
- » San Luis Obispo Zoning Regulations, San Luis Obispo, CA



Brittney Lu-Jones

SENIOR PROJECT ASSOCIATE / ENGAGEMENT SPECIALIST

Brittney Lu-Jones is experienced in working with diverse communities to enact land use change that advances equitable health outcomes. She spent the past five years organizing in South Los Angeles to support policy campaigns targeting a citywide phaseout of oil drilling, empowered residents to participate in a community science health study, and engaged with neighbors about upcoming active transportation projects. She has helped create and disseminate public information materials, strategized in-person and digital outreach efforts, and managed contact databases to support ongoing engagement with partners and residents. Brittney is passionate about the intersection of public health, urban planning, and environmental justice, and believes that community voices should be at the center of decision-making processes that affect built environments.

EDUCATION

- » MURP, Urban and Regional Planning, University of California Los Angeles
- » MPH, Public Health, University of California Los Angeles
- » BS, Public Health, University of California San Diego

SELECTED PROJECT EXPERIENCE

- » Los Angeles County Department of Parks and Recreation Parks Needs Assessment Plus (PNA+), Los Angeles, CA
- » SELA Community Cultural Center, Los Angeles, CA
- » San Diego Child Care Blueprint Implementation, Los Angeles, CA
- » SELA Cultural Center Advisory Panel, Los Angeles, CA
- » Funding Community Health Workers in California: Using Medi-Cal to Transform Healthcare Delivery, Los Angeles, CA*
- » Los Angeles Voices on Oil, Community, Environment, and Salud, Los Angeles, CA*
- » Stand Together Against Neighborhood Drilling Coalition Member, Los Angeles, CA*
- » Normandie Beautiful Active Transportation Program Cycle 6, Los Angeles, CA*
- » Understanding Workforce Diversity in the Transit Industry: Establishing a Baseline of Diversity Demographics, Graduate Student Researcher, Los Angeles, CA*

** Work completed prior to joining MIG*



Sara Perez Rojas

PROJECT ASSOCIATE / ENGAGEMENT SPECIALIST

Sara Perez Rojas is a project associate dedicated to amplifying community members voices. She has supported numerous community engagement programs for multi-disciplinary projects across Southern California. Sara has successfully designed and implemented survey instruments to elicit community input over digital platforms and paper format. She's created and managed complex databases of community-based organizations to optimize partnerships with communities. With her experience and knowledge of GIS, Sara has effectively aided the visualization of data which she's adapted and applied to the production of community engagement materials and documents using Adobe InDesign. Sara utilizes her fluency of the Spanish language to connect and communicate with Spanish speaking communities. Her passions and interests lie in equity, housing, transportation, social justice, and urban forestry. She aims to ensure public outreach material that is easy to comprehend and access.

EDUCATION

- » Environmental Studies, University of California, Los Angeles
- » Minor in Urban and Regional Studies and GIS and Technology, University of California, Los Angeles
- » Minor in Geographic Information Systems and Technology, University of California, Los Angeles

SELECTED PROJECT EXPERIENCE

- » Downey Strategic Plan, Downey, CA
- » LA County and LA City Urban Forest Management Plans Engagement, Los Angeles, CA
- » Pasadena Safe Speed Campaign, Pasadena, CA
- » Covina Active Streets, Covina, CA
- » Broadway-Manchester Active Transportation (ATP) Equity Project, Los Angeles, CA
- » Pasadena Housing Element Community Engagement, Pasadena, CA
- » San Gabriel Valley Greenway Network Strategic Implementation Plan, San Gabriel Valley, CA
- » Los Angeles County Parks Regional and Rural Needs Assessments, Los Angeles, CA
- » Compton 2040 General Plan, Compton, CA
- » Echo Park Facility Assessment Community Surveys and Facilitation, Los Angeles, CA
- » State Street Master Plan, Santa Barbara, CA
- » Santa Barbara County Housing Element Update, Santa Barbara/ Santa Maria, CA
- » College of the Canyons Educational Facilities Master Plan, Santa Clarita, CA

Project Understanding and Approach

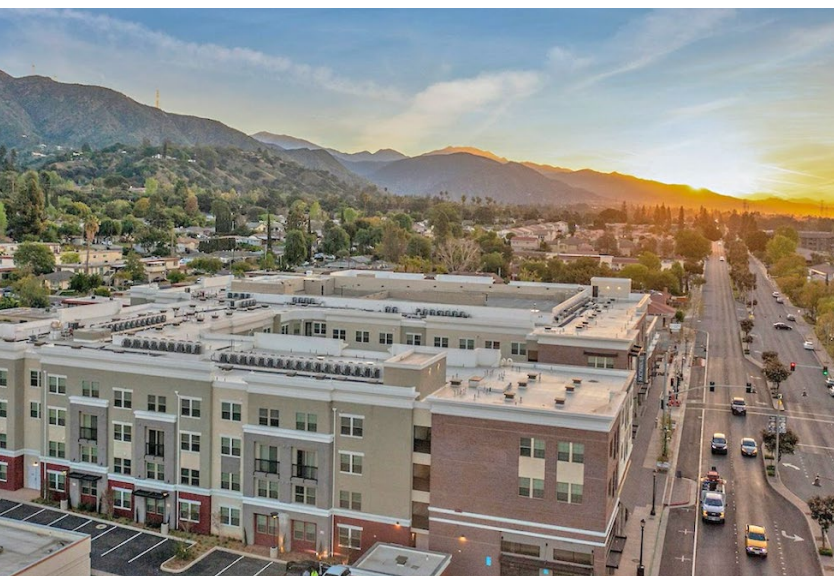
The City of Duarte is beginning a process to develop a five-year Strategic Plan, which will align the work of the City with the vision and priorities of City Council members and ensure that activities respond to the current and future needs of the Duarte community.

City leaders have spent the better part of the last two decades fulfilling the vision and priorities set out in Duarte's General Plan, which was adopted in 2007 and included plans for a new town center and development near the Metro light rail station. Now that these and other specific plans are in place and several updates have been made to Elements of the General Plan, it is time to consider how the City moves forward together to address and support the community's plans for a stronger sense of place, walkable neighborhoods, family- and senior-friendly housing, and world class schools and community programming.

Duarte is notable for its size, diversity, and commitments to service and to representation. More than half of the Council are proud alumni of Duarte High School, and others have children who have graduated from or attend Duarte schools. This is a close-knit community where generations of family members put down roots. Monthly newsletters promote a wide array of exciting activities and community building events for kids, teens, families and seniors.

Like many cities of its size, Duarte is experiencing a housing affordability crisis and growth among residents who are aging in place (one in five Duarte residents are seniors). There are needs for more walkable neighborhoods and climate resilient infrastructure, and for continued financial resilience to meet the needs of the community and to continue to provide the services residents and families expect and rely upon.

With strong, committed leadership from the City Council and among department managers, this is a pivotal time for the City to clarify the priorities and goals that will propel Duarte forward into the next decades. To facilitate this expansion, MIG proposes a strategic planning process grounded in a common vision for Duarte laid out by the City Council, community members and City staff. MIG will lead several activities to learn more about the priorities, challenges, and opportunities facing the City in the coming decades and facilitate working sessions with City Council members and City staff to develop the framework to address the key segments of work ahead.





This process will rely on City leaders and community members to guide a goal-setting process. It will include multiple methods to engage City leadership, staff, and community members, as well as proposed optional activities to reach additional residents, organizations, business and more, with a consideration to equitably engage community members across the diverse geographies that make up the city. MIG will organize and facilitate two working sessions with the City Council and three sessions with City staff to develop the Strategic Issue Areas and related goals, the strategies and actions to address and reach these goals, and the metrics and implementation plan needed to make this future a reality.

MIG understands the importance of aligning this process with other current work at the City, including planning for Fiscal Year 2025/2026, implementing the recently approved Housing Element Update and Specific Plans, and ensuring that internal City work streams are efficient and effective. MIG brings an experienced team who can advise City leadership on potential organization practices to improve efficiency and communication. MIG will also draw from lessons learned and community priorities laid out in recent planning efforts.

Our proposed scope of work is designed to create synergies where possible between departments and planning activities, operationalize the City's priority work goals, and complete the Strategic Plan to meet the City's decision-making timeline.

Scope of Services and Methodology

Scope of Work

PHASE 1: CITYWIDE VISIONING AND ENVIRONMENTAL SCAN

1.1 Project Initiation and Project Management

MIG will meet in person with the City's Project Management Team during a two-hour Project Initiation Meeting. The purpose of the meeting is to review the project scope, schedule, and budget; as well as discuss desired outcomes, identify key issues to address, and confirm roles and responsibilities for each person involved. MIG will provide a summary of the key discussion points and action items from the Project Initiation meeting.

MIG and the City's designated project manager will maintain ongoing planning and coordination during half-hour teleconference meetings during key junctures of the process, for a maximum of 12 calls. During the project, MIG's project manager will communicate regularly by phone and email with the City's designated project manager to discuss emerging issues and priority topics.

This task also encompasses contract administration, invoicing, scheduling, and other support functions designed to ensure the timely delivery of services and assumes a period of work from January 2025 to September 2025.

Deliverables:

- » Attendance at one Project Initiation Meeting (in person) (2 MIG staff)
- » Project Initiation Meeting Summary (MS Word Document)
- » Teleconference meetings (12 meetings)
- » Electronic and phone communications

1.2 City Council Interviews (7)

The City Project Management Team will organize seven (7) one-hour one-on-one phone and/or digital platform interviews with City Council members. The purpose of these sessions will be to identify strengths, issues, and future vision(s) for Duarte. The interviews will also explore council members' priority initiatives and projects, and their ideas related to improving the internal processes of the city. MIG will develop the questions in coordination with the City's Project Management Team. City staff will extend the invitations and coordinate scheduling the phone calls. MIG will conduct the interviews and consolidate the findings from all the interviews into a summary that includes high level themes. These findings will be included in the Environmental Scan (Task 1.7).

Deliverables:

- » Draft and final City Council Interview Questions (MS Word Document)
- » One-on-one City Council Interviews (7 interviews)
- » Summary (MS Word Document)

1.3 Community Focus Groups (5)

The City Project Management Team will organize five (5) one-hour long digital platform focus groups of three to five people each, to gather the priorities and vision of key stakeholder groups in Duarte. Focus groups provide an opportunity to collect input from a diverse and targeted group of community members who represent and can discuss some of the key issues and challenges affecting the City, in a focused and safe space which can support candid conversations and ideas about the future.

Suggested focus groups include members of the Chamber of Commerce and other local business owners; young people; seniors; community service organizations; and government/public agency partners. The City Project Management Team will determine the invite list for these focus groups, and City staff will extend the invitations and coordinate scheduling of the focus groups, which will occur via Zoom or another digital platform.

MIG will develop the questions in coordination with the City Project Management Team. Two MIG staff will facilitate the discussion and will take notes during the focus groups on a digital whiteboard. MIG will consolidate the findings from the focus groups into a summary that includes high level themes. These findings will be included in the Environmental Scan (Task 1.7).

Deliverables:

- » Draft and final Focus Group Discussion Questions (MS Word Document)
- » Focus Group meeting facilitation and digital notes recording (2 MIG staff, 5 total meetings)
- » Summary (MS Word Document)

1.4 Executive Management Team Meeting #1

MIG will collaborate with the City Project Management Team to design an approach and agendas for three meetings with the City's Executive Management Team. The Executive Management Team includes the City Manager and City department directors. It may also include additional City staff leaders who the City Manager and department directors determine play a key role in the decision-making processes regarding the work of the City.

The purpose of these meetings will be to engage the team to inform the vision, mission, strategic issue areas, goals, projects and initiatives, and benchmarks to measure outcomes. The City of Duarte's Strategic Plan will establish a vision for a ten-year horizon and workplan for the next five years. To ensure successful implementation over the next three-to-five years, MIG suggests opening up these meetings to additional levels of directors and supervisors, as it will be essential that the City leadership is engaged so work programs support and achieve Strategic Plan goals.

For each meeting, MIG will define the meeting objectives and design the agenda, materials, and facilitation approach in coordination with the City Project Management Team. MIG will serve as meeting facilitator and will use wallgraphics, city maps, and other methods to facilitate and record ideas, discussion points, and workshop outcomes. City staff will coordinate the dates, times and location of these meetings.



At Executive Management Team Meeting #1, MIG will design and two MIG staff will attend and facilitate an interactive and exploratory discussion with the team. This will include an explanation of the strategic planning process, desired outcomes for this process, and facilitated discussion focused on the City's vision for the next 10 to 20 years, shared values, and future opportunities. The second half of the meeting will center around current services and operations, community perceptions of the City's work and services, and what makes Duarte unique. MIG will summarize key findings and discussion points of this meeting in a summary.

MIG proposes two more meetings with the Executive Management Team (see Tasks 2.1 and 3.1) to ensure department action plans, projects, and initiatives are aligned with the priorities identified by the City Council and the broader vision and needs expressed by the community.

Deliverables:

- » Attend and facilitate in-person Executive Management Team Meeting #1 (2 MIG staff)
- » Draft and Final Executive Management Team Meeting Agenda (MS Word Document)
- » Strategic Plan Framework and Process Presentation (PowerPoint) and Strategic Plan Definitions (MS Word Document)
- » Summary of key findings and discussion points (MS Word Document) and wallgraphic (PDF)



1.5 City Council Priority-Setting Retreat

MIG will design and facilitate a half-day (four hours) retreat for City Council members to review high-level findings across City Council interviews and staff questionnaire responses. The retreat will also focus on the City Council members' long-range vision, goals, desired outcomes, and near-term priorities. The retreat will include facilitated activities and exercises that will explore the City Council's ideas and opportunities related to Duarte's identity, sense of place, activation and the built environment, economic development, fiscal sustainability, community satisfaction, internal processes, and other topics identified through the interviews and questionnaire.

MIG will define the retreat objectives and design the agenda, presentation materials, and facilitation approach in coordination with the City Project Management Team. MIG will serve as facilitator for the retreat and will record comments during discussions on large wallgraphics in real time. City staff will coordinate the date and time for the retreat and determine the location. After the retreat, MIG will summarize the key findings and discussion points in a summary. High level themes from this discussion will be included in the Environmental Scan (Task 1.7) and used to develop the draft Vision, Mission and Strategic Issue Areas (Task 2.1).

Deliverables:

- » Draft and final City Council Priority-Setting Retreat Agenda (MS Word Document)
- » Strategic Plan Framework and Process Presentation (PowerPoint) and Strategic Plan Definitions (MS Word Document)
- » Summary of key findings and discussion points (MS Word Document) and wallgraphic (PDF)

1.6 Employee Engagement Questionnaire

MIG will develop a web-based questionnaire to engage City staff about their thoughts and recommendations related to the City's draft vision, mission, strategic issue areas and goals. The questionnaire will also gather input about what City employees value about working in Duarte, how they see their work as part of the larger organization, learn about how they see the strengths and challenges of their department and the larger organization of the City, and what their vision for the City looks like going forward. MIG will provide a draft set of questions for review by the City Project Management Team, following the first Executive Management Team Meeting and City Council retreat. Once approved, the City Project Management Team will share the link with City staff. MIG will provide charts and graphs and the raw data of the questionnaire results. Findings from these results will be integrated into the Environmental Scan (Task 1.7).

Deliverables:

- » Draft and Final Questionnaire (MS Word)
- » Digital Link to Questionnaire
- » Charts and graphs of results (MS Word Document)
- » Questionnaire Raw Data (Excel data file)

1.7 Background Review and Environmental Scan

MIG will conduct an assessment of the internal organization of the City by reviewing existing documents, policies, reports, organizational structure, roles and responsibilities, workloads and reporting structure. MIG will develop a memo that summarizes the assessment results, including a SWOT analysis of the internal work and operations of the City.

MIG will also use these documents and others recommended for review by the City Project Management Team such as resident and employee surveys, past priority setting and visioning initiatives and other strategic planning materials to prepare an external analysis of the opportunities and challenges facing the City. This Environmental Scan document will look to address some of the key questions and challenges affecting the City and its peer jurisdictions, that may influence the City's work priorities over the coming decade. Examples of these challenges include potential effects of new development around the light-rail station on the cost of housing and real estate

in the City; the growing need for affordable housing and walkable communities for seniors and families; addressing ongoing homelessness and public safety concerns; funding improvements to aging infrastructure; implementing the City’s Town Center vision; providing quality community services to a diverse population given a finite city budget; and supporting the health and educational needs of young people in the City.

MIG will also summarize the key themes from interviews, focus groups, survey responses and other community engagement activities to include in the Environmental Scan document. This summary will include internal and external analysis of the city and its processes and workstreams, key themes related to opportunities and challenges and address potential future weaknesses and threats the city will need to address.

Deliverables:

- » Background Review and Environmental Scan Memo (MS Word Document)

PHASE 2: STRATEGIC PLAN FRAMEWORK

The Strategic Plan Framework is the organizing structure for the Strategic Plan document. It includes the Vision and Mission statements which are used to define the direction of work under the plan. The Strategic Plan Framework also includes a set of measurable goals, defined in this document as Strategic Issue Areas, which serve as the broad themes of the work the city hopes to or needs to focus on going forward. A Goal Statement helps to define what the City intends to achieve for each of the Strategic Issue Areas. What we learn from the City Council Priority Setting Retreat and the Executive Management Team Meeting, as well as from all of the activities in Phase 1, will inform the development of the Strategic Plan Framework. Developing additional Strategic Plan elements, such as department-level goals, and the benchmarks, projects, initiatives and timetable that will be a part of the City’s implementation plan, take place in Phases 2 and 3.

STRATEGIC PLAN FRAMEWORK

COMMUNITY VISION AND VALUES

- ✓ Downey is a charming mid-size city that feels like a small town.
- ✓ The City’s neighborhoods are attractive, safe and tranquil, and provide opportunities for residents of all ages to set down roots and feel connected to the social and family networks.
- ✓ We celebrate and embrace our rich history and varied cultures.
- ✓ Our strong sense of community drives our spirit of service and coming together.
- ✓ We continue to take pride in our foundation in science and aerospace and promote its significance for our community and the region.
- ✓ Our commercial corridors are active with diverse opportunities for all to shop and enjoy entertainment for families and residents of all ages.
- ✓ We value the premier community facilities, parks, educational venues, vibrant performance spaces, and offerings that fulfill the needs of the diverse groups in our community.

MISSION

Proudly committed to continuously improving the quality of life for the Downey community by providing excellent service in a professional, ethical, and responsible manner.

GOALS



Fiscal Responsibility
Maintain a Financially Stable Local Government.



Economic Vibrancy
Support community needs through a stable, vibrant and diverse local economy.



Efficiency and Adaptability
Create an environment where new process and programs are encouraged and are used to improve internal and external services.



Quality of Life, Safety and Infrastructure
Foster a safe community through key investments and provide inclusive, diverse community programs and activities.



Public Engagement
Cultivate a trustworthy and participatory local government through equitable, transparent, and effective processes.

Downey Forward 2030 Strategic Plan

2.1 Draft Vision, Mission, and Strategic Issue Areas

After meeting with the Executive Management Team, MIG will develop concise drafts of the Mission and Vision Statements, and Strategic Issue Areas and draft Goal Statements for each Strategic Issue Area for review by the City Project Management Team and Executive Management Team at its next working session. Ahead of this next Executive Management Team meeting, MIG will work with the City Project Management Team to create a process for reviewing these drafts by Executive Management Team members and other City staff.

Deliverables:

- » Draft Mission, Vision, Strategic Issue Areas and Goal Statements (MS Word Document)

2.2 Executive Management Team Meeting #2

MIG will collaborate with the City Project Management Team to design an approach and agenda for a second meeting with the City Executive Management Team and other key staff leaders. This two-hour meeting will take place via Zoom or another digital platform. The purpose of this meeting will be to engage City department directors and any additional leadership staff identified by the City Project Management Team, such as managers or senior staff, to determine their collective vision and mission, and the long-term goals for the work of each department and its divisions.

Two MIG staff will attend and facilitate. MIG will share a brief presentation which will review the key themes from Phase I activities. The presentation will also include a brief explanation of the purpose for the Strategic Plan and introduce suggested definitions for the key elements that will be part of the Strategic Plan Framework— Vision and Mission Statements, Strategic Issue Areas and Goal Statements (see the definition above under the Phase 2 heading). MIG will facilitate a discussion about these terms and definitions so there is consensus about the terminology used in the plan.

This will be followed by a facilitated discussion to workshop the draft versions of the City's collective Vision and Mission statements. A final facilitated session will determine the collective set of priority areas that will frame and direct the departments' work over the coming years. MIG will lead City staff through a discussion to determine how their key priorities and work streams match those priorities identified by City Council members during the visioning workshop. MIG will use this discussion to begin to identify short- and long-term goals for each department, ensuring a focus on SMART goals that align with the community's priorities.

MIG will use digital wallgraphics, and other methods to facilitate and record ideas, discussion points and meeting outcomes. The City Project Management Team will coordinate the date, time and digital platform for this two-hour meeting.

MIG will use the feedback from the Executive Management Team Meeting #2 to prepare a draft Strategic Plan Framework in a Word Document that includes the following elements— Vision and Mission statements, Strategic Issue Areas, and Goal Statements for each Strategic Issue Area.

Deliverables:

- » Attend and facilitate digital Executive Management Team Meeting #2 (2 MIG staff)
- » Draft and final Executive Management Team Meeting Agenda (MS Word Document)
- » Key Phase 1 Themes, Strategic Plan Framework and Process Presentation (PowerPoint) and Strategic Plan Definitions (MS Word Document)

2.3 Strategic Plan Framework

MIG will use the feedback from the Executive Management Team Meeting to prepare a revised draft Strategic Plan Framework in a Word Document that includes the following elements— Vision and Mission statements, Strategic Issue Areas, and Goal Statements for each Strategic Issue Area.

The Word document will include the draft text for each of these four elements, as well as a visual representation of how these elements fit together as the Strategic Plan Framework.

The City Project Management Team will provide MIG with one consolidated set of comments and MIG will revise to include in a revised, final version of the Strategic Plan Framework as a Word Document.

Deliverables:

- » Draft and Final Strategic Plan Framework (MS Word Document)

PHASE 3: STRATEGIC PLAN

3.1 Executive Management Team Meeting #3

MIG will design and implement a third two-hour digital Executive Management Team Meeting to present and review the revised elements of the Strategic Plan Framework, refine department short- and long-term goals under each Strategic Issue Area, establish the timeframes and set of projects and initiatives each department will use to meet these goals, and determine the benchmarks and other performance measures for each Strategic Issue Area that those executing the plan will use to evaluate success. Two MIG staff will attend and facilitate this meeting.

MIG will develop a short presentation to review the revised Strategic Plan Framework elements and prepare materials necessary to have a working session with department leadership and key staff about the outcomes, timetables and measures needed to meet the goals related to their workstreams. During this meeting, MIG will facilitate a discussion about how the departments will implement their work, including the specific actions they plan to take.

MIG will use digital wallgraphics and other methods to facilitate and record ideas, discussion points and meeting outcomes. The City Project Management Team will coordinate the date, time and location of this two-hour meeting.

MIG will use the feedback from the Executive Management Team Meeting #3 to prepare a draft Implementation Plan in a Word Document that includes short-and long-term goals for each Strategic Issue Area, the set of projects and initiatives that each department will undertake to meet these goals and the timetable and benchmarks for each.

Deliverables:

- » Attend and facilitate digital Executive Management Team Meeting #3 (2 MIG staff)
- » Draft and final Executive Management Team Meeting Agenda (MS Word Document)
- » Strategic Plan Framework Draft Elements Presentation (PowerPoint), Draft Implementation Plan (MS Word Document)

3.2 Draft Implementation Plan, with Draft Benchmarks, Timetables and Department Short- and Long-Term Goals

MIG will develop a draft version of the implementation plan, based upon what was discussed and developed during the previous Executive Management Team Meeting. This will include draft benchmarks for each Strategic Issue Area, department-level short- and long-term goals, and the timetables and set of projects and initiatives for each Strategic Issue Area that will make up the City's Implementation Plan and each department's action plan.

MIG will provide this draft for review by the City Project Management Team, Executive Management Team and other department leaders as a Word Document. The City Project Management Team will provide MIG with one consolidated set of comments and MIG will revise these based on the feedback.

Deliverables:

- » Draft and Revised Draft Implementation Plan, with Benchmarks, Timetables and Department Short- and Long-Term Goals (MS Word Document)

3.3 Draft Strategic Plan and Implementation Plan

MIG will develop the content for a final draft of the Strategic Plan, which will include revised versions of the Strategic Plan Framework—Vision and Mission Statements, Strategic Issue Areas and Goal Statements and definitions for each of these elements. The final draft will also include an introduction and overview of the process to develop the strategic plan. It will also include the revised draft of the Implementation Plan—the benchmarks, short- and long-term goals, timetables and set of projects and initiatives for each Strategic Issue Area. From this draft, department directors will develop the action plans for their departments.

MIG will provide this content in a Word Document for review by the City Project Management Team, Executive Management Team and other department leaders. The City Project Management Team will provide MIG with one consolidated set of comments and MIG will revise these based on the feedback.

Deliverables:

- » Draft Strategic Plan and Implementation Plan Content (MS Word Document)

3.4 Draft Strategic Plan Presentation at City Council Workshop

MIG will develop a short presentation for the City Council to review the elements of the Draft Strategic Plan Framework and the set of goals, benchmarks and timeline that will be part of the implementation plan for each of the Strategic Plan's Strategic Issue Areas.

During this workshop MIG will facilitate a brief discussion with City Council members about their expectations for report backs from City staff on progress, as well as the future timeframe to consider revising and updating the Strategic Plan.

Deliverables:

- » Attendance at City Council Workshop
- » Strategic Plan presentation, City Council Workshop (PowerPoint file)

3.5 Final Strategic Plan

MIG will make one more round of text edits after review by the City Project Management Team, Executive Management Team and other department leaders based upon one set of consolidated comments, which will include comments generated from the City Council members during the workshop in Task 3.4. MIG will revise the Strategic Plan draft document and deliver the final Strategic Plan as a Word Document for final review by the City Project Management Team.

MIG will make one final revision to the final Strategic Plan Word Document. MIG will provide Word and PDF files of the final Strategic Plan to the City Project Management Team for printing and posting to the City website.

Deliverables:

- » Draft and Final Strategic Plan (MS Word and PDF files)

OPTIONAL TASKS

Optional Task A Community Visioning Questionnaire

MIG will design a web-based questionnaire focusing on understanding the community's ideas for the future of Duarte. The questionnaire will balance aspirational questions to learn about the community's vision and what they think makes Duarte special, with more specific prompts to elicit feedback about issues, concerns, and opportunities that are important to residents, businesses, and visitors. MIG will provide a digital file for the City to produce print copies and place at public facilities and local businesses. City staff or volunteers will be responsible for entering the responses of any paper copies of the questionnaire into the digital platform. The City Project Management Team will review and provide feedback on the draft questionnaire. MIG will provide charts and graphs and the raw data of the questionnaire results. Findings from these results will be integrated into the Environmental Scan (Task 1.7).

Deliverables:

- » Draft and Final Questionnaire (MS Word)

- » Digital Link to Questionnaire
- » Charts and graphs of results (MS Word Document)
- » Questionnaire Raw Data (Excel data file)

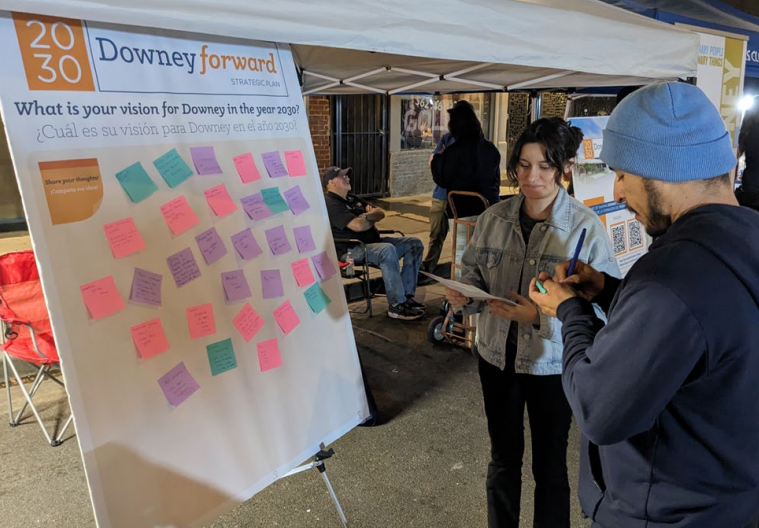
Optional Task B Community Outreach Pop-up Activities

MIG proposes a set of five (5) pop-up outreach events to publicize the City's strategic planning process and gather input from Duarte community members and business owners about their vision for the City of Duarte in 2050, and their needs and ideas for the future.

MIG will develop one poster with several question prompts for the community to answer and add to the poster on post it notes. MIG will also develop a one-page handout for these events that explains the strategic planning process and how the plan will be used by the City, and how community members can participate. MIG will provide drafts of the poster and handout to the City Project Management Team for review, and work with the City Project Management Team to determine the time and location for these events.

Activities might include pop-ups at the farmers market, community center, library, high school, shopping centers, downtown, and other key community locations and events. Two MIG staff will be present at each event. MIG will develop an interactive activity to elicit feedback from the community. A QR code will be prominently displayed to direct people to the community visioning questionnaire (Optional Task A).





MIG also proposes partnering with the city youth intern program, Mayor's Youth Council and Duarte High School service organizations to invite youth volunteers to support these activities. MIG has been successful with educating youth about the importance of community engagement and how to conduct community engagement activities.

MIG will provide a summary of the themes heard from the community and integrate the themes heard at these events into the Environmental Scan (Task 1.7).

Deliverables:

- » Pop-Up Activity Attendance (2 MIG Staff at 5 events)
- » Draft and final poster (PDF) and one-page handout (MS Word Document)
- » Summary of Themes from Pop-up Activities (MS Word Document)

Optional Task C Community Visioning Open House

MIG will organize an interactive and engaging two-hour community open house. MIG will develop three posters to anchor stations that community members will visit to share their ideas for the future of Duarte, including their vision, sense of community identity, opportunities for community development, and how the City can continue to stay engaged with the community.

These posters will include prompts to get community members thinking about the future and may also include maps or place types to help residents share their priorities for the work of the City going forward.

Three MIG staff will attend this event and facilitate the activities. City Project Management Team will determine the best time and location and publicize the Open House. MIG staff will develop a summary of the themes heard at the open house and integrate the themes heard at these events into the Environmental Scan (Task 1.7).

Deliverables:

- » Open House Attendance (3 MIG Staff)
- » Draft and final agenda for Open House (MS Word)
- » Draft and Final Open House posters (3)
- » Summary of key themes (MS Word Document)
- » Photos during Open House and of posters (photo and PDF files)

Optional Task D Community Visioning Contest

In the lead up to the Open House, MIG proposes a "Duarte Future 2050" Community Visioning Contest, to envision what Duarte will be known for in 2050, as "The City of ____". The Contest will ask high school students and youth to share their ideas about what they will see in Duarte in 2050, and where they will be as community members in the future City of Duarte, including any approaches to the City services or activities they use or imagine the City may need to provide in the future.

MIG will develop a draft and final flyer and draft content for three social media posts related to the "Duarte Future 2050" Community Visioning Contest. The City Project Management Team will be responsible for publicizing and promoting the contest, determining any potential prizes and who might judge entries to choose winners.

Deliverables:

- » Draft and final "Duarte Future 2050" Community Visioning Contest Flyer (MS Word Document)
- » Draft Content for three Social Media Posts related to the "Duarte Future 2050" Community Visioning Contest (3 posts) (MS Word Document)

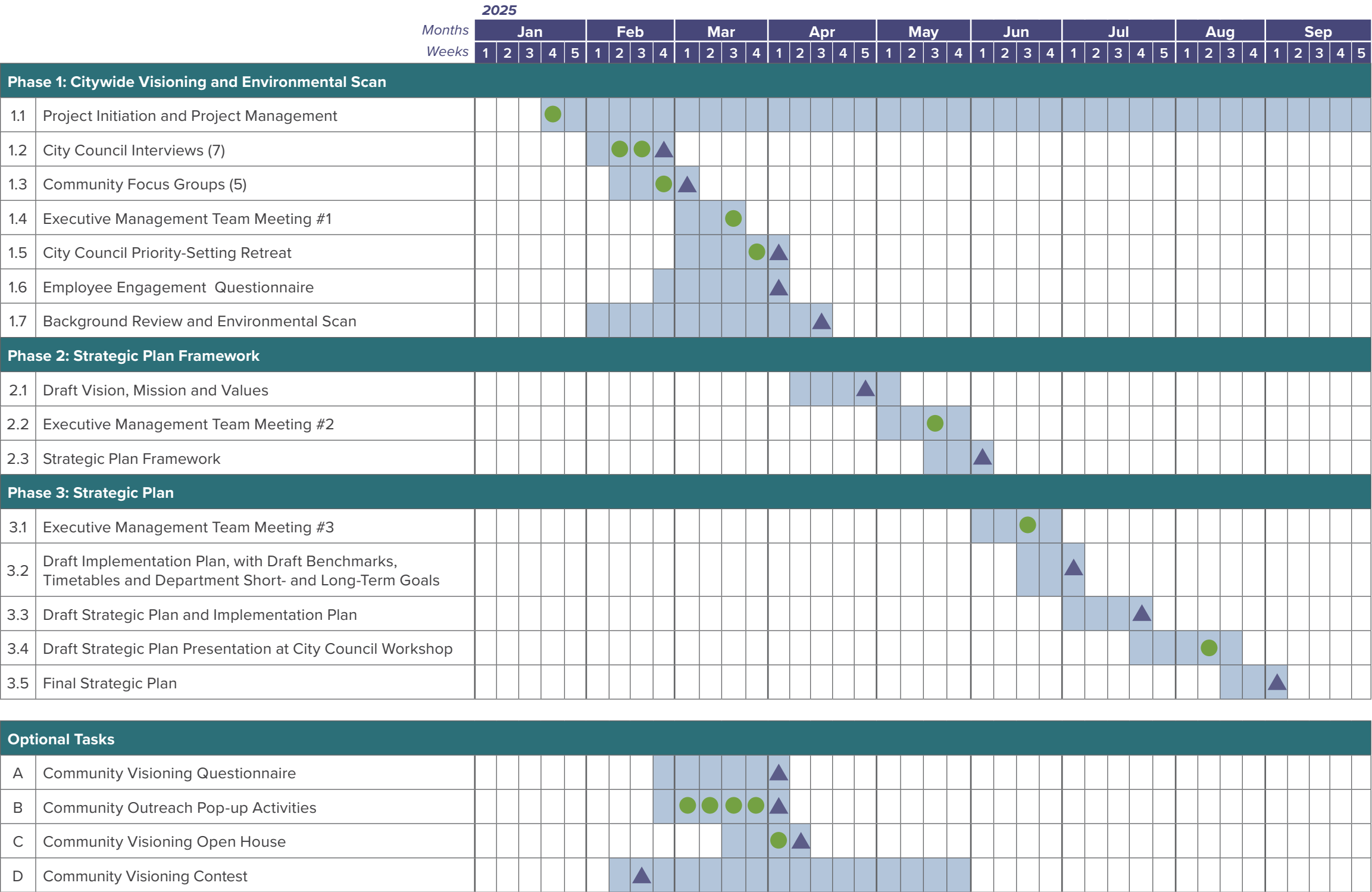
Schedule

MIG proposes a schedule for the Strategic Plan process that extends for eight months. It includes an early visioning retreat with the City Council, a two-month time period for stakeholder engagement, and ample time for development and review of Plan elements with City leadership and key department staff. We propose several optional community engagement activities to reach and involve as many City residents, staff, and other stakeholders in the planning process, and especially want to lift up additional opportunities to engage and involve young people.

Once the Strategic Plan is adopted by the City Council, MIG suggests the City organizes an event where Council members, City staff, and community members can meet to celebrate the plan and the work together toward Duarte in 2050.

This schedule assumes a project kickoff of the week of January 20, 2024, and a period of work from January 2025 to September 2025.

- » **PHASE 1: CITYWIDE VISIONING AND ENVIRONMENTAL SCAN – Mid-January to Mid-April**
- » **PHASE 2: STRATEGIC PLAN FRAMEWORK – April and May**
- » **PHASE 3: STRATEGIC PLAN – June to September**



Deliverables and Milestones

▲ Deliverable

● Meeting

Cost Proposal

Estimated Project Cost

Estimated Project Cost		MIG, Inc.														MIG Direct Costs	Professional Fees Totals		
		Esmeralda García		Stephanie Lane Pavón		Kate Welty		Genevieve Sharrow		Brittney Lu-Jones		Sara Perez Rojas		MIG Labor Totals					
		Principal-in-Charge		Project Manager		Consulting Principal		Community Planner		Senior Project Associate		Project Associate						Project Assistant	
		Hrs@	\$235	Hrs@	\$150	Hrs@	\$200	Hrs@	\$200	Hrs@	\$135	Hrs@	\$110	Hrs@	\$100				
Phase 1: Citywide Visioning and Environmental Scan																			
1.1	Project Initiation and Project Management	16	\$3,760	32	\$4,800		\$0		\$0		\$0		\$0	12	\$1,200	60	\$9,760	\$100	\$9,860
1.2	City Council Interviews (7)	4	\$940	8	\$1,200		\$0		\$0		\$0		\$0		\$0	12	\$2,140		\$2,140
1.3	Community Focus Groups (5)	8	\$1,880	24	\$3,600		\$0		\$0	40	\$5,400		\$0		\$0	72	\$10,880		\$10,880
1.4	Executive Management Team Meeting #1	8	\$1,880	8	\$1,200		\$0		\$0		\$0	16	\$1,760	2	\$200	34	\$5,040	\$100	\$5,140
1.5	City Council Priority-Setting Retreat	16	\$3,760	16	\$2,400		\$0		\$0		\$0	24	\$2,640		\$0	56	\$8,800	\$100	\$8,900
1.6	Employee Engagement Questionnaire	4	\$940	16	\$2,400		\$0		\$0		\$0	24	\$2,640		\$0	44	\$5,980	\$200	\$6,180
1.7	Background Review and Environmental Scan	4	\$940	24	\$3,600	8	\$1,600	4	\$800	40	\$5,400		\$0		\$0	80	\$12,340		\$12,340
Subtotal		60	\$14,100	128	\$19,200	8	\$1,600	4	\$800	80	\$10,800	64	\$7,040	14	\$1,400	358	\$54,940	\$500	\$55,440
Phase 2: Strategic Plan Framework																			
2.1	Draft Vision, Mission, and Strategic Issue Areas	8	\$1,880	16	\$2,400		\$0		\$0		\$0		\$0		\$0	24	\$4,280		\$4,280
2.2	Executive Management Team Meeting #2	8	\$1,880	8	\$1,200		\$0		\$0		\$0	16	\$1,760	2	\$200	34	\$5,040		\$5,040
2.3	Strategic Plan Framework	8	\$1,880	16	\$2,400		\$0		\$0		\$0		\$0		\$0	24	\$4,280		\$4,280
Subtotal		24	\$5,640	40	\$6,000	0	\$0	0	\$0	0	\$0	16	\$1,760	2	\$200	82	\$13,600	\$0	\$13,600
Phase 3: Strategic Plan																			
3.1	Executive Management Team Meeting #3	8	\$1,880	8	\$1,200		\$0		\$0		\$0	16	\$1,760	2	\$200	34	\$5,040		\$5,040
3.2	Draft Implementation Plan, with Draft Benchmarks, Timetables and Department Short- and Long-Term Goals	8	\$1,880	16	\$2,400	8	\$1,600	4	\$800		\$0		\$0		\$0	36	\$6,680		\$6,680
3.3	Draft Strategic Plan and Implementation Plan	8	\$1,880	16	\$2,400		\$0		\$0		\$0		\$0		\$0	24	\$4,280		\$4,280
3.4	Draft Strategic Plan Presentation at City Council Workshop	8	\$1,880	4	\$600		\$0		\$0	8	\$1,080		\$0		\$0	20	\$3,560	\$100	\$3,660
3.5	Final Strategic Plan	8	\$1,880	16	\$2,400		\$0		\$0		\$0		\$0		\$0	24	\$4,280		\$4,280
Subtotal		40	\$9,400	60	\$9,000	8	\$1,600	4	\$800	8	\$1,080	16	\$1,760	2	\$200	138	\$23,840	\$100	\$23,940
SUBTOTAL		124	\$29,140	228	\$34,200	16	\$3,200	8	\$1,600	88	\$11,880	96	\$10,560	18	\$1,800	578	\$92,380	\$600	\$92,980
10% Markup (Direct Costs/Administrative)																			\$60
TOTAL PROJECT COSTS																			\$93,040

Optional Tasks		
A	Community Questionnaire	\$7,120
B	Community Outreach Pop-up Activities	\$16,300
C	Community Visioning Open House	\$17,000
D	Community Visioning Contest	\$4,980
Optional Tasks Subtotal		\$45,400

Optional Tasks - detail																			
A	Community Questionnaire	4	\$1,880	16	\$2,400		\$0		\$0		\$0	24	\$2,640		\$0	44	\$6,920	\$200	\$7,120
B	Community Outreach Pop-up Activities	8	\$940	16	\$2,400		\$0		\$0	48	\$6,480	48	\$5,280		\$0	120	\$15,100	\$1,200	\$16,300
C	Community Visioning Open House	16	\$3,760	24	\$3,600		\$0		\$0	24	\$3,240	40	\$4,400		\$0	104	\$15,000	\$2,000	\$17,000
D	Community Visioning Contest	4	\$940	8	\$1,200		\$0		\$0	8	\$1,080	16	\$1,760		\$0	36	\$4,980		\$4,980

Appendix – Additional Work Examples

In addition to the strategic plan examples described under Firm Experience in this proposal, we have provided examples of data collection forms and surveys similar to those we would propose for the Duarte Strategic Plan project. These examples located on the following pages include:

Downey Forward 2030 Strategic Plan ([see plan here](#))

- » Downey City Council Interview Questions

Rosemead Strategic Plan ([see plan here](#))

- » Rosemead Community Visioning Survey

Omnitrans Strategic Plan 2021 – 2025 ([see plan here](#))

- » Omnitrans Employee Survey

City of Downey

2030 Strategic Plan

City Council Interview Questions

1. What is your vision for Downey over the next five – ten years?
2. Share your desired outcomes for the Strategic Planning process?
3. What does the city do well to ensure a great quality of life for the Downey community?
4. What are the greatest challenges facing the city over the next five to ten years?
5. What are the top three issues of greatest concern to the Downey community today?
6. What are the opportunities that the city should prioritize over the next five years?

City of Rosemead 2030 Strategic Plan

Community Survey

We want to hear from you! Share your vision for what Rosemead should look like in 2030!

By participating in this survey, you have an opportunity to win a prize.

The City of Rosemead has launched a process to develop a Strategic Plan for the city. The Strategic Plan describes the community vision for 2030 and will map out priorities and a timeline for realizing the vision over the next ten years.

1. What do you love most about Rosemead and what makes your community special?

2. If you could change one thing in the City what would this be?

3. What do you value most about Rosemead? (**choose your top three**)

- ☐ It is easy to get around
- ☐ The City is safe
- ☐ There are nice neighborhoods
- ☐ There are great parks and recreation activities
- ☐ There are great schools in the City
- ☐ There are a diversity of businesses
- ☐ There are plenty of services and programs for residents
- ☐ The City celebrates diversity
- ☐ There are opportunities to get involved in my community
- ☐ It is a great place to bring visitors

The City's current Strategic Plan identifies strategy areas that were prioritized in the last ten years. In addition, city leaders have shared several topics that they think reflect some of the current key issues in Rosemead. In the section below, we want to hear from you about what you think are the most important issues. While all of these are important, the Strategic Plan that we build together will help the City prioritize its work to address the needs of the community.

Please choose your top two priorities in each question. If you think something else is more important, write it in the "other" section.

4. Safety: When I think about safety in my community, I think it is most important for the City to:
(Choose 2)

- ☐ Address the increasing traffic in our neighborhoods
- ☐ Deal with rising crime in our communities
- ☐ Ensure that all residents feel safe and welcome
- ☐ Make sure there are available resources to keep the community safe
- ☐ Other (please write it here): _____

5. Local Economy: When I think about the local economy, I think it is most important for the City to:
(Choose 2)

- ☐ Support small businesses recovering after COVID-19
- ☐ Provide local job opportunities for Rosemead residents
- ☐ Encourage developments with a mix of stores and housing along major City streets
- ☐ Recruit regional and national companies to locate stores in Rosemead
- ☐ Other (please write it here): _____

6. Infrastructure: When I think about infrastructure, I think it is most important for the City to:
(Choose 2)

- ☐ Fix and resurface City streets
- ☐ Repair sidewalks and improve street crossings for all pedestrians including people with disabilities
- ☐ Improve the availability of parking in the City
- ☐ Create more greenspace throughout the City, such as more trees and street median gardens
- ☐ Other (please write it here): _____

7. City Services: When I think about City Services, I think it is most important for the City to:
(Choose 2)

- ☐ Provide quality services to the community
- ☐ Expand recreational, cultural and arts programs
- ☐ Maintain financial solvency and live within our means
- ☐ Promote a culture of transparency
- ☐ Other (please write it here): _____

8. What else should be a priority for the city?

9. Taking the things you chose above that you care about, look forward ten years. Imagine that we are in the year 2030. What do you see in the City? What is your vision for the future of Rosemead?

Tell us about yourself:

10. Do you live, work, or own a business or property in Rosemead?

SELECT ALL THAT APPLY

- ☐ I live in Rosemead
- ☐ I work in Rosemead
- ☐ I work for the City of Rosemead
- ☐ I own a business in Rosemead
- ☐ I am a property owner in Rosemead
- ☐ I do not live or work in Rosemead

11. Which category best describes your gender?

- ☐ Male
- ☐ Female
- ☐ Non-Binary
- ☐ I prefer not to say

12. How do you identify? Choose all that apply.

- ☐ American Indian or Alaskan Native
- ☐ Black or African American
- ☐ East Asian or Asian American
- ☐ Hispanic or Latino/a/x
- ☐ Middle Eastern or North African
- ☐ Native Hawaiian or Other Pacific Islander
- ☐ South Asian or Indian American
- ☐ White or Caucasian
- ☐ Prefer not to answer
- ☐ I prefer to self-identify. I am: _____

13. What language(s) are spoken in your home? Choose all that apply.

- ☐ Chinese
- ☐ English
- ☐ Korean
- ☐ Spanish
- ☐ Vietnamese
- ☐ Other: _____

14. What is your age?

- ☐ Under 17
- ☐ 18-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55-64
- ☐ 65 or older

15. How do you hear about events in Rosemead?

- ☐ Friends and Family
- ☐ City Website
- ☐ Social Media
- ☐ At City Facilities
- ☐ Other _____

16. What is the best way for the City to communicate with you about services and upcoming events?

17. Thank you for completing the survey, the information below will allow us to contact you about the raffle prize and will be kept separate from your survey responses.

Name _____

Phone number _____

Email _____

Thank you for sharing your thoughts about the future of Rosemead! Visit the City of Rosemead's website to learn more: <https://www.cityofrosemead.org/>

Omnitrans Strategic Plan Staff Survey

Omnitrans is updating its Strategic Plan, which will guide our organization in how we serve our community in the coming years. In this difficult time, updating our plan is a sign of our commitment to our community to be responsive, focused and effective in what we do.

As an Omnitrans team member, your input and ideas are important to developing our path forward. We need your help in defining our priorities, considering new ideas and innovations, and focusing for impact. This plan will provide both an overarching direction for Omnitrans and provide all staff with operational guidance to ensure we are achieving our desired outcomes. This questionnaire is one of a few ways we will be engaging staff during this planning process.

Some questions below are multiple choice, while others are open-ended questions. Please be as concise as possible in writing your answers. It may take about 10 minutes to complete the questionnaire, depending upon how much detail you provide in some answers.

If you would like to fill out this survey online, please go to:
www.papersurvey.io/s/omnitransstrategicplan2020

Or scan the code below:



When you are done, please turn in this paper survey in the box in the **Driver Assembly Room** or the **Maintenance Supervisors Office** by **Monday, May 4**.

1. What is your understanding of Omnitrans' main purpose?

2. What are Omnitrans' greatest strengths as an organization? (Choose up to 3.)

- ☐ Customer Service
- ☐ Strong Staff/Teamwork
- ☐ Effective Leadership
- ☐ Adaptability
- ☐ Use of Technology
- ☐ Innovation/Forward Looking
- ☐ Community Focused
- ☐ Provides Frequent/Fast Service
- ☐ Provides Service to All
- ☐ Firm Financials
- ☐ Great Place to Work
- ☐ Low Cost Transportation

Other

**3. How do you believe the current state of emergency will affect Omnitrans' future?
(List up to 3 beliefs.)**

4. What do you believe are Omnitrans' greatest challenges for the future? (Choose one or two.)

- ☐ Attracting and keeping transit customers
- ☐ Competing against other transit agencies
- ☐ Financing our services
- ☐ Competing against other transportation modes (like Uber/Lyft, automated vehicles, etc.)
- ☐ Maintaining a stable workforce

Other



**Omnitrans Strategic Plan
Staff Survey, April 2020**



3717 0002

5. What do you believe is the biggest transportation challenge in the San Bernardino Valley? (Choose up to three.)

- ☐ Traffic
- ☐ Parking
- ☐ Not enough bus routes or service frequency
- ☐ Transit is not safe enough
- ☐ Jobs are far from where people live
- ☐ Pollution from automobiles
- ☐ Streets and other infrastructure need repairs
- ☐ Competition between transit modes, like bus and rail

Other

6. How do you think Omnitrans could be part of addressing these challenges and providing new solutions? (Choose one or more.)

- ☐ Add later or earlier service
- ☐ Add more frequent service
- ☐ Add new types of services
- ☐ Change our service routes
- ☐ Add more micro transit options
- ☐ Provide more links to rail, ride services and other modes of travel

Other

7. I feel that Omnitrans successfully serves the community.

8. I think the community perceives Omnitrans positively.

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
☐	☐	☐	☐	☐
☐	☐	☐	☐	☐



**Omnitrans Strategic Plan
Staff Survey, April 2020**



3717 0003

9. What are the top three things that you think we can improve to ensure we serve our customers and community? (List up to 3 ideas below. Examples might include "use new technology" or "be more responsive" or other ideas.)

10. What do you appreciate most about working for Omnitrans? (Choose up to three.)

- ☐ Collaboration
- ☐ Culture
- ☐ Openness
- ☐ Adaptability
- ☐ Community
- ☐ Work-life balance
- ☐ Helping others
- ☐ Schedule
- ☐ Benefits
- ☐ Stability
- ☐ Growth opportunities

Other

11. What are you most proud of as an employee of Omnitrans? (List one thing.)

12. I think that Omnitrans culture is open, welcoming, and supportive.

- Strongly Agree
 - Agree
 - Neither Agree nor Disagree
 - Disagree
 - Strongly Disagree
- ○ ○ ○ ○



**Omnitrans Strategic Plan
Staff Survey, April 2020**



3717 0004

13. What are the top three things that you would change to improve Omnitrans as an organization? (List up to 3 things that you would change, such as "make faster decisions" or "improve communication" or other ideas.)

14. What additional thoughts do you have about Omnitrans' future direction? (Please write up to 100 words below.)

About You

15. Your Omnitrans division:

- ☐ East Valley
☐ West Valley

16. Your Omnitrans department:

- ☐ Administrative Departments
☐ Operations
☐ Maintenance

17. Your length of service as an Omnitrans employee:

- ☐ 0 to 3 years
☐ 3 to 10 years
☐ 10 to 20 years
☐ More than 20 years

Thank you

Thank you for participating in this questionnaire. Your input will assist Omnitrans in charting our future of continued service and positive impact.



*Omnitrans Strategic Plan
Staff Survey, April 2020*



3717 0005



AGENDA REPORT

MEETING DATE: February 11, 2025

TO: Mayor and Members of the City Council

BY: Annette Juarez, City Clerk

SUBJECT: Appointment of City Commissioners to Fill Existing Commission Vacancies

RECOMMENDATION: It is recommended that the City Council discuss and make appointments to fill existing Commission vacancies for four-year terms ending on February 28, 2029.

FISCAL IMPACT: None

BACKGROUND

Currently, there are 11 vacancies on the City's Commissions. The application period for these vacancies was open from December 16, 2024 through January 16, 2025. A total of 16 applicants are scheduled to be interviewed to fill the existing vacancies.

DISCUSSION/ANALYSIS

The following Commission vacancies exist:

Planning and Economic Development Commission (formerly the Planning Commission)
2 positions

Parks and Recreation Commission
2 positions

Public Safety Commission
2 positions

Public Utilities, Communications & Technology Commission (formerly the Public Services Commission)
3 positions

Public Works & Traffic Safety Commission (formerly the Traffic Safety Commission)
2 positions

RECOMMENDATION

It is recommended that the City Council discuss and make appointments to fill existing Commission vacancies for four-year terms ending on February 28, 2029.

FISCAL IMPACT

None.

ATTACHMENTS

None.

Fiscal Review:



Kristen Petersen
Assistant City Manager/
Director of Administrative Services

Reviewed and Approved:



Brian Villalobos
City Manager



AGENDA REPORT

MEETING DATE: February 11, 2025

TO: Mayor and Members of the City Council

FROM: Manuel Enriquez, Director of Parks and Recreation

SUBJECT: Parks and Recreation Commission Recommendation to Approve the Development of a Community Garden at Tzeitel Paras-Caracci Park

RECOMMENDATION: Staff recommends that the City Council approve the development of a community garden at Tzeitel Paras-Caracci Park and a budget amendment of \$10,000 to cover the overage not funded by the California Urban Agriculture Grant Program.

FISCAL IMPACT: The grant award of \$148,788 from the California Department of Food and Agriculture will fund most of the project's costs through October 2026. A budget amendment of \$10,000 is required to cover infrastructure costs from the Other Capital Improvements line (100-1610-8100).

BACKGROUND

In 2023, in response to formal requests from residents, the City Council directed staff to explore the feasibility of establishing a community garden in one of the City's public parks. Following this directive, staff began researching funding opportunities and ultimately chose to partner with Food Exploration and Discovery (Food Ed) to submit a grant application for California's Urban Agriculture Grant Program, with the goal of securing funding to develop a community garden in Duarte.

In March 2024, staff informed the Council that out of 214 grant proposals, the City's application was selected as one of 33 awarded projects under the Track 2 category of the California Department of Food and Agriculture (CDFA). The grant award totals \$148,788, which will support the project's infrastructure, equipment, technical assistance, workforce development, and community engagement and education through October 2026.

DISCUSSION/ANALYSIS

The goal of the Duarte Community Garden is to increase food sovereignty by creating garden plots for community members to grow healthy and culturally relevant food, to cultivate agricultural literacy by offering educational programs, to gather community by creating a welcoming and

accessible garden space, and to perform ecosystem services by removing grass, installing a sustainable drip irrigation system, building a native habitat garden, and collecting compost.

Originally, the Duarte Community Garden was envisioned as part of the Duarte Park Revitalization Project's conceptual plan. However, in response to community input requesting a new parking lot, the final conceptual plan for Duarte Park was adopted without the community garden. With this change, City staff collaborated with the Parks and Recreation Commission to identify some alternative locations for the garden. Based on those alternative sites and after consulting with Food Ed, the Commission approved Tzeitel Paras-Caracci Park as the new location for the garden. However, additional funds are now required to offset infrastructure costs, specifically for fencing. This need arose when the garden's location was changed, as the original site plan did not include fencing on all four sides and therefore, this expense was not included in the proposed project budget.

The garden will feature 20 plots and two ADA-accessible raised beds, available for rent at \$5 per month. Community members can plant edible (excluding smokable) plants and flowers for personal, noncommercial use. It will include a storage shed with garden tools, an irrigation system promoting sustainable practices, and ADA-accessible decomposed granite pathways. Food Ed's educational model will support gardeners of all skill levels, providing supplies and plants for beginners while experienced gardeners can use their own resources. The garden will also offer picnic benches for community gatherings and host educational programs on topics like vegetable gardening, composting, drought-tolerant landscaping, and soil health.

Food Ed is a nonprofit organization collaborating with San Gabriel Valley communities and schools to construct and sustain edible education sites hosting programs on ecosystem stewardship, healthy living, and environmental innovation and entrepreneurship. As the lead on this grant project, Food Ed will be responsible for building the Duarte Community Garden, including overseeing site construction, collecting infrastructure bids, contractor management, program management, community engagement and workshops/events, processing plot holder applications, plant and soil replenishment, above ground irrigation repairs, developing the garden's webpage and branding and overall garden management through October of 2026.

Once funding is exhausted, the City can retain Food Ed's services for ongoing oversight and management of the garden, ensuring its continued success and vitality. These contracted services may include regular scheduled hours for garden upkeep, volunteer management, maintenance of tools and supplies, plot holder management and application processing, as well as monthly or quarterly community engagement workshops and events. Additionally, Food Ed could provide online content creation for the City's dedicated garden webpage and social media platforms. For Food Ed's annual management of the garden, service fees would range between \$17K - \$21K.

RECOMMENDATION

Staff recommends that the City Council approve the development of a community garden at Tzeitel Paras-Caracci Park and a budget amendment of \$10,000 to cover the overage not funded by the California Urban Agriculture Grant Program.

FISCAL IMPACT

The grant award of \$148,788 from the California Department of Food and Agriculture will fund most of the project's costs through October 2026. A budget amendment of \$10,000 is required to cover infrastructure costs from the Other Capital Improvements line (100-1610-8100).

ATTACHMENTS

A. Community Garden Design Concept

Fiscal Review:



Kristen Petersen
Assistant City Manager/
Director of Administrative Services

Reviewed and Approved:



Brian Villalobos
City Manager

Conceptual Design | Duarte Community Garden



Conceptual Design | Duarte Community Garden



Conceptual Design | Duarte Community Garden





AGENDA REPORT

MEETING DATE: February 11, 2025

TO: Mayor and Members of the City Council

FROM: Brian Villalobos, City Manager

BY: Andres Rangel, Assistant to the City Manager

SUBJECT: Receive and File the Completed Broadband Assessment Study

RECOMMENDATION: It is recommended that the City Council receive and file the completed Citywide Broadband Assessment Study.

FISCAL IMPACT: There is no direct financial impact related to this item.

BACKGROUND

The City Council, recognizing the importance of reliable, fast, and affordable internet, directed staff to study internet availability and work on closing the community's digital divide.

On July 1, 2022, Assemblymember Blanca Rubio secured \$200,000 from the State so that Duarte can develop a Broadband Access and Connectivity Infrastructure Assessment, which was formally approved by the City Council at its April 11, 2023, City Council meeting.

The City awarded an agreement to Magellan to prepare the assessment. The scope of the assessment was to develop a gap analysis, identifying key issues and barriers related to addressing reliable, equitable, and affordable broadband access as well as including recommendations to fill those gaps. The gap analysis included conducting the following tasks:

- Comprehensive asset inventory of broadband assets.
- Market analysis identifying the services available to businesses and residents, as well as service pricing.
- Needs assessment including an online broadband survey of services residents and businesses currently have, an embedded speed test, and use of services. Interviews and workshops will also be hosted by Magellan with key community organizations to gain a better understanding of current and future broadband and technology needs and issues.
- Recommended next steps.

DISCUSSION/ANALYSIS

The Broadband Access and Connectivity Infrastructure Assessment focused on the following key elements:

- Broadband Market Assessment
- Asset assessment
- Needs assessment
- City Policy Assessment
- Gap Analysis
- Conceptual network design
- Phased implementation plan
- Business model evaluation

Key findings highlighted in the Study include the following:

- 98% of residential addresses within the city have access to gigabit download speeds from Charter/Spectrum’s cable network.
- 55% of addresses have access to multi-gigabit symmetrical broadband from Frontier’s fiber network.
- 5G Cellular phone and data service is available in portions of the city. Coverage gaps in certain areas was a recurring issue in focus groups and survey feedback.
- Although survey results indicate that Duarte has broadband services comparable to other mid-sized cities, customers report frustrations with cost, performance, and lack of competitive options. Cable dominates internet access.

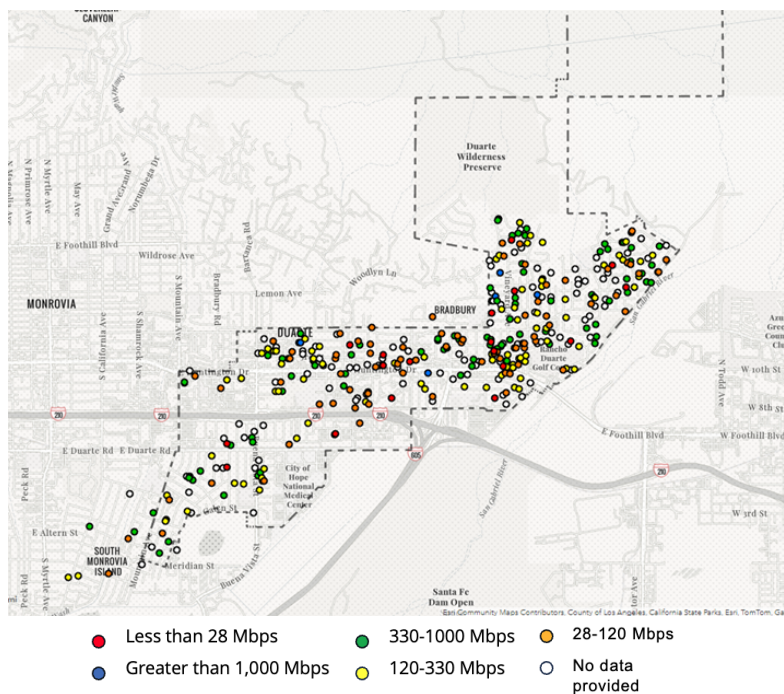
Further gaps that were identified include the following:

- **No City Broadband Strategy or Funding:** The City does not have policies or funds allocated to encourage or invest in broadband at present.
- **Limited Fiber Reach:** The City uses commercial internet services for connectivity within its own facilities because it has no fiber backbone of its own. Fiber providers within the city only reach 55% of the entire city area.
- **Limited Competition:** With fiber only available to 55% of city addresses, nearly half the city lacks the option to switch to a different gigabit provider, leading to paying more for less service.
- **Wireless Coverage Gaps:** The wireless infrastructure in Duarte has significant coverage gaps, due to limited deployment of advanced technologies like 5G.

Community Survey Findings

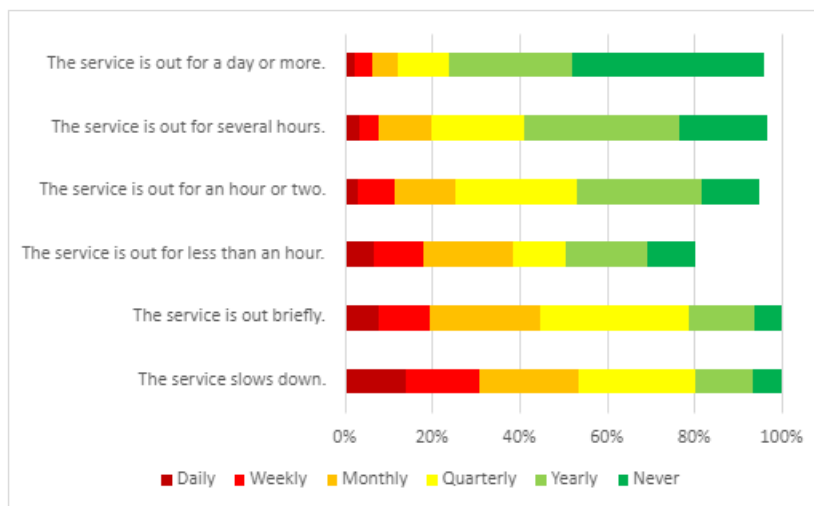
Part of the needs assessment included an online survey to collect data on broadband services received by Duarte residents, businesses and organizations. The survey was made available to the community at large and was promoted by the City for all members of the community to share their experiences. In addition to questions about location, services subscribed to and demographic data, the survey also included an internet speed test to collect objective data on broadband performance. The survey was officially launched on February 6, 2024, and remained open through May 6, 2024. A survey received 551 usable responses. Survey highlights are below:

Reported Speeds



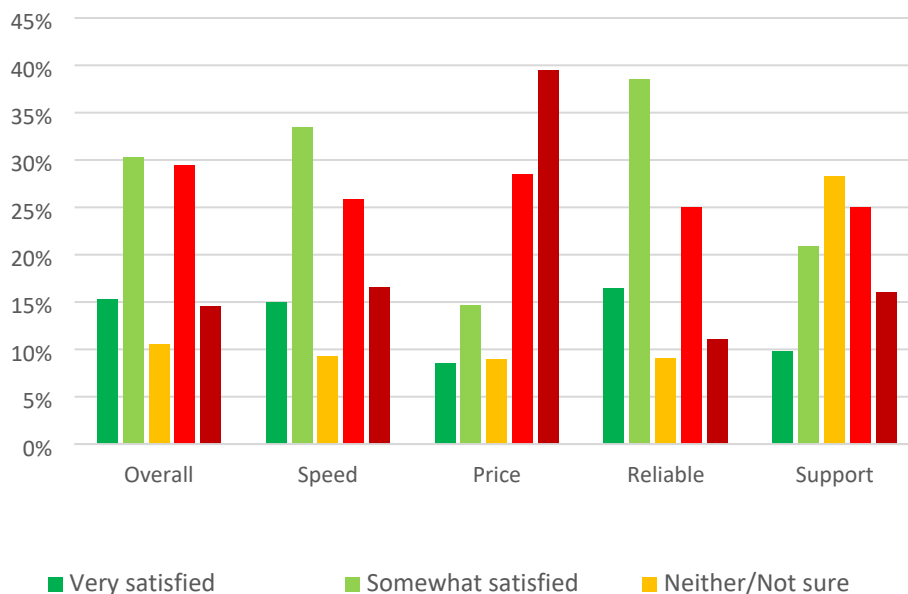
Reported Outages

The geographic distribution of survey responses by speed. The low number of responses indicating service levels above 500 Mbps are often seen in a cable dominant market with a lack of competitive options.



Approximately 22% of all respondents indicated a daily slowdown or brief outage in service. Longer service outages lasting one hour, or more, were reported on a monthly basis for nearly one third of all respondents. Sixty four percent of all respondents indicate service outages for several hours to a day or more at least once per year.

Dissatisfaction Levels



Price was the most common source of dissatisfaction among respondents, with 63% indicating they were either, very, or somewhat dissatisfied. Speed, reliability, and overall satisfaction levels were comparable. Respondents were most likely to be ambivalent about support.

Next Steps

Based on the City's size and limited resources, Magellan provided the following recommendations the City could implement to address issues identified. A major component is working with the San Gabriel Valley Council of Governments and neighboring cities to expand Duarte's broadband infrastructure.

- **Adopt a Broadband Strategy for the City:** Use this plan to create a plan for continuous broadband improvement within the City.
- **Implement Broadband Friendly Policies:** Broadband-friendly policies and initiatives play a pivotal role in facilitating the deployment of new infrastructure and capabilities while minimizing costs through efficient coordination between departments, public agencies, and utilities. Policies include 'Dig Once' and 'Joint-Trench'.
- **Adoption of a small cell ordinance, a Master License Agreement and 5G application checklist:** Cities that make it easy for cellular infrastructure installation. It attracts private investment and improves services.
- **Implement a "Consumer Choice of Broadband Provider" ordinance for MDUs:** Oakland's model ordinance ensures broadband choice is extended to multi-tenant households for apartment renters and condo-owners.
- **Technology Enterprise Fund:** Implement a fund dedicated to supporting and financing broadband infrastructure projects within Duarte.

- **Participate in Regional Broadband Efforts:** Collaborate with your Council of Governments and Neighboring Cities regional efforts to improve broadband and keep abreast of funding opportunities.

The Study also presented a conceptual network design, a theoretical 10.8-mile backbone network.

Additionally, the Study identifies several business models, with a recommendation for Duarte to pursue implementation through public policy, coordinating with internet service providers (ISPs) to realize the design, and working with regional and neighboring partners to pursue and participate in broadband deployment grants and projects.

RECOMMENDATION

It is recommended that the City Council receive and file the completed Citywide Broadband Assessment Study.

FISCAL IMPACT

There is no direct financial impact related to this item.

ATTACHMENTS

Broadband Assessment Study

Fiscal Review:

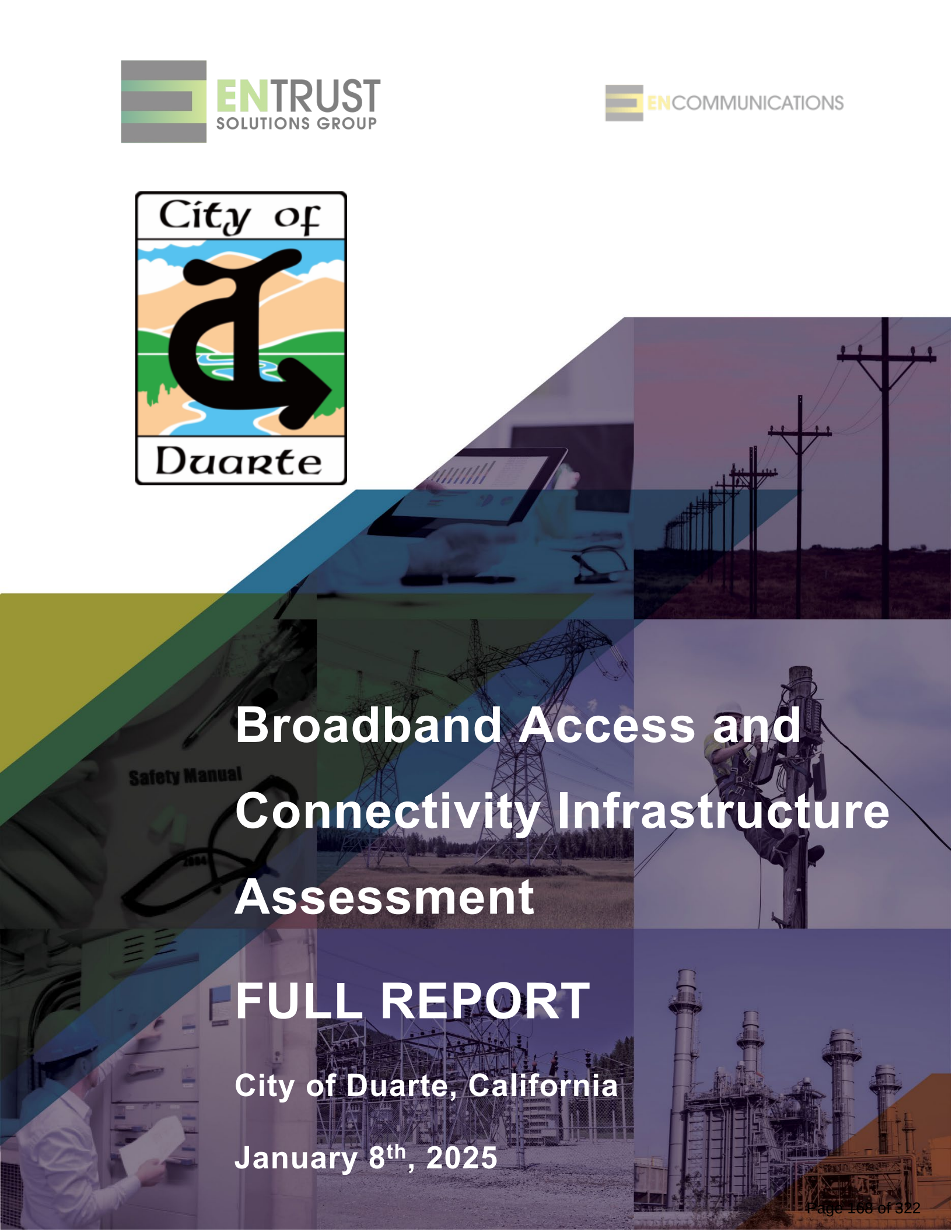


Kristen Petersen
Assistant City Manager/
Director of Administrative Services

Reviewed and Approved:



Brian Villalobos
City Manager



Broadband Access and Connectivity Infrastructure Assessment

FULL REPORT

City of Duarte, California

January 8th, 2025

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Executive Summary

Communities around the world are faced with a digital world where broadband is often considered a public utility – similar to water and power. The shift to online learning, remote work, telehealth/medicine, e-commerce, automation of services, autonomous vehicles, and advances in technology require a long-term vision for how a community can thrive and grow. The foundation for the digital world is fiber optic networks that can provide the high-speed, low latency connectivity required for advanced applications and uses.

ENTRUST Solutions Group was contracted by the City to undertake a Broadband Access and Connectivity Assessment to help improve access and affordability to high-speed internet service for community members, businesses, and efficient delivery of City services. ENTRUST's scope of work included:

- Broadband Market Assessment
- Asset assessment
- Needs assessment
- City Policy Assessment
- Gap Analysis
- Conceptual network design
- Phased implementation plan
- Business model evaluation

Findings

Broadband Service Offerings

98% of residential addresses within the city have access to gigabit download speeds from Charter/Spectrum's cable network.

55% of addresses have access to multi-gigabit symmetrical broadband from Frontier's fiber network.

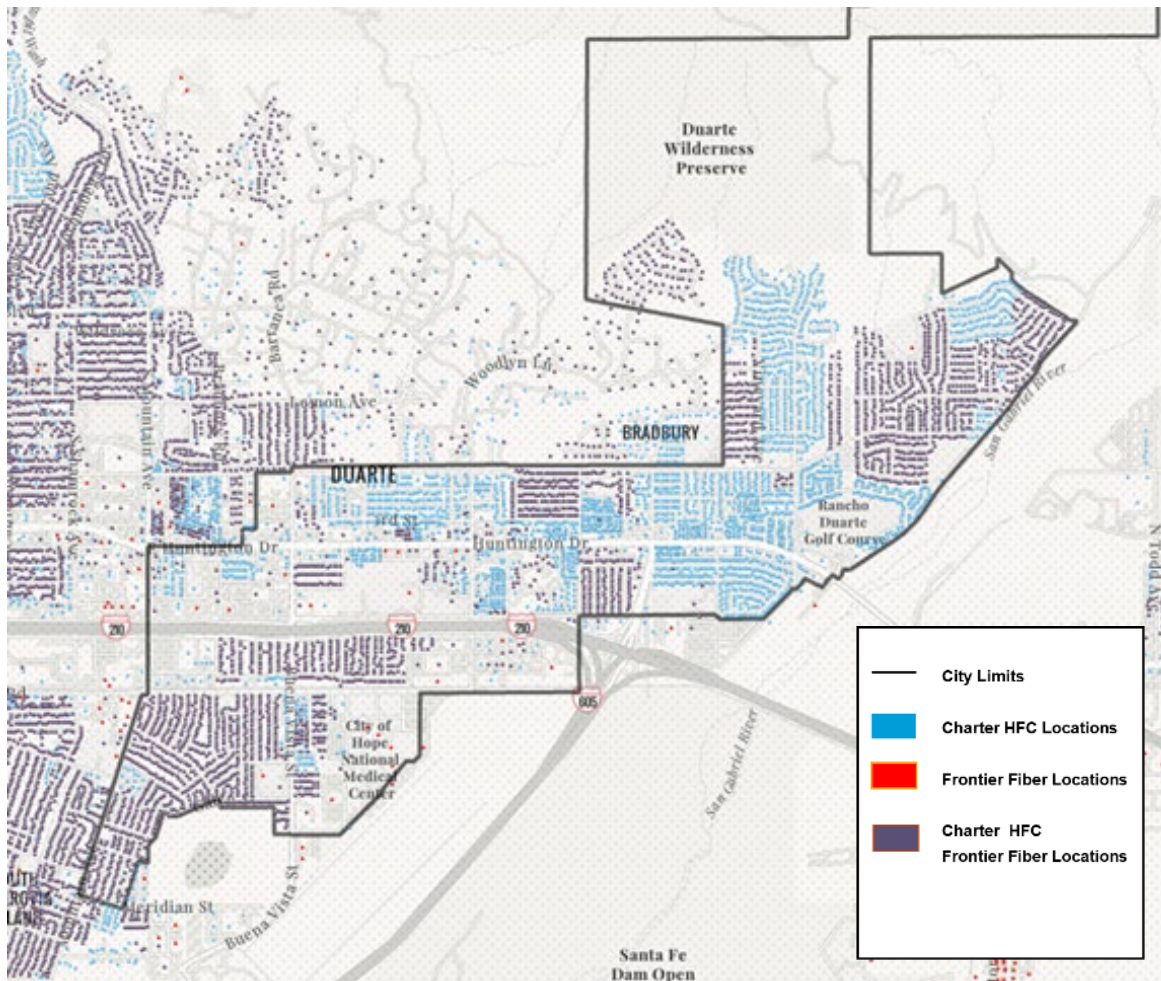


Figure 1. Wired Broadband Availability Map

Private fiber networks from Crown Castle, Zayo and others are accessible along several major routes throughout the city.

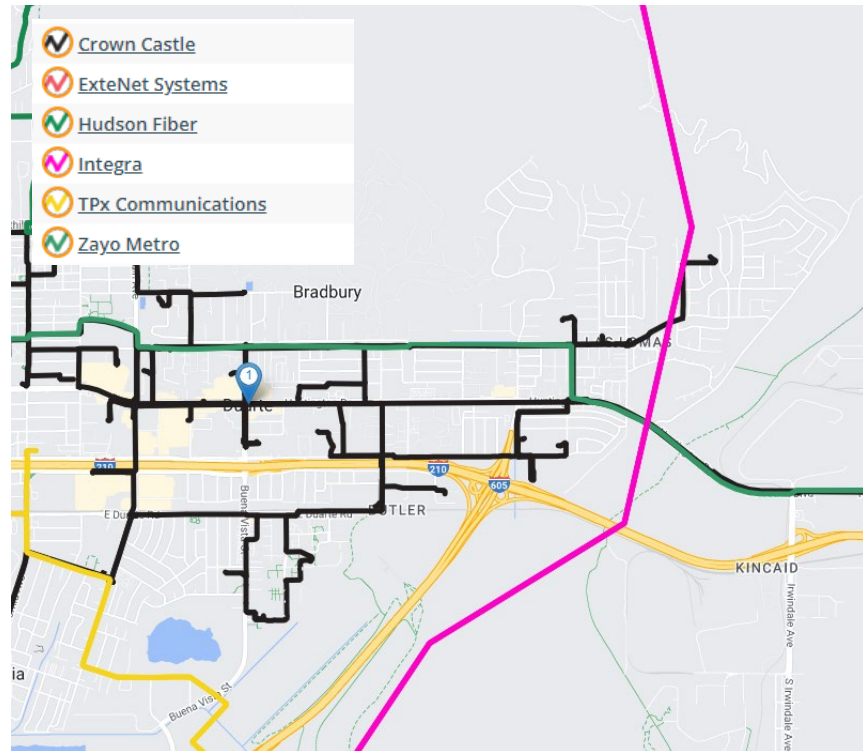


Figure 2. Metro Fiber Networks

5G Cellular phone and Data service is available in portions of the city. Coverage gaps in certain areas was a recurring issue in focus groups and survey feedback.

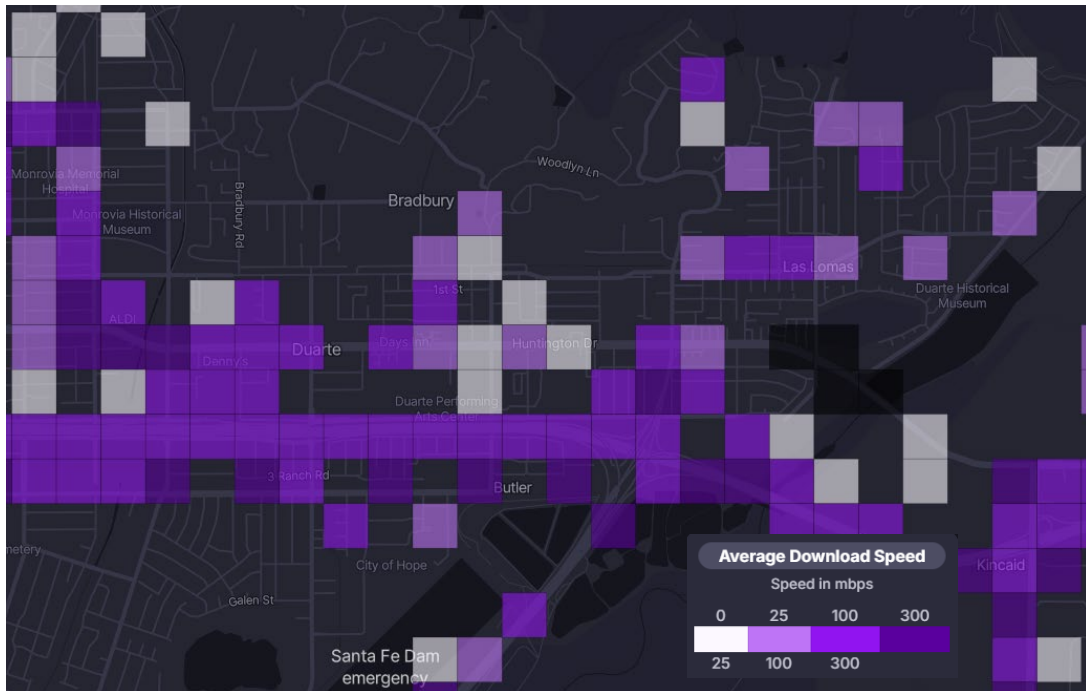


Figure 3. All Cell Providers Coverage Map

Broadband Assets

The City does not currently own fiber, conduit or publicly owned towers that could be repurposed to address broadband challenges.

The City's streetlight poles could be made available to Cellular providers to improve phone and data service within the city.

Needs Assessment

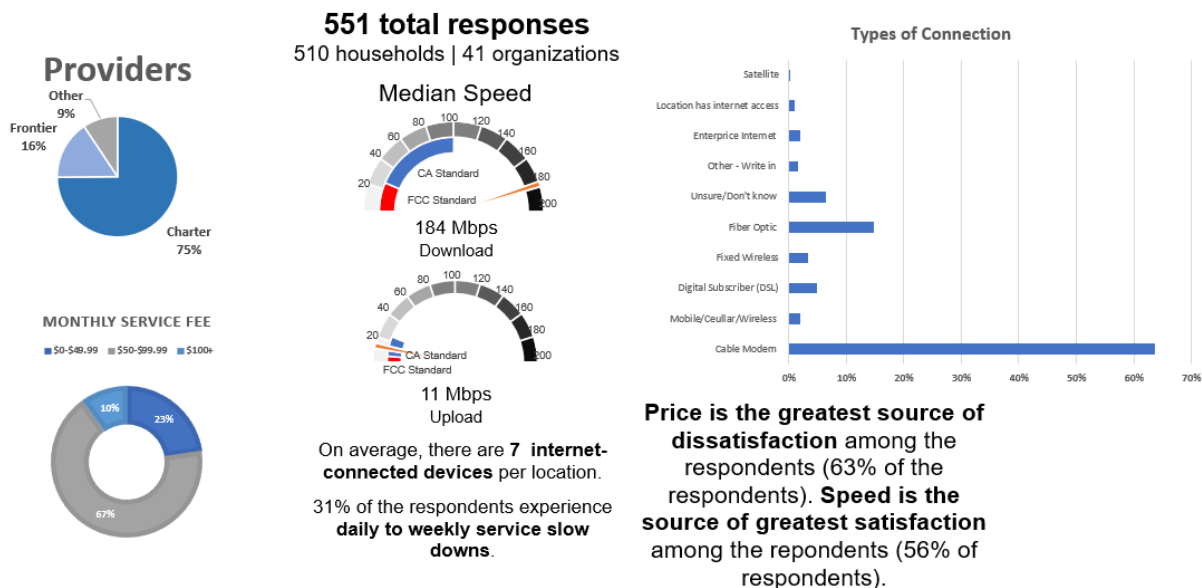


Figure 4. Survey Results Summary

Survey results indicate that Duarte has broadband services comparable to other mid-sized cities. Customers report frustrations with cost, performance, and lack of competitive options. Cable dominates internet access. The incumbent cable company offers internet access at a higher cost than other options. Where available, residents with Fiber Broadband access receive a better value with substantially higher speeds at lower prices. Other providers, including cellular companies, have minimal market presence. Internet performance and costs in Duarte are comparable to other areas with limited broadband competition. 45% of the city lacks the benefits of a truly competitive environment that are better able to meet residents' needs.

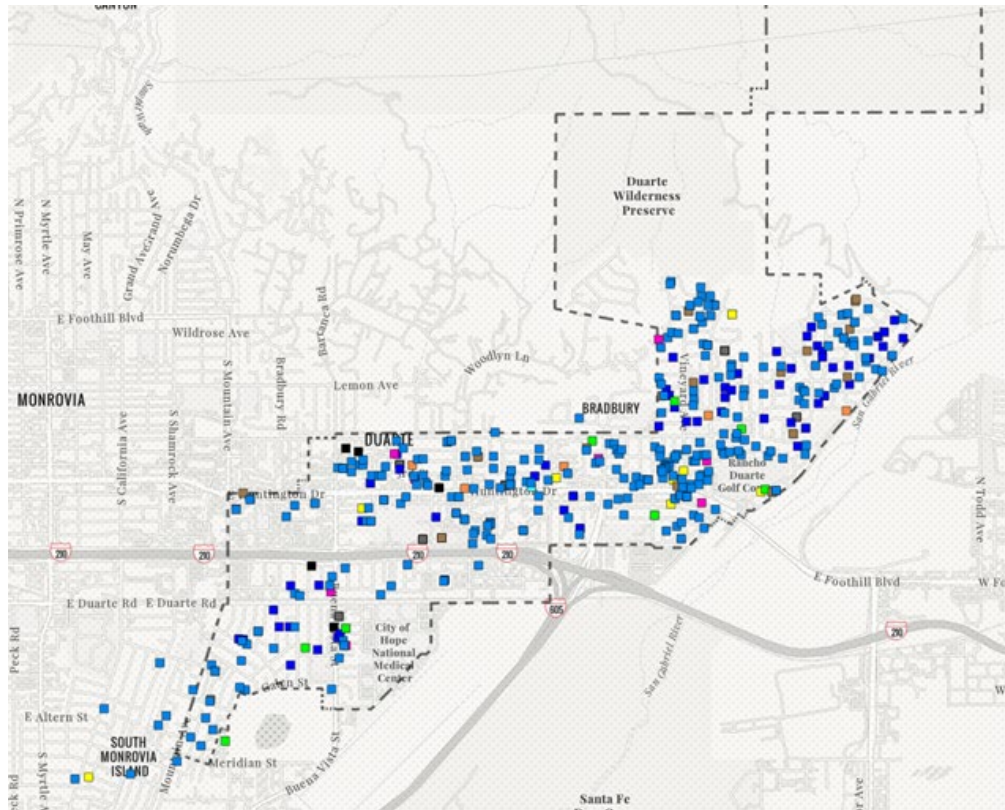
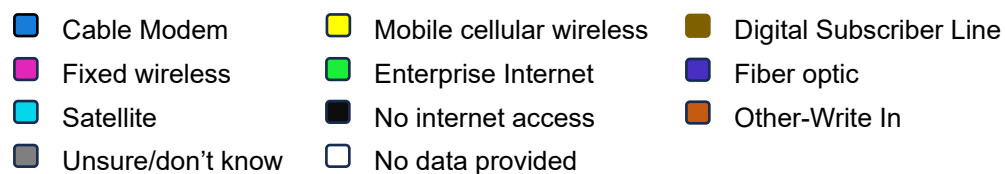


Figure 5. Survey Respondents - Technology Used



Gaps Identified

No City Broadband Strategy or Funding: The City does not have policies or funds allocated to encourage or invest in broadband at present.

Limited Fiber Reach: The City uses commercial internet services for connectivity within its own facilities. Fiber providers within the city only reach 55% of the entire city area.

Limited Competition: With fiber only available to 55% of city addresses, nearly half the city lacks the option to switch to a different gigabit provider.

Wireless Coverage Gaps: The wireless infrastructure in Duarte has significant coverage gaps, due to limited deployment of advanced technologies like 5G.

Recommendations

Adopt a Broadband Strategy for the City: Use this plan to create a plan for continuous broadband improvement within the City.

Implement Broadband Friendly Policies: Broadband-friendly policies and initiatives play a pivotal role in facilitating the deployment of new infrastructure and capabilities while minimizing costs through efficient coordination between departments, public agencies, and utilities. Policies include ‘Dig Once’ and ‘Joint-Trench’.

Adoption of a small cell ordinance, a Master License Agreement and 5G application checklist: Cities that make it easy for cellular infrastructure installation attracts private investment and improves services.

Include Broadband Infrastructure Planning in all CIP: Opportunistic placement of conduit when upgrading roads, sidewalks, traffic signals and other infrastructure is a low-cost way to create opportunities for broadband improvement and is a recommended course of action.

Implement a “Consumer Choice of Broadband Provider” ordinance for MDUs: Oakland’s model ordinance ensures broadband choice is extended to multi-tenant households for apartment renters and condo-owners.

Technology Enterprise Fund: Implement a fund dedicated to supporting and financing broadband infrastructure projects within Duarte.

Participate in Regional Broadband Efforts: Collaborate with your Council of Governments and Neighboring Cities regional efforts to improve broadband and keep abreast of funding opportunities.

Where possible, Build Public Broadband Assets: Transitioning city facilities from private broadband services to public infrastructure saves money in the long term and enables the city to participate in local solutions to broadband problems.

Conclusion

Duarte has broadband challenges that can be mitigated through local government action. Undertaking this study represents the first step towards understanding the situation and setting a plan in motion to remedy many of the issues identified. This study recommends a series of incremental changes to internal city policies and municipal codes that will gently shift the city towards a greater role in its own broadband future. Small, steady changes are the recommended path forward.

1. Market Assessment

Overview

ENTRUST analyzed the broadband landscape of The City of Duarte to determine the options available to residents, businesses, and organizations. First, we evaluated service offerings by incumbent internet service providers (ISPs) in the City of Duarte, with a particular focus on facilities-based carriers, or those that own their own physical infrastructure including fiber, copper, coaxial cable, or fixed wireless equipment. The evaluation included pricing, service tiers, access, and market division utilizing public data such as the updated 2023 FCC Broadband Map, previous studies and reports, carriers' websites, and ENTRUST's extensive database and knowledge of the broadband environment. ENTRUST also contacted the ISPs and had direct conversations to better understand their strategy in the City.

Most of the City is considered "well-served" by federal and California state standards with access to gigabit download speed from at least one provider. However, most residents have only a single option for broadband internet service and are essentially subject to a cable monopoly. Referring to Figure 1 below, locations shown in purple have a choice of either cable or fiber. Other colors have only one broadband service option – generally cable.

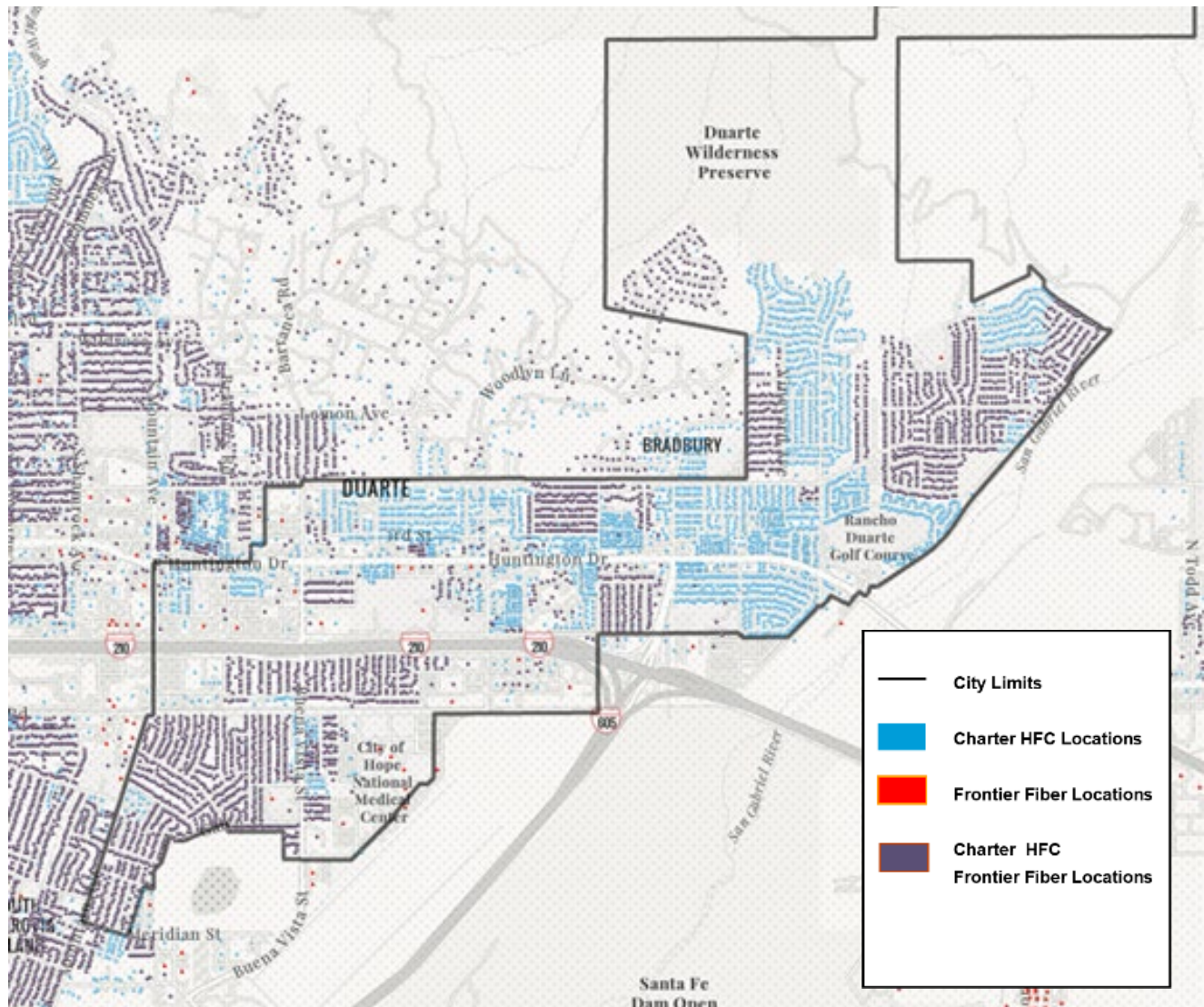


Figure 6. Broadband Provider Service Areas

Frontier provides legacy copper-based service for a small portion of the city, and that technology is not capable of meeting State of California's broadband standard. Frontier also provides fiber-to-the-premises (FTTx) services to approximately half of the City. This means that about half of the City is effectively a Charter/Spectrum monopoly and uncompetitive for City residents seeking broadband service.

Although Charter's hybrid fiber-coax cable network is capable of gigabit download speeds, cable technology cannot currently offer high-speed upload capabilities, maxing out at just 35 Mbps. Gigabit upload speeds are becoming more essential for modern

communications, and are required for video (e.g., Zoom) and other applications used frequently by remote work, online learning, and telehealth platforms.

There are no committed plans by the incumbent broadband providers to expand or upgrade their services.

Frontier has not committed to a specified plan to expand their FTTx network, which leaves about half of the City without a competitive choice. Charter has they plan to begin upgrading their cable technology in the next three (3) years to equipment capable of higher upload speeds, but the roll-out is nationwide and there are no commitments for timing specific upgrades in the City of Duarte.

Without expansion and upgrades by the incumbents, or market entry by a new competitor that brings FTTx services, Duarte will not have a competitive marketplace that can support the needs of residents and businesses.

Fixed wireless access options are present in the market but do not provide a competitive option as compared to the wireline providers.

Fixed wireless providers have been attempting to break into the broadband market across the nation. Current wireless technology cannot guarantee or sustain gigabit download and upload speeds to a given home or business premise. This variability leads us to conclude that while present in the market, fixed wireless does not offer a broadband product that is comparable to the wireline providers.

Methodology

ENTRUST analyzed the broadband landscape of The City of Duarte to determine the options available to residents, businesses, and organizations. First, we evaluated service offerings by incumbent internet service providers (ISPs) in the City of Duarte, with a particular focus on facilities-based carriers, or those that own their own physical infrastructure including fiber, copper, coaxial cable, or fixed wireless equipment. The evaluation included pricing, service tiers, access, and market division utilizing public data such as the updated 2023 FCC Broadband Map, previous studies and reports, carriers' websites, and ENTRUST's extensive database and knowledge of the broadband environment. ENTRUST also contacted the ISPs and had direct conversations to better understand their strategy in the City.

Results

As part of Entrust's research validation process, the actual services available to 20 randomly selected addresses from different parts of the city were checked against the FCC Broadband Map and verified against the provider's own website location service portal.

Table 1. Sites Tested for Providers & Service Tiers

Address	Charter (Spectrum)	Frontier	AT&T Internet Air	T-Mobile	Verizon
Huntington Drive	Cable	DSL		Wireless	Wireless
Cinnamon Lane	Cable	Fiber			
Broadland Ave	Cable	Fiber		Wireless	Wireless
Huntington Drive	Cable				
Opal Canyon Road	Cable			Wireless	
Fernley Drive	Cable		Wireless	Wireless	Wireless
Portola Drive	Cable			Wireless	
Spinks Canyon Road	Cable	Fiber			Wireless
Hacienda Drive	Cable		Wireless	Wireless	Wireless
Park Rose Avenue	Cable				
Huntington Drive	Cable	DSL	Wireless		Wireless
Central Avenue	Cable		Wireless	Wireless	Wireless
Flower Avenue	Cable				Wireless
Buena Vista Street	Cable	DSL			Wireless
Park Rose Avenue	Cable			Wireless	Wireless
Fairwood Street	Cable	Fiber	Wireless	Wireless	Wireless
East Second Street	Cable				
Maynard Drive	Cable	Fiber	Wireless	Wireless	Wireless
Rancho Road	Cable		Wireless	Wireless	Wireless
Royal Oaks Drive	Cable	Fiber		Wireless	

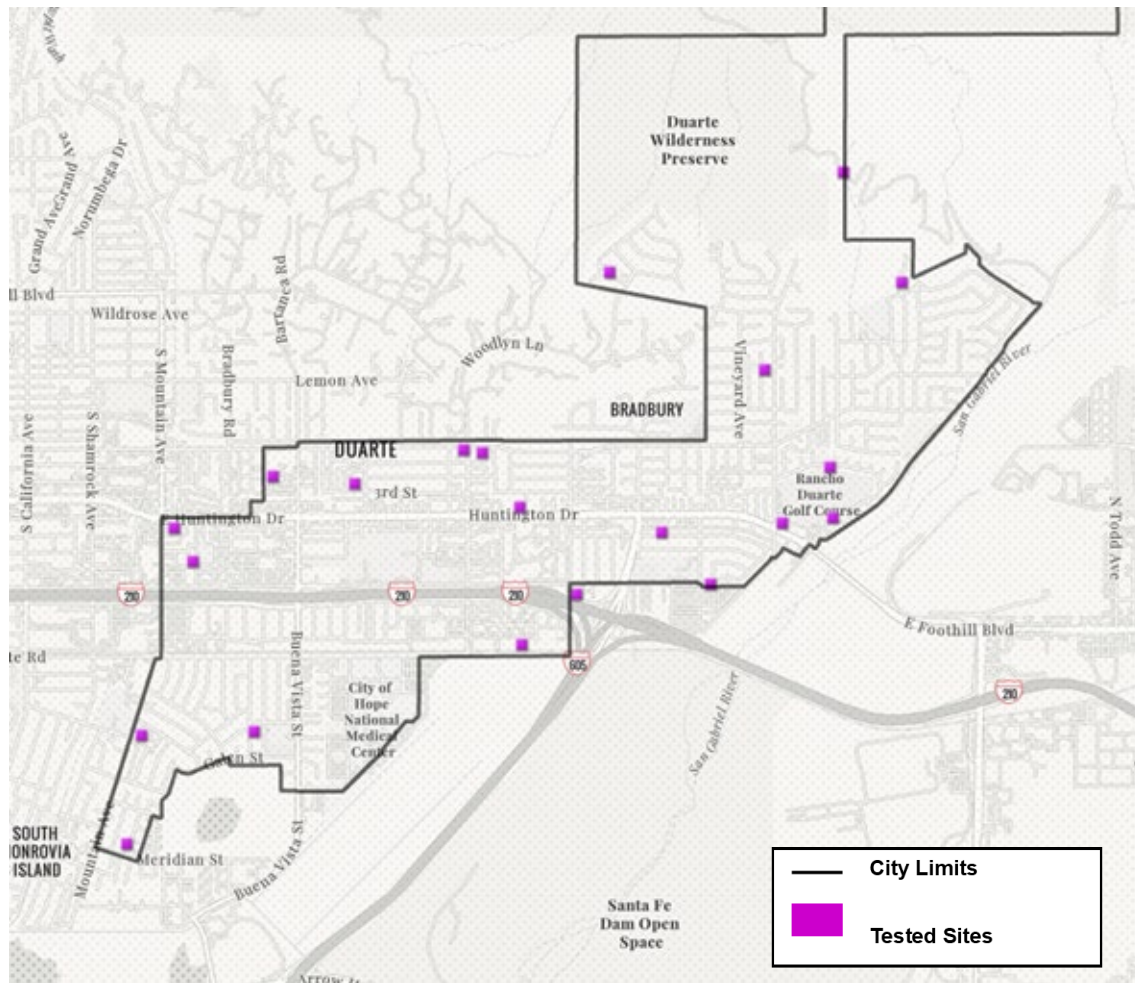


Figure 7. Location of Sites Tested for Data Services Offered

Wireline Internet Service Providers

Charter (Spectrum)

Charter is the second largest ISP in the U.S with 2022 revenues of \$54 billion and 32 million customers, predominantly residential, which Charter markets under the Spectrum brand. They also have a total of 5.3 million Mobile 5G customers.

Charter's network is based on a Hybrid Fiber-Coaxial Cable (HFC) architecture, which includes a fiber backbone, typically laid out in a ring, with coaxial (coax) cable for last mile distribution, as illustrated in Figure 2. HFC broadband networks are designed to send large amounts of data from the network to the end point such as the home. While HFC networks can provide download speeds in excess of 1 Gbps, the networks are currently limited to a maximum upload speed of only 35 Mbps.

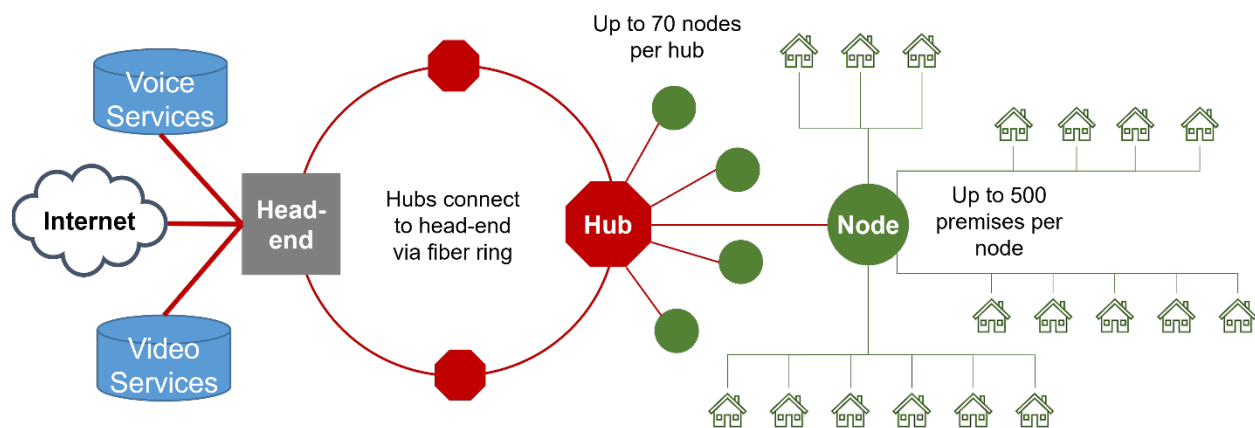


Figure 8. Hybrid Fiber-Coax Network Architecture

As the legacy cable company, Charter has wide coverage of the City's residential market through their HFC network, as shown in Figure 3.

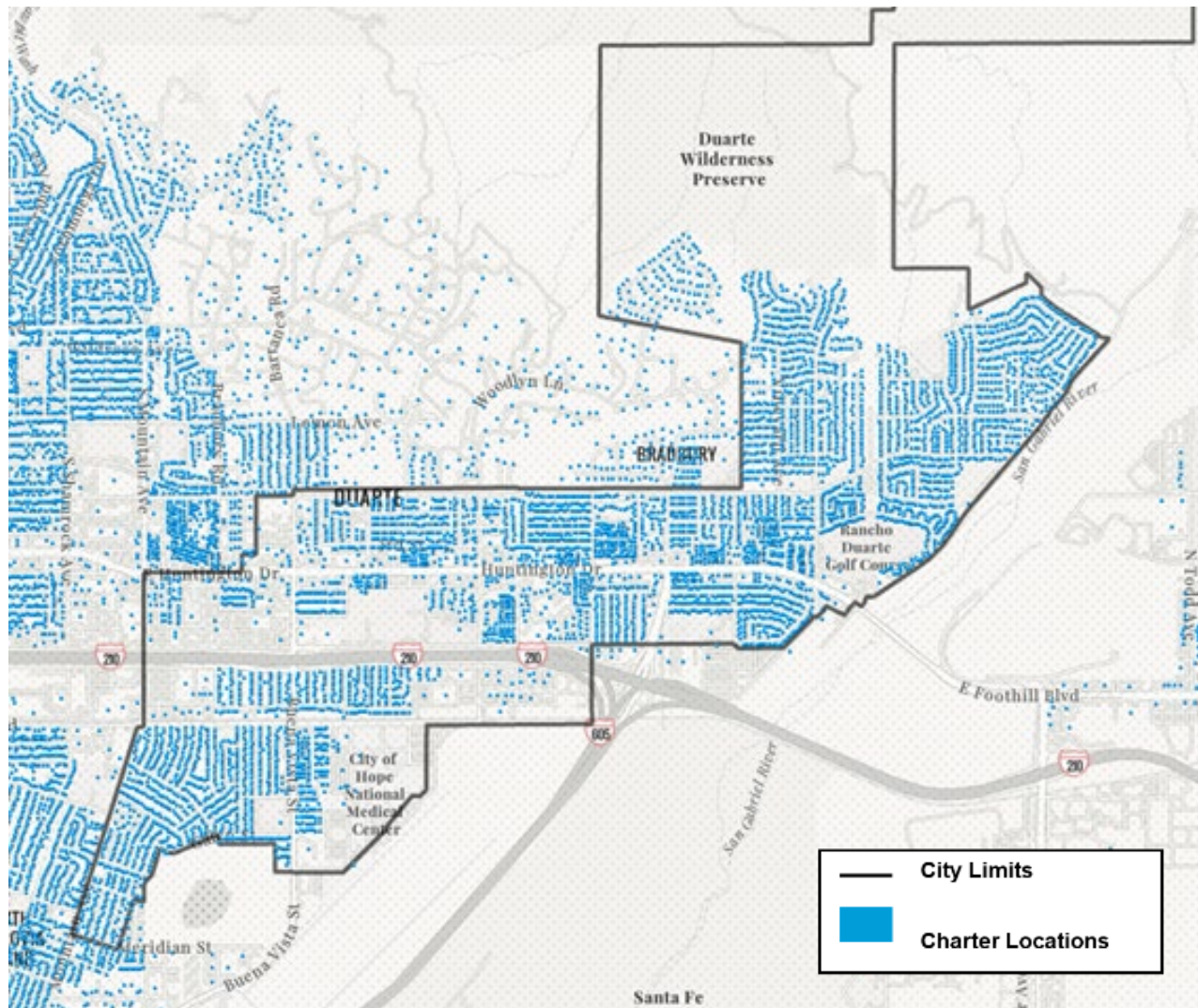


Figure 9. Charter (Spectrum) Cable Footprint in Duarte

While Charter’s HFC network is generally capable of delivering gigabit download speeds to its residential and small business market, these speeds, latencies, upload limitations, and service level agreements may not be sufficient for enterprise-level businesses or institutional anchors.

Charter’s offerings in the City are based on the DOCSIS 3.1 standard (Data Over Cable Service Interface Specification specifies how data is transmitted over the HFC network). With DOCSIS 3.1, download data rates of over 1 Gbps can be achieved. However, the upload data rate is limited to approximately 35 Mbps. HFC networks are a shared network, so the actual real-time performance will vary based on the number of actual users on at any given time. Consumer rates are “best effort,” which is why ISPs

add the phrase “up to” when specifying data rates. Charter’s advertised residential rates (Table 2) were asymmetrical (different download and upload speeds) and offered a limited-term promotional rate.

Table 2. Charter (Spectrum) Residential Tiers & Rates

Download Speed ¹	Upload Speed	Promotional Monthly Rate	Promotional Term
300 Mbps	10 Mbps	\$ 50	1 year
500 Mbps	25 Mbps	\$ 70	1 year
1 Gbps	35 Mbps	\$ 90	1 year

Charter, and the entire cable industry, are waiting for the next generation cable modem technology from CableLabs (DOCSIS 4.0) which supports downstream data rates of 10 Gbps and upstream rates approaching 6 Gbps. The systems incorporating the new technology are now expected to first launch in 2025 with national deployments taking upward of 5 years.

As part of the 4.0 migration, upgrades in the outside plant electronics are required. Charter has completed most of this upgrade and will soon be offering a 2 Gbps service with upstream data rates targeted at 100s of Mbps. This is an interim solution that will reduce the speed gap between their HFC network and full fiber networks. In addition to the DOCSIS 4.0 upgrade, Charter is deploying 10 Gbps XGS-PON fiber infrastructure in new development. Charter initially planned to complete its DOCSIS 4.0 upgrade by 2025. However, Charter recently announced that the target completion date has been pushed to 2026.² The delay is primarily due to the certification process for Distributed Access Architecture (DAA) equipment, which has taken longer than expected.

Frontier Communications

Frontier is a large US-based telecommunications company that has undergone numerous acquisitions, mergers, and divestitures. It was originally founded in 1935. In the early 1990s, it began acquiring rural telephone lines from providers around the country. Frontier provides DSL and Fiber service within the City and throughout the

¹ All speeds for Charter’s services – download and upload – are advertised as “up to” maximum speeds, depending on network congestion, time of day, location, etc.

² Diana Goovaerts. “Charter just pushed back its DOCSIS 4.0 timeline – here’s why.” Fierce-Network.com, Feb 2, 2024

San Gabriel Valley Area. Its fiber footprint is most prevalent in areas west of the 605 Freeway and along the 210 Freeway from the cities of Claremont to Sierra Madre.

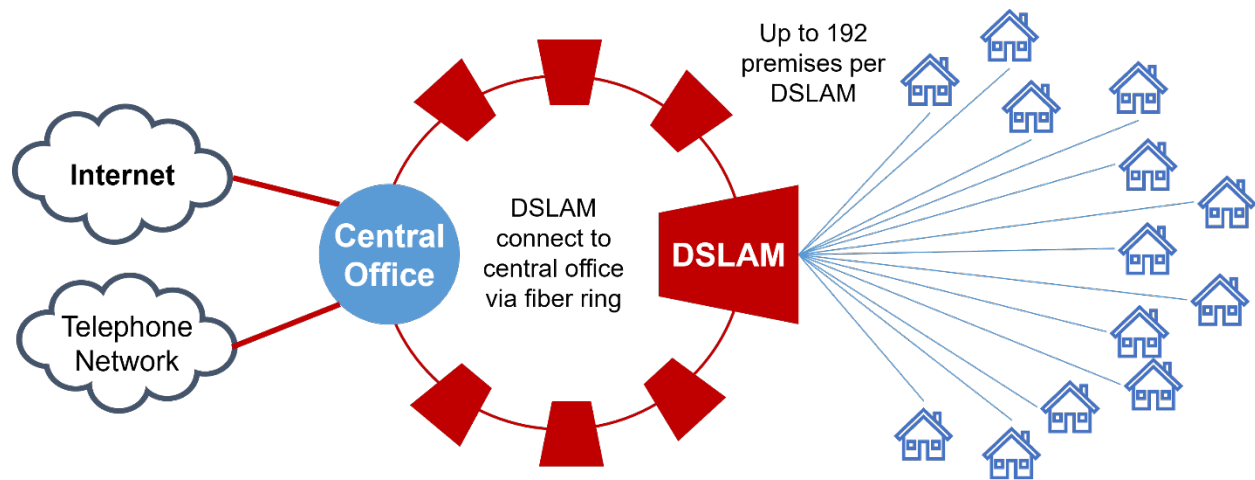


Figure 10. DSL Network Architecture

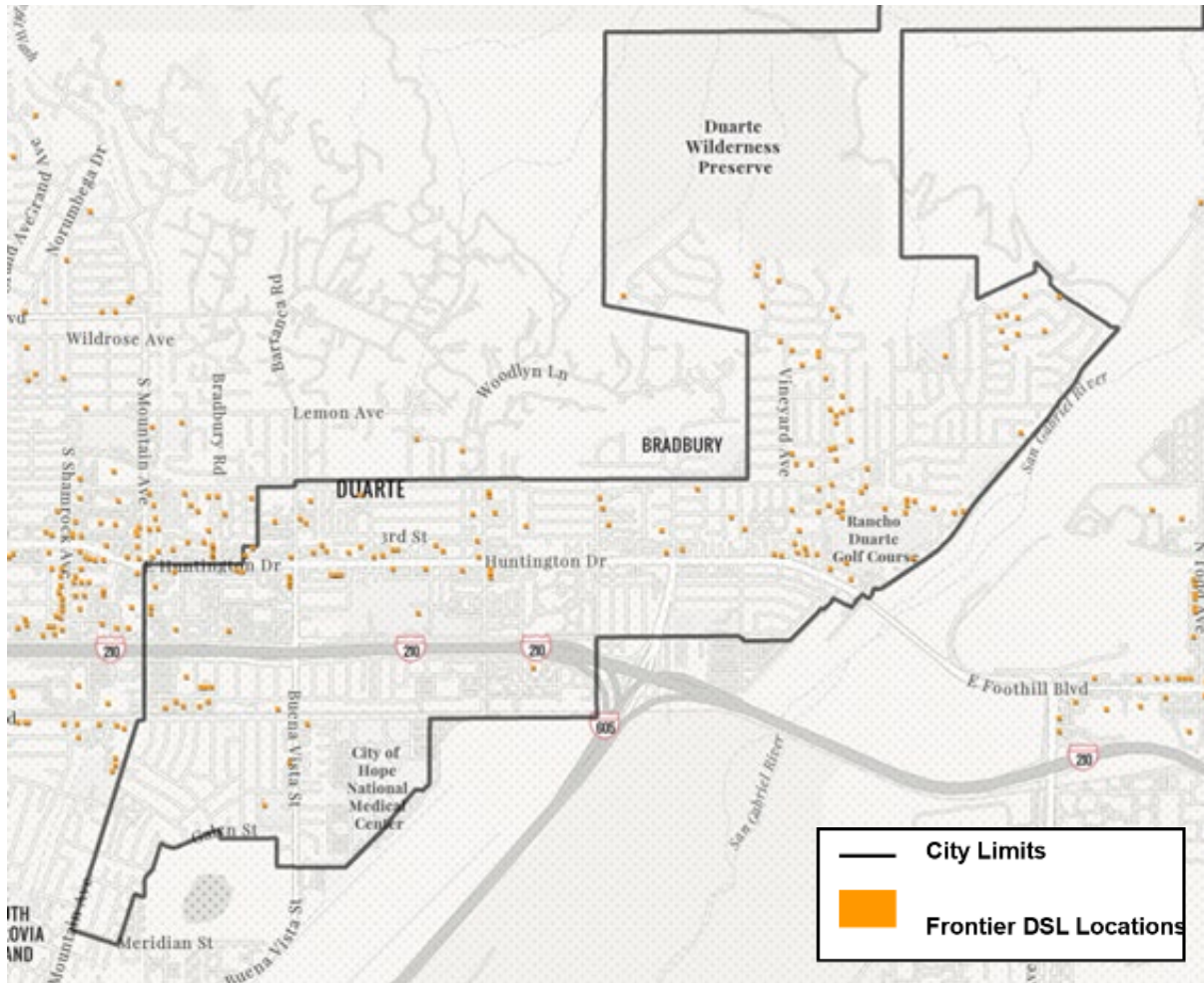


Figure 11. Frontier DSL Network & Coverage

The data rates supported by DSL depend on the length of the copper wire and DSL deployed, but rarely exceed 25-35 Mbps download and 3-5 Mbps upload speeds. These DSL speeds do not meet the California minimum standards of 100 Mbps/25 Mbps and cannot meet the speeds or service levels required by most businesses. In addition to DSL providing inferior speeds, its pricing is not competitive, as shown in Table 3.

Table 3. Frontier Residential Rates & Tiers

Download Speed	Upload Speed	Promotional Term	Promotional Monthly Rate	Extras
Unverified until service installation	Unverified until installation	2 years	\$ 74	No data caps \$64 monthly autopay

In Duarte, Frontier has upgraded their copper plant to fiber in many parts of the City. This Passive Optical Network (PON) fiber-to-the premises architecture allows for symmetrical (identical download and upload) speeds of up to 10 Gbps.

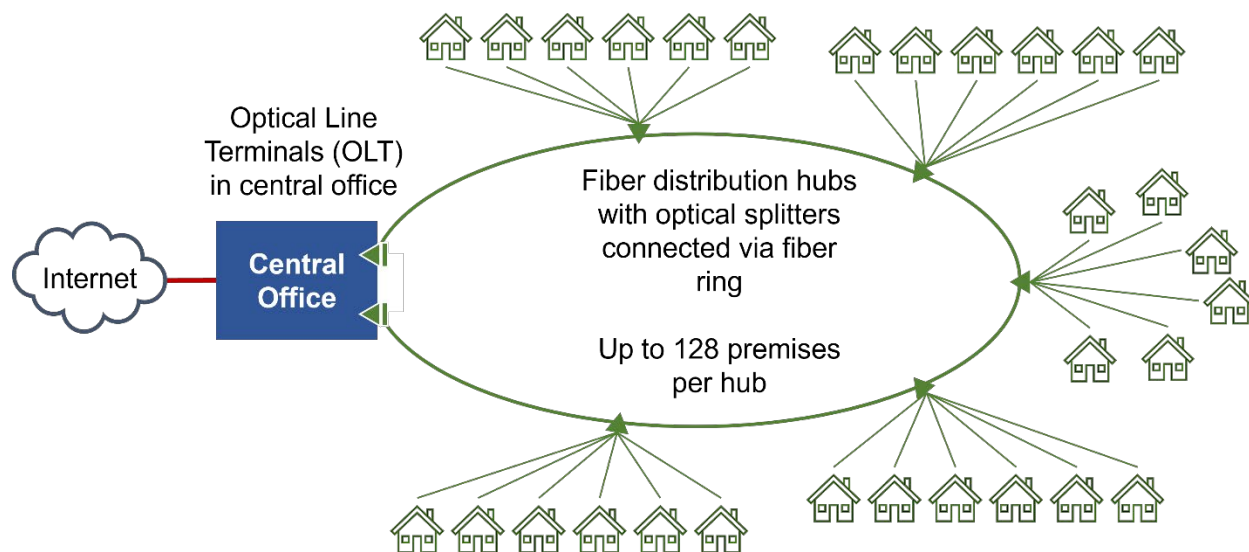


Figure 12. Passive Optical Network (PON) Fiber Network Architecture

Based on reported data to the FCC in 2023, Frontier provides Fiber broadband service to approximately 50% of the City's addresses (residential and commercial) as noted in Figure 12. Some of the remaining locations Frontier connects, are still using legacy copper to provide dated DSL-based offerings. The vast majority of Frontier's network consists of fiber service as depicted in Figure 13. Frontier has stated they have passed over 5 million service locations with fiber throughout their national rollout and their corporate plan is to pass 10 million locations by 2025.³ Frontier's advertised pricing tiers for fiber services are listed in Table 4.

³ Murray, C. (2022). "Frontier Hits Halfway Point to 10 Million Fiber Locations" <https://investor.frontier.com/news/news-details/2022/Frontier-Hits-Halfway-Point-to-10-Million-Fiber-Locations/default.aspx>

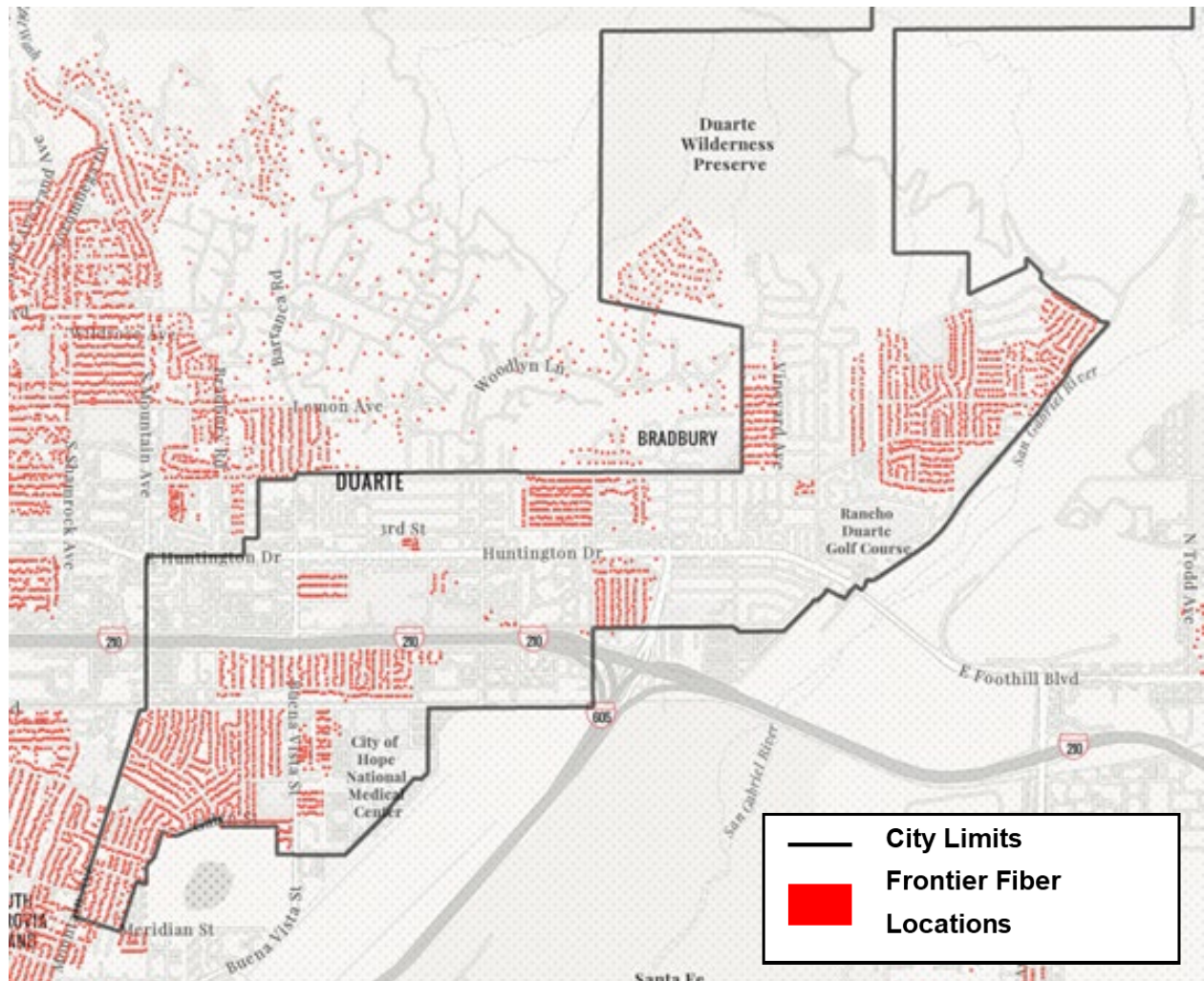


Figure 13. Frontier Fiber Footprint Network & Coverage

Table 4. Frontier Residential Fiber Tiers & Rates

Download Speed	Upload Speed	Monthly Rate	Price Guarantee
200 Mbps	200 Mbps	\$ 29.99	1 year
500 Mbps	500 Mbps	\$ 44.99	1 year
1 Gbps	1 Gbps	\$ 64.99	1 year
2 Gbps	2 Gbps	\$ 99.99	Auto-Pay
5 Gbps	5 Gbps	\$ 129.99	1 year

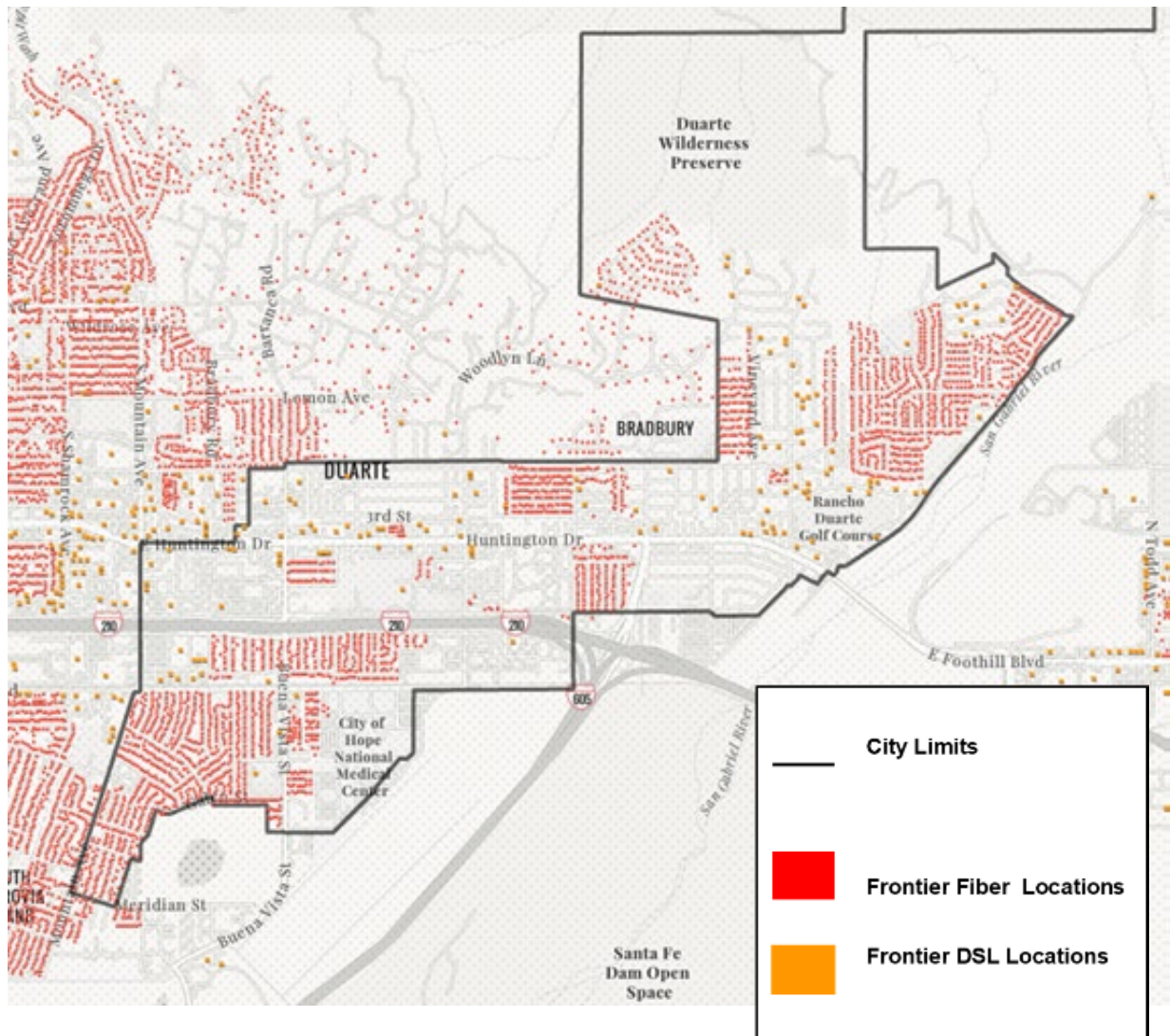


Figure 14. Frontier DSL & Fiber Coverage

Fixed Wireless Access (FWA) Providers

In recent years, the mobile network operators (MNO) T-Mobile, Verizon, and to a lesser extent AT&T have started offering internet access using their 5G networks to fixed locations.

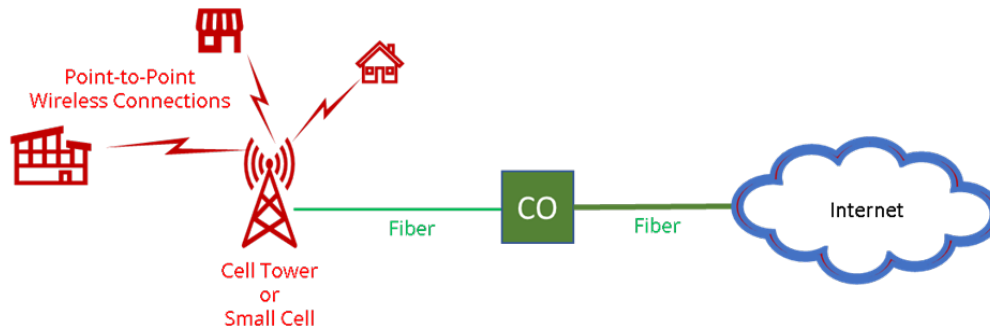


Figure 15. Cellular Wireless Network Architecture

In addition, Wireless Internet Service Providers (WISPs) are increasingly utilizing point-to-point “air fiber” antennas, Citizen Band Radio Service (CBRS), and other wireless technology to provide broadband access for residences and businesses.

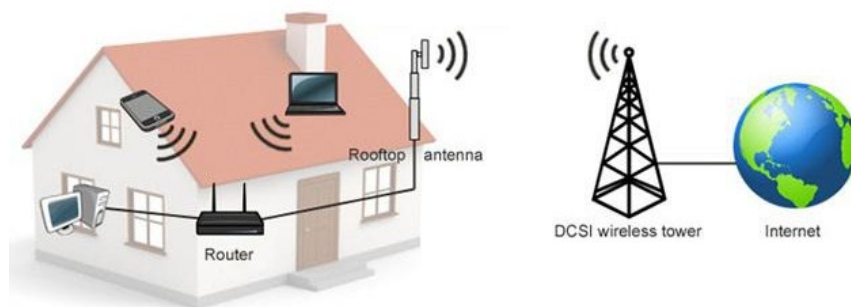


Figure 16. Functionality of a Fixed Wireless Network

The concept of wireless internet access is not new; it is widely used in rural environments, and is increasingly being deployed in dense, urban areas where traditional fiber construction and deployment costs are too high to justify market entry. Data rates for wireless broadband will depend on several parameters including distance from the tower, population density, and natural obstacles (geography/hills, trees, foliage).

AT&T Internet Air

AT&T Internet Air is a newer 5G based fixed wireless service similar to the 5g services of other providers. AT&T looks to transition existing customers off DSL as it continues to roll out its fiber plans. It has no data caps, equipment fees, or landline connections.

It has limited availability based on location and speeds of up to 225Mbps. AT&T may reduce data speeds depending on network activity. ⁴

Table 5. AT&T Wireless Internet Packages

Package	Max Download Speed	Max Upload Speed	Monthly Rate	Notes
AT&T Internet Air	225 Mbps	30 Mbps	\$ 55	Unlimited data No annual contract

T-Mobile

T-Mobile provides 5G and 4G LTE fixed wireless services to households across all 50 states in the U.S. Its residential plans' main features include contract-free services and unlimited data access. The typical download speeds it offers are between 33-182 Mbps and may vary according to location, time of the day, weather, and other factors. ⁵

Table 6. T-Mobile Wireless Internet Packages

Package	Max Download Speed	Max Upload Speed	Monthly Rate	Notes
5G Home Internet	182 Mbps	23 Mbps	\$ 50	Unlimited data No annual contract

Verizon Wireless

Verizon's 5G Home internet services are an affordable solution with faster speeds than satellite and DSL type of connections. Verizon offers unlimited data and contract-free plans, but speeds may vary based on a location's distance to its network towers and real-time network traffic. ⁶

⁴ www.att.com/internet/internet-air

⁵ www.t-mobile.com/buy/plan/home-internet

⁶ www.verizon.com/home/internet/faq

Table 7. Verizon Wireless Internet Packages

Package	Max Download Speed	Max Upload Speed	Monthly Rate	Notes
LTE Home Internet	50 Mbps	5 Mbps	\$ 25	Unlimited data No annual contract
5G Home Internet	300 Mbps	50 Mbps	\$ 60	Unlimited data 10-year price guarantee

Mobile Coverage

According to the Federal Communications Commission (FCC), the City of Duarte is well covered with 4G mobile offerings from the three major U.S. mobile operators: AT&T, Verizon, and T-Mobile. However, verified FCC data for 5G service shows limited coverage, similar to most cities in California of similar size. Most 5G rollout to date has occurred in cities with dense populations, with deployment into suburban areas slowly rolling out when demand exceeds 4G/LTE capabilities. Figure 16, Figure 17, and Figure 19 show areas with verified 5G coverage for the three major carriers.⁷

⁷ FCC coverage data accessed through [coveragemap.com](https://www.coveragemap.com)

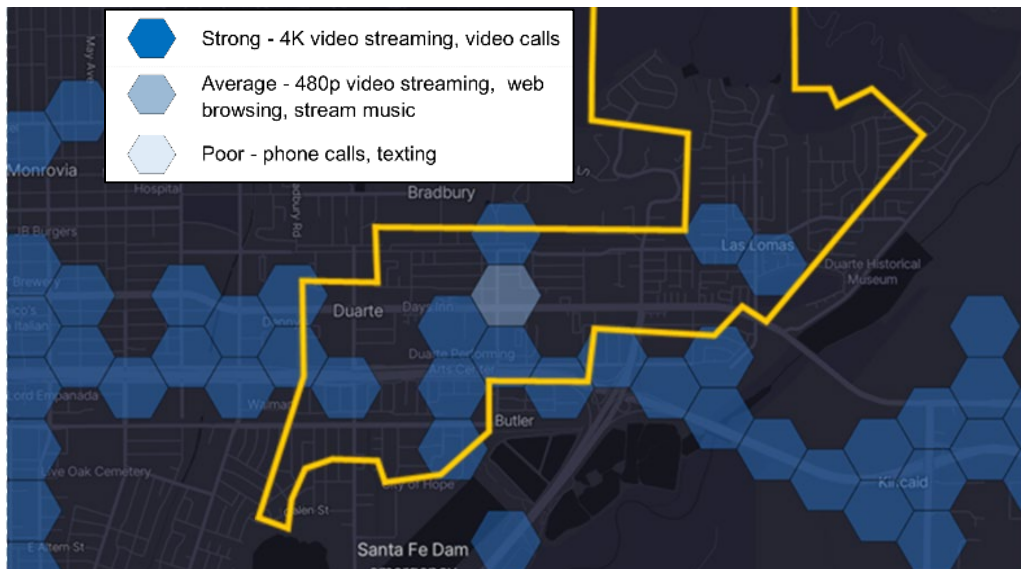


Figure 17. AT&T 5G⁸ Coverage

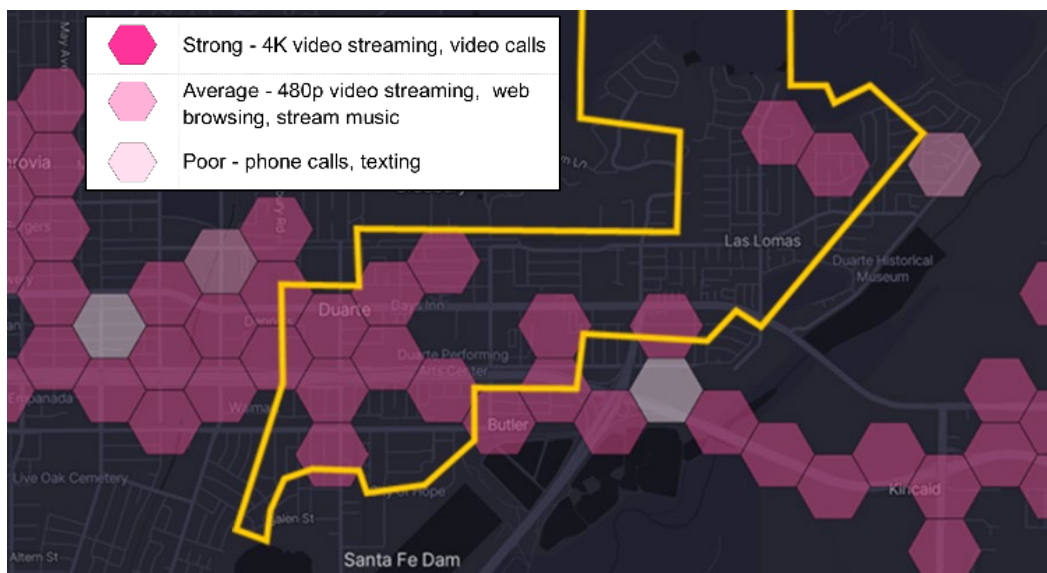


Figure 18. T-Mobile 5G Coverage⁹

⁸ <https://coveragemap.com/coverage-map/att>

⁹ <https://coveragemap.com/coverage-map/t-mobile>

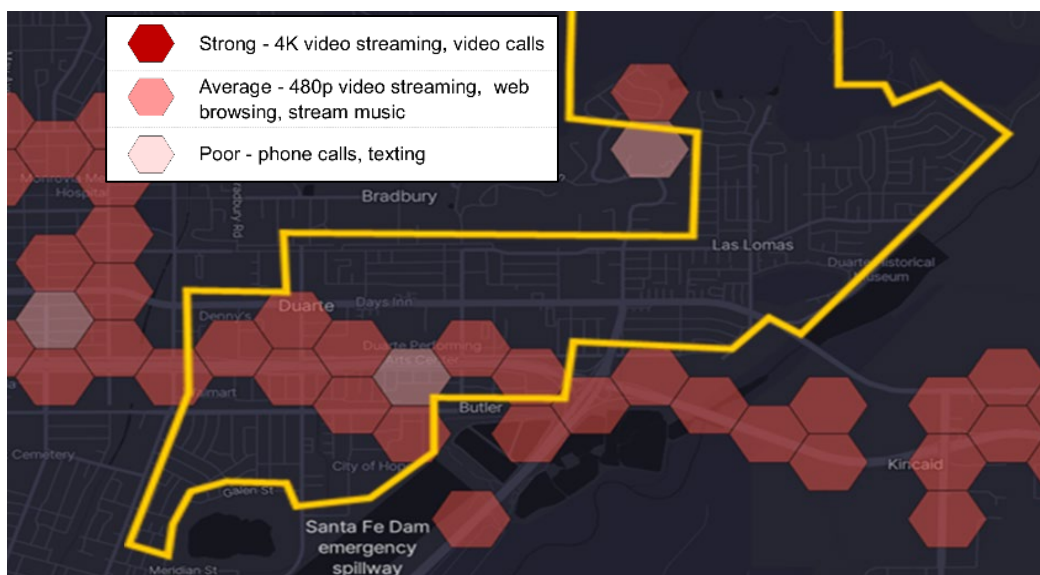


Figure 19. Verizon 5G Coverage¹⁰

2. Asset Assessment

Overview

As part of this broadband assessment, Entrust/Entrust inventoried and assessed public and private infrastructure to determine what was available, what condition was it in, whether and how it connects to the internet at present, and could it be used to expand broadband access and services in Duarte.

Entrust/Entrust identified infrastructure within Duarte that can be leveraged for broadband – whether existing conduit and fiber cable pathways to connect facilities and neighborhoods, locations in the public sphere or right-of-way to host distribution equipment, opportunities to deploy smart city devices and applications, or integration of public and private assets in innovative partnerships. There were several key assets that stood out during the assessment, including:

¹⁰ <https://coveragemap.com/coverage-map/verizon>

There are a number of private fiber networks that traverse major corridors within the city.

23 public and anchor institution facilities are located within the city, most of which are connected to the internet using commercial internet services.

The City owns and manages 698 street light poles, which could be used to deploy broadband and/or smart city applications via wireless or cellular connectivity or leased to mobile carriers.

The three existing privately owned communications towers could be utilized to enhance community broadband by installing public Wi-Fi, fixed wireless, or cellular distribution equipment.

Conclusion

Overall, the city owns few assets that can be repurposed to enhance broadband and connectivity within the city. However, Duarte has significant, well placed private fiber, towers, and other private assets that could be leased by the city for their own connectivity needs and to support broadband expansion.

Methodology

Entrust/Entrust assessed the Duarte area for existing public and private broadband assets and infrastructure that could be used, leased, shared or otherwise leveraged to develop and construct a functional, yet cost-effective broadband network. This included surveying and mapping several data sources available for use in the region, including public infrastructure, buildings, and/or facilities, conduit and fiber networks, communications towers, street lights, traffic signals, state networks, and private telecom assets, including middle-mile networks and data centers.

Public Infrastructure

Cities typically already own and manage significant public infrastructure in order to provide services to the community. Many municipal assets can benefit from being connected to network infrastructure. At the same time, those assets can be leveraged to provide enhanced community connectivity. Existing conduit and fiber networks

typically used for exclusive City communications or traffic control can also act as foundational infrastructure for residential and business internet access. Land, buildings, poles, and towers can support antenna to improve wireless connectivity. The public easements or rights-of-way (RoW) along public roads may be the most valuable assets, along with other public property, allowing for quick and cost-effective deployment of new communications infrastructure.

All of this can make widespread access to high-speed connectivity more feasible by reducing costs and accelerating the deployment of the requisite digital infrastructure.

City Communications Network

The City of Duarte uses commercial internet services for connectivity within city facilities.

Buildings and Facilities

Public and community anchor buildings and facilities can be utilized to build out a public network through deployment of antennas, radios, sensors, cameras, data servers, community Wi-Fi spots, and interconnection points for redundancy and disaster recovery.

Often the type of public asset is specific to the area targeted for broadband deployment. For example, connecting public works maintenance yards typically allows for broadband penetration into industrial areas; administrative buildings often are situated within downtowns or business districts.

The City of Duarte and Entrust have identified 23 sites (shown in Table 1) including buildings, facilities, utilities, parks, healthcare, and schools owned by different public and private entities, that have a need for broadband connectivity.

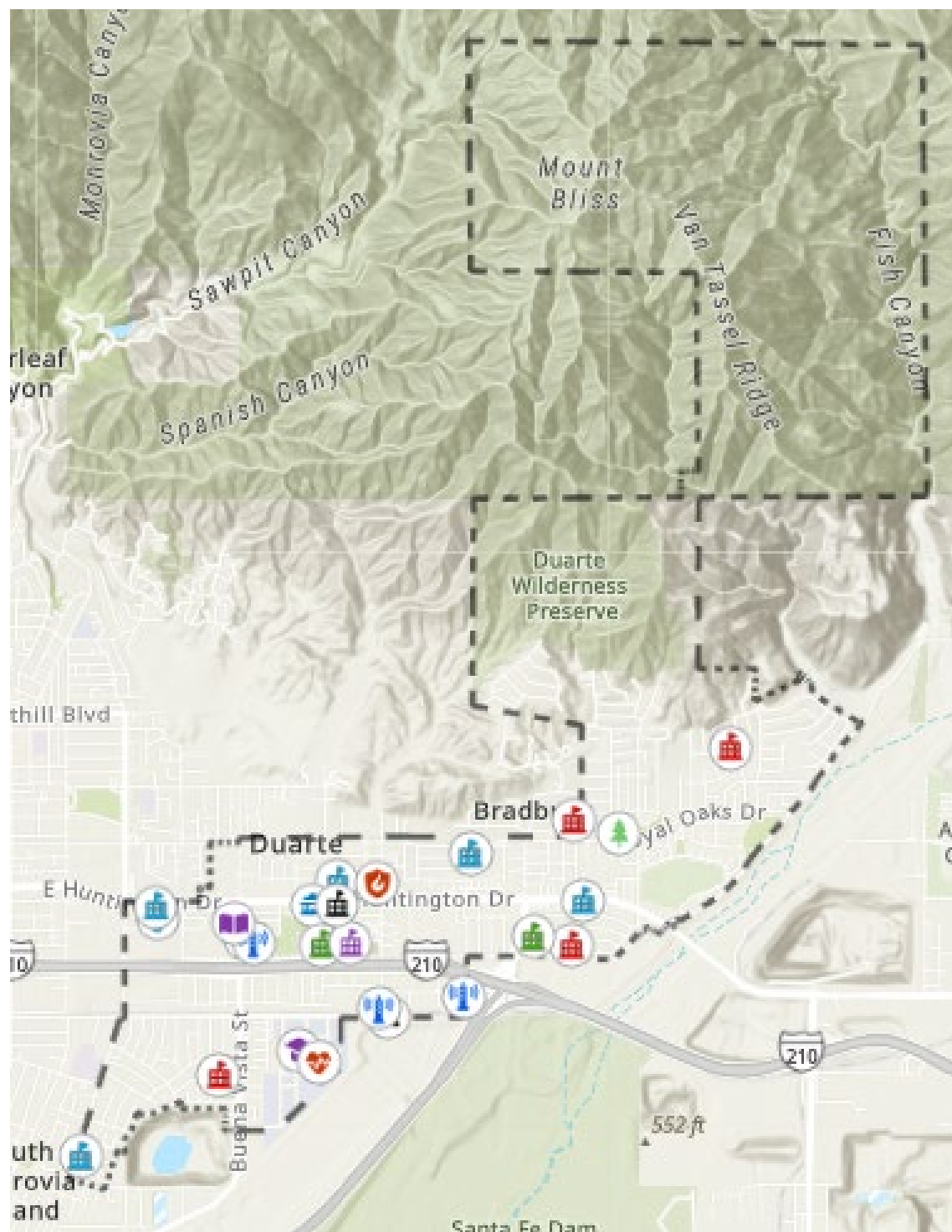


Figure 20. Public Facilities and Private Towers

Table 8. Public Sites with a Need for Broadband Connectivity

Site Owner & Facility Type	Total Sites
City	7
Administrative	1
Public Works	1
Police/Sheriff	1
Library	1
Parks	1
Recreation	2
County	
Government Services	
Healthcare	
Fire District	2
Private	1
Healthcare	1
Schools	13
TOTAL SITES	23

The City's inventory of 23 sites and the other public and private anchor institution sites can be leveraged to expand community access to broadband, both through routing a backbone fiber loop between these critical facilities, and also as distribution points for fiber and wireless connectivity.

Schools play a pivotal role in the importance of broadband connectivity. Access to broadband in schools ensures that all students have equal opportunities to learn and

thrive in the digital age. It enables students to access online educational resources, research materials, interactive learning platforms, and virtual classrooms. By bridging the digital divide, schools can provide an equitable education experience, ensuring that every student has the tools and resources they need to succeed academically.

As with public buildings and facilities, community parks can be sites for broadband distribution, locations of need for Wi-Fi hotspots, or both. Parks typically offer opportunities to penetrate residential neighborhoods, and municipalities are increasingly looking to offer free Wi-Fi hotspots as an amenity in the community where people congregate.

Street Light Poles

The City owns and maintains 698 street light poles throughout the community (see Figure 21). These poles provide extremely valuable infrastructure that can be leveraged to deploy broadband and/or smart city applications – particularly wireless connectivity (cellular or Wi-Fi) that can be used to distribute into homes and businesses without having to excavate new underground conduit networks.

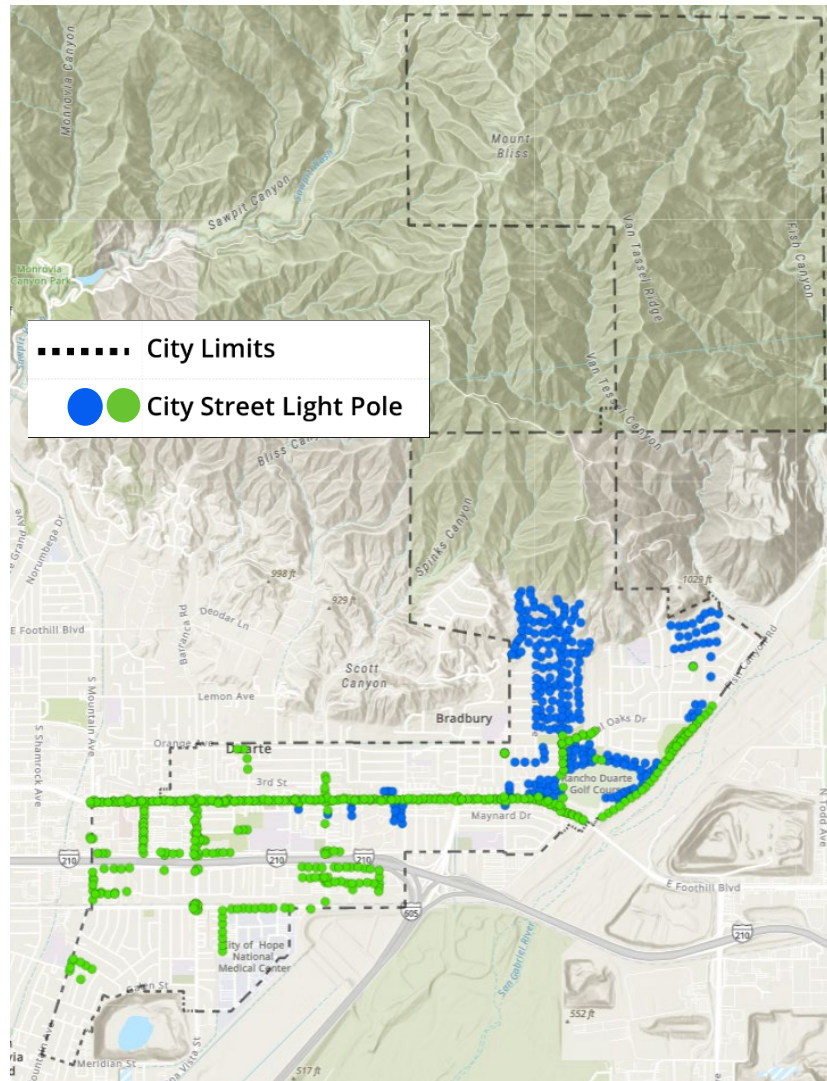


Figure 21. City Street Lights & Poles

The typically dense nature and geographic reach of streetlights offers a significant opportunity, particularly for deployment of 5G small cell technology through leasing poles to the major cellular carriers (AT&T, Verizon, & T-Mobile) that can cost-effectively provide high-speed broadband coverage into neighborhoods that lack adequate internet speeds. Streetlight poles and conduit can be leased to generate revenue, or leases can be offered as in-kind contributions for public-private partnerships, providing cost-effective infrastructure that can be used to deploy new fiber cables in existing conduit, and/or install smart city devices on poles (smart lighting management, cameras, traffic management, environmental monitoring, etc.).

Duarte's street light poles are deployed within many residential neighborhoods and throughout the city's commercial districts, providing the requisite vertical infrastructure to deploy City-owned/operated wireless communication devices (wireless, Wi-Fi mesh networks, Citizen Broadband Radio Service (CBRS), or 5G/mobile antennas) that could enhance community broadband services and speeds.

Poles can be utilized by the private sector as well for private 5G infrastructure installation. By utilizing publicly owned poles, service providers can extend their broadband reach further into the community, including residential, commercial, and industrial areas. This extended coverage enhances inclusivity, bridging the digital divide and ensuring equal access to online resources for all.

Street light poles also offer flexibility in terms of adapting to evolving technologies and future network upgrades. As broadband technology continues to advance, the infrastructure mounted on utility poles can be easily upgraded or replaced without major disruptions. This adaptability allows for seamless transitions to faster and more advanced broadband services, ensuring that communities stay at the forefront of technological advancements.

Traffic Signals

Traffic signal poles and associated structures are typically located along major transportation arterials, which similarly correspond with commercial corridors. This is true for Duarte. Alignment with road arterials makes signal control networks ideal assets for cost-effectively deploying new fiber backbones to critical economic development areas.

The City has 21 intersections with traffic signals (see Figure 21) either existing or planned as part of new development.

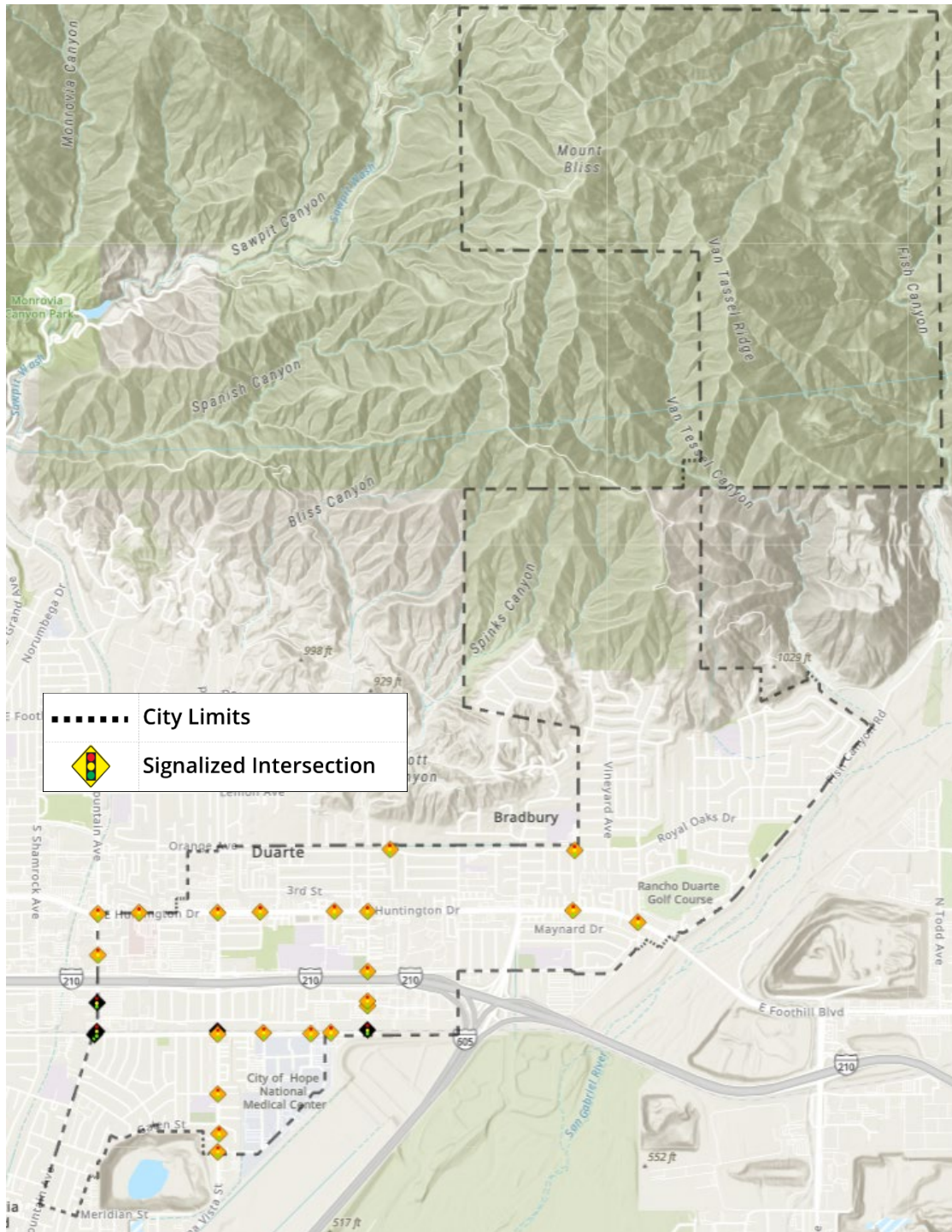


Figure 22. Signalized Intersections

Traffic signals are sometimes interconnected with electrical and/or signal control conduit networks. Many signal interconnect networks were originally conduit with twisted copper cables, and some have been updated to fiber cables. These

underground conduit networks can be rehabilitated and used to pull in fiber optic cable at a fraction of the cost of deploying new underground infrastructure. To date, Entrust and the City have not identified any existing conduit networks specific to traffic signals.

Connecting traffic signals offers two major advantages for broadband expansion: 1) the conduit networks that interconnect the signals can be rehabilitated and upgraded to fiber backbone cables that can meet the City's other communications needs, and 2) interconnected traffic signals and poles can be utilized to deploy traffic management systems, smart city devices, monitors, and other data applications.

California Middle-Mile Broadband Initiative (MMBI)

The State of California has been very active in designing and implementing broadband policies to expand broadband availability and digital literacy in the state. Governor Newsom made significant findings in Executive Order N-73-20¹¹ issued on August 14, 2020, addressing the need for improved broadband services, closely followed by passage of Senate Bill 156, which addressed broadband through the 2021 budget package. The state middle-mile network, known as MMBI, is underway, with portions of the network passing to the south of the city along Arrow Highway in Irwindale.

¹¹ See, <https://www.gov.ca.gov/2020/08/14/38666/>

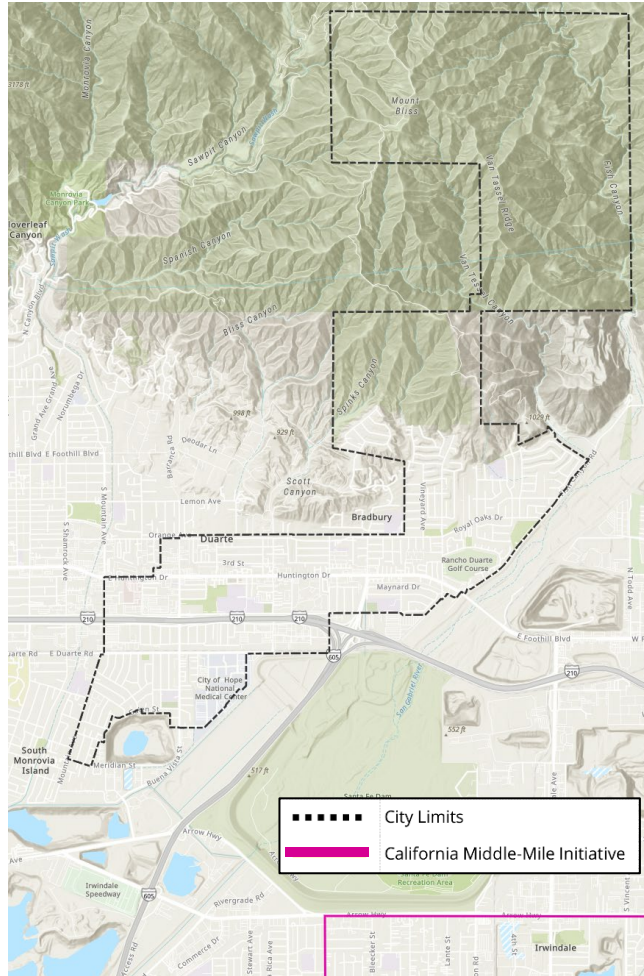


Figure 23. California Planned Middle-Mile Project (MMBI) ¹²

The MMBI in will provide a lower cost publicly owned fiber infrastructure that can provide the City long-haul data transport access to data centers and internet exchanges in Los Angeles, San Jose, and elsewhere. The city would need to build or lease additional fiber to reach the MMBI. The lower costs and higher speeds available on this network could make connecting to this network worthwhile.

¹² Source: CPUC Statewide Construction Evaluation Map of 10,000 Miles of Proposed Build <https://experience.arcgis.com/experience/e2540ace2ac248ee8c3350aa39395342/page/Segments/?views=Legend>

3. Private Infrastructure

Metro Fiber

Metro Fiber Networks, as the name implies, are designed to connect major sites in relatively dense metropolitan areas to each other and to other service providers, typically via colocation data centers or exchange facilities. Mobile network operators use metro fiber to connect towers and 5G small cell sites.

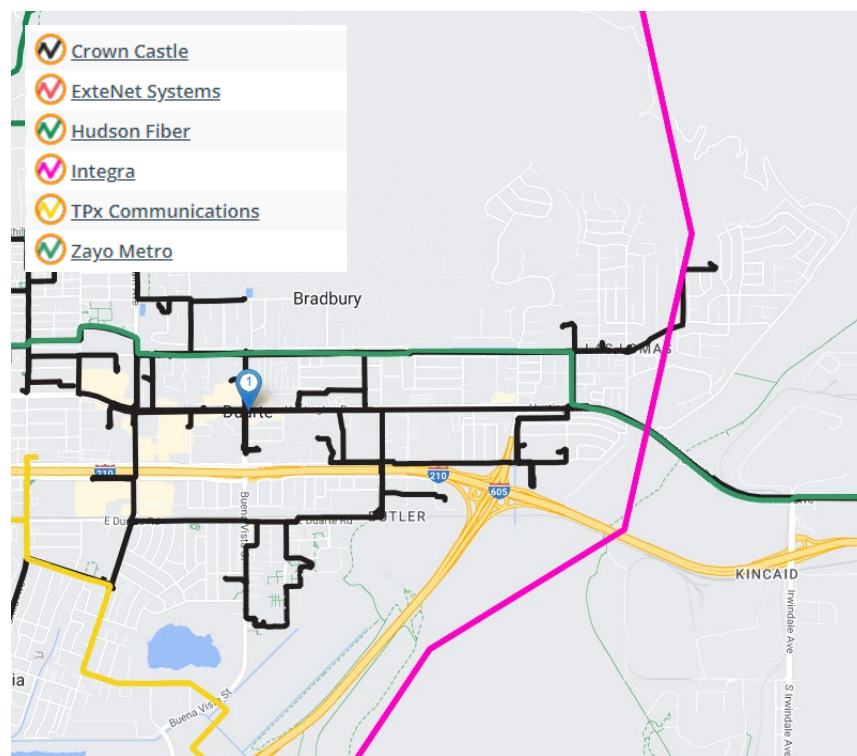


Figure 24. Metro Fiber Networks in Duarte¹³

Smart city applications can leverage existing metro fiber networks to connect data centers and remote devices. Applications with the need for high bandwidth, such as high-resolution traffic and public safety cameras, can be served on metro fiber networks. Services are priced on an individual case basis, based on the service level, number of sites, distance, and bandwidth required. Some carriers will lease dark fiber

¹³ Source: Fiberlocator.com

strands, but these are generally lit, or active services. Many companies prefer to sell connectivity as part of a suite of managed services.

Long Haul Fiber

Long haul, or middle-mile, networks typically extend access to interconnection points in major cities and are of limited use for local smart city applications. However, more cities are moving their managed services and IT workloads to public cloud infrastructure, such as Amazon AWS and Microsoft Azure. Certain IT and smart city applications will require high-speed access to the remote cloud data centers, and many require low-latency connections to the cloud to function effectively. Many of these public clouds reside in the same interconnect facilities in major U.S. cities, including Los Angeles, San Jose, and Phoenix.

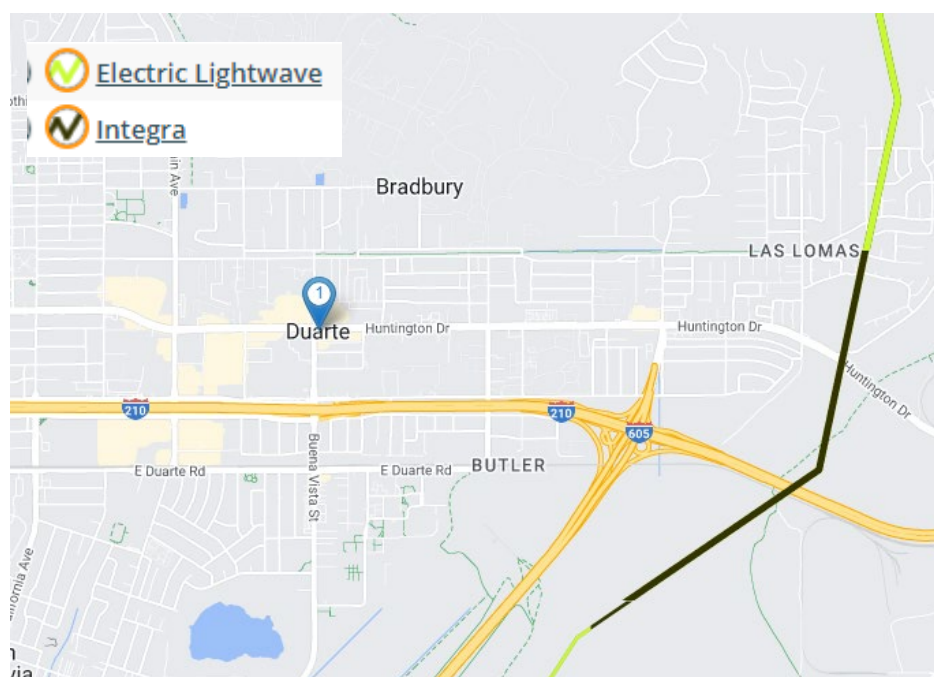


Figure 25. Long Haul Fiber Networks in Duarte¹⁴

For Duarte, the key inter-exchange points and major data center clusters are located in Los Angeles. As illustrated in Figure 25, there are two providers that can be utilized to provide the path redundancy and carrier diversity requirement often demanded by

¹⁴ Source: Fiberlocator.com

private businesses and municipalities. The construction of the public MMBI will provide additional, cost-effective options that will further connect Duarte to regional and state data centers.

Data Centers

City enterprise software applications and smart city applications of all types ultimately reside on a server. That server can be in an on-site city data center, in a co-location data center or “in the cloud” in a distant data center, or more likely in all three. A major trend in data and software applications is the migration of services to the cloud, which requires moving data resources closer to “the edge of the internet” or data/interconnect centers. This allows end users to reduce latency and improve application performance. Thus, data centers and peering points are increasingly being established further from the major internet centers to enable better cloud services in areas further from major U.S. cities.

As more and more mission critical applications of enterprises, governments and consumers migrate to public and private clouds, the latency to and from the internet edges and centralized public cloud data centers can become a performance bottleneck. To address this, the edge is migrating from the internet exchanges and massive public cloud data centers to nearby large cities. We expect this migration to continue and even accelerate.

Given this importance, cities should have path redundant connections from two service providers to two tier one IXPs. The current long-haul fiber is limited in Duarte, though it is sufficient to enable redundant connections.

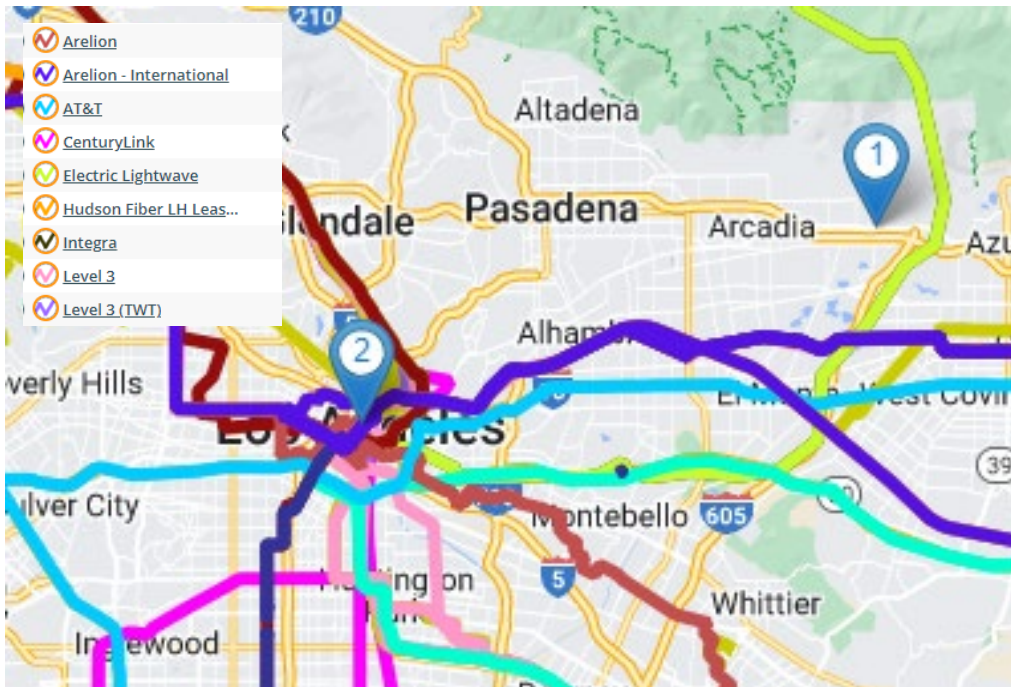


Figure 26. Tier 1 Inter-Exchanges and Long-Haul Routes to Duarte¹⁵

Vertical Communication Assets

Vertical assets, such as towers and monopoles, can be used for wireless (Wi-Fi, cellular, or radio) distribution points to enhance broadband access in the community, often leased to private telecommunication companies to serve their subscribers. However, these assets can similarly be used by the City to enhance community broadband – either directly by installing public Wi-Fi, radio, or cellular distribution equipment, or indirectly through creative leases and agreements with private telecom that exchange rents for serving City-targeted areas.

There are at least three towers, antennas, and wireless communications facilities within the City shown in Figure 19. Public Facilities and Private Towers, two owned by Crown Castle (a Metro Fiber Network operator) and one owned by Verizon.

¹⁵ Source: <https://www.datacentermap.com/>

Conclusions & Implications

As is customary for contract cities like Duarte, the city has, to date, managed their connectivity by leasing private assets. The City does not currently invest in publicly owned broadband infrastructure for their own use or the community's use.

The City owns and manages 698 street light poles, which could be used to deploy broadband and/or smart city applications via wireless or cellular connectivity or leased to mobile carriers.

The City owns 21 signalized intersections that are operated. At present, there is no known, centralized control network, wired or otherwise, to enable the city or their contracted operator to manage their traffic devices.

The three existing private communications towers could be utilized to enhance community broadband by directly installing public Wi-Fi, radio, or cellular distribution equipment.

There are existing long-haul and metro fiber within the City, which could be utilized by the City for their own connectivity needs.

Further exploration of how these assets could be utilized to improve broadband in the City of Duarte in the gap analysis and recommendations section of this report.

4. Needs Assessment

Overview

As part of this assessment, Entrust, sought input from city staff, from the community at large and the public on the broadband situation as they experience it. Paper and online surveys were made available and a variety of stakeholder focus groups were

conducted to give the public a variety of avenues to share their opinions and experiences. The focus groups were conducted between March and May of 2024. The survey was open during this time as well.

The focus groups and internal staff meetings revealed several common themes and unique challenges across different sectors in Duarte. The common issues included unreliable connectivity, the impact of Spectrum's monopoly, and the need for better infrastructure.

The Business and Industry group emphasized the financial impact of poor connectivity on small businesses and the need for more competitive options. The Education and Social Services group highlighted the digital divide among students and the critical need for reliable internet for educational success and safety. The healthcare sector focused on the importance of robust and secure internet for telemedicine and efficient healthcare operations. Finally, the in-person focus group underscored the need for equitable access to broadband, particularly for low-income families and seniors.

In light of these challenges, there is a shared sentiment that the City of Duarte should take a proactive role in improving broadband connectivity. This includes attracting more providers to increase competition, implementing public Wi-Fi, subsidizing internet costs for low-income residents, and developing policies that facilitate efficient infrastructure upgrades. By addressing these challenges and prioritizing broadband development, the city can enhance connectivity for all residents and support long-term economic, educational, and healthcare goals.

Methodology

The Entrust team worked with the City of Duarte team during Spring of 2024 to identify the full range of community stakeholders. Generally, stakeholders are anyone who has an interest in the success (or failure) of an initiative, organization, or project. For broadband planning, we consider stakeholders to organizations in an area, particularly those that serve and support local businesses and residents. A list of these types of major organizations, including their representatives' contact information, was developed by the Duarte team and supplemented by the Entrust team. For practical purposes, we narrowed these down to three groups for which we convened online

focus groups and had internal discussion groups. Additionally, we had focused discussions with Duarte Departmental Staff sections as well.

Business and Industry, March 25, 2024

Healthcare, March 27, 2024

Education, Social Service, Non-Profit, March 26, 2024

In Person Focus Group, May 2, 2024

Internal Staff Meetings, Various times

The focus groups were scheduled several weeks in advance. Stakeholder representatives were contacted via email from the City of Duarte's administrative offices to request their participation. They were then invited to the relevant focus group via email. Those stakeholder representatives that could not attend were offered the options of (a) attending a different session, (b) having a one-on-one online interview, or (c) sending an associate. Most chose to send an associate, some opted for interviews, and some simply did not respond.

Entrust led the focus groups and took notes on the discussions, which generally covered:

Current connectivity, including any issues or problems.

Connectivity needs of clients, customers, members, and partners.

Goals and plans for the near future, including upgrades, that would impact connectivity needs.

Major issues and trends expected to impact operations and technology requirements.

The City's potential role in increasing broadband availability and improving performance.

Results

Business and Industry Focus Group

Participants from the Duarte Chamber of Commerce, JTL Consultants, Christian Alliance Church, and SGV Arts School discussed various connectivity issues faced by

businesses and residents in Duarte. Spectrum's service was reported as problematic, especially for residents in senior centers and those living in the hills. Connectivity is unreliable, and Spectrum's monopoly limits options for improvement. This situation has financial impacts on small businesses, particularly home-based ones, due to unstable internet connections. Switching providers has not always resolved these issues, and the lack of competition means there are few alternatives.

The lack of fiber optic availability for the Christian Alliance Church hampers their ability to conduct services effectively. Broadband service is difficult to access around the SGV Arts School campus, significantly affecting operations and safety during emergencies. Participants highlighted that poor connectivity impacts not only their daily operations but also their ability to respond to critical situations. Businesses reported that internet outages directly affect their ability to serve customers and conduct financial transactions, leading to lost revenue.

Participants felt the city's role should be to attract more broadband providers to increase competition and improve service quality. Implementing public Wi-Fi in key areas can help bridge the digital divide and support low-income residents. Additionally, the city should work with current providers to enhance the existing infrastructure and address the specific needs of both businesses and residents. Overall, improving the current connectivity and addressing major issues and trends are crucial long-term goals to support Duarte's economic growth and stability.

Healthcare Focus Group

Participants from City of Hope and the Comprehensive Cancer Center at City of Hope (CTCA now part of City of Hope) discussed the current state and future needs of broadband connectivity in their healthcare facilities. City of Hope uses multiple vendors, including Crown and Spectrum, for connectivity across its clinics and hospitals. They are in the process of re-designing their connectivity architecture to improve efficiency and reduce costs, including consolidating technology stacks to manage solutions more effectively is a key focus. Participants emphasized that reliable internet is critical for supporting telemedicine services, electronic health records, and real-time communication between medical professionals.

Robust and flexible broadband infrastructure is essential to support advanced healthcare operations and future growth. Participants noted that internet outages can disrupt patient care, delay medical procedures, and hinder the sharing of critical health information. They also highlighted the need for secure and high-speed internet to support the growing use of telehealth services, which have become increasingly important during the COVID-19 pandemic.

Participant's felt the city should facilitate the development of broadband infrastructure that supports healthcare facilities' advanced connectivity needs. This includes working with providers to ensure that healthcare facilities have access to high-speed and reliable internet. Investing in dedicated broadband lines for healthcare use and ensuring redundant connections can help prevent disruptions in service. Ensuring robust broadband infrastructure will support the healthcare sector's long-term operational efficiency and growth.

Education, Social Services, and Non-Profit Focus Group

Representatives from Duarte USD and SGV Arts School discussed the challenges faced in ensuring adequate connectivity for educational purposes. Duarte USD utilizes a 1-gig pipeline from AT&T and provides additional hotspots through T-Mobile. However, connectivity issues persist, affecting emergency responses and day-to-day operations. Approximately 30% of students require connectivity support, highlighting a significant digital divide. The digital divide not only impacts students' ability to complete homework and access educational resources but also affects their participation in online classes and extracurricular activities.

An assistant principal and systems administrator from SGV Arts School emphasized the challenges poor connectivity poses for student safety and daily school operations. They shared an instance where poor connectivity hampered the response to a student in need, underscoring the critical nature of reliable internet for ensuring student safety. The school reported that internet speeds often drop during peak usage times, making it difficult for teachers to conduct online lessons and for students to engage in digital learning activities.

Participants feedback stressed that ensuring reliable internet is critical for student safety and effective educational operations. Discussions indicate the city should

support educational institutions in their efforts to improve connectivity and provide additional resources for students in need. Investing in upgrading broadband infrastructure within school zones and collaborating with providers to offer affordable internet plans for students' families are essential steps. Addressing these issues is crucial for achieving long-term educational goals and ensuring student well-being.

In Person Focus Group

The in-person focus group revealed that Spectrum's dominance in the region creates a lack of competition, resulting in high costs and limited-service improvements.

Participants expressed a strong demand for public and free Wi-Fi provided by the municipality, drawing inspiration from successful implementations in nearby cities like Maywood. Broadband is seen as a crucial utility that should be managed and subsidized similarly to water and electricity.

The group noted that many residents, particularly seniors and low-income families, struggle with the high costs of internet services. They emphasized that reliable internet access is essential for accessing healthcare services, job opportunities, and educational resources. Participants also pointed out that the digital divide exacerbates socio-economic disparities, making it harder for underserved communities to thrive.

The group agreed that improved public broadband access is essential for equitable connectivity across Duarte. It was expressed that the city should consider broadband as a crucial utility and take an active role in managing and subsidizing it to ensure equitable access for all residents. This includes providing public Wi-Fi in key areas, subsidizing internet costs for low-income families, and working with providers to expand service coverage. The group felt that ensuring equitable access to broadband is a key long-term priority for the community's development.

City Staff Meetings

Internal Staff meetings were held separately with Public Safety, Planning, and Public Works. Internal staff meetings revealed several policy and infrastructure gaps in broadband development. Currently, there are no specific policies for broadband development, joint trenching, or dig-once ordinances. Coordination meetings with utilities are not regularly scheduled. Staff expressed the need for fiber lines in strategic

areas, including City of Hope, industrial parks, and commercial districts. Public safety systems rely on various connectivity networks, and public works projects, such as traffic signal infrastructure, are managed by LA County without city-owned fiber or conduit.

The lack of specific policies for broadband development has led to uncoordinated efforts and missed opportunities for infrastructure improvements. Staff noted that implementing dig-once and joint trenching policies could significantly reduce costs and streamline the process of upgrading broadband infrastructure. Regular coordination meetings with utilities would ensure that broadband development is aligned with other infrastructure projects, such as road repairs and utility upgrades.

Addressing these policy gaps and infrastructure needs will be crucial for facilitating comprehensive broadband development in Duarte. The city should consider regular coordination meetings with utilities, and invest in upgrading broadband infrastructure, particularly in underserved areas and for emergency services. This will ensure a more efficient and coordinated approach to broadband development, ultimately benefiting residents and businesses.

5. Survey

As mentioned previously, part of the needs assessment included an online survey to collect data on broadband services received by Duarte residents, businesses and organizations. The convenience survey, was made available to the community at large and was promoted by the City for all members of the community to share their experiences. In addition to questions about location, services subscribed to and demographic data, the survey also included an internet speed test to collect objective data on broadband performance. The survey was officially launched on February 6, 2024, and remained open through May 6, 2024

Conclusions and Implications

Survey respondents overwhelmingly represented households rather than organizations. While Duarte has city-wide broadband service from several providers, residents are

frustrated with cost, performance, and lack of competition. Choice, reliability, and overall internet availability were identified as the most important factors, but price was the greatest source of dissatisfaction among respondents.

Respondents reported paying Charter Spectrum an average of \$0.38 per Mbps per month for 225 Mbps of throughput. Comparatively, Duarte residents paid Frontier less than half of that rate - \$.14 per Mbps per month with an average throughput of 455.9 Mbps month. Charter Spectrum dominates the market, with 75% of respondents using its service. Respondents feel they are paying too much for internet service, especially for lower speed services with higher per Mbps costs.

Demand for non-internet services appears limited. Almost 70% of respondents have cut the cord, relying solely on streaming services. Survey respondents were generally more educated and older than the overall population, under-representing lower-income households. These conclusions likely apply even more strongly to lower-income households.

In conclusion, Duarte has broadband services comparable to other mid-sized cities, but residents are seeking more competitive options. Cable dominates internet access. The incumbent cable company offers internet access at a premium, while smaller providers, including cellular companies, have minimal market presence. Internet performance and costs in Duarte are comparable to other areas with limited broadband competition but lack the benefits of a truly competitive environment that is better able to meet residents' needs.

Methodology

The City promoted an online community survey developed by ENTRUST to help assess broadband needs, experience, satisfaction, costs, and speeds. The survey also included an embedded speed test that allowed respondents to automatically test and record their actual download and upload speeds.

The survey was active from February 6, 2024, through May 6, 2024, and received 574 responses. The survey was of residential and business locations, as well as households and organizations. It was conducted with ENTRUST's customized online survey format. As a convenience survey, it was available to anyone and generally

promoted by Duarte for all members of the community. Not all respondents completed the entire survey. The level of community engagement on this survey is considered as representative of the population as a whole. As with many online convenience surveys, the sample is not randomized and thus some populations tended to be over-represented.

Results

Responses / Demographics

From the 574 responses, 551 were found to have usable data after data cleanup. Fifty-two percent of the useable surveys were complete surveys. Completed” simply means respondents made it to the last page of the survey and clicked “Submit.” Each item in the survey is analyzed separately using all responses to that item regardless of whether respondents completed the survey. Therefore, we report the number of responses (“n”) for all items.

Figure 1 indicates 92.5% (510) of these were from households (not organizations). Seventy-One percent responded from a location that was not part of a multi-unit complex such as an apartment complex, condominium, or office suite. Table 1 indicates that the survey respondents tended to be slightly older and from smaller family units than the typical Duarte resident. Figure 2 and Figure 3 provide occupational and educational level profile information indicating a well-educated and diverse workforce.

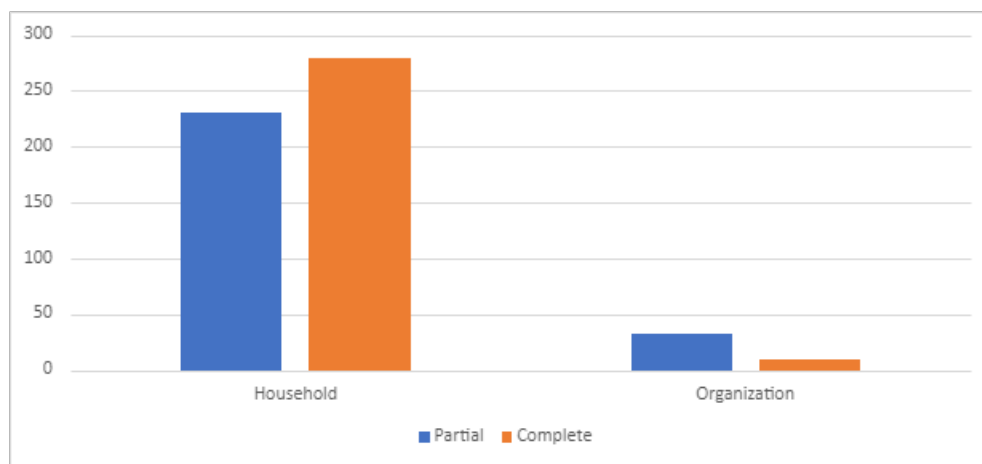


Figure 27. The numbers of 551 responses by completeness and location type

Table 9. Basic Demographic Statistics for Duarte Compared to Survey Responses

	Census	Survey Responses
Number of Households	21,727	510
Average Family/Household Size	3.44	2.67
Median Age	44.9	50.84

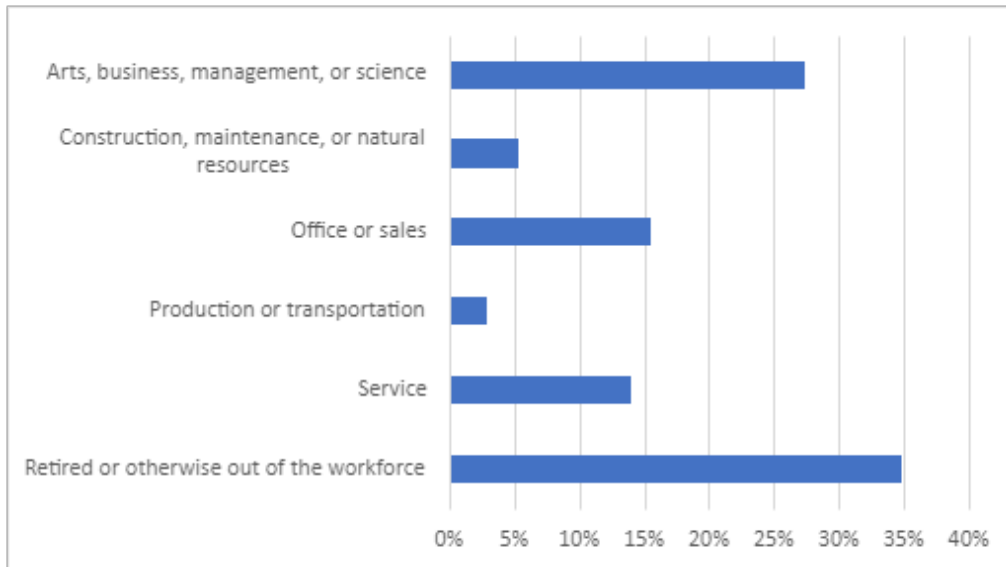


Figure 28. Occupation by Percentage of the 278 Respondents

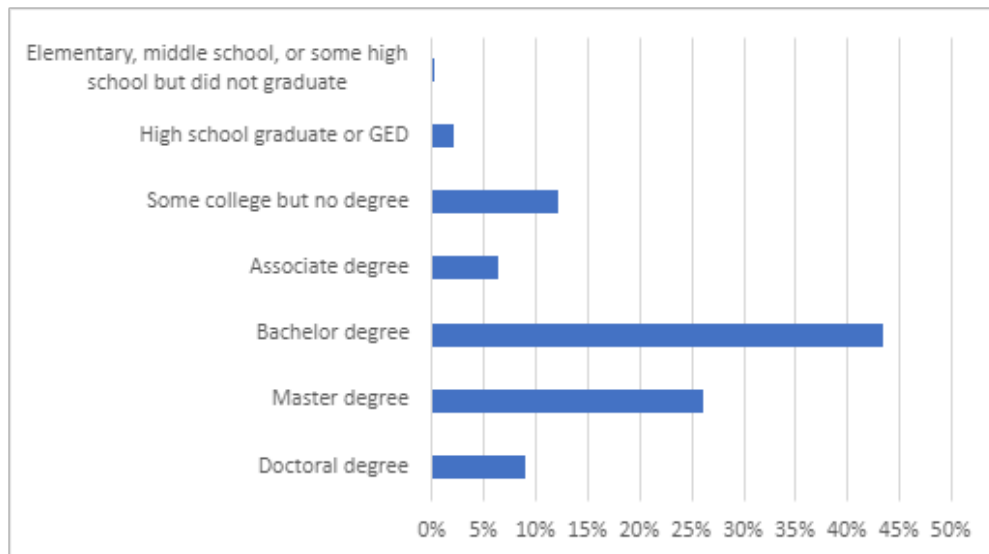


Figure 29. Level of Education by Percentage of the 278 Respondents

Internet Services

The survey focused on internet services—type, speed, provider, cost, as well as sentiments about and utilization of internet access. A total of 550 responses included information about the type of service. Cable broadband is by far the most common type of internet service. Figure 4 indicates that 64% of the respondents have cable broadband. Fifteen percent reported a fiber connection, and five percent have DSL. Seven percent were unsure about their connection type. The remainder, representing less than 9% of the responses, reported either mobile/cellular wireless, fixed wireless, or some other form of coverage.

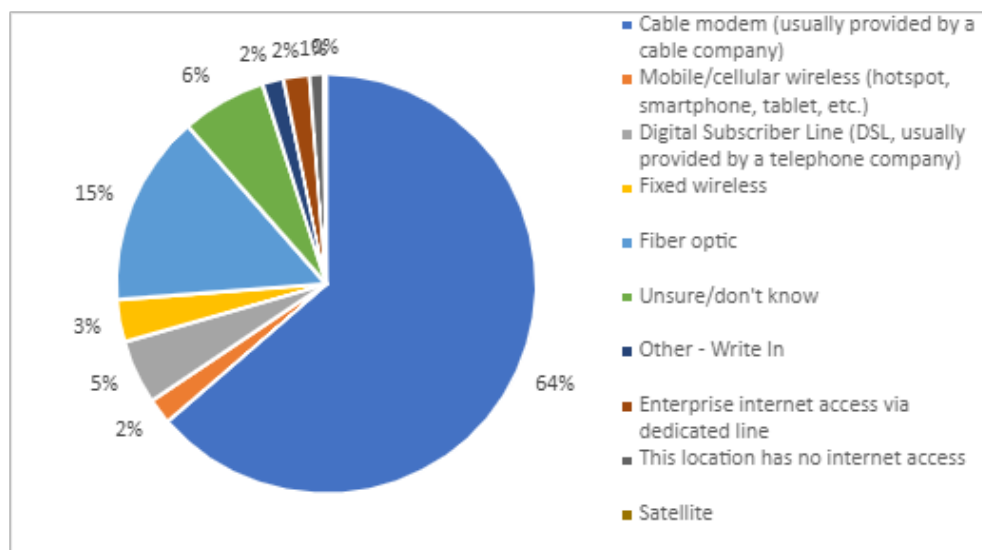


Figure 30. Type of internet service by percentage of 550 responses

The responses are distributed geographically throughout Duarte as shown in Figure 5. The range of connection types is notable, particularly the heavy reliance on cable modem service. This data supports other information in the survey indicating that Charter Spectrum is the dominant broadband provider in the market.

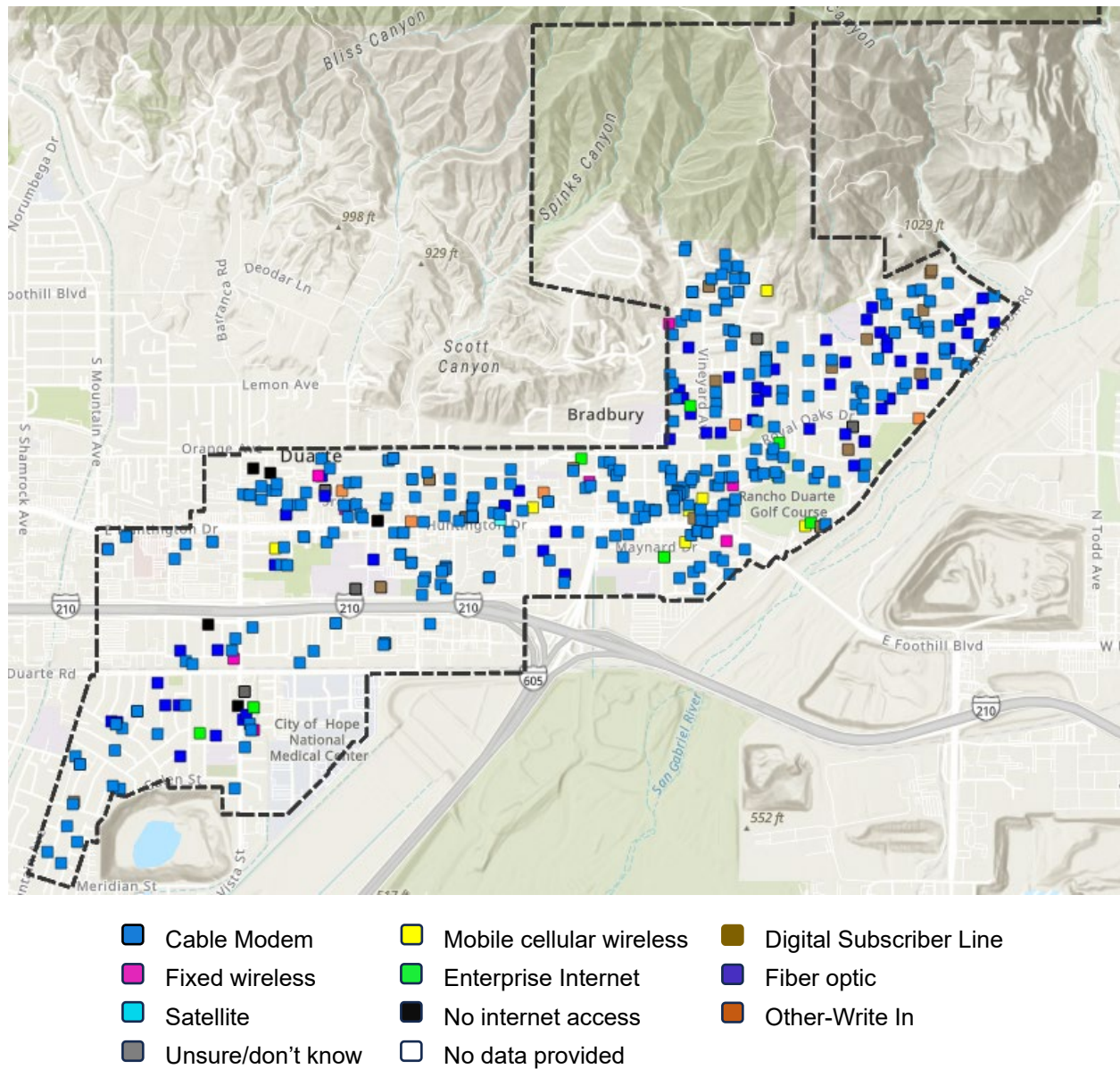


Figure 31. Locations of 550 survey responses by type of internet connection¹⁶

¹⁶ Connection type definitions can be found in the market analysis section of this report

Connection Performance and Costs

As shown in Table 2 fiber optic connections were the fastest access type and cheapest price by a wide margin. \$0.30 per month per Mbps is a nationally competitive rate.

Cable modem service and Mobile//cellular in Duarte are above that rate.

Table 10. Cost and performance statistics by type of broadband connection

Connection Type	Percent	MRC	Latency	Thruput	MRC/Mbps
Cable modem	63.6%	\$84.49	9.90	234.55	0.36
Mobile/cellular wireless	2.0%	\$55.83	43.80	161.52	0.35
Digital Subscriber Line	4.9%	\$55.66	21.30	202.48	0.27
Fixed wireless	3.3%	\$72.73	22.77	322.71	0.23
Fiber optic	14.7%	\$61.92	8.37	470.26	0.13
Unsure/don't know	6.5%	\$131.20	12.88	201.22	0.65
Other - Write In	1.6%	\$59.94	22.25	185.20	0.32
Enterprise internet access	2.0%	\$72.16	12.17	201.15	0.36
This location has no internet access	1.1%	NA	NA	NA	NA
Satellite	0.2%	NA	NA	NA	NA

Figure 6 indicates that 34% of all respondents maintained a total throughput of less than 120 Mbps, while less than 2% maintained more than 1000 Mbps. Eighty-eight percent of all respondents maintained less than a 500 Mbps service.

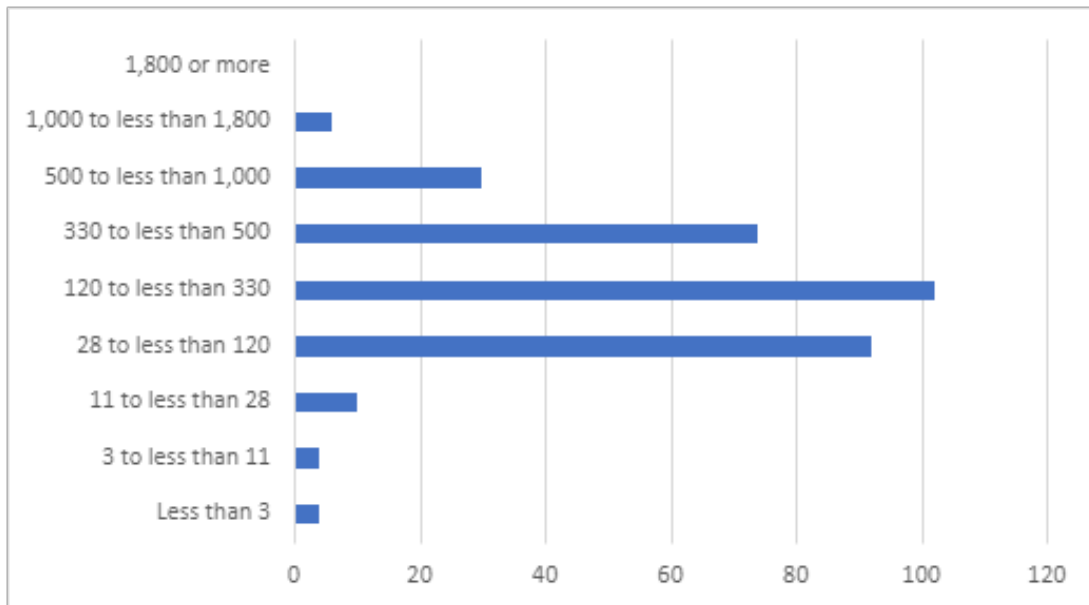


Figure 32. Percentage of 322 responses by throughput ranges

Approximately 22% of all respondents indicated a daily slowdown or brief outage in service as shown in Figure 7. Longer service outages lasting one hour, or more, are reported on a monthly basis for nearly one third of all respondents. Sixty four percent of all respondents indicate service outages for several hours to a day or more at least once per year. Sporadic outages occur throughout the city. No single area is subject to more outages than the city as a whole.

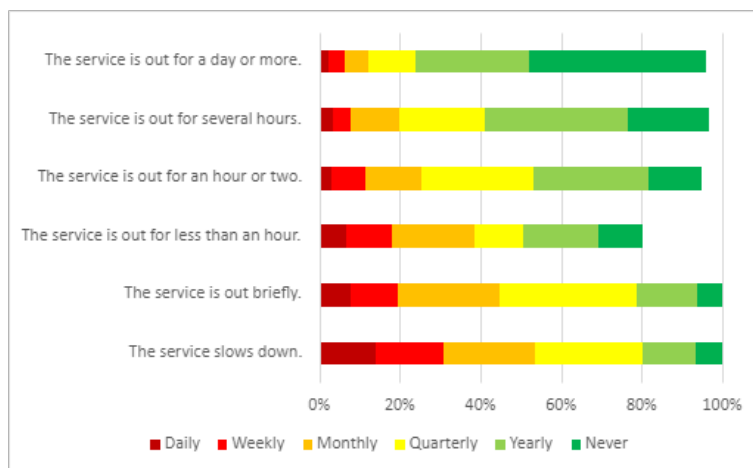


Figure 33. Perceptions of service reliability as a percentage of 303 responses

The geographic distribution of survey responses by speed can be seen in Figure 8. The low number of responses indicating service levels above 500 Mbps are often seen in a cable dominant market with a lack of competitive options.

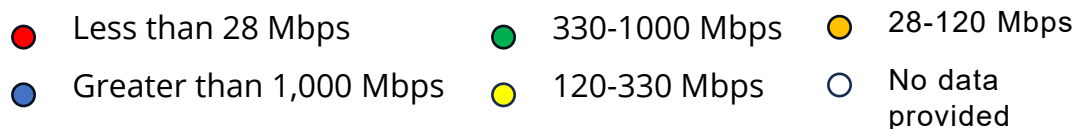
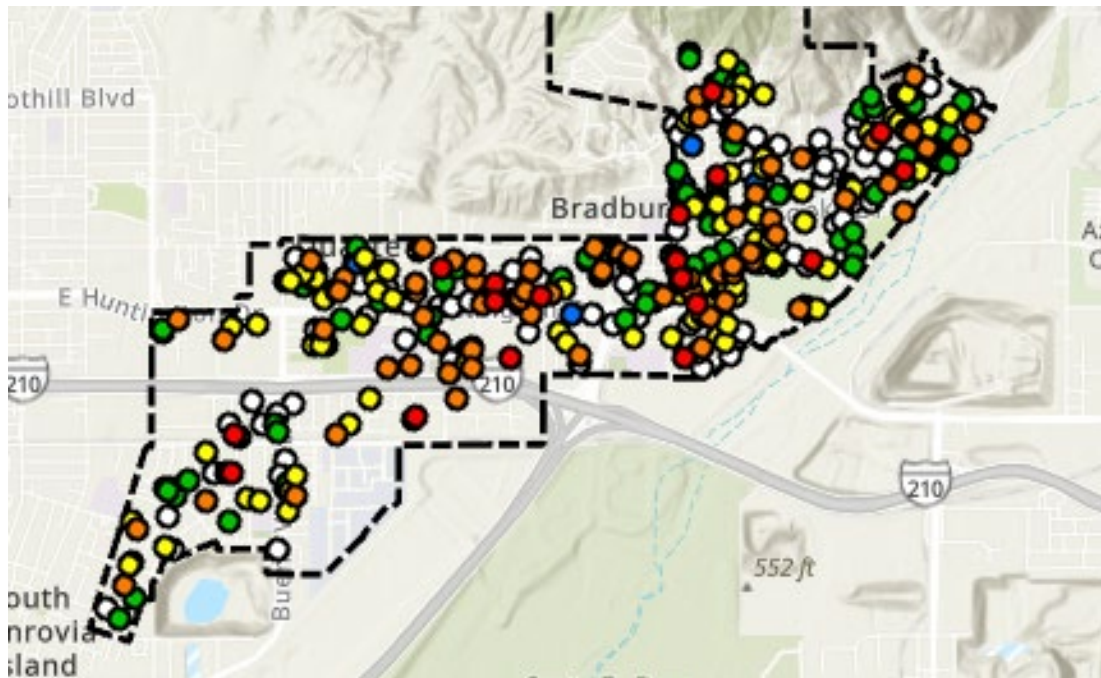


Figure 34. Locations of 322 responses by internet connection speed

Internet Service Providers and Costs

Seventy-Five percent of the respondents have Charter Spectrum as their broadband service provider as shown in Figure 9. Fifteen percent of the respondents receive their service from Frontier, including 5% of that identified as DSL service as noted above. The remaining 9% of providers are primarily fixed wireless access providers, T-Mobile Home Internet, and Verizon 5g Home Internet

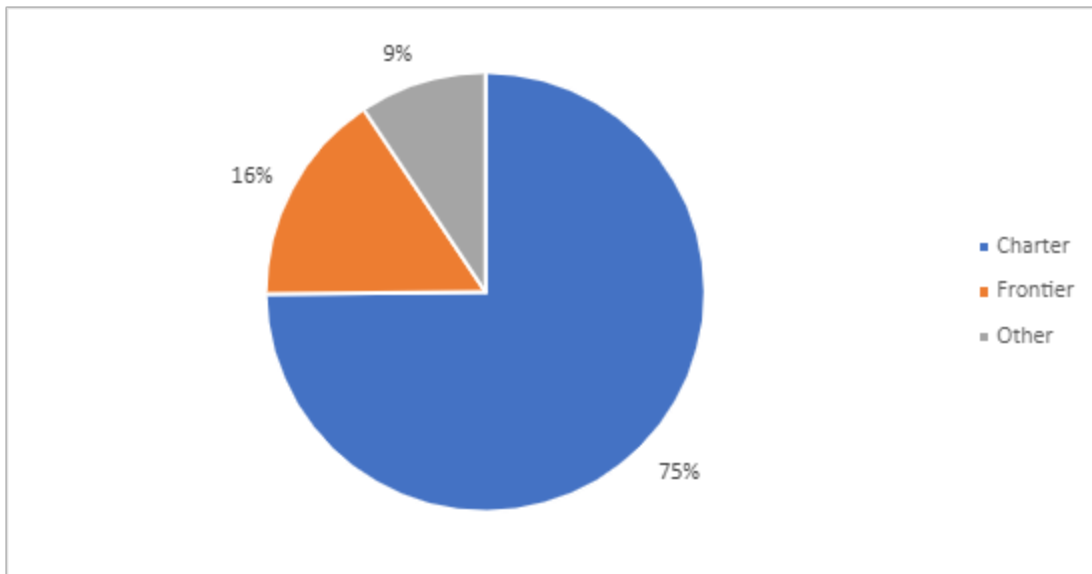


Figure 35. Broadband service provider by percentage of 342 responses

Table 3 summarizes average costs and performance for broadband providers in Duarte. The table does not include AT&T as they were not included as a survey choice.

Table 11. Average costs and performance by internet service provider for 371 responses

Provider	Monthly Recurring Costs (MRC)			Performance	
	All services	Internet Only	Per Mbps	Latency	Throughput
Charter	\$119.13	\$85.46	\$0.38	10.6	225.4
Frontier	\$79.48	\$61.91	\$0.14	8.8	455.9
Other	\$83.83	\$66.17	\$0.26	27.1	258.5
All	\$109.75	\$80.27	\$0.31	11.7	262.8

Half of the respondents reported purchasing broadband only from their broadband service provider and no other service, as shown in Figure 36. The most commonly reported additional service purchase was TV and phone services as shown in Figure 37.

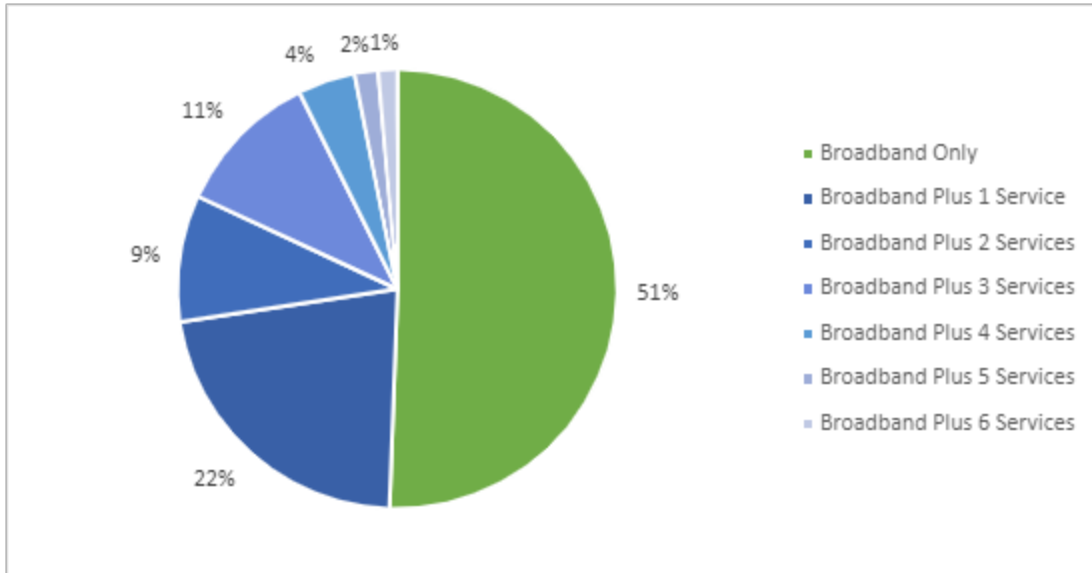


Figure 36. Number of services taken by percentage of 354 responses

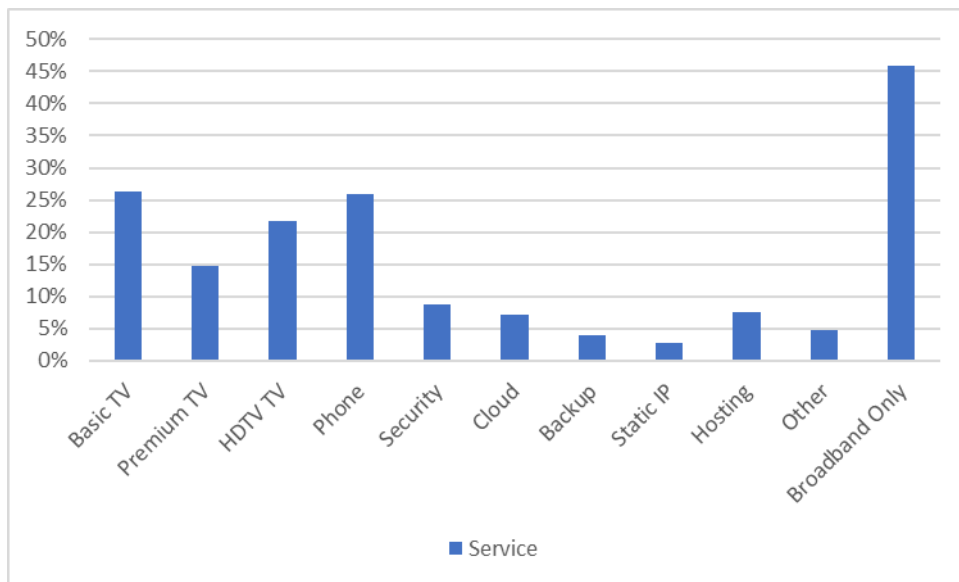


Figure 37. Additional services received from broadband provider by type

Table 12. Monthly recurring cost statistics for all services and broadband only

Figure	Count	Max	Mean	Median	Mode	Min
All Services	330	\$398	\$110	\$89	\$80	\$1

Broadband Only	330	\$1,000	\$80	\$79	\$80	\$1
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Uses of Broadband

Communication with family and friends was the most common use of internet among respondents, as shown in Figure 12. Effectively all respondents used the internet for this purpose at least once a week. Over 81% used it for this purpose daily. General research and entertainment also ranked very high in the survey.

Education was among the highest uses for broadband, behind communication and entertainment. Over half the respondents used their broadband connection for education, school, work, and training. Over 86% indicate they use their internet for E-Commerce purposes (whether buying or selling goods). Almost one-third of respondents indicated that they used their broadband connection daily for remote work. Meanwhile over two-thirds report living with someone who also use the internet at home for remote work as seen in Figure 13.

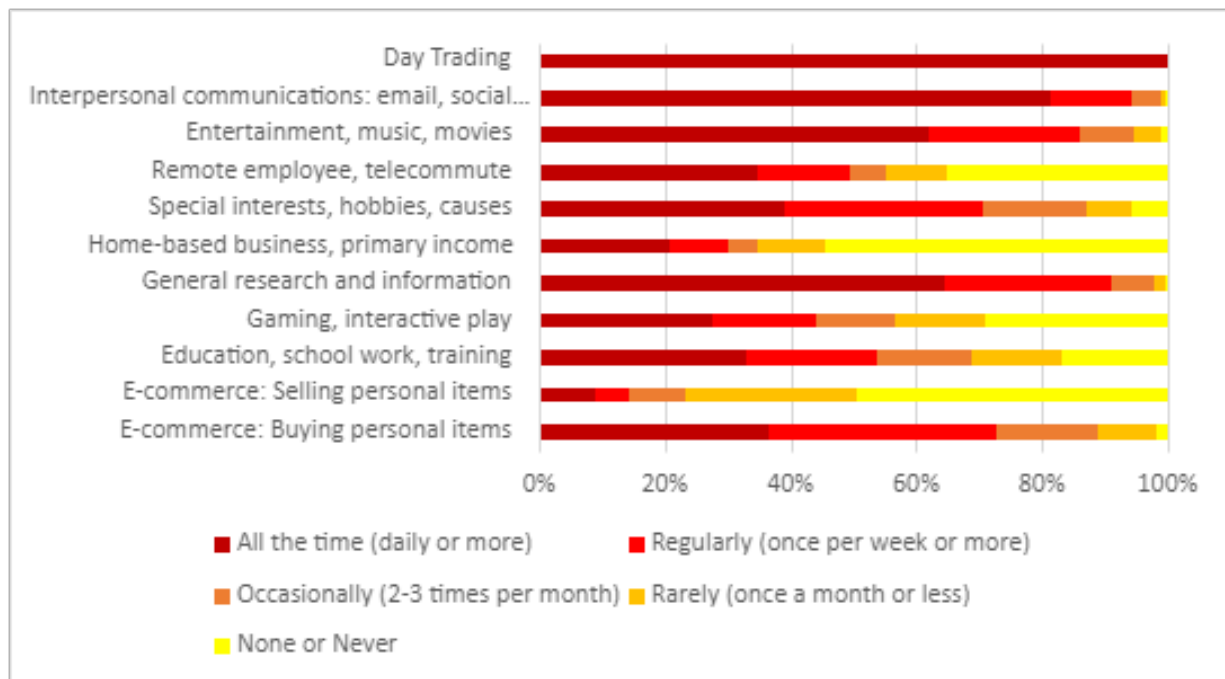


Figure 38. Frequency of use of internet by percentage from 278 responses

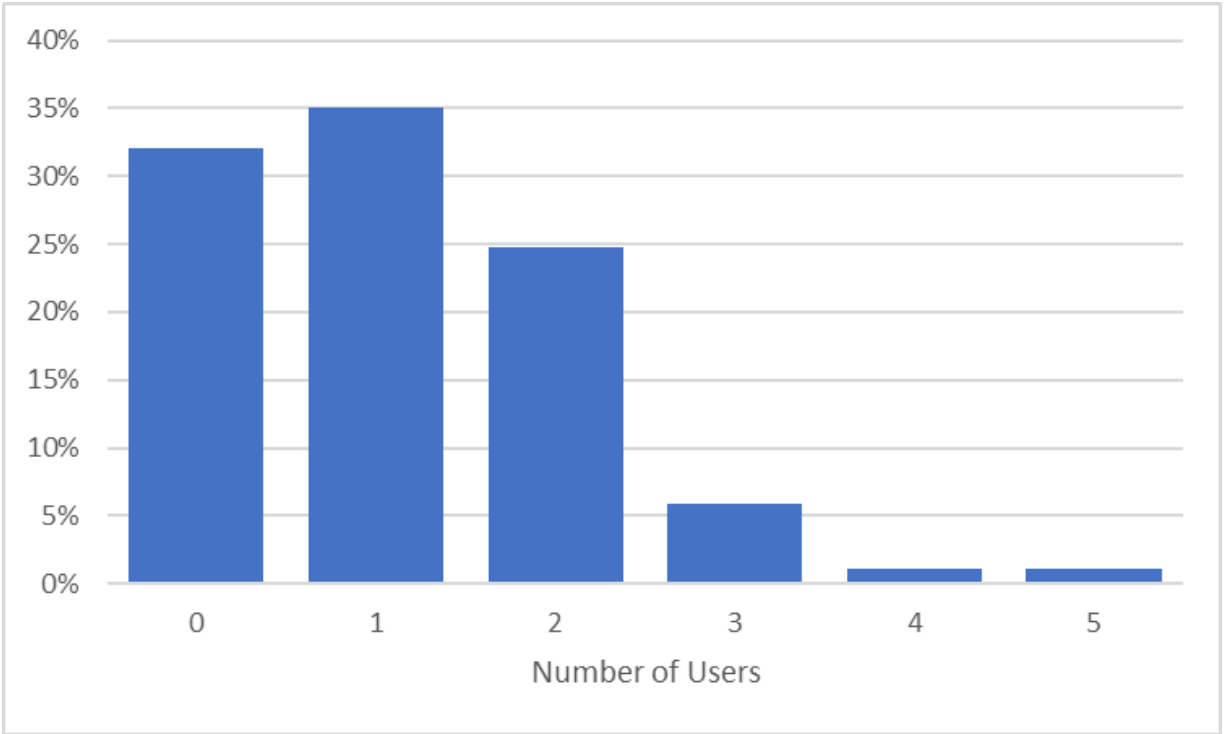


Figure 39. Number of people using the internet at home for remote work with 274 responses

Sixty-Nine percent of respondents have effectively “cut the cord,” as illustrated in Figure 40. Responses indicate getting 60% of video content from the internet/streaming services. Only 7% of respondents indicated getting all of their video content via traditional television channels.

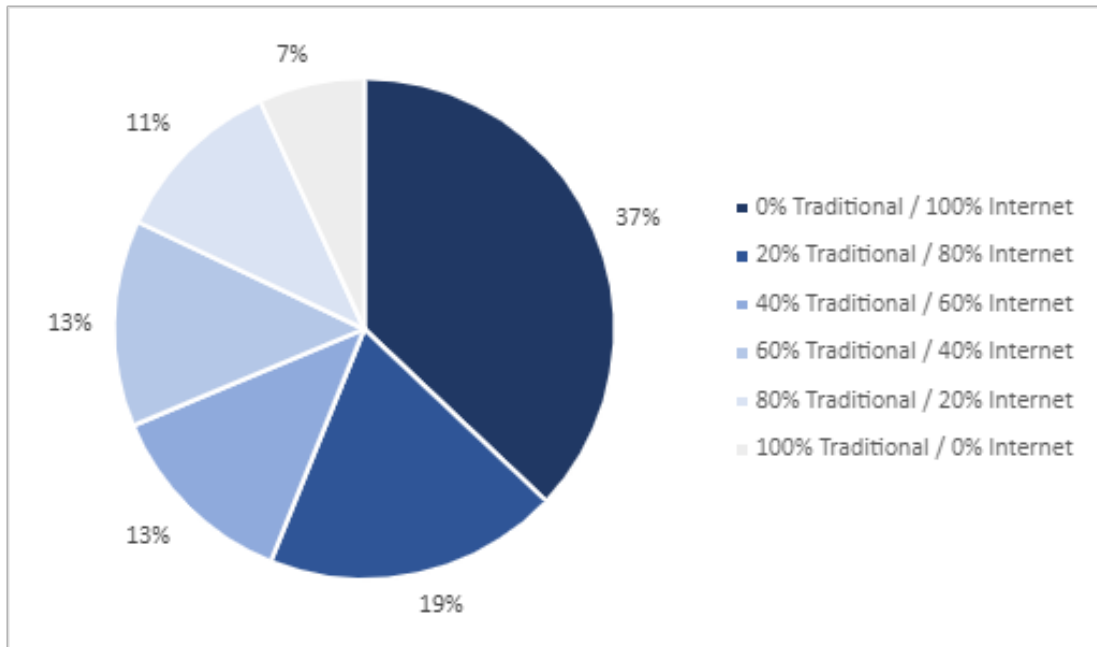


Figure 40. Percentage of 278 responses by mix of sources for video content

Sentiments of Broadband

Fifty percent of respondents indicated that broadband was either critical or very important to them overall as shown in Figure 15. Reliability was generally the most important characteristic, followed by speed and price.

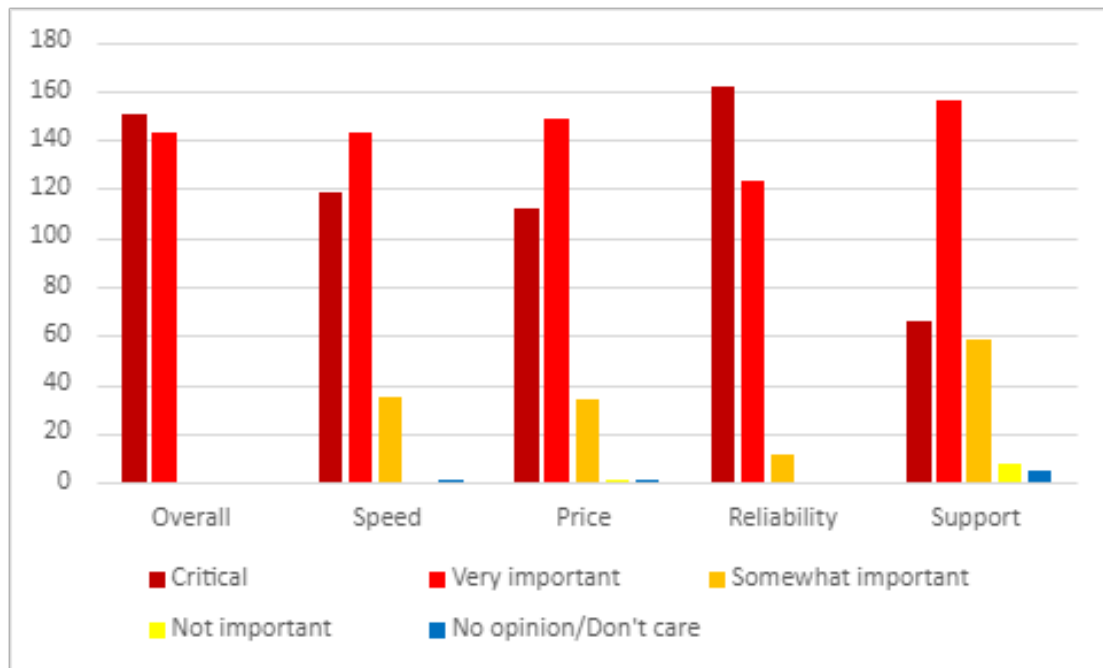


Figure 41. Percentage importance of various aspects of broadband services based on 300 responses

In contrast, as shown in Figure 16, price was the most common source of dissatisfaction among respondents, with 63% indicating they were either, very, or somewhat dissatisfied. Speed, reliability, and overall satisfaction levels were comparable. Respondents were most likely to be ambivalent about support.

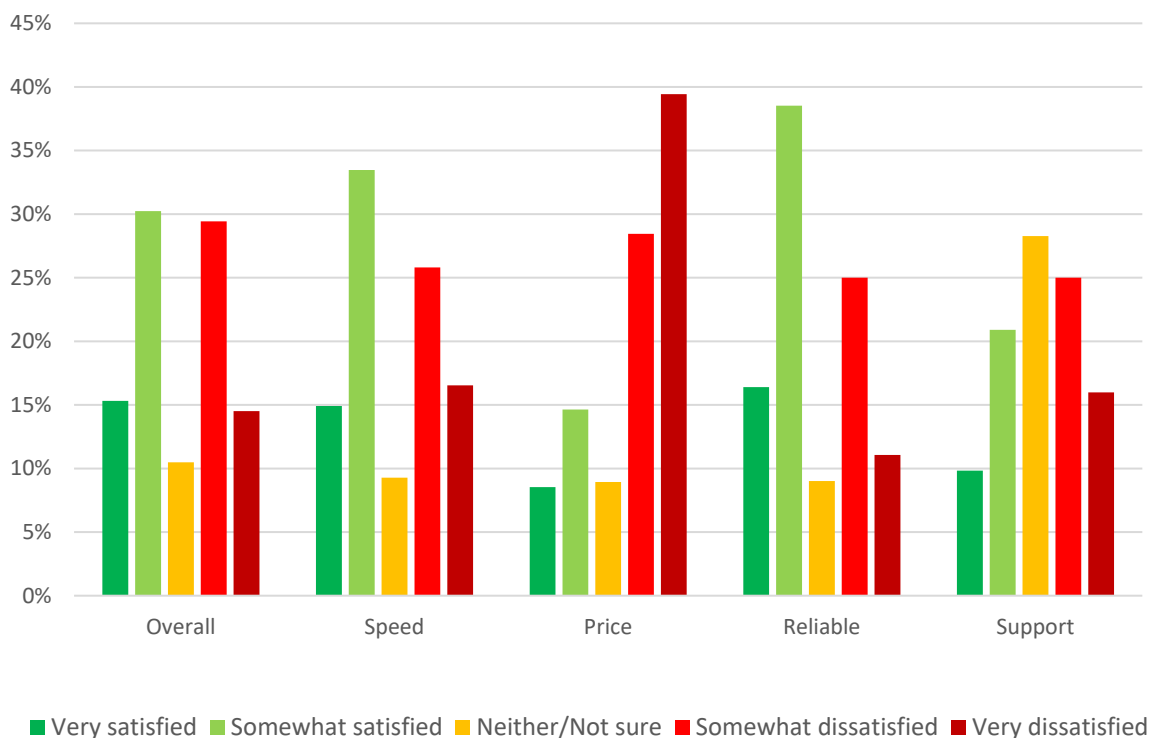


Figure 42. Level of satisfaction with key performance indicators for internet services by percentage of 302 responses

Catch-All and follow-up

The survey includes a final, open-ended catch-all question, “Do you have any questions or thoughts about broadband? What would better broadband mean to you, your family, your organization, and the area? What would you like to know about broadband in the area?” There were 117 responses to this question where respondents were free to answer with a free form answer.

In reviewing these comments, ENTRUST categorized them based on careful review. Where more than one comment was made, the response was categorized according to the dominant theme of the overall response. A desire to see more competition, or additional broadband service options was reflected in more than half of the comments. Faster internet speed and public availability of service were also frequently mentioned. Categories were divided into eight major categories defined below and represented in Figure 17.

- **Accessibility:** This comment was specific to asking for “fiber” access to improve service.

- **Competition:** These comments reflect a strong desire to see additional internet service providers in the market.
- **Critical Utility:** Comments here reflect a recognition that broadband is essential for modern living, particularly for those working from home.
- **Speed:** Comments reflected a desire for faster connections of any type.
- **Price:** Comments reflected strong arguments that price was prohibitive to quality service or, simply too high.
- **Public Availability:** Comments reflected a desire for The City of Duarte to promote publicly accessible broadband or wireless broadband connectivity, particularly in public spaces.
- **Service:** These comments reflect a desire to see better responsiveness to outages or other technical problems from the service provider.
- **Value:** These comments reflect concerns for a combination of speed, price, customer service, as well as a variety of service offerings.

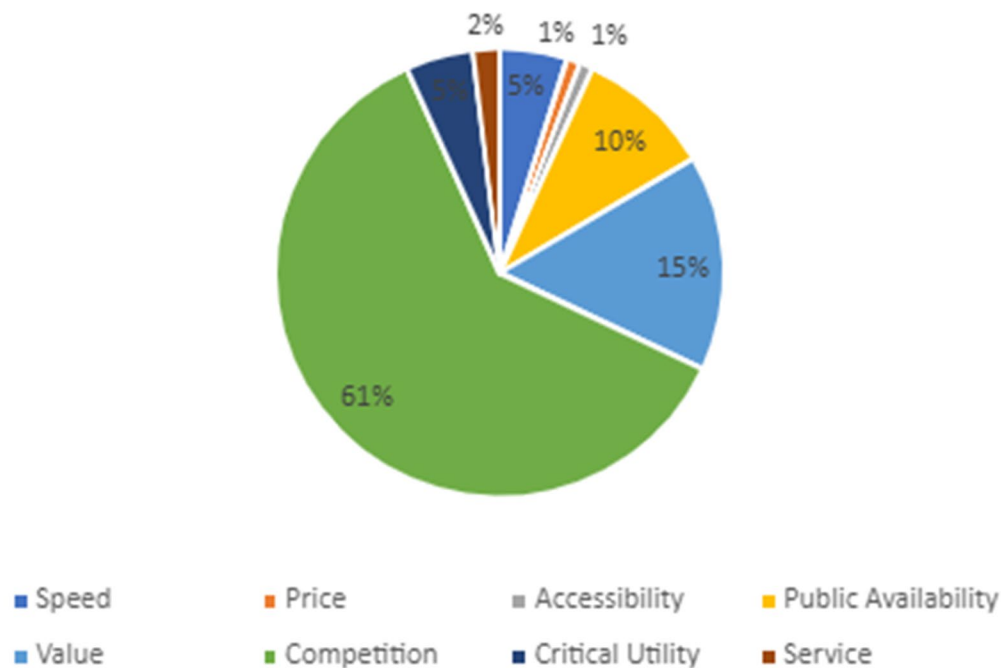


Figure 43. Summary of 103 comments from respondents

Finally, a random sampling of comments is provided below to illustrate the respondents' effort and highlight the importance of their feedback.

- *Better broadband means a reliable, fast, and economic service. Our service cost has been increasing every few months and provider does not offer promotions to current customers. I cannot understand how promotional prices are only offered to new customers while ignoring long time loyal customers. I feel that if we had*

more broadband provider options in our area, we might be offered better pricing. Competition makes all the difference!

- We need more variety of providers which will help bring down cost. We need better access points in our city. We need to be up to date with our technology.*
- Need more competition/providers within the City of Duarte. SPECTRUM is the only player in town which drives the Service and Reliability Down and Pricing Up and Up with no signs of slowing down.*
- The service in this area is almost a blackout. Santa Monica was able to become Silicone Beach because it invested in its internet infrastructure - why not attract smaller start-ups to the area with cheaper rents but lots of internet.*
- Where I live there is only one choice, Spectrum. Therefore, they don't need to improve so they don't. They raise prices but not service speed or quality.*
- We need fiber. Please make it happen.*
- I would like to have fiber optic available.*
- A recent 30+ hour outage caused lots of problems. Spectrum did not provide any timely updates. This is poor service. I work from home and need reliability and good communications when an outage occurs. If I don't have connectivity, I lose money.*
- I use Broadband to day trade. Super high speed over 300 Mbps is very important. Right now, since my utility is underground, i¼Frontier Fiber Optics is not available for underground. My Verizon Home Internet can only do 100Mbps now. I need 300Mbps to day trade properly.*
- While Spectrum's speed is meeting our needs, Spectrum's spotty reliability has been frustrating. Thus, an option from another provider would be welcome, especially if fiber since internet capabilities will increase demand for bandwidth as time goes on. I noted monthly cost as \$79.99 in the survey. We were receiving the ACP (Affordable Connectivity Program) rate, but the government funding for that program is ending, so our Spectrum rate that was \$49.99 under the plan stepped up to \$56.99 and will eventually return the full \$79.99.*
- Ideally the city would provide reliable free Wi-Fi to all residents in Duarte, as some cities have done.*
- I would like to have more options available for buying the service. Our building has been tied to Charter Spectrum for years and Frontier is still unavailable. My bill increases year after year, and there is nothing I can do about it. There is no real alternative.*
- City should provide broadband WiFi to houses in Duarte or at least hot spots every 300-500 ft.*

- *Equipment should have farther Wi-Fi reach. System seems to bog down randomly way too often which is frustrating for streaming. Battery backup for the router system provided by frontier failed already and didn't cover the power source at the fiber inlet.*
- *Please provide an option for a broadband fiber connection into our house with faster speeds than the current coax connection.*

The last item on the survey was follow-up preferences. As shown in Figure 18, by far the largest number of respondents indicated an emailed newsletter as the means to follow-up with them. Other form of online contact via website or social media was the second most requested means of contact.

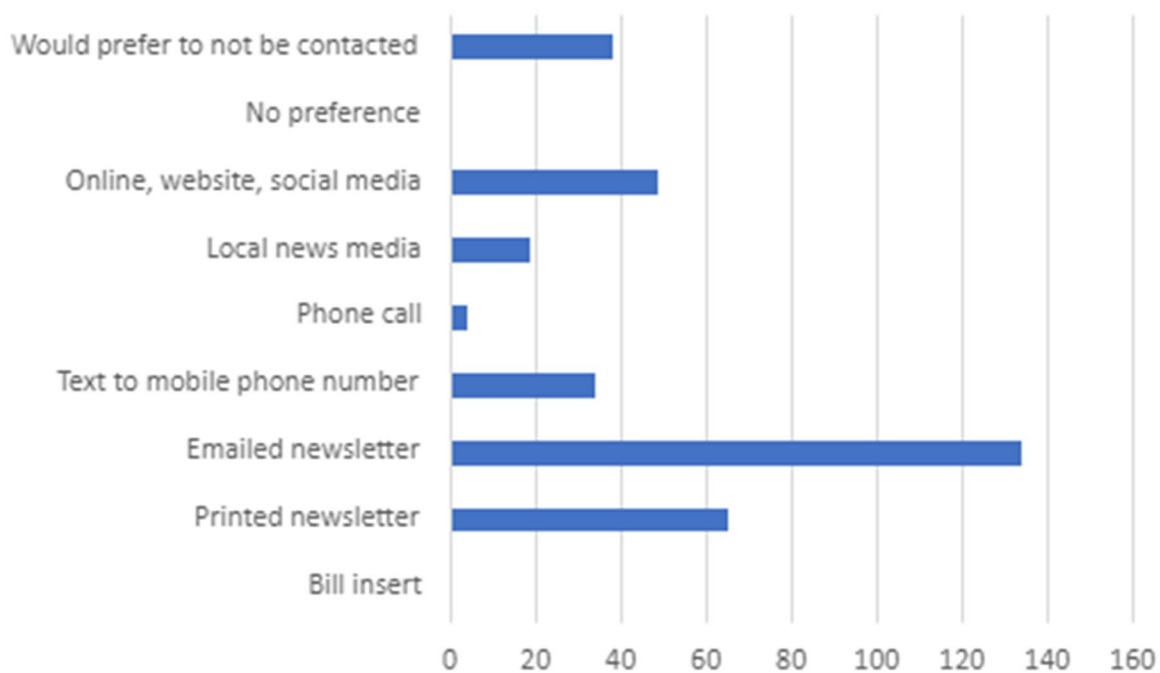


Figure 44. Method to receive broadband related information

6. City Policy Assessment

A key step in this process is to identify and assess existing policies, identify gaps, and make recommendations for new policies and best practices for expansion of broadband that have been successful in other cities.¹⁷ For this Policy Assessment we considered information from our asset assessment, market assessment and consumer survey, as well as comprehensive review of Duarte's existing policies and ordinances as they relate to broadband. This review was conducted considering state and federal rules and state and national broadband policies to aid the City with the goal of increasing broadband quality and access in Duarte.

Methodology

ENTRUST evaluated the City of Duarte's policies that relate to broadband infrastructure for wired and wireless broadband services, considering ordinances in other California cities, and recent state of California, Federal Communications Commission (FCC) decisions and regulations and actions on broadband policy taken by Congress and the California Assembly. After a desktop review of City policies and ordinances considering the field of regulatory items, we posed additional questions to City staff for further elaboration on these policies from the City's perspective. We also reviewed the City's plans and acquired additional information from various other public documents.

Conclusions

The City has limited network assets limited to street light poles. At the City management level, a comprehensive and integrated approach to broadband assets is likely to identify more and higher value opportunities to develop and use these assets. Such an approach requires careful coordination between departments and with external stakeholders aligned to the City's capital improvement program.

¹⁷The following discussion does not constitute a legal opinion and should not be construed as such. Questions about interpretation or applicability of these or other provisions of federal or California law should be referred to legal counsel.

Broadband-friendly policies and initiatives play a pivotal role in facilitating the deployment of new infrastructure and capabilities while minimizing costs through efficient coordination between departments, public agencies, and utilities. We recommend the City of Duarte embark on a path to implement a range of these forward-looking policies, to foster an environment conducive to improved connectivity and digital inclusion. Building upon these initiatives, the city is poised to bridge the digital divide, empower its residents, and enhance community services. Further findings and recommendations are:

1. Generational funding of broadband infrastructure is occurring at the federal and state level and will provide opportunities for the City to efficiently place broadband infrastructure through improved utility coordination.
2. The City's General Permit Conditions and Trench Repair Specifications is well crafted to encourage coordination of work in the public rights of way to reduce utility cuts which damage pavement and reduce the life of a street. The City should continue to emphasize coordination of work by utilities and city departments to provide opportunity for cost-effective placement of fiber and conduit, maintain the longevity of public investment in streets, curbs and gutters, and foster public convenience. In particular the City should implement a practice which asks for each Capital Improvement Project "does this project provide opportunity to expand broadband infrastructure", e.g., significant excavation in an area that needs fiber optic facilities.
3. There is a consensus in the city, confirmed by the broadband survey, that wireless service is not uniform throughout the City and has holes in coverage. Duarte has not adopted small cell standards and guidelines, a small cell ordinance, or Master License Agreement following the FCC's 2019 Small Cell Order. Without these standard policies and practices wireless providers may not perceive the City as being "open for 5G business". Therefore, the City should show the service providers it is ready to support 5G deployment adopting a small cell ordinance, an MLA and application checklist. Furthermore, the City should develop an "asset portal" for service providers to use in network planning that contains the GIS location of city streetlights and other wireless support assets as well as the community survey results. Carriers know what cities have implemented policies and practices supporting 5G deployment – and which cities do not. Carriers have enough opportunities that they focus deployment efforts on cities that have defined policies and processes. Adoption of a small cell ordinance, an MLA and 5G application checklist tells service providers that it is open for business. Also, the survey suggests that additional 5G deployment could spill over to the home internet market since carriers are offering Home Internet via 5G (AT&T's Internet Air Wireless Home Internet, Verizon's 5G Home Internet and T-Mobile's 5G Home Internet). Many consumers likely would find this to be an attractive alternative.

4. With neighboring cities and the San Gabriel Valley Council of Governments actively studying and pursuing broadband opportunities, the city should task staff with being in touch with their counterparts in neighboring cities to be aware of and capitalize on projects that would be of benefit to both communities.
5. The City may wish to consider a “consumer choice of broadband provider” ordinance, similar to the City of Oakland’s ordinance in for Multi-Tenant Environments, in Duarte.
6. The City should monitor the funding debate for the FCC’s Affordable Connectivity Program. If and when funding is restored, the City should support inclusion of Affordable Connectivity Program information in communications and outreach for communities, consumers and programs to raise awareness of the ACP benefit and further information on eligibility and enrollment. Examples include making sure schools, libraries, health clinics and community centers know about ACP and have information needed to help eligible students, clients and patrons enroll. Put outreach materials in the hands of teachers, health care providers and community workers. These materials are available at [ACP Consumer Outreach Toolkit | Federal Communications Commission \(fcc.gov\)](https://www.fcc.gov/consumer-outreach-toolkit)
7. AT&T has petitioned the California Public Utilities Commission to allow it to cease maintaining its copper-based network throughout the state of California, except where consumers have no alternative to AT&T service it would continue to maintain the copper network. While the CPUC rejected AT&T’s petition, to plan for the eventuality that AT&T is allowed to terminate services over copper facilities, the City should identify each location in the City where it utilizes AT&T services over copper networks (if any) and consider alternative modes of provisioning communications to those locations and functions. This could implicate a number of services or functions including basic telephone connections, alarm services, monitoring services, in home detention surveillance, elevator emergency phones, etc.

Federal and State Broadband Policy

In the Infrastructure Investment and Jobs Act¹⁸, Congress made specific policy findings:

“(1) access to affordable, reliable, high-speed broadband is essential to full participation in modern life in the United States. (2) The persistent “digital divide” in the United States is a barrier to the economic competitiveness of the United States and equitable distribution of essential public services, including health care and education.

¹⁸ Public Law 117-58, 117th Congress, Division F – Broadband, November 15, 2021. This section of the IIJA funds broadband infrastructure and digital equity programs among other things.

(3) The digital divide disproportionately affects communities of color, lower-income areas, and rural areas, and the benefits of broadband should be broadly enjoyed by all. (4) In many communities across the country, increased competition among broadband providers has the potential to offer consumers more affordable, high-quality options for broadband service. (5) The 2019 novel coronavirus pandemic has underscored the critical importance of affordable, high-speed broadband for individuals, families, and communities to be able to work, learn, and connect remotely while supporting social distancing.”

The IJJA provides generational funding of broadband infrastructure and digital equity and adoption programs and sets a defined minimum speed of “broadband” to 100 Mbps download and 20 Mbps upload for its programs.

This policy direction exemplifies the new local, state and federal broadband policies are being implemented to bring better, cheaper and faster wireline broadband connections to citizens on a universal basis, for use in many important segments of modern life including education, health care, public safety, economic development and entertainment. Included are utility coordination policies to reduce infrastructure costs by coordinating placement of broadband infrastructure among city departments and capital improvement/development projects, development of improved broadband mapping, implementation of digital equity plans and affordable connectivity programs, and requiring consumer choice of internet service provider in multi-tenant buildings.

On the wireless side, new policies have been implemented by the FCC to address deployment of “5G” wireless antennas including implementation of streamlined procedures for “eligible facilities requests”, shortened “shot clocks” for the local authority’s handling siting requests and limitations on fees that can be charged, and implementation of small cell design standards and guidelines as well as use of Master License Agreements. The wireless providers are promoting home internet offerings¹⁹ using 5G wireless capability which Duarte residents may find to be an appealing alternative to landline services especially where it promises higher speeds.

¹⁹ AT&T’s Internet Air Wireless Home Internet, Verizon’s 5G Home Internet and T-Mobile’s 5G Home Internet.

Fiber is the Foundation for Fast Broadband Access

Both wireline and wireless broadband services require fiber optic cable to transmit ever increasing amounts of data. Consumers and businesses rely on the internet “cloud” for rapidly increasing numbers of applications that is being further accelerated by rapid advances in application of Artificial Intelligence.²⁰ The Infrastructure Investment and Jobs Act (IIJA) and Senate Bill 156 in California have made large amounts of funding available to invest in fiber optic technology and digital equity – addressing the Digital Divide, to ensure affordable access to 100 Mbps upload/100 Mbps download speeds. Additional policy actions by the City can contribute to expanding the reach of fiber optic connections. Generally, it is advisable to incorporate fiber—or at least conduit—into all city and county capital projects and plans. It has become critical to ask the question at the planning stage for each capital project – how can this project support expansion of broadband infrastructure in the City? This question should be asked in the context of capital improvement projects and utility coordination among all City departments.

The Definition of Broadband

The Infrastructure Investment and Jobs Act funds broadband infrastructure to support broadband connections which is defined as a connection supporting a *minimum of 100 Mbps download and 20 Mbps upload speeds*.

The FCC’s benchmark for broadband speed has been 25 Mbps download and 3 Mbps upload since 2015. Congress requires the FCC to annually assess whether “advanced telecommunications capability” is being deployed to all Americans, which requires defining that capability. In its annual study of this question under Section 706 of the Communications Act, the FCC analyzed the data in 2024 and determined it is necessary to increase that benchmark speed to 100 Mbps download and 20 Mbps

²⁰ Cloud infrastructure is an alternative to on-site data centers for computing workloads. Cloud infrastructure is connected by telecommunications networking. Artificial intelligence applications are a large and growing driver of cloud services. According to Amazon, “about 90% of Global IT spending [is] still on-premises and yet to migrate to the cloud.” CEO Annual Letter to Shareholders, page 7. [2022-Shareholder-Letter.pdf \(q4cdn.com\)](#)

upload as the definition of “broadband”.²¹ There is now no variance in the broadband speed definitions and benchmarks used by the various federal agencies for funding and analytics.

Utility Coordination and “Dig Once” Practices

Broadband is the “4th utility” along with gas, water, and electric services. Like the other utilities broadband substantially impacts public rights of way through required placement of fiber optic transmission cables and antennas for wireless “5G” services and broadband internet access services. State and federal policies are establishing coordination of utility work in the public rights of way to foster efficient and cost-effective placement of fiber whenever the public rights-of-way are opened for any project.

Utility coordination has numerous substantial benefits, including promoting and supporting the placement of broadband infrastructure (e.g., fiber-optic cable and conduit), reducing public inconvenience and dangers from disruptions of repeated excavations (traffic disruption, road deterioration, service outages, and wasted resources), and enhancing service reliability and aesthetics.

Utility Coordination (or “Dig Once”) accomplishes the goal of minimizing costs of constructing separate trenches and facilities – via shared costs of construction. The cost savings are significant. The Federal Highway Administration estimates it is ten times more expensive to dig up and then repair an existing road to lay fiber than to dig support structure for fiber (e.g., conduit) when the road is being fixed or built. According to a study by the Government Accountability Office, “dig once” policies can save from 25-33% in construction costs in urban areas and approximately 16% in rural areas.²² In addition, development of Dig Once standards and guidelines for deployment of conduit and fiber will facilitate economic development and growth, as it enables cost

²¹ 2024 Section 706 Report, Inquiry concerning Deployment of Advanced Telecommunications Capability to All Americans in a Reasonable and Timely Fashion, GN Docket No. 22-270, FCC 24-27, Released March 18, 2024.

²² [Technology & Innovation | Congresswoman Anna Eshoo \(house.gov\)](#)

-effective staged or gradual deployment of broadband infrastructure by local authorities.

When subsurface utility work occurs, it presents opportunities for the City to install new fiber and/or conduit in the right-of-way at reduced costs via coordination of work. Utility coordination policies allow the City to take advantage of other subsurface utility projects for the installation of fiber. This enables the City to expand its ownership of fiber anytime subsurface utility work occurs, at lower costs to new construction.

The concept can also extend to required placement of conduit for fiber optic conduits whenever the ground is opened, as expressed in recent Congressional legislation. This concept was embodied in the Broadband Conduit Deployment Act of 2018, which required the inclusion of broadband conduit during construction of any road receiving federal funding. Dig once and utility construction coordination is an effective way to reduce the cost of broadband infrastructure construction with opportunities for joint trenching and sharing of construction overheads such as maintenance of traffic, staging construction activity, and restoration expenses.

Transportation Projects and Broadband

The Federal Highway Administration implemented a new rule²³ in March 2022 to facilitate installation of broadband infrastructure. This new rule includes provisions requiring a state department of transportation is to identify a “broadband utility coordinator” to be responsible for accommodating broadband in the right of way associated with federal highway projects. Caltrans has done so and lists contact information for broadband coordinators by district.²⁴ Caltrans also has addressed utility coordination with its “Accommodation of Wired Broadband Facilities within Access—Controlled State Highway Right of Way”²⁵ dated March 14, 2022 that addresses state legislation and considers the new FHWA rule.

²³ See, 23 CFR Part 645.307(a).

²⁴ Caltrans Broadband Coordinators, Caltrans. [Caltrans Broadband Coordinators | Caltrans](#)

²⁵ [Attachment A Wired Broadband Facility Accommodation in Access-Controlled Highway Right-of-Way \(ca.gov\)](#)

This is a substantial change of policy direction at the federal level, toward allowing the use of federal highway funding to expand broadband infrastructure and encouraging broadband utility coordination while working on projects involving work in the right-of-way.

Transportation and utility infrastructure are getting smart which requires connectivity to operate, improving traffic and reducing impact on natural resources. Network assets can be economically incorporated into other infrastructure. Fiber for traffic signal interconnects can include additional fiber and conduit for other applications, including broadband services, smart city applications and cell site backhaul. The IIJA provides more funding for traditional infrastructure programs (e.g., roads and bridges, public transit, water infrastructure, power grid reliability and resiliency) than specifically for broadband. The City can capitalize on other infrastructure projects and complement infrastructure investment specifically for broadband network assets. The key to this is to fully incorporate and consider inclusion of broadband network infrastructure into capital projects at the planning stages via utility coordination practices.

City of Duarte Plans and Policies

The City oversees telecommunications and broadband matters in the City through the Public Utility, Communications and Technology Commission. Chapter 2.29.030 of the Duarte Municipal Code states “The duties and functions of the commission shall be to act in an advisory capacity to the city council and city manager with respect to matters affecting and relating to the following: telecommunications; cable and satellite communications; public access channels; audio and video services; broadband and internet services and issues; refuse and trash collection; recycling programs; transit; environmental quality; public utility services within the city; green technologies and advancing the "greening of Duarte"; to serve as a hearing board for subscriber complaints....”. Encouraging this commission to be more active will give the city an internal sounding board as policy updates and changes are contemplated

Capital Improvement Plans

A Capital Improvement Program (CIP) outlines the planned and ongoing capital projects for a city that maintains or replaces existing infrastructure assets such as

streets, sidewalks, lighting, parks, and wastewater/sewer lines, facilities, or construct new assets. Long-range projects may involve significant excavation and improvements that provide the opportunity to jointly deploy broadband assets at incremental cost, typically through adding communications conduit to open trenches/excavation, or by planning for wireless/Wi-Fi capabilities and smart city applications on poles, public buildings, or other public areas.

Capital improvement projects should be reviewed in the planning stages from a broadband perspective – is there an opportunity to jointly install communications conduit while a trench or other excavation takes place or to include other broadband support assets. Opportunistic adding of broadband assets during other planned construction provides significant cost savings and can, over time, assist in incrementally building a robust public fiber optic network, in the context of a broadband strategic plan where broadband network design goals can be matched with opportunities to place broadband infrastructure.

Many types of projects include opportunities for inclusion of broadband and internet connectivity. Parks and Recreation projects can provide opportunity for installation of Wi-Fi connectivity, Smart City applications, and connection of city assets. Traffic projects provide the opportunity for connecting city assets, conduit and fiber placement and Smart City applications. Streets, bridges and crossing projects also provide these opportunities as do water, sewer and storm drain projects, and electric utility undergrounding, SCADA and AMI projects, some of which may be eligible for infrastructure funding.

Review of the City's Capital Improvement Projects suggests key large-scale opportunities exist for the City to include broadband considerations in the early planning stages in the significant street rehabilitation, traffic signal improvements and underground utilities projects planned or being considered around and for Huntington Drive.

[Permit Conditions and Trench Repair Policy](#)

In October 2019 the City adopted General Permit Conditions and Trench Repair Specifications policy. The policy notes that utility cuts in pavement cause damage that reduce the level of service of the street, and that one estimate of the reduction in

pavement life due to a utility cut is from 20 to 56% of the original life of the pavement. The policy is designed to comprehensively address procedure for working in public rights of way to avoid and mitigate these negative impacts through utility coordination and standards and specifications. The policy imposes a five-year moratorium on utility excavation after a street is paved or resurfaced. This serves to encourage coordination of construction activity in the public rights of way.

These policies can be leveraged for placement of broadband infrastructure to a greater degree in the new broadband policy environment. In particular, capital improvement projects in the planning stage should include consideration of placement of conduit and potentially fiber optic cable when significant excavation involving public rights of way will occur. The consideration should include addressing the question whether there is an opportunity with the project to fill gaps in City fiber optic facilities or extend the network further toward City sites which need broadband connections.

Broadband is critical infrastructure and general plan elements should incorporate actions which support expansion of broadband infrastructure. Design and development processes and documents need to include broadband as a fundamental consideration. Capital improvement projects around Huntington Drive may present the largest opportunities for this.

Micro-trenching

Cities have been mandated in California to allow the use of “Micro-trenching” which is a process where a narrow slice is cut in the roadway at a relatively shallow depth, conduit containing fiber optic cables is laid in the small trench created, and then material is backfilled over the conduit and the trench is sealed. Since micro-trenching is initially much cheaper and faster than other more traditional excavation methods like trenching or boring, there has been increasing interest among some service providers to deploy additional fiber facilities using micro-trenching. Service providers supported legislation in the California Assembly (Senate Bill 378) which required cities and local authorities to allow use of micro-trenching, which passed and went into effect January 1, 2022.

Local agencies are now required to “allow micro trenching for the installation of underground fiber if the installation in the micro trench is limited to fiber, unless the

local agency makes a written finding that allowing micro trenching for a fiber installation would have a specific, adverse impact on the public health or safety.”²⁶ Senate Bill 378 provides relevant definitions:

“micro trench” is defined as a narrow open excavation trench that is: (1) no wider than 4 inches; (2) at a depth of 12 to 26 inches; and (3) created for the purpose of installing a subsurface pipe or conduit.²⁷

“fiber” includes fiber optic cables, and related ancillary equipment such as conduit, ancillary cables, hand holes, vaults, and terminals.²⁸

Micro-trenching’s shallower depth often is considered undesirable for long term health of City streets as it inevitably requires additional maintenance and reduces lifespan. Also, the practical experience in some cities has not been good including such issues as having to “chase” contractors around to get them to properly restore the pavement after the project.

Initial review suggests that there has not been much demand from utilities and contractors for use of micro-trenching in Duarte and that the City does not have policy or Standard Drawings for micro-trenching. The City could consider adoption of a Standard Drawing to spell out requirements for construction, maintenance and restoration of pavement associated with the micro-trenching mandate. For example, the City of Pasadena has adopted such a standard drawing (S-427).

FCC Wireless Policies

FCC Regulation of Radio Frequency Emissions

The placement of wireless facilities is governed by an interrelated legal framework characterized by shared jurisdiction between state (e.g., cities and counties, and the California Public Utilities Commission) and federal authorities (the Federal Communications Commission or FCC, and Congress). However, from time to time, the

²⁶ Government Code § 65964.5(b)(1).

²⁷ Government Code § 65964.5(a)(3).

²⁸ Government Code § 65964.5(a)(1).

Federal Communications Commission (and Congress) has preempted or sought to preempt the authority of state and local jurisdictions over wireless matters.

In one specific area—radio frequency (RF) emissions—the Federal Communications Commission (FCC) has been assigned complete (preemptive) regulatory jurisdiction by Congress, under the 1996 Telecommunications Act. TA96 preempted local regulation of RF safety standards in favor of a uniform national RF safety standard under FCC jurisdiction.²⁹ Local authorities can require compliance with these national FCC RF standards be demonstrated in evaluating 5G siting applications. Applicants often make this demonstration part of the application package, and many cities have ordinance or standards and guidelines provisions that require RF compliance be demonstrated by applicants. Local authorities may not however deny wireless communications facilities siting applications based on RF emissions – Congress has preempted local authority on this subject and placed jurisdiction in the hands of the FCC.

The FCC determined in 2019 that no update to its guidelines for exposure to RF emissions was required to move from 4G to 5G equipment.³⁰ These limits for RF exposure were last updated by the FCC in 1996.³¹ The FCC's 2019 decision was appealed by several parties arguing the FCC did not address evidence and implications of technological developments since 1996 including ubiquity of wireless devices and Wi-Fi, and development of 5G technology. The Court of Appeals for the District of Columbia agreed with these arguments and remanded that decision back to the FCC to provide “a reasoned explanation for its determination that its guidelines adequately protect against harmful effects of exposure to radiofrequency radiation unrelated to cancer.”³² The FCC has not yet acted on the Court's remand. The reasons for the FCC's failure to act are not known. There is a potential for change to the RF emission standards depending on if and when the FCC acts.

²⁹ 47 U.S.C. § 332(c)(7).

³⁰ Resolution of Notice of Inquiry, Second Report and Order, Notice of Proposed Rulemaking, and Memorandum Opinion and Order, FCC 19-126, released December 4, 2019.

³¹ *Id.*, at paragraph 6.

³² Environmental Health Trust, et al. v. Federal Communications Commission and United States of America, No. 20-1025, Decided August 13, 2021 (DC Cir.), at page 30.

See the FCC’s Consumer Guide on Wireless Devices and Health Concerns for further information on safe levels of exposure to RF energy.³³ See also *A Local Government Official’s Guide to Transmitting Antenna RF Emission Safety* for further information on the FCC’s RF emission rules.³⁴

FCC Small Cell Order and “5G Upgrade” Declaratory Ruling

As 5G wireless service began to emerge the FCC acted on petitions from wireless carriers seeking preemption of local authority. The FCC issued its 2018 “Small Cell Order” in response to these petitions.³⁵ After the Small Cell Order, the FCC made a Declaratory Ruling which further expands preemption of local authority regarding placement of wireless facilities. The Declaratory Ruling³⁶ was issued on June 10, 2020, and “clarifies” existing FCC rules originally adopted in 2014 to implement the “eligible facilities requests” defined in the Spectrum Act.

Specifically, our Declaratory Ruling clarifies our rules regarding when the 60-day shot clock for State or local government review of modifications of existing structures commences.⁸ We also clarify what constitutes a “substantial change” in the physical dimensions of wireless infrastructure under our rules, and the extent to which certain elements of a proposed modification to existing infrastructure affect the eligibility of that proposed

³³ Consumer Guides, Wireless Devices and Health Concerns, Federal Communications Commission. [Wireless Devices and Health Concerns | Federal Communications Commission \(fcc.gov\)](https://www.fcc.gov/consumer-guides/wireless-devices-and-health-concerns) (viewed April 12, 2024).

³⁴ A Local Government Official’s Guide to Transmitting Antenna RF Emission Safety: Rules, Procedures, and Practical Guidance; Local and State Government Advisory Committee, Federal Communications Commission, June 2, 2000. [FCC LSGAC RF Guide for Loc. Off'l's \(cabq.gov\)](https://www.fcc.gov/consumer-guides/wireless-devices-and-health-concerns)

³⁵ Declaratory Ruling and Third Report and Order; In the Matter of Accelerating Wireless Broadband Deployment by Removing Barriers to Infrastructure Investment; WT Docket No. 17-79; In the Matter of Accelerating Wireline Broadband Deployment by Removing Barriers to infrastructure Investment; WC Docket No. 17-84; Released by the Federal Communications Commission, September 27, 2018. (“Small Cell Order” or “Order”).

³⁶ In the Matter of Implementation of State and Local Governments’ Obligation to Approve Certain Wireless Facility Modification Requests Under Section 6409(a) of the Spectrum Act of 2012, WT Docket No. 19-250 and RM-11849, FCC 20-75 (released Jun. 10, 2020)

modification for streamlined State or local government review under section 6409(a).³⁷

Under the Declaratory Ruling, applicants can now start the shot clock with the first procedural step required by the City (e.g., a pre-application meeting) and submission of documentation demonstrating the proposed modification is an eligible facilities request.³⁸ The Declaratory Ruling also provides additional interpretation on what constitutes “substantial change” for height increases for towers outside the public right of way³⁹, details on equipment cabinets⁴⁰, further explanation regarding “defeat” of concealment elements⁴¹, and siting approval conditions⁴².

The Spectrum Act and “Eligible Facilities Requests”

³⁷ *Id.*, at paragraph 4.

³⁸ If a city does not have a Section 6409/“eligible facilities request” process in place, the applicant can start the shot clock by filing documents that are typically required for a zoning or siting review. Duarte does have this process included in Chapter 12.20 of the Duarte Municipal Code, Wireless Communications Facilities in the Public Rights-of-Way.

³⁹ Section 6409 defines substantial change pertaining to modification of a tower located outside of public rights-of-way as one which “increases the height of the tower by more than 10% or by the height of one additional antenna array with separation from the nearest existing antenna not to exceed twenty feet, whichever is greater.” The Declaratory Ruling clarifies that “separation from the nearest existing antenna” means the distance from the top of the highest existing antenna on the tower to the bottom of the proposed new antenna to be deployed above it.

⁴⁰ The Declaratory Ruling clarified that small pieces of equipment such as remote radio heads/remote radio units, amplifiers, transceivers mounted behind antennas and similar devices are not “equipment cabinets” if they are not used as physical containers for smaller, distinct devices. Also, the maximum number of additional equipment cabinets that can be added under the rules is measured for each separate eligible facilities request, rather than the cumulative number of equipment cabinets on the site.

⁴¹ The Declaratory Ruling stated to “defeat concealment,” the proposed modification must cause a “reasonable person” to view the structure’s intended stealth design as no longer effective after the modification.

⁴² The Declaratory Ruling clarifies a municipality may not impose and enforce conditions on approvals for wireless facilities that then prevent future modifications or upgrades that are otherwise eligible facilities requests.

Prior to the Small Cell Order, the “Spectrum Act” enacted by Congress in 2012⁴³ added new requirements and directives to the Federal Communications Commission (FCC) for processing and approval of then-prevalent 4G wireless deployments. Following the Spectrum Act, the FCC issued new regulations to interpret and implement the Section 6409(a) requirements and directives of the Act related to local authorities processing of applications for wireless communications facilities.

In brief, the Act tightens the application of “shot clock” timelines, and requires local jurisdictions to approve certain collocations and modifications to existing wireless communications facilities under shortened explicit deadlines, if it is an “eligible facilities request” —any request for modification of an existing tower or base station that does not *substantially change* the physical dimensions of such tower or base station, involving (1) collocation of new transmission equipment; (2) removal of transmission equipment; or (3) replacement of transmission equipment.

The new FCC regulations established defined standards for what for “substantial change” and implemented the statutory changes to “shot clock” regulations. In short, under these rules, a State or local government shall approve within 60 days any request for modification of an existing wireless tower or base station that does not substantially change the physical dimensions of such tower or base station. The Rules adopted by the FCC are preemptive and apply to cities and other local authorities. The City has included these rules in Chapter 12.20 of the Duarte Municipal Code.

The FCC’s Site Modification Report and Order⁴⁴

Based on petitions from the wireless industry, in November 2020 the FCC revised the definition of “substantial change” for modifications of existing towers outside the public right of way. An eligible facilities request may now include a modification of an existing tower outside the public rights-of-way that entails ground excavation or deployment of transmission equipment up to 30 feet in any direction outside the boundaries of a site.

⁴³ See Middle Class Tax Relief and Job Creation Act of 2012, Pub. L. No. 112-96, 126 Stat. 156, § 6409(a) (2012) (“Spectrum Act”), codified at 47 U.S.C. § 1455(a).

⁴⁴ In the Matter of Implementation of State and Local Governments’ Obligation to Approve Certain Wireless Facility Modification Requests Under Section 6409(a) of the Spectrum Act of 2012, WT Docket No. 19-250, Report and Order, FCC 20-75 (Rel. Nov. 3, 2020) (“Site Modification Report and Order”).

Other eligible support structures besides towers outside the public right of way are not affected by this revised definition. This change by the FCC is intended to facilitate addition of equipment to existing towers to expand 5G capacity. It is expected this rule change will allow additional providers to collocate on towers and allow additional equipment (fiber terminations, cabinets and power supply, backup power, etc.) to be placed to expand 5G services.

The FCC also expanded on the definition of a “site” such that it “refers to the boundary of the leased or owned property surrounding a tower and any access or utility easements currently related to the site as of the date that the tower or base station was last reviewed and approved by a state or local government”.⁴⁵

Wireless Policy in Duarte

The City administers two ordinance chapters devoted to wireless facilities.

- Chapter 12.20 of the Duarte Municipal Code, Wireless Communications Facilities in Public Rights of Way was adopted in June 2014 and pertains to larger support structures such as towers placed for 4G wireless services. Adoption of this ordinance was based on 4G wireless technology and *predates 5G small cell technology*. Installations which are not exempt require application for a special telecommunication permit reviewed and approved by the Architectural Review Board under the site plan and design review process. “Eligible facilities requests” not involving “substantial change” (per FCC requirements under the Spectrum Act) are exempt from this provision and instead are processed for an administrative use permit. Specific development standards apply to all special telecommunications and administrative use permits for wireless telecommunications facilities, including required use of camouflage design techniques and undergrounding, and maintenance requirements. Testing, measurement and documentation of radio frequency radiation against the FCC standards is required to be submitted to the City in writing. Submittal requirements and other provisions are comparable to those of other cities in California.
- Chapter 19.60.190 of the Duarte Development Code, Wireless Communications Facilities, addresses placement of wireless antennas outside the public rights of way to establish wireless communications facilities for the public convenience while addressing concerns over aesthetic issues. This chapter includes general standards, and other regulations regarding the WCF and site requirements.

⁴⁵ “Small Entity Compliance Guide”, Implementation of State and Local Governments” Obligation to Approve Certain Wireless Facility Modification Requests Under Section 6409(a) of the Spectrum Act of 2012, Report and Order, FCC 20-153, WT Docket No. 19-250, Released November 3, 2020, dated January 4, 2021.

The FCC's Small Cell Order in 2019 prompted many cities to adopt ordinances, design standards and guidelines, and Master License Agreement templates for use in deployment of 5G antennas by Verizon, AT&T Wireless and T-Mobile or their infrastructure contractors (such as Crown Castle). It does not appear that Duarte has adopted any of these policy documents. The lack of a defined approach to placement of 5G antennas using template contractual documents (the MLA) may inhibit wireless providers from approaching the City for 5G deployment, and likely impedes wireless provider engineers and contractors from conducting detailed engineering studies prior to approaching the City. We recommend the City consider establishment of a small cell ordinance (perhaps based on the ordinance in place in Monrovia), a Master License template and an application submittal checklist for wireless providers to use as well as making available to them the results of the broadband survey (which demonstrates residents want alternatives such as fixed wireless) and GIS-located city-owned streetlights which could be used for 5G antennas under an MLA. This should be supported by an "FAQ" section on the city's website pertaining to 5G deployment. Entrust Solutions can assist the city on all these tasks.

[Master License Agreement](#)

Use of Master License Agreements has emerged as a key practice for cities and counties to deal with the large number of pole attachments that are associated with 5G deployment. An MLA establishes the procedures, terms and conditions under which licensees (wireless providers or their agents) may request individual pole licenses for attaching antennas to City poles and structures. The MLA is a comprehensive document that contains uniform terms and conditions applicable to all wireless facilities installed on City-owned poles. Individual pole licenses identify the licensed pole and contain detailed exhibits for the site plans, permits, fee schedules, insurance documentation, and other materials that are unique to each site. When the City grants a pole license, that pole license (together with all the plans, equipment specifications and fee schedules) become integrated with the MLA.

Use of an MLA framework provides for a level playing field since the MLA format remains essentially the same regardless of licensees. Each wireless service provider executes a separate MLA with the City that entitles them to obtain pole licenses on a first come, first-served basis for a specific time. Thus, one set of rules is used for all

wireless service providers which in turn reduces the administrative burden on the City and promotes a level playing field among competitive licensees.

The wireless service providers benefit from use of an MLA to license existing City-owned infrastructure to install small cell facilities rather than bearing the time and cost of negotiating individual pole licenses. This more streamlined process accelerates the deployment of advanced wireless facilities. The City benefits from use of an MLA as well by establishing more robust wireless broadband networks available to the City's residents and businesses, maintaining greater control over aesthetics and potential liability from wireless facilities on City-owned poles, and earning license revenues which help defray the costs of managing and administering access to the public rights-of-way and recognize the value of attaching to City assets.

Consideration of an MLA may be especially important for the City since it owns many streetlights.

Additional FCC Matters

Affordable Connectivity Program (ACP)

In late 2021, the Federal Communications Commission launched the Affordable Connectivity Program (ACP) to help households secure affordable broadband by subsidizing up to \$30 per month for an internet subscription. The ACP was intended to ensure that low-income households have broadband connections for work, school, healthcare and other needs. The ACP offered eligible low-income households discounts off the cost of broadband service and connected devices – households with incomes less than 200% of the federal poverty guidelines are eligible for the subsidy. WIC (Special Supplemental Nutritional Program for Woman, Infants and Children) was added for qualification for ACP benefits based on the Infrastructure Investment and Jobs Act of 2021.⁴⁶

⁴⁶ These criteria include participation in other assistance programs such as SNAP, Medicaid, Federal Public Housing Assistance, WIC, Supplemental Security Income, Veterans Pension or Survivor Benefits, or the FCC's Lifeline program; benefiting from the free and reduced-price school lunch program or school breakfast program; federal Pell Grant participation; or meets the criteria of the participating broadband provider's program. See, "Affordable Connectivity Program", Federal Communications Commission, <https://www.fcc.gov/acp>

Broadband internet access providers had the choice of whether to participate in ACP. All the large broadband providers and many other broadband providers did participate in ACP. The broadband providers were reimbursed from the FCC's Universal Service Fund for the \$30 per month discount provided to each eligible household.

Unfortunately, because of budget impasses in Congress, there is no further funding for ACP and the FCC had to wind down the ACP in Spring 2024.⁴⁷ ACP was a very popular program and there is some prospect an ACP-like program will emerge again. In fact, recently the Senate Commerce Committee included \$7 billion in funding for ACP in passing the PLAN for Broadband Act (S. 2238) in July 2024.⁴⁸ Ultimate passage in the Senate and the House is uncertain, however. The City should monitor for this event and consider taking outreach steps to eligible residents of Duarte if an ACP-like program reemerges.

Multiple Tenant Environments (MTE)

The FCC has modified its regulations for MTEs multiple times to support consumers' increasing reliance on broadband internet access "for employment and educational opportunities, access to health care services, civic and social engagement, and entertainment".⁴⁹ The FCC seeks to accelerate deployment of broadband internet access in MTE environments and increase access to MTEs for internet service providers. MTEs present unique considerations for installation of broadband infrastructure because there are three interested parties: the consumer, the service provider, and the owner of the premises. MTE regulations are important because "thirty percent of Americans live in apartments or condominiums, and millions more work

⁴⁷ Affordable Connectivity Program: the ACP is Winding Down, Federal Communications Commission. [Affordable Connectivity Program | Federal Communications Commission \(fcc.gov\)](#) (viewed April 11, 2024).

⁴⁸ [Senate Panel Approves \\$7 Billion for Affordable Connectivity Program \(broadbandbreakfast.com\)](#)

⁴⁹ Improving Competitive Broadband Access to Multiple Tenant Environments et al., GN Docket No. 17-142 et al., Notice of Proposed Rulemaking and Declaratory Ruling, FCC 19-65, released July 12, 2019, ¶ 2. Multiple Tenant Environments or "MTE" is an evolution from the term "MDU" or multiple dwelling units. MTEs are defined as commercial or residential premises such as apartment buildings, condominium buildings, shopping malls or cooperatives that are occupied by multiple entities.

every day in office buildings.”⁵⁰ Furthermore, “MTEs disproportionately serve residents in lower-income and marginalized communities”.⁵¹ The COVID pandemic brought sharply into focus the importance of broadband internet access and the dimensions of the Digital Divide. Competitive choice of communications providers in MTEs continues to be a priority at the FCC for those reasons.

The FCC in its 2022 MTE Order adopted new rules and clarified existing rules to promote tenant choice and competition in the provision of broadband internet access services in multiple tenant environments. The MTE Order prohibit telecom carriers and multichannel video programming distributors (or “MVPDs”, including cable companies and direct broadcast satellite) from entering into exclusive and graduated revenue sharing agreements, to disclose to tenants the existence of exclusive marketing arrangements and to prohibit sale-and-leaseback arrangements between MVPDs and MTE owners. Among other impacts these practices may have the ripple effect of creating hesitancy among providers to “pass” MTEs given the uncertain prospects of serving consumers in the MTE, which impacts all consumers in the area – not just the MTE tenants.

While the FCC does regulate access to MTEs the rules need to be properly understood for what they do and do not require or prohibit.

- The rules apply to providers, not landlords. So the building owner may still choose the providers it allows into the building including allowing only one provider to provide broadband internet access services.
- “Bulk billing” arrangements are allowed so long as they are not tied to exclusive building access rights. Under these “bulk billing” arrangements tenants may be billed a pro rata share of the cost by either the landlord or the service provider.

⁵⁰ *Id.*, at paragraph 1.

⁵¹ Improving Competitive Broadband Access to Multiple Tenant Environments, GN Docket No. 17-142, Report and Order and Declaratory Ruling, FCC 22-12, released February 15, 2022, ¶ 1. (MTE Revenue Sharing and Exclusive Marketing Agreements, Sale and Leaseback Arrangements Order, or 2022 MTE Order.)

Communications Service Provider Choice Ordinance

The City of Oakland has a service provider choice ordinance which was passed in 2021. Chapter 8.66 of the Oakland Municipal Code is based on findings that “Oaklanders expect to be able to choose among different [communications services] providers” but “some customers only have one option for service. This is particularly true for occupants of residential and commercial multiple occupancy buildings.” Oakland found it “can use its police power to facilitate opportunities for access to multiple occupancy buildings by communications service providers to enable occupants to obtain communications services from the providers of their choice, while respecting the rights of property owners.”⁵² The Choice ordinance further provides:

- The property owner shall not interfere with an occupant’s choice of service provider.
- The property owner shall not retaliate against the occupant for requesting or obtaining service from a chosen service provider.
- A process by which a communications service provider inspects the building to determine feasibility of providing service.
- A process and requirements by which a communications service provider provides notice to the property owner of intent to provide service.
- Circumstances under which the property owner is allowed to refuse access to a communications service provider.
- Permitted limitations and conditions which may be required by a property owner for access of a communications service provider to the property.
- The just and reasonable compensation a property owner is entitled to from a communications service provider.
- Requirements for notification to occupants.
- Enforcement and penalty provisions.

The City of San Francisco also has a similar ordinance. The City may wish to consider such an ordinance for Multi-Tenant Environments in Duarte based on comments made by survey participants.⁵³

⁵² Chapter 8.66—COMMUNICATIONS SERVICE PROVIDER CHOICE ORDINANCE | Code of Ordinances | Oakland, CA | Municode Library .

⁵³ For example, one participant commented “I would like to have more options available for buying the service. Our building has been tied to Charter Spectrum for years and Frontier is still unavailable. My bill increases year after year, and there is nothing I can do about it. There is no real alternative.”

AT&T Statewide Abandonment of Copper Facilities

AT&T petitioned the California Public Utilities Commission⁵⁴ to allow it to cease maintaining its copper-based network throughout the state of California, except where consumers have no alternative to AT&T service it would continue to maintain the copper network. On June 25, 2024 the CPUC dismissed this application with prejudice using strong language.⁵⁵

AT&T averred that 99.9 percent of the population of California has access to at least two other service providers as alternatives to “plain old telephone service” (POTS), and 99.7 percent have access to at least three alternatives.⁵⁶ AT&T further stated maintaining the copper network with its legacy telephone technology and obsolete equipment drains resources away from expansion of the broadband network.⁵⁷ AT&T claimed to be working diligently to boost fiber availability and adoption in low-income communities,⁵⁸ as well as “closing the broadband availability gap between urban and rural areas”.⁵⁹

As always, and especially in a statewide operation such as AT&T of California “the devil is in the details” and many individual customers would be affected by abandonment of copper network facilities. After the CPUC rejected AT&T’s petition, it opened a rulemaking to consider changes to the Commission’s Carrier of Last Resort

⁵⁴ Amended Application of Pacific Bell Telephone Company d/b/a AT&T California for Targeted Relief from its Carrier of Last Resort Obligation and Certain Associated Tariff Obligations, Application A.23-03-003.

⁵⁵ Decision Dismissing with Prejudice the Application of AT&T California to Withdraw as a Carrier of Last Resort; before the Public Utilities Commission of the State of California, Application of Pacific Bell Telephone Company d/b/a AT&T California for Targeted Relief from its Carrier of Last Resort Obligations and Certain Associated Tariff Obligations, Application A.23-03-003; Decision 24-06-024 issued June 25, 2024.

⁵⁶ *Id.*, at page 6.

⁵⁷ *Id.*

⁵⁸ Amended Application of Pacific Bell Telephone Company d/b/a AT&T California for Targeted Relief from its Carrier of Last Resort Obligation and Certain Associated Tariff Obligations, Application A.23-03-003, at page 12.

⁵⁹ *Id.*, at page 14.

rules⁶⁰. AT&T is making the same arguments in this rulemaking proceeding that it did in its Petition – that it should be allowed to terminate service over its copper TDM network due to “competition”. To plan for the eventuality that AT&T is allowed to terminate services over copper facilities, the City should identify each location in the City where it utilizes AT&T services over copper networks (if any) and consider alternative modes of provisioning communications to those locations and functions. This could implicate a number of services or functions including basic telephone connections, alarm services, monitoring services, in home detention surveillance, elevator emergency phones, etc.

7. Gap Analysis

Overview

As the data collection portion of the study concludes, an in-depth analysis begins. With this study, the City of Duarte takes its first steps towards a promising path to improving its broadband infrastructure. Significant gaps remain that must be addressed to ensure comprehensive and equitable access to broadband internet.

⁶⁰ Order Instituting Rulemaking Proceeding to Consider Changes to the Commission’s Carrier of Last Resort Rules; Rulemaking 24-06-012, issued June 28, 2024.

The City of Duarte needs clear, explicit goals for community connectivity, digital equity, and a plan to utilize existing public assets and future CIP project for broadband improvement.

The market assessment revealed that the broadband landscape in Duarte is dominated by Charter/Spectrum, with limited competition and high prices. Approximately 45% of residents have only one option for internet service, leading to an effective cable monopoly that restricts choice and drives up costs. While Charter's network offers high download speeds, its limited upload speeds are insufficient for modern needs such as remote work, online learning, and telehealth.

The lack of committed expansion plans from incumbent providers exacerbates the problem, leaving large areas of the city without competitive broadband options.

The community survey and stakeholder analysis highlight widespread dissatisfaction with current broadband services, particularly regarding cost, performance, and lack of competition.

Addressing these gaps requires a multifaceted approach.

Documenting and mapping existing assets in a geo-coded format will enable better management and planning.

Formalizing the integration of broadband infrastructure into all relevant capital improvement projects through policies like joint trenching and dig-once will maximize deployment opportunities.

Encouraging new broadband providers to enter the market by streamlining the deployment process and promoting fixed wireless solutions can provide immediate relief while fiber infrastructure is expanded.

Collaborating with incumbent providers to develop and commit to expansion plans, especially in underserved areas, is crucial for meeting the increasing demand for high-speed internet.

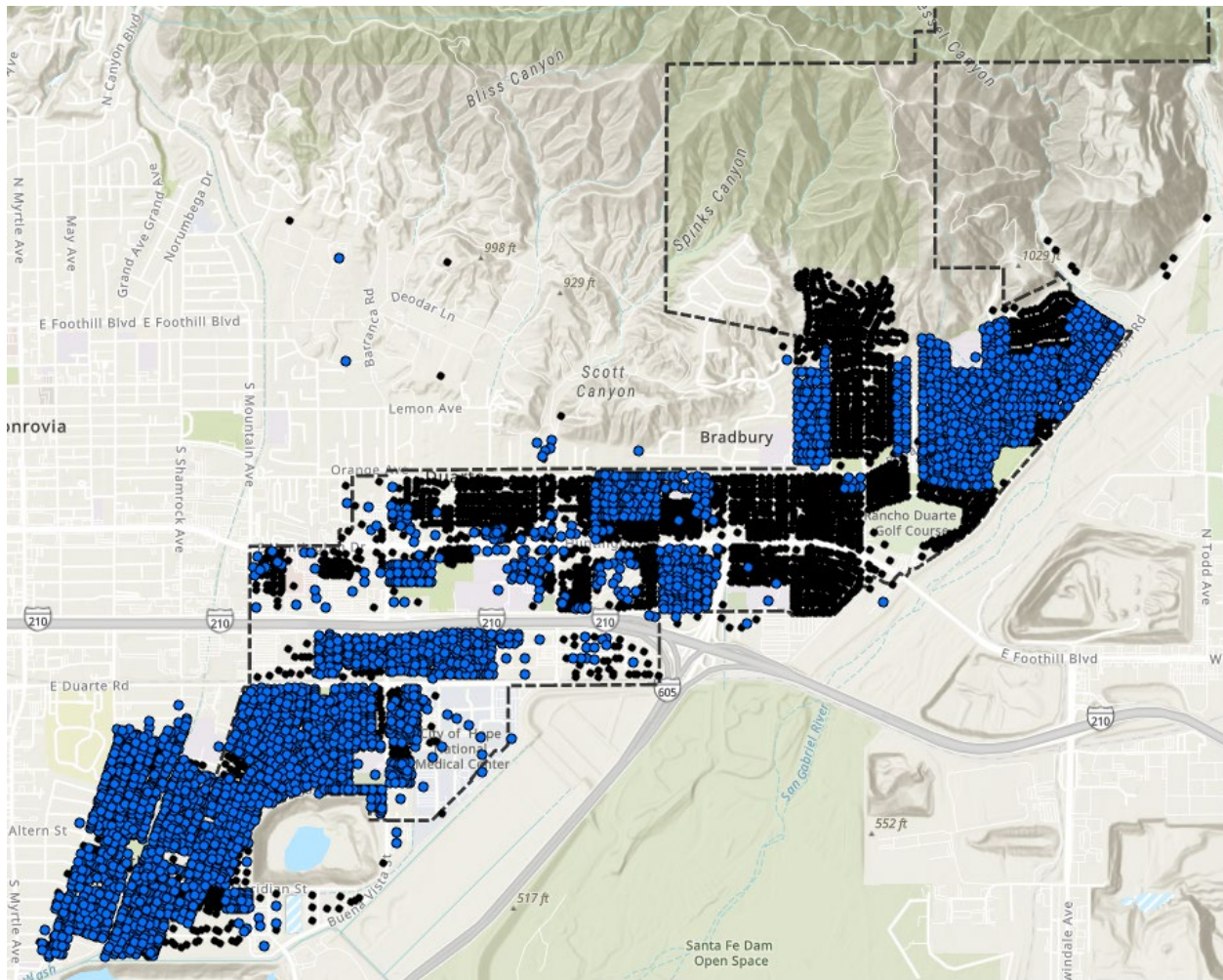
Adopting comprehensive broadband-friendly policies will support infrastructure deployment and digital inclusion.

Developing a digital resource toolkit, establishing a utility coordination program, creating a technology enterprise fund, and expanding public Wi-Fi hotspots will further enhance connectivity and ensure equitable access to internet services across the city.

By implementing these recommendations, Duarte can support a more competitive broadband market, improve service quality and availability, and work to ensure that all residents have access to affordable, high-speed internet. This will support the community's economic, educational, and social needs, fostering long-term growth and development.

Findings

This study indicates that the broadband landscape in Duarte is dominated by Charter/Spectrum, with limited competition and high prices. Most residents have only one option for internet service, leading to a monopoly that restricts choice and drives up costs. The lack of committed expansion plans from providers like Frontier exacerbates the problem, leaving large areas of the city without competitive broadband options. Without expansion and upgrades by the incumbents, or entry by a new market disruptor that brings FTTx services to the entire City, Duarte will not have the technology nor the competitive marketplace that can support the needs of residents and businesses. Fiber and non-fiber locations are shown in black. There is fiber access to approximately 55% of the broadband serviceable addresses, leaving almost half of the city without access to 1 Gbps symmetrical broadband service.



● Fiber Broadband Serviceable Location ● Non-Fiber Serviceable Location

Figure 45. Duarte broadband serviceable locations⁶¹

Broadband Accessibility Gaps

Current Status:

Duarte's broadband accessibility is hindered by a lack of competitive options and high service costs⁶². Spectrum dominates the market, with limited competition from Frontier,

⁶¹ Source: <https://broadbandmap.fcc.gov/home>

⁶²

resulting in high prices and reduced service quality. Many residents face affordability challenges, limiting their access to essential digital resources. The broadband market's lack of competition exacerbates these issues, affecting both residential and commercial users.

Accessibility Gaps Identified:

Single Provider Dominance: Charter Spectrum dominates the market, with 75% of survey respondents using its service. The absence of alternative broadband providers in substantial portions of the city limits the potential for innovation and prevents residents from benefiting from improved technologies and service plans. The dominance of a single provider also stifles market growth and competition.⁶³

Affordability: The high cost of broadband services creates significant affordability issues for many residents. Respondents reported paying Charter Spectrum an average of \$0.38 per Mbps per month for 225 Mbps of throughput as compared to \$.03 per Mbps for 1000 Mbps of throughput for Frontier's fiber services. Affordability barriers prevent low-income families from fully participating in the digital economy and accessing online resources.⁶⁴

Lack of Options: Residents feel they are paying too much for internet service, especially for lower speed services with higher per Mbps costs but lack the ability to switch to another broadband provider. Nearly half the city could not change to another broadband service provider as no other provider exists.

Limited Fiber Reach: Fiber broadband providers within the city only reach 55% of the entire city area.⁶⁵ This means that some residential and commercial areas lack access to symmetrical high-speed internet, hindering digital engagement and economic

⁶³ Duarte Broadband Access and Connectivity Infrastructure Assessment: Needs Assessment Community Survey

⁶⁴ Duarte Broadband Access and Connectivity Infrastructure Assessment: Needs Assessment Community Survey

⁶⁵ Duarte Broadband Access and Connectivity Infrastructure Assessment: Broadband Market Assessment Memo

development. Without an expanded fiber network, the city cannot fully support modern digital demands, impacting everything from remote work to educational opportunities.⁶⁶

Wireless Coverage Gaps: The cellular and fixed wireless service area in Duarte has significant coverage gaps, due to limited deployment of advanced technologies like 5G. This inadequacy affects mobile service quality and limits the city's ability to attract businesses and support technological innovation. The lack of robust wireless infrastructure impedes the city's growth and technological advancement, affecting both business operations and residential connectivity.

Recommendations:

Advocate for Fiber Expansion: Develop a detailed plan for expanding The City's own fiber infrastructure across the city where it makes financial sense. This plan should encompass identifying strategic locations for new fiber installations, integrating with existing infrastructure, and setting milestones for deployment. The plan should also address potential challenges such as geographic constraints and regulatory hurdles and propose solutions to overcome these barriers as well as develop funding models to address financial challenges for this type of undertaking. As part of our current engagement ENTRUST is working on a basic concept design for expanding City assets that can serve as a backbone for a more detailed plan, should The City move in that direction.

The City should collaborate with existing broadband providers to formulate comprehensive expansion plans for fiber infrastructure, specifically targeting underserved areas within Duarte. By focusing on expanding fiber infrastructure, Duarte can enhance overall network performance, support high-speed internet access, and stimulate technological growth across the city.

Overall, a well-planned fiber expansion strategy will contribute to long-term economic development by attracting businesses, fostering innovation, and supporting digital

⁶⁶ Duarte Broadband Access and Connectivity Infrastructure Assessment: Broadband Market Assessment Memo

transformation initiatives. By prioritizing fiber infrastructure, Duarte will position itself as a forward-thinking city that supports both technological advancement and economic growth, ultimately benefiting residents and businesses alike.

Additionally, the City should consider recruiting a new ISP to enter the market to increase competition and options for residents and businesses.

Promote Fixed Wireless: Encourage the deployment of fixed wireless broadband solutions as an interim strategy to address connectivity gaps while the fiber-optic infrastructure is being expanded. Fixed wireless technology can offer a practical and immediate alternative to traditional wired broadband options, particularly in areas where fiber infrastructure is not yet available. This technology can serve as an additional measure to improve connectivity while the long-term fiber expansion is underway. It will also offer immediate benefits by enhancing digital engagement and supporting economic activities in areas that currently lack adequate broadband access.

To ensure the effectiveness of this approach, establish clear service standards that focus on reliability, performance, and coverage. These standards should address key factors such as signal strength, data speeds, and network uptime, ensuring that fixed wireless solutions meet the necessary quality benchmarks. By setting and enforcing these standards, the city can provide a more reliable and consistent broadband experience to underserved areas. Ensuring that fixed wireless solutions meet performance expectations will be substantial in addressing the existing connectivity issues.

Create an Available Asset Portal: In conjunction with the Geo-Mapping initiatives, streamline the deployment process for City broadband infrastructure by implementing Master License Agreements (MLAs), in conjunction with digitizing the application process to utilize City assets. Allowing providers access to previously mentioned Geo-Mapping database for all broadband assets in one centralized location will allow broadband providers, FWA and cellular providers to effectively plan deployment timelines and buildout costs.

Additionally, the creation of a centralized application portal for all city assets for the purpose of reserving the use of specific assets will allow for more efficient coordination and planning between the city and private broadband providers. MLAs facilitate a more efficient permitting process by providing a standardized agreement for multiple projects, thus reducing administrative burdens, and expediting the installation of broadband infrastructure.

This streamlined approach is designed to attract new broadband providers by simplifying the regulatory environment and reducing barriers to entry. By providing a clear and efficient framework for deployment, Duarte can encourage a diverse range of service providers to enter the market, increasing competition and expanding service options for both residential and commercial users.

Gaps in Public Broadband Service and Infrastructure

Current Status:

The City uses commercial internet services for connectivity within its own facilities and has no fiber or conduit of its own. The inventory of 23 municipal and the other public and private anchor institution sites are all connected to individual commercial internet circuits. Duarte also owns 698 street light poles and manages 21 intersections with traffic signals. These assets are located throughout the city and could be utilized to support further broadband expansion and smart city applications. However, the city lacks fiber to connect these assets currently. This hinders future expansion efforts.⁶⁷

Gaps in Public Broadband Service And Infrastructure Identified:

No public fiber backbone: Public facilities could be connected to a leased or owned fiber network to improve speeds and connectivity and potentially save operating funds through group purchasing of broadband service. If this fiber network existed, it could be leveraged to expand community access to broadband.

⁶⁷ Duarte Broadband Access and Connectivity Infrastructure Assessment: Asset Inventory Memo

Underutilized Municipal Assets: Duarte has municipal assets, such as street light poles which are not leveraged for broadband expansion. These assets represent opportunities for improving connectivity and attracting private investment without incurring substantial new costs.

Coordination Limitations: There is a lack of coordination between the city and other public entities engaged in broadband infrastructure planning and deployment. Effective coordination is crucial for integrating various infrastructure projects and ensuring timely deployment.

Recommendations:

Implement Broadband-Friendly Policies in All City activities:

Duarte should adopt and enforce policies such as joint trenching and dig-once ordinances to streamline the deployment of broadband infrastructure and support digital inclusion. Joint trenching involves coordinating the installation of multiple utilities within a single trench, which significantly reduces the need for repeated excavation and lowers overall infrastructure costs. This method not only minimizes disruptions but also accelerates the installation process. Similarly, dig-once policies require that any excavation done for infrastructure purposes include provisions for future broadband installations, preventing the need for further digging in the future.

These policies will facilitate more efficient and cost-effective expansion of broadband infrastructure, particularly in underserved and rural areas where such development is often limited by financial and logistical barriers. By incorporating these practices into municipal regulations, Duarte can reduce the costs associated with infrastructure development and encourage more rapid deployment of broadband services. A supportive regulatory environment is crucial for improving connectivity and addressing digital equity challenges.

To ensure the effectiveness of these policies, Duarte should develop a framework for monitoring and evaluating their impact on broadband deployment and digital inclusion. Regular assessments will help determine if the policies are meeting their intended

goals and provide data for necessary adjustments. Engaging with local stakeholders, including utility companies, broadband providers, and community organizations, will also be essential to align the implementation of these policies with the needs and expectations of the community. Additionally, Duarte should commit to ongoing support and adaptation of these policies to address emerging challenges and opportunities in broadband infrastructure development. By continually reviewing and adjusting the policies, the city can maintain their relevance and effectiveness in promoting digital inclusion and infrastructure expansion.

Formalize Coordination:

Integrate broadband infrastructure planning into capital improvement projects and adopted joint trenching and dig-once policies to streamline infrastructure deployment and reduce associated costs. This approach involves incorporating broadband infrastructure considerations into the city's overall capital improvement strategy, ensuring that new infrastructure projects, such as road repairs or utility upgrades, account for broadband needs. Implementing these policies will facilitate a more cohesive and integrated approach to infrastructure planning and development, laying a solid foundation for future broadband advancements.

Improved coordination between city departments, utility providers, and other stakeholders will further optimize resource utilization and avoid the duplication of efforts. Establishing a formalized process for collaboration and communication among these parties ensures that infrastructure projects are planned and executed in a synchronized manner. This collaborative effort will help align priorities, share resources, and leverage existing infrastructure to support broadband expansion.

Geo-Mapping Initiative:

The detailed geo-mapping will serve multiple purposes. It will identify existing coverage gaps and potential areas for expansion, allowing the city to make informed decisions about where to direct future investments and infrastructure improvements. This information is critical for optimizing resource allocation and ensuring that new developments align with current infrastructure capacities and future needs.

Additionally, the geo-mapping project will enable better management of existing assets by providing a clear overview of their status and utilization. This will facilitate more efficient maintenance and upgrades, as well as improve coordination among various stakeholders involved in infrastructure development and management. The enhanced planning capabilities will support more strategic decision-making and help prioritize projects that address the most pressing needs.

Overall, the geo-mapping initiative will not only aid in addressing current infrastructure gaps but also support long-term planning efforts by providing a robust foundation of data for future developments. This strategic approach will lead to more effective infrastructure development, ensuring that Duarte's broadband network can meet evolving demands and support the city's growth.

This study will provide the city with an initial GIS data set to begin this initiative.

Address Focus Group Concerns: Integrate feedback from residents who have reported challenges with current broadband services into the development of future infrastructure plans. Specifically, address issues such as high costs and inadequate speeds, as identified by recent focus groups and surveys. Use detailed feedback to guide the creation of an infrastructure plan that prioritizes areas with the most significant reported issues. This approach ensures that investments are made where they will have the most substantial impact on improving service quality and meeting community needs.

Establish mechanisms for ongoing resident engagement to continuously gather feedback and monitor service quality. This can include regular surveys, focus groups, and community forums, public meetings, or reporting tools to ensure that infrastructure plans remain responsive to evolving needs and priorities. By systematically incorporating resident feedback into infrastructure planning, Duarte will ensure that broadband services are more equitable, effective, and aligned with the community's expectations and needs.

Recommendations:

Increase Awareness of Resources: To improve access to digital literacy resources, Duarte should launch a comprehensive marketing campaign that targets residents across the city. This campaign should include a multi-channel approach, utilizing social media platforms, and community events to disseminate information about available programs and resources. Collaborations with local newspapers, radio stations, and community newsletters can ensure that the message reaches a wide audience. The program should highlight the benefits of digital literacy programs and provide clear instructions on how residents can participate.

Additionally, creating online resources, such as a digital toolkit can serve as a central hub for information and updates (discussed in further detail later in this memo). This will help to increase awareness and accessibility, Duarte will help residents connect with the resources they need to improve their digital skills, support digital inclusion, and address gaps in knowledge and access effectively.

Subsidize Broadband Costs: Actively pursue state and federal funding opportunities to establish or expand programs that subsidize broadband costs for low-income families as well as for spending on additional infrastructure. For example, The Affordable Connectivity Program (ACP), which previously provided \$30 per month for internet subscriptions, is now under consideration for an additional \$7 Billion in funding to revitalize the program.⁶⁸

Duarte can explore and leverage new or existing financial assistance programs, or financial support aimed at reducing broadband costs. It is important for Duarte to engage with federal and state agencies to stay informed about relevant programs and opportunities that can assist in funding these initiatives

Technology Enterprise Fund: Create and Implement a Technology Enterprise Fund: Establish a dedicated Technology Enterprise Fund designed to support and finance broadband infrastructure projects within Duarte. This fund will be primarily

⁶⁸ <https://broadbandbreakfast.com/senate-panel-approves-7-billion-for-affordable-connectivity-program/>

financed through revenue generated from leasing or monetizing city-owned assets such as utility poles, rooftops, and other infrastructure.

By leveraging revenues from leasing city assets, the Technology Enterprise Fund will create a sustainable financial mechanism to support critical broadband infrastructure improvements. This approach will not only facilitate the expansion of broadband services but also contribute to the city's technological advancement and economic development. The fund will play a pivotal role in addressing infrastructure gaps, enhancing connectivity, and supporting Duarte's long-term digital goals. The Technology fund should be established with these considerations as priorities.

8. Conceptual Network

To address many of the needs identified thus far, a conceptual network design has been completed to consider what a public fiber network might look like, cost and accomplish. The conceptual design includes the locations and type of infrastructure needed to address the needs of the Duarte community. It leverages existing infrastructure and planned projects and includes recommended new infrastructure such as fiber optic and wireless facilities to address the near- and long-term needs of residents, businesses, and community anchor institutions in Duarte.

Conclusions and Implications

The proposed conceptual network design aims to establish a city-wide ring network connecting 23 key city facilities and community institutions across four tiers. The initial focus is on Tier 1 facilities like the city hall and public safety sites, with subsequent phases expanding to include Tier 2 sites such as the county fire station and medical center, and Tier 3 educational facilities. The design is structured to address resource constraints, prioritize critical facilities, and accommodate future growth by utilizing a phased approach. Each phase is planned to be built incrementally, reflecting the city's priorities and grant availability, with a final phase dedicated to improving cell phone coverage in underserved areas.

The network design, covering a total distance of 10.8 miles, has an estimated construction cost of \$6.86 million. This cost includes underground fiber cable installation and is based on current market conditions, with potential for cost adjustments based on detailed design and engineering assessments. The network's potential reach includes approximately 1,600 residences and businesses within 175 feet of the backbone, although connecting each address will require additional investment. The design not only aims to enhance public services but also explores opportunities for generating revenue through retail internet services and public-private partnerships.

Methodology

The first step of the conceptual design was an assessment of the Duarte area for existing public and private broadband assets and infrastructure that could be used, leased, shared, or otherwise leveraged to develop and construct a functional, yet cost-effective broadband network. This included surveying and mapping several data sources available for use in the region, including public infrastructure, buildings, and/or facilities, conduit and fiber networks, communications towers, streetlights, traffic signals, state-wide middle-mile networks, and private telecom assets, including middle-mile networks and data centers.

The city identified and prioritized 24 sites for the conceptual design. ENTRUST used this information, along with details about city assets that could enhance cell phone coverage, to design a backbone fiber optic network with a loop architecture in a 4-phase incremental approach. This loop design ensures uninterrupted, redundant services across the city, preventing any single point from causing a wide network outage. The conceptual design does not specify how the backbone will be deployed (e.g., aerial vs. underground), which can significantly impact construction cost estimates. Service drops/laterals were not included in the design, and a full engineering study would be needed to identify specific entry points for buildings and facilities and to determine the additional footage required for drops/laterals.

The conceptual network design is truly that – conceptual. It is not a full engineering study and does not account for specifics such as aerial vs. underground deployment, building entry locations, which side of the street a particular fiber cable is located, etc. The conceptual design is intended to provide a roadmap for the city, and specific

projects undertaken should first complete a full engineering process that will conduct field surveys to verify existing data and assumptions to move the Conceptual Design to a High-Level Design (30% HLD), to a Low-Level Design (60% LLD), and ultimately to a Final Design (90%).

Results

Conceptual Network Design

The proposed conceptual network design was intended to efficiently connect the 24 identified city facilities and community institutions shown on Table 1 into a city-wide ring network. Additionally, ENTRUST sought to address the northeast portion of the city near the foothills that was identified as having poor cell phone coverage in the Market Assessment.

Facilities were divided into tiers with city facilities (city yard, city hall, etc.) in Tier 1, the county fire station and the medical center in Tier 2, and educational facilities in Tier 3. Tiers were used to guide the order in which the network is constructed with Tier 1 facilities being constructed first. A final phase was included in the conceptual design to address cell phone coverage issues.

A phased approach is used to recognize resource constraints, prioritize critical city facilities, provide flexibility relative to grant availability, and to reflect the city's priorities for growth and connectivity. Phases can be further broken down into sub-phases or built incrementally and opportunistically through effective Capital Improvement Program (CIP) and utility coordination.

Table 13. Sites Connected to City Backbone Network in Conceptual Design

Site Name	Street Address	Tier
Duarte Fitness Center	1600 Huntington Drive	Tier 1
Duarte Senior Center	1610 Huntington Drive	
Duarte Teen Center	1400 Buena Vista Street	
Duarte Public Safety/ Sherriff Satellite	1042 Huntington Dr.	
Duarte City Yard	1850 Highland Avenue	
Royal Oaks Park	2627 Royal Oaks Drive	
City Hall	1600 Huntington Dr.	
LA County Library - Duarte Library	1301 Buena Vista St.	

Los Angeles County Fire Department - Station 44	1105 S. Highland Ave.	Tier 2
City of Hope National Medical Center	1500 E. Duarte Rd.	
Opportunities for Learning - Duarte	1008 Huntington Drive	Tier 3
Anita Oaks DBA Foothill Oaks Academy	822 Bradbourne Avenue	
Berean Baptist Academy	2302 South Mountain Avenue	
Duarte Montessori School Inc.	1640 East Third Street	
Maryvale Education Center	2502 Huntington Drive	
City Of Hope Graduate School of Biological Sciences	1500 E. Duarte Rd.	
Andres Duarte Elementary School	1433 Crestfield Drive	
Beardslee Elementary School	1212 East Kellwil Way	
Royal Oaks Elementary School	2499 Royal Oaks Drive	
Valley View Elementary School	237 Melcanyon Road	
Duarte High School	1565 East Central Avenue	
Mt. Olive Innovation and Technology High School	1400 Mount Olive Drive	
Northview Intermediate	1401 Highland	
Duarte Unified School District Education Center	1620 E Huntington Dr	
Cell Phone Coverage / Street Light Overlay		Tier 4

The resulting conceptual design is shown in Figure 1.

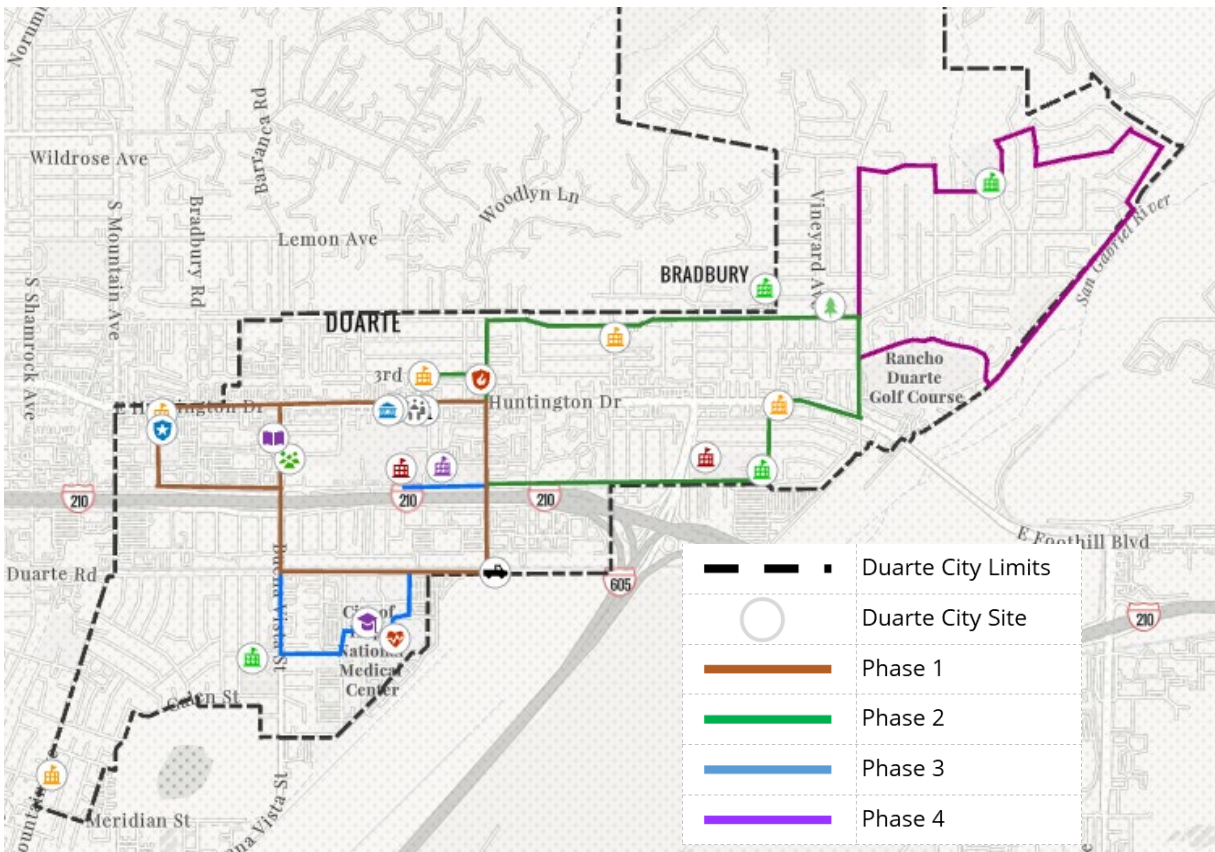


Figure 46. Proposed Conceptual Design

As previously mentioned, sites were organized into tiers to determine the phasing of the proposed conceptual network. However, due to the location of some sites and the need to efficiently build the network, some sites were not included in the phase that aligned with their tier. In some cases, sites are part of an earlier phase because the proposed route passes by them. In other cases, sites are addressed in a later phase because they are too far from the proposed route of that phase.

Berean Baptist Academy was not included in the conceptual design because it was too far from other sites to be served by the proposed city network. Phase 2 of the proposed conceptual network runs along Royal Oaks Drive and includes Royal Oaks Elementary School, even though the school is outside the city limits.

Sites and the phase in which they will be served by the proposed conceptual design are summarized on Table 2. The distance for each phase is on Table 3.

Table 14. Sites by Build Phase

Site Name	Tier	Build Phase
Duarte Fitness Center	1	Phase 1
Duarte Senior Center	1	
Duarte Teen Center	1	
Duarte Public Safety/ Sherriff Satellite	1	
Duarte City Yard	1	
City Hall	1	
LA County Library - Duarte Library	1	
Opportunities for Learning - Duarte	3	
Duarte Unified School District Education Center	3	
Royal Oaks Park	1	Phase 2
Los Angeles County Fire Department - Station 44	2	
Anita Oaks DBA Foothill Oaks Academy	3	
Duarte Montessori School Inc.	3	
Maryvale Education Center	3	
Andres Duarte Elementary School	3	
Royal Oaks Elementary School	3	
Mt. Olive Innovation and Technology High School	3	
City of Hope National Medical Center	2	Phase 3
City Of Hope Graduate School Of Biological Sciences	3	
Beardslee Elementary School	3	
Duarte High School	3	
Northview Intermediate	3	
Valley View Elementary School	3	Phase 4
Cell Phone Coverage / Street Light Overlay	4	
Berean Baptist Academy	3	None

Table 15. Phased Implementation Plan Distance Summary

Phase	Distance (ft)	Distance (miles)
1	17,372	3.3

2	17,177	3.3
3	5,793	1.1
4	16,811	3.2
TOTAL	57,154	10.8

Network Passings Analysis

Evaluating the potential business case of using a public fiber network to sell retail internet services can identify opportunities for the city to leverage its asset for more than just public services. A public fiber network can help break down challenges to the digital divide, increase community access to high-speed broadband, generate revenue through leases and retail subscriber fees, and form the foundation for a public-private partnership with a qualified ISP.

Placing a 175-foot buffer around the conceptual backbone network and cross-referencing an address and business license database provides the ability to quantify the potential reach of the conceptual network to locations that can be economically connected into the City's network (typically addresses falling within 175 feet is a feasible distance that can be bridged by a private ISP through last mile service drops). Table 4 identifies the number of locations within the 175-foot buffer, broken down by phase.

Table 16. Addresses Located within 175' of Conceptual Backbone Design

Phase	Total Addresses
Phase 1	286
Phase 2	632
Phase 3	100
Phase 4	569

TOTAL	1,587
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All 4 phases of the Conceptual Design would pass approximately 1,600 residences and businesses within 175' of the backbone. However, individual service drops to connect each address to the City's backbone will still be required, which will generate significant need for start-up capital.

Construction Cost Estimates

The estimated capital construction cost of the Conceptual Network Design (all phases) is \$6.86M which includes estimated design and engineering and permitting for 10.8 miles of new conduit underground fiber cable installation (see Table 5 for a breakdown by phase).⁶⁹

Cost estimates for the Conceptual Design are only estimates based on existing market conditions and would be further refined upon completing design engineering and putting the project out for a public bid.

Construction estimates for conceptual designs need to make assumptions about construction methods (aerial vs. underground), which isn't typically determined until the design engineering process. For purposes of these cost estimates all cost estimates assume everything is underground.

Table 17. Estimated Construction Cost by Phase

Phase	Distance (ft)	Assumed Cost per Foot (\$/ft)	Estimated Total Cost (\$ millions)
1	17,372	\$120	\$2,080,000
2	17,177	\$120	\$2,060,000
3	5,793	\$120	\$700,000
4	16,811	\$120	\$2,020,000
TOTAL	57,154		\$6,860,000

The design engineering and field surveying process for future phases would verify and record all existing assets and could uncover additional assets that would reduce the

⁶⁹ Construction costs are based on ENTRUST's analysis of comparable cities, recent construction bids, equipment and material costs, and a regional assessment of the labor and construction market. An inflation factor has been included to address future, short-term cost increases.

need for some of the new construction, or identify cost-effective strategies, thereby lowering the total overall construction costs.

9. Business Model Evaluation

Cities are increasingly recognizing the value of next-generation broadband services for their communities, as these services positively impact economic competitiveness, workforce development, education, and municipal operations. To select the optimal business model for municipal broadband, local governments must consider community needs, market conditions, and their own organizational capabilities, weighing different investment and control levels against associated risks and rewards. The City of Duarte faces various options ranging from public policy-only approaches to full-scale retail internet services, each offering distinct benefits and challenges.

The analysis evaluates several business models for broadband deployment, including public policy, infrastructure-only, public sector connectivity services, open access/wholesale transport services, business-only retail broadband, and full retail broadband services. It also explores public-private partnerships (P3s), which can combine municipal and private resources to develop and operate broadband networks more efficiently. The choice of model affects control, investment levels, and the potential for leveraging existing infrastructure while balancing public and private goals.

Financial estimates indicate that operating a retail broadband service as a stand-alone entity is not sustainable for Duarte due to high costs and limited revenue potential. The analysis suggests a combination of public policy and public services provider models, with recommendations to support broadband expansion through capital improvement projects and technology funds, while exploring funding sources and strategic partnerships to enhance infrastructure and reduce costs.

Methodology

ENTRUST used the information gathered from the asset inventory, market analysis, needs assessment, gap analysis, and assessment of city policies to identify business model options for broadband expansion. ENTRUST considered opportunities for joint

build, partnership options, regional collaborations, the competitive environment, and funding options to determine which business model best suited the city.

Using construction costs and homes passed information from the conceptual design, ENTRUST estimated the viability of using the proposed network to provide retail broadband services to the businesses and residents of Duarte. Recommendations for the most appropriate business model structure was based on this evaluation.

Results

Cities are realizing the importance of next-generation broadband services to support the future of their communities. Evidence demonstrates that broadband services have a net positive economic and social impact to communities by enhancing competitiveness, workforce development, educational capabilities, municipal operations, and smart city deployment.

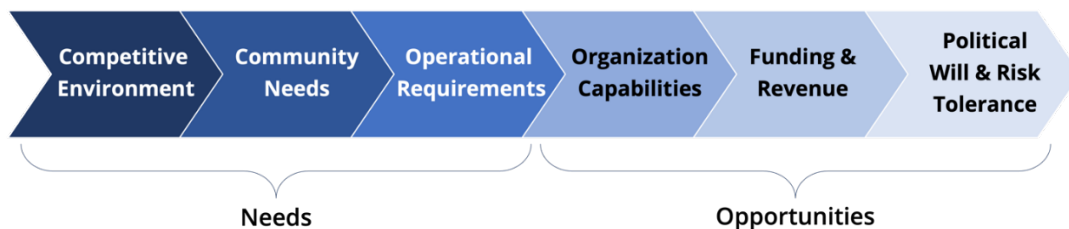


Figure 47. Factors to Consider when Choosing a Broadband Business Model

To determine which business model for municipal broadband is best, local governments should understand various factors, such as: community needs, competitive market factors that define infrastructure options, and organizational and operational capabilities of the local government itself. The various business models involve different levels of investment and control that come with varying risks and rewards. The City of Duarte has numerous options – from a lassie-faire, public policy-only approach all the way across the spectrum to a full retail internet business.

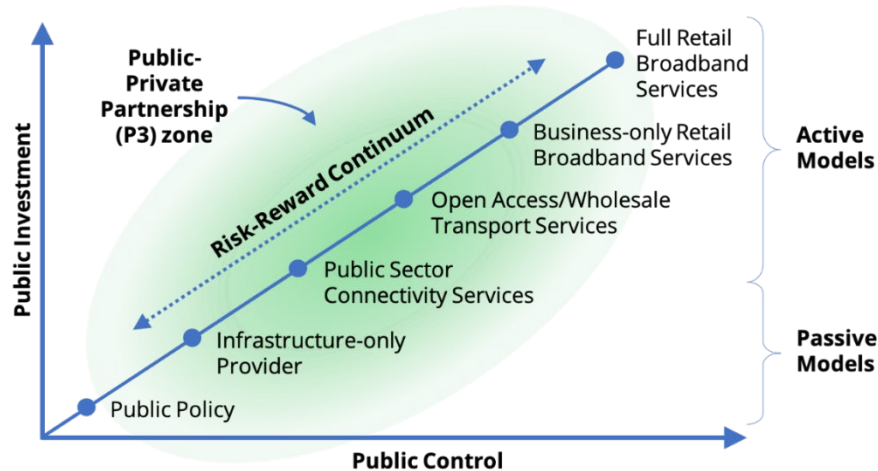


Figure 48. Broadband Business Models Differing Levels of Control and Investment

Business Model Options

Public Policy

In a public policy only business model, the municipality utilizes its public policy tools to influence how broadband services are likely to develop in its community. Public policies are shaped to streamline the processes of designing, constructing, and managing broadband infrastructure in a local government's jurisdiction. Focus areas include right-of-way access, permitting processes and costs, construction practices and placement methods, franchise agreements, and utility fee assessments. Examples of broadband policies and standards include joint trenching and "dig once" policies, utility relocations, road moratoriums, and funding mechanisms for design, labor, and materials. This option is not considered a true business model but does impact the local broadband environment and is therefore included as one option.

The key to successful policy development and implementation is inter-departmental coordination and communicating the shortcomings in current practices and policies. With a better understanding of interdependent responsibilities, policies can be improved. In addition, changes often come with an associated cost, so a municipality will often need to establish a fund to assist in the early adoption of certain policies.

Infrastructure-Only Provider

Cities that provide conduit and dark fiber services to local organizations are generally considered infrastructure providers. They lease these assets to community organizations, businesses, and broadband providers. These organizations use municipal fiber to connect to one another and to data centers to reach the internet, cloud services, and other content networks. Many municipal providers who have deployed these services began by building their own fiber networks to serve purely municipal functions. As their networks grew, they realized that these networks could provide access to local organizations needing fiber connectivity.

Dark fiber is the core product of most infrastructure providers and is generally used by businesses and community anchor organizations to reduce their telecommunication expenses and achieve higher bandwidth speeds. Typically, dark fiber strands are leased using a simple mileage-based price calculation to the end user. However, customers may require new construction to reach their facilities, resulting in construction costs to be incurred by the municipality and which will be charged back to customers to allow the municipality to recoup its investment.

Public Sector Connectivity Services

Public services providers use publicly owned fiber and broadband resources to interconnect multiple public organizations with fiber or wireless connectivity. These organizations are generally limited to the community anchors within their jurisdiction, including local governments, school districts, higher educational organizations, public safety organizations, utilities, and healthcare providers. Most of these anchors require substantial connectivity and often, the local government's network can provide higher capacity at lower costs than these organizations are able to obtain in the commercial market.

Open Access / Wholesale Transport Services

Local governments that adopt the open-access model generally own substantial fiber-optic networks in their communities. Open access allows these local governments to "light" the fiber and equip the network with the electronics necessary to establish a transport circuit to interconnect service providers with the local network.

The concept of open access enables competition among service providers across a network that is owned by the local government. The municipality remains neutral and non-discriminatory and is open equally to any providers that seek to deliver services over the network. Service providers lease access to the network based on the amount of bandwidth required by the end customer and an established standard rate structure and terms of service. Open-access networks generally charge wholesale rates to retail broadband providers. They publish rates for competitive service providers, charging a monthly recurring fee based on bandwidth of the service utilized or a flat fixed fee per month. Services offered may include Internet, telephone, data connectivity (transport), and dark fiber.

Business-Only Municipal Retail Broadband Services

A common goal for municipalities that deploy broadband networks is to support local economic development needs. Local governments equip their business and industrial districts with fiber infrastructure through which they can provide cost effective, high-speed Internet and other data services to local customers.

Municipal business providers offer competitively priced Internet and communication services that are generally very competitive in the small and medium business market against other provider offerings. They compete on both price and quality, generally focused on the following value proposition, all at a lower monthly cost:

- Higher bandwidth, scalable to Gigabit speeds
- Symmetrical service, the same upload and download
- Higher quality fiber connections with less downtime and a stronger service level agreement
- Responsive local customer service

Full Retail Broadband Services

Municipalities that provide end user services to residential and business customers are considered retail service providers. Governments can offer triple-play services consisting of phone, television, and internet services, essentially becoming an equal competitor to incumbent cable and broadband providers, or, considering the consumer trend of “cutting the cord,” focus solely on offering internet/data services. As a retail

provider, the organization is responsible for a significant number of operational functions, including management of retail services, network operations, billing, provisioning, network construction, and general management.

Public-Private Partnerships

Public-private partnerships (P3s) are an emerging business model that provides an innovative solution to an ongoing municipal broadband issue: How does a local government invest in municipal broadband without operating a broadband network? Generally, P3s create a cooperative platform for a local government and one or more private organizations to plan, fund, build, and maintain a broadband network within the municipality's jurisdiction. To make a P3 successful, each organization should align on negotiable agreements, which can include:

- Who has rights to access the network – is it exclusive or non-exclusive?
- What are the public and private partners' goals and how are they incentivized?
- What roles and responsibilities does each partner have?
- What assets are financed through the public?
- What revenue model is used to recoup investment?
- What requirements must the private partner meet, in terms of service availability, speed, price, build locations, and performance schedules?
- How will the partners determine future buildouts and who pays for them?
- What happens if the private assets are sold or acquired?

The key factors that define a public-private partnership, as opposed to simply a customer-vendor relationship, is that: (a) all parties contribute, (b) each parties' benefits are based on their contributions, and (c) one partner does not pay another; there are few or limited transactions between partners.

The business models in the middle of the continuum (Figure 2) accommodate, but don't necessitate, a public-private partnership. The essence of such a partnership is that for-profit and for-people entities collaborate to achieve complementary, if not common, objectives. The bottom line for private entities is profit, while it is quality of place for public agencies. In concept, private entities can flexibly mobilize resources where there is money to be made and public agencies can redistribute resources to ensure no one is left out. A P3 can help realize both these outcomes: public involvement reduces risk to private investment, and private involvement enables faster and more extensive

execution. Generally, partnerships decrease risks while enabling larger or new forms of rewards.

Transport vs. Access Services

There are two general classes or types of services that can be provided over modern network infrastructure: transport or access. These services are complementary but involve different components and costs. Duarte could offer one or both services – either as a stand-alone enterprise or through a public-private partnership.

Transport services are dedicated services that typically come with guaranteed bandwidth and uptime commitments, which are referred to as service level agreements (SLAs). Transport services are variously referred to as “backhaul,” “bulk IP,” “carrier-class,” “enterprise,” “long-haul,” “managed,” “metro,” or “middle-mile” services, depending on the context. Generally, they are used by large organizations and institutions that have mission-critical needs for uninterrupted, high-speed broadband connections (government, education, medical, or large anchor enterprises, including ISPs).

Access services are relatively inexpensive, “best effort” services (e.g., “speeds up to 1 Gbps”). Access services are often referred to as “retail networks,” and do not include any solid performance guarantees. This is the type of service offered to residents and businesses by incumbent internet providers such as AT&T or Comcast.

Transport Services

Transport services involve relatively few stable, but high-performance connections. Users are major businesses and institutions, including network service providers. The service is moving information from one point to another, rather than leasing an asset, so the value comes from ensuring the information keeps moving. This requires equipment that lights the fiber, maintains connections, and transmits data as diagrammed in Figure 3. Some form of interconnection with other networks or services, which requires additional equipment, is commonly a part of transport service.

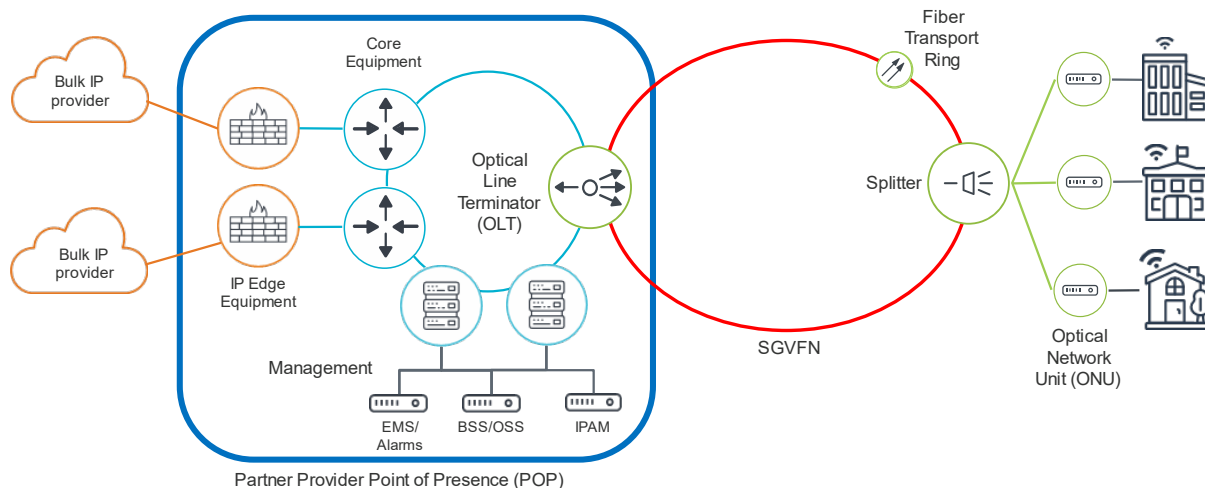


Figure 49. Transport Networks Architecture

Networks typically have a core network composed of a few centralized sites—called central offices, data centers, or headends depending on type of ISP—interconnected by fiber in a ring architecture. Core sites contain critical equipment to connect the local network to the global network. They must be secure, with reliable power and backups, and preferably centrally located. At least one site, but ideally two, must connect to high-capacity dedicated internet services, ideally via different providers with fiber following separate routes, for backhaul.

Transport customers typically have substantial network operations of their own that incorporate services where needed, which requires next generation technologies—specifically software-defined wide-area networks (SD-WAN) and sophisticated management systems. Customers may require dual-homed connections, which connect to the core site via two diverse routes, and redundant connections to cloud services, tier 1 ISPs, and other service providers.

Transport service providers often co-locate in other companies' data centers to reduce costs. Access service providers generally prefer to own their core network sites, where they can access infrastructure called “pedestals” or “points of presence” (POP). This is changing somewhat with the emergence of wholesale open access infrastructure. Interconnection sites between different providers ranges from massive data centers to relatively small structures.

The network equipment required to deliver broadband services to customers is comprised of several functional groups and multiple components. All business models require core equipment, which must be supplemented with various types of access equipment and infrastructure.

Core Equipment

The core equipment aggregates traffic from all access equipment, connecting customers and routing their data to and from the IP edge equipment or other end-point destinations. Standard network protocols provide link redundancy and dynamic traffic re-routing in the event of an equipment failure or fiber cut. Core equipment can easily support thousands of customers and hundreds of gigabits of traffic throughput at deployment and will accommodate future system growth through the addition of service modules, optical interfaces, and/or software licenses.

Internet Protocol Edge (IP Edge) Equipment

Separate from the core switches, the network must maintain an “internet perimeter.” The internet perimeter will include internet routers and internet firewalls to be used to manage routing throughout the network. Firewalls will be utilized to protect critical back-office systems, including provisioning, network management, data storage, and other information. The two core switches will be interconnected to two internet routers providing redundancy for internet services in the event of a single interface or equipment failure. As mentioned above, backhaul circuits should be acquired from at least two providers using diverse paths.

The central office would house core and edge equipment for ISPs serving customers within the area. Other carriers could be co-located in these sites so circuits and traffic could be connected and routed to the rest of the world. Equipment and facilities requirements are reasonably modest—primarily separate, secure cages for providers and major network users to place equipment, along with environmental controls and clean, reliable power. We assume the central office would be the City’s data center. Otherwise, costs to build out a data center, not including property acquisition or construction costs, could be an additional \$500,000.

Access Services

The major difference between a local transport network and a fiber access network is the addition of access and distribution infrastructure, including hubs and multi-site terminals, illustrated in Figure 4. The core network delivers much the same functionality to broadband distribution hubs—also called points-of-presence (POP)—as to transport service customer sites. The dedicated connections function as feeder lines, which are also typically deployed in rings, between the core sites and distribution hubs. The core and feeder networks and hubs comprise the “transport” network. Access requires additional equipment that supports connections to many customers.

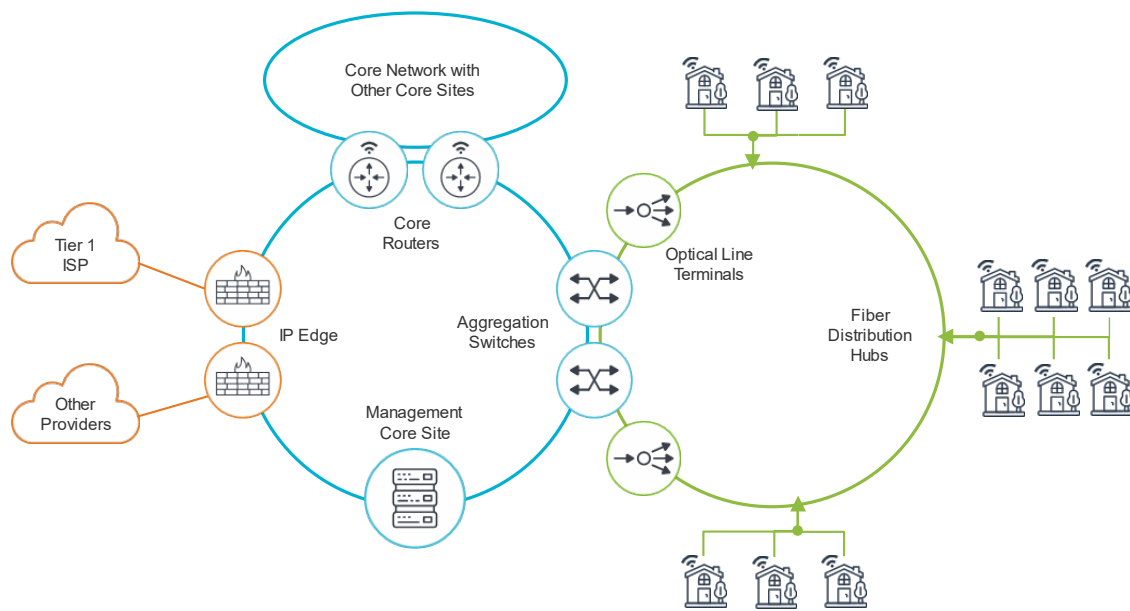


Figure 50. Passive Optical Network (PON) Architecture

Feeder fiber connects optical line terminators (OLT) in the core sites to passive splitters called fiber distribution hubs (FDHs), typically in outdoor cabinet enclosures placed strategically throughout the service area. Splitters may also be located within the access POP itself. In areas where aerial fiber deployment may be used, FDHs may be placed aurally or transitioned from the aerial pole to a ground mounted FDH. As this plan is limited to assessing major corridors as fiber routes, we assume coverage is limited to customer premises within 175 feet of the backbone. This requires only a single FDH.

The distribution network branches out from the FDHs. Multiple access lines drop off the distribution lines—hence the term “fiber drops”—via drop terminals into customer premises. Major sites can be directly and diversely connected to the core sites via “laterals,” basically putting them on the feeder network. The backbone fiber may be used for a distribution, feeder network, and/or laterals, as well as core network. The particular use of specific fiber strands is a matter of how they are spliced together and where they terminate. Indeed, a single fiber cable can accommodate multiple physically separate networks for purposes such as SCADA or traffic signal interconnection.

Hubs may be powered cabinets, prefabricated shelters, or existing structures with sufficient space for equipment racks and other components. Fiber in the routes analyzed above could connect retail service providers’ POPs anywhere in the City with backhaul via diverse routes to multiple upstream service providers for maximum fault protection. In practice, a distribution infrastructure can and should be built in a phased manner in response to consumer demand and/or in conjunction with other capital projects.

Feeder and Distribution Fiber

Feeder infrastructure that extends from the POPs to neighborhoods and business districts typically requires only a few fibers, at most a single 24-strand buffer tube. The backbone typically consists of 288-strand fiber therefore at least a hundred strands would be available for use as distribution. The estimated costs are based on feeder fibers are sized based on the demand forecast and sizing of each enclosure to ensure that each service area is well equipped for broadband services. These details are addressed in engineering design to get optimal coverage for the least practical costs.

Each OLT serves 512 subscribers at a 1:32 split. The number of POPs and OLTs per POP depends on the number subscribers. The cost includes OLT and backhaul hardware necessary to connect each POP to the core routers. In an actual design/implementation, each OLT would not need backhaul hardware, two line cards, 16 optical interfaces, etc.

Distribution fiber extends from the splitters in the FDHs to network access points (NAPs), or drop terminals, which connect individual fibers entering customers’ premises. NAPs may be attached to aerial strand, located in ground level pedestals or

placed in underground vaults or hand holes located near the sidewalk or curb in residential neighborhoods or business districts. NAPs are costed as an integral component of the distribution infrastructure estimates. Fiber distribution to NAPs will be sized based on the service area density to provide service to between 8-12 premises per NAP.

Fiber Service Drops

Fiber drops connect from each NAP to the customer premise equipment that delivers broadband service. At the customer premise, the drop cable terminates in a protective “clamshell” enclosure attached to a home or building for storage of slack and connection to the home equipment. Drop fiber may be installed aerially or underground, typically for a flat fee. Providers may charge additional drop costs for special circumstances such as burying fiber through difficult landscapes or under driveways. The estimated average cost of a fiber drop at the time of this study, including all of these components and labor and recognizing that drops can vary greatly in complexity and distance, is \$2,500.

Optical Network Terminal

An Optical Network Unit (ONU), sometimes called an Optical Network Terminal (ONT), serves as the demarcation point between the retail ISP’s fiber network and the router or firewall connecting to the customer’s local area network (LAN). There are two general methods for installing ONTs. The first method involves mounting an outdoor rated ONT on an exterior wall of the structure and extending service wiring inside the premise. The second method involves extending the fiber into the premise and installing an indoor-rated ONU inside. In either case, the ONT is typically installed somewhere near the fiber entrance and an AC power source. The ONT terminates the fiber based PON signals and provides customer access to their services through traditional copper interfaces. XGS-PON ONT’s supporting greater than 1 Gbps data service may also support optical small form-factor pluggable (SFP) interfaces for connection to enterprise-class LAN equipment.

Business & Service Model Evaluation

Key Factors Influencing Duarte Business Model Choices

ENTRUST considered the following questions when evaluating the optimal business model for Duarte:

- What opportunities exist for the City to leverage its existing infrastructure to provide additional broadband service options to unserved and underserved locations?
- How might joint investment in broadband infrastructure be accomplished between the City and other public or private sector organizations?
- What legal and operational structures should be considered by the City and other organizations in use of the proposed infrastructure?
- How will the City balance private sector goals of revenue growth and profitability with public goals of providing affordable and available broadband services across the region?
- How will future system expansion be handled between the City and private sector providers and what contributions will the parties make to this infrastructure?
- What regional opportunities exist for collaboration?

Financial Analysis

The following financial analysis evaluates the estimated operational revenues and expenses, as well as the necessary start-up capital required, if the City were to monetize the proposed publicly-owned fiber optic network in the Conceptual Design by selling retail subscriber data services to residents and businesses – either as a stand-alone public enterprise, or through a public-private partnership (P3) with a qualified ISP.

This analysis is intended to assist the City in understanding the costs of monetizing a public asset, the value proposition of a private partner, where there is existing need to attract private capital, and how revenues can be leveraged in negotiations to secure the best position for the City. This memo is not a business plan or feasibility study and is not intended as a definitive financial statement or pro forma. Rather, it is intended as a tool to ensure the City has an overview of the potential revenues and expenses and the impacts of different business model approaches.

It is important to note that while the Conceptual Design was architected to interconnect critical City assets for improved City communications, the analysis does not consider or

estimate the critical value of those connections for improved municipal operations, cost savings and efficiencies, implementation of smart city devices, quality of place, attracting private investment, supporting economic development, or other broadband enhancements that can be realized through a robust public fiber network.

The analysis was based on the proposed ~10.8-mile City fiber optic network described in the Conceptual Design.

Entrust estimated potential revenues and operating expenses, as well as enterprise start-up capital expenses required to connect and serve retail customers, such as customer equipment, installation, and networking equipment. Notably, these start-up capital expenses are separate from network backbone and plant construction that would be necessary to construct the 4-phase conceptual design.

These operational and capital estimates were driven from a passings/buffer analysis of the total number of serviceable addresses within 175 feet of the conceptual backbone – a distance that can reasonably be connected via a standard service drop and customer premises installation. Addresses were pulled from a county-wide geo-located database of all addresses and shown in Table 1.

Table 18. Addresses Located within 175' of Conceptual Backbone Design

Phase	Total Addresses
Phase 1	286
Phase 2	632
Phase 3	100
Phase 4	569
TOTAL	1,587

The financial analysis made the following industry-standard assumptions that took a conservative – yet realistic – approach:

- 30% take rate
- \$60/month for symmetrical 1 Gbps residential service
- Network maintenance = 3% of network value
- Interest rate = 6.5%
- Staffing levels assume new, stand-alone enterprise and use fully-loaded costs

Modifications and changes to these assumptions that could be achieved through specific business model approaches are discussed below.

New stand-alone broadband enterprises require significant direct costs to deliver services, as well as a minimum level of staffing and industry expertise. Some municipalities – particularly ones that already operate an electric utility – may already have some of the support staff and infrastructure in place that can be leveraged for a broadband enterprise, such as billing support and software, fleet vehicles and maintenance, and even field staff. However, broadband typically has specific requirements with respect to equipment and technical expertise and is prohibited from being subsidized by any electric utility, which means new staff and assets specifically for broadband must be acquired.

The City of Duarte has expressed it does not have the capacity to assume control of a stand-alone enterprise; however, examining the anticipated revenues and expenses of such an endeavor can give the City a realistic understanding of the risks and investment needed to transform a public fiber network into a functioning, competitive retail broadband enterprise. Most of the cost drivers, staffing needs, and equipment listed in these estimates will be required whether the network is operated directly by the City or by a private ISP through a P3.

The analysis assessed the phased build-out scenario of the Conceptual Design which is shown on Figure 5.

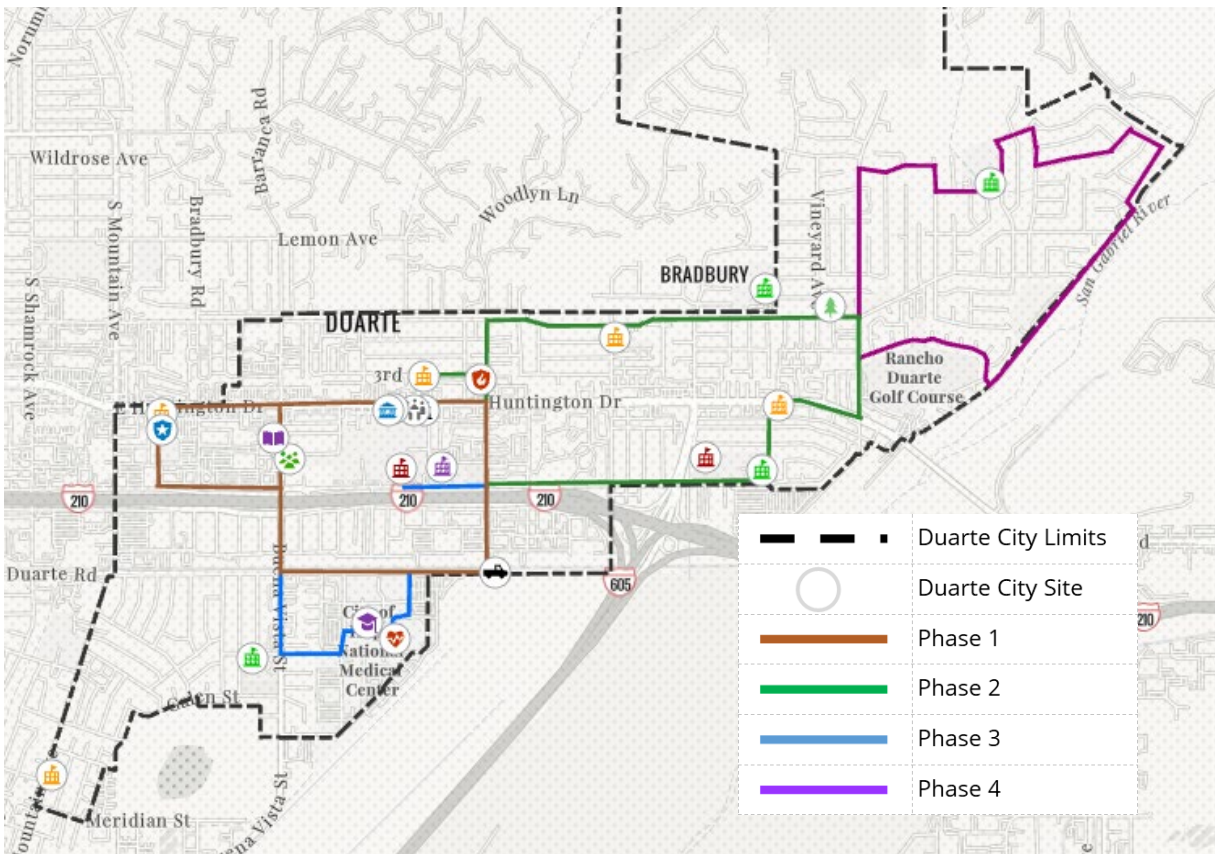


Figure 51. Proposed Conceptual Design

The model assumes retail subscriber levels stabilize after 3 years, with 30% of all passings subscribing for retail internet service. That translates to 1,587 residential and business customers, and results in approximately \$336,000 in annual gross revenues.

However, the requisite staffing and annual direct expenses to operate a retail network of that size are estimated at \$1.7 million, broken down into various cost drivers as shown in Figure 6.

Average Annual Revenue Estimate		
Service Revenues (MRC)	\$	342,792
TOTAL	\$	342,792

Average Annual Expenses Estimate		
Direct Cost of Services		
Data Transport	\$	60,000
Data Center	\$	12,000
Vehicle Maintenance	\$	29,250
Network Maintenance	\$	205,800
Utilities	\$	10,000
Field Tools	\$	27,667
Network Software	\$	11,099
Revenue Share	\$	-
SUBTOTAL	\$	355,815
Administrative Expenses		
Staffing	\$	980,828
Legal Fees	\$	2,000
Marketing	\$	6,856
Reporting	\$	12,000
Travel & Training	\$	7,000
Office Supplies	\$	6,884
General Overhead	\$	17,210
Bad Debt	\$	3,442
SUBTOTAL	\$	1,036,220
TOTAL EXPENSES	\$	1,392,036

EBITDA	\$	(1,044,388)
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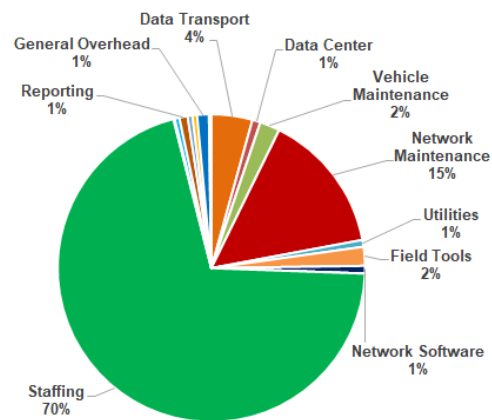


Figure 52. Average Annual Operating Expenses Estimate

The estimated earnings before interest, taxes, depreciation, and amortization (EBITDA) are estimated to exceed revenues by over \$1 million, which makes the network unsustainable as a stand-alone enterprise. This is primarily due to the cost of maintaining a 10.8-mile network and the fixed costs of staffing necessary, coupled with a relatively small customer base.

Additionally, there is more than \$8.74 million in start-up capital expenses that would be required to connect 483 customers, as shown in Figure 7. Start-up funding required speaks to the need for additional investment in the City's network to transform it into a functional, sustainable retail subscriber network – capital that could be secured through debt, a General Fund loan/subsidy, or private investment.

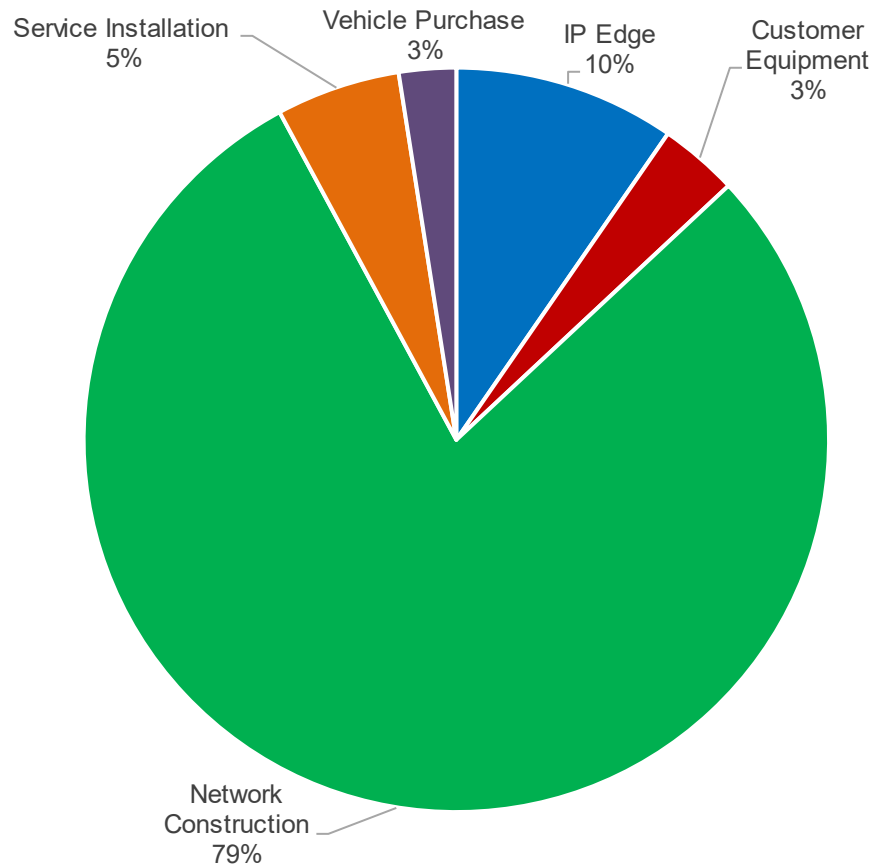


Figure 53. Start-Up Capital Expense Estimate
TOTAL: \$8,670,000

Soliciting a public-private partnership (P3) with a qualified ISP is one approach that can significantly reduce annual expenses by taking advantage of existing ISP operations, staffing, and experience. It is difficult to gauge the level of cost savings that individual ISPs can realize without access to proprietary financial data, but some general assumptions can be made.

ISPs typically already have many of the support staff already in place for other neighboring markets (billing, network operations and engineering, etc.), and can share these costs across multiple markets, thus eliminating the need for new hires. An ISP that is already working within the San Gabriel Valley region may be able to reduce the annual staffing costs shown in Figure 6 by as much as 50-70%.

Additionally, ISPs have standard operating procedures and processes, and often have many of the technical field staff already in place, which can significantly reduce the costs of ongoing network maintenance by as much as 50-70%.

There are many opportunities within the projected operational expenses for additional cost savings, and many of these hinges on the individual ISP and their unique existing markets, equipment, staff, and resources. Further cost-reduction strategies could be identified through detailed negotiations and analysis in coordination with the City's selected ISP partner.

If the City were to enter into P3 negotiations with an ISP based solely on the Conceptual Design, both sides would need to be creative and innovative to identify how to further reduce operating expenses and how to fund/recoup any start-up capital investment required. This could involve working with the ISP to evaluate all the expenses in greater detail, identifying potential synergies between the ISPs current operations and new markets in Duarte, and evaluating different growth models and timelines to spread costs out over longer periods.

Business Model Recommendation

ENTRUST recommends a combination of the Public Policy and Public Services Provider business models. Public policy recommendations from the Gap Analysis and Assessment of City Policies the City include:

- Implement a practice for each Capital Improvement Project to assess if it provides an opportunity to expand broadband infrastructure (e.g., through significant excavation for fiber optic facilities).
- Show readiness to support 5G deployment by adopting a Master License Agreement (MLA) and application checklist and communicate these along with the GIS location of city streetlights and survey results to service providers.
- Implementing a "consumer choice of broadband provider" ordinance like the one in Oakland for multi-tenant environments.
- Create and implement a Technology Enterprise Fund dedicated to supporting and financing broadband infrastructure projects within Duarte.

ENTRUST also recommends proceeding as a Public Services Provider to interconnect multiple public organizations with fiber or wireless connectivity. Seven of the eight city sites can be connected with the first phase of the proposed conceptual design which could also be used to connect city traffic signals and enable smart city applications. Construction beyond Phase 1 can be built as funding becomes available.

Funding for the construction of the fiber backbone will be explored in greater detail in the identification of funding sources phase of this project but will include grants (CASF, EDA, etc.). This, along with the implementation of broadband friendly policies (utility coordination, CIP coordination, and development agreements) can be used to dramatically lower construction costs).

10.CIP Opportunities

Implementing broadband conduit installation as a standard part of city project planning is an effective, low-cost way for the city to incrementally add broadband infrastructure to the city's assets. The City has a number of Capital improvement plans in process that represent opportunities for the city to install broadband conduit during the project with minimal disruption and cost to the project. As the City considers adopting a broadband orientation in all city activities, these projects are good candidates for broadband infrastructure inclusion.

Priority	Funding Remaining	Broadband Opportunity	Project	Start	Finish	Description	Possible Integration	Total Funding	Annual	Category
2	Yes	Yes	Annual CDBG ADA Ramp Project	2021	2026	Installation & repair of ADA ramps citywide	Cost reduction, joint trenching	\$200,000	\$50,000	Streets & Roads
1	Yes	Yes	Annual Trench Repair Project	2021	2026	Trench Repairs for various trenches citywide that are failing	Joint trenching, conduit installation	\$200,000	\$40,000	Streets & Roads
2	Yes	Yes	Annual Street Rehab PS&E	2021	2026	Plan & Development of plans for annual street rehab projects	Integrate joint trenching planning	\$100,000	\$20,000	Streets & Roads
1	Yes	Yes	Annual Concrete Repair Project	2021	2026	Removal and repair of concrete sidewalk, curb, gutter,	Joint trenching, conduit installation	\$750,000	\$150,000	Streets & Roads
2	Yes	Yes	Kelwill & Buena Vista Traffic Signal Installation	2026	2027	TBD	Cost reduction, joint trenching conduit & fiber additions, upgraded 5g/LED poles for future use. Coordinate with wireless carriers to attach to existing poles while traffic control in place. Possible LED streetlight initiative. Pre-installed infrastructure for intelligent traffic systems (ITS)	\$350,000		Streets & Roads
4	Yes	Yes	Huntington Drive Median Improvements	2026	2027	TBD	Cost reduction, joint trenching conduit & fiber additions, upgraded 5g/LED poles for future use. Coordinate with wireless carriers to attach to existing poles while traffic control in place. Possible LED streetlight initiative. Pre-installed infrastructure for intelligent traffic systems (ITS)	\$5,000,000		Streets & Roads
2	Yes	Yes	Huntington Drive Traffic Signal Improvements	2026	2027	TBD	Cost reduction, joint trenching conduit & fiber additions, upgraded 5g/LED poles for future use. Coordinate with wireless carriers to attach to existing poles while traffic control in place. Possible LED streetlight initiative. Pre-installed infrastructure for intelligent traffic systems (ITS)	\$1,500,000		Streets & Roads
1	Yes	Yes	Royal Oaks Bike Trail Reconstruction	2026	2027	TBD	Cost reduction, joint trenching conduit & fiber additions, upgraded 5g/LED poles for future use. Coordinate with wireless carriers to attach to existing poles while traffic control in place. Possible LED streetlight initiative.	\$1,200,000		Streets & Roads

11.Funding Sources

There are five general means of paying for broadband infrastructure: debt financing, particularly municipal bonds, district fees, grants, and “pay as you go,” including incremental, joint, and opportunistic development to reduce costs, private investment, and revenue generation. These mechanisms are not mutually exclusive and can be complementary. For example, short-term debt may be used to generate revenue to fund additional development as well as pay off the debt. There are variations of each option and there are multiple ways to approach financing in general. All financing options must meet certain criteria for accounting and reporting and must be carefully managed to generate real returns.

BOND AND OTHER DEBT FINANCING

Traditional infrastructure development is funded via general obligation or revenue bonds.⁷⁰ Municipal bonds generally have longer periods and lower risk, therefore lower rates, than corporate bonds and interest on these investments is tax exempt.

General Obligation Bonds

General obligation bonds, also known as GO Bonds, are backed by the credit and taxing power of the issuing municipality or jurisdiction rather than the revenue from a given project. These bonds are issued with the belief that the municipality will be able to repay the debt obligation through taxation or revenue from projects with no assets being used as collateral. The municipality will pay back interest and principal to all investors through normal taxes or specific bond issues that are approved by voters.

Revenue Bonds

These bonds are paid back via funds generated by the project itself. These projects can include a toll bridge, highway, local stadium, etc. Revenue bonds that finance income-producing projects are secured by a specified revenue source. These bonds are mostly issued by any government agency or fund that is managed in the manner of a business, such as entities having both operating revenues and expenses. Sometimes, a state or local government will create a special bond authority to oversee revenue bond-funded projects such as toll roads, bridges, airports, or low-income housing.

Private Activity Bonds

Local governments can issue private activity bonds (PAB) on behalf of private companies to build facilities or infrastructure for public benefit. Qualified bonds have lower interest rates and tax benefits. The Bipartisan Infrastructure Investment and Jobs Act includes an expansion of the

⁷⁰ See <https://broadband.money/lessons/munis> for additional information about use of municipal bonds to finance broadband development.

qualified projects category for PAB program to develop broadband services in underserved geographic areas.⁷¹ The state would need to issue such bonds and they are primarily intended for rural areas, although could apply in under-served urban areas.

SPECIAL TAXING DISTRICTS

Special taxing districts have been used throughout the State of California to fund infrastructure investment including broadband. The most common special taxing districts are fire protection, health care, and water districts. Other types of special districts include sanitation, life support/EMS, transportation, libraries, and others. Community Service Districts are one type of Special District, which is “independent” in nature. In contrast, the County Service Area is “dependent” since it is governed and administered by the County.

Community Service Districts (CSD)

More than 300 communities formed community service districts between 1955 and 2005, under the previous laws.⁷² The purpose of CSDs was to have consistent and adequate service levels across large and diverse geographical areas within counties. The CSD statute was amended in 2005 to remedy its structure which had become convoluted over time and to convert it to modern statutory construction. In 2008, Senate Bill 1191 added provisions to allow a community services district to construct, own, improve, maintain, and operate broadband facilities and provide broadband services “if a private person or entity is unable or unwilling to deploy broadband services.” The CSD is obliged to transfer ownership and operation (or lease the operation) of the broadband facilities when that entity is “ready, willing, and able to take over the facility” or operation. The transfer or lease is to be at “fair market value.”⁷³

A CSD must be approved by the Local Agency Formation Commission (LAFCo) prior to undertaking the activity. Residents initiate the formation of a CSD through a petition or resolution at the county level. A CSD can issue bonds or form an improvement district to support bond issuance. Property owners will pay taxes or special assessments for services including infrastructure development within the district. The CSD may be governed by an independent board of directors.

Community Facilities Districts

The Mello-Roos Community Facilities Act of 1982 allows establishment of Community Facilities Districts (CFD) to support financing of public improvements and services by a county, city,

⁷¹ See <https://www.hklaw.com/en/insights/publications/2022/04/qualified-broadband-projects-added-to-private-activity-bonds> and <https://www.ice.com/insights/fixed-income-data/municipal-bonds-and-internet-access-improving-the-united-states-most-inequitable-infrastructure>, and <https://www.nabl.org/resources/ijja/> for additional background.

⁷² Cal. Gov. Code § 61001(a)(4).

⁷³ Cal. Gov. Code § 61100.

special district, or joint powers authority⁷⁴ with a sponsoring local government agency. Formation of a CSD requires a two-thirds majority vote of residents living within the proposed boundaries. Upon formation, a special tax lien is placed on each property in the CFD, which is covered by a Special Tax paid each year. Also, municipal bonds can be sold to fund initial investments. A CFD can be used to finance “maintenance and operation of any real property or other tangible property with an estimated useful life of five or more years that is owned by the local agency or by another local agency pursuant to an agreement entered into under Section 53316.2”.⁷⁵

GRANTS

The state and federal broadband policy environment strongly supports the expansion of local public broadband infrastructure in California and the US. State and national policy is squarely focused on eliminating the Digital Divide by funding a coordinated, shared approach to deploy broadband infrastructure for broadband access available to all citizens and communities. The State of California is also expanding broadband infrastructure funding under the existing California Advanced Services Fund (CASF) and is planning to distribute sub-grants for broadband infrastructure under the NTIA’s Broadband Equity, Access, and Deployment (BEAD) program.

American Rescue Plan Act

The federal American Rescue Plan Act (ARPA) of 2021 allocated about \$12B for broadband development, with \$540M going to California. Later that year California Senate Bill 156⁷⁶ divvied up the funds:

1. \$3.25 billion in funding (all from ARPA) for the construction of a state-owned open-access middle mile network designed to provide connectivity for rural and urban areas to achieve the greatest reductions in the number of households unserved by broadband service under state and federal standards.
2. \$2 billion in funding (\$1.072 billion from ARPA) for “last mile” projects, funded through the Broadband Infrastructure Grant Account program, divided between rural and urban counties.

⁷⁴ Joint Powers Authorities are legally created entities that allow two or more public agencies to jointly exercise common powers. Forming such entities may not only provide a creative approach to the provision of public services, but also permits public agencies with the means to provide services more efficiently and in a cost-effective manner.

<https://www.bbknowledge.com/general/the-ins-and-outs-of-joint-powers-authorities-in-california/>

⁷⁵ Cal. Gov. Code § 53313(g), emphasis added.

⁷⁶ https://leginfo.ca.gov/faces/billNavClient.xhtml?bill_id=202120220SB156

3. \$750 million (general funds) to assist local governments and non-profit organizations in financing broadband projects.

Other major provisions of SB 156 include:

1. Establishment of the Office of Broadband and Digital Literacy at the Department of Technology, with duties including oversight of the acquisition and management of the statewide open-access middle-mile network.
2. Requirement for California Public Utilities Commission (CPUC) to identify and prioritize statewide open-access middle-mile locations according to specified priorities, including:
 - a. Locations where there is no known open-access affordable middle-mile networking, that would enable last mile connections.
 - b. Areas unserved or unserved by open-access middle-mile networks where such networking can be built expeditiously.
 - c. Locations that would enable last mile connections to unserved residences and community anchor institutions and tribal lands.
3. Requirement for CPUC to prioritize state highway rights-of-way for open-access middle mile network construction.
4. Stipulates that the open-access middle-mile network is for a public purpose and can be leased for less than fair market value.
5. Exempts certain broadband projects from CEQA requirements.
6. Removes limitations on local governments receiving grant funding.

Last Mile Federal Funding Account (FFA)

The 2021 California Budget Package included \$2 billion in funding (partially from federal ARPA funds) created by Senate Bill 156 for the construction of last mile fiber networks to serve un- and under-served households (\$1 billion for rural areas and \$1 billion for urban areas).⁷⁷ FFA grant application closed on September 29, 2023. The City of Duarte did not apply. As of this report, several FFA proposals had been funded and the CPUC was finalizing the application review process.

California Advanced Services Fund (CASF)

CASF was created in 2007 to bridge the Digital Divide. It is administered by the CPUC and has been modified progressively over the past 15 years. The latest modification under SB 156 increased funding, modified programs, and created new subaccounts. The CASF is funded through surcharges, with up to \$150 million authorized annually until 2032.⁷⁸ On February 16, 2024, the CPUC postponed the deadline for approvals of currently pending CASF infrastructure applications until June 30, 2024.

⁷⁷ California Public Utilities Commission Last Mile Federal Funding Account, <https://www.cpuc.ca.gov/industries-and-topics/internet-and-phone/broadband-implementation-for-california/last-mile-federal-funding-account>

⁷⁸ Legislative Analyst's Office "the 2024-25 Budget Broadband Infrastructure" ([The 2024-25 Budget: Broadband Infrastructure \(ca.gov\)](https://www.ca.gov/budget/2024-25/Broadband-Infrastructure))

Broadband Infrastructure Account

The infrastructure account is used to subsidize the cost of middle-mile and last-mile infrastructure to expand the state's broadband network. The CPUC gives preference to programs and projects in communities with demonstrated low broadband access and in communities facing socioeconomic barriers to broadband access. SB 156 modified infrastructure account requirements to define "unserved area" as those without internet access service of at least 25 Mbps download and 3 Mbps upload, and to require CASF-funded projects to provide speeds of at least 100 Mbps download and 20 Mbps upload.

The CPUC has further modified Broadband Infrastructure Account provisions to recognize new federal funding from the BEAD Program under the Infrastructure Investment and Jobs Act (IIJA). The CPUC is using similar eligibility guidelines and maps that identify un- and under-served locations for the Broadband Infrastructure Account grants, which are due each year by March 1.

Public Housing Account

SB 156 expanded eligibility for grants and loans to include publicly supported housing developments, and other housing developments or mobile-home parks with low-income residents, and to make funding available to low-income communities to finance projects to connect broadband networks that offer free broadband service that meets or exceeds state standards, if the low-income community does not have access to any broadband service provider that offers free broadband service that meets or exceeds state standards. This will support up to 100 percent of the costs to install inside wiring and broadband network equipment in eligible public housing.⁷⁹

Broadband Adoption Account

Local governments and other eligible organizations with programs to increase publicly available or after-school broadband access and digital inclusion, such as digital literacy training programs are eligible to apply for grants. Digital inclusion projects may include digital literacy training programs and public education to communities with limited broadband adoption, including low-income communities, senior citizen communities, and communities facing socioeconomic barriers to broadband adoption. Publicly available or after-school broadband access projects may include free broadband access in community training rooms or other public spaces, such as local government centers, senior citizen centers, schools, public libraries, nonprofit organizations, and community-based organizations.⁸⁰

⁷⁹<https://www.cpuc.ca.gov/industries-and-topics/internet-and-phone/california-advanced-services-fund/casf-adoption-account>

⁸⁰ <https://www.cpuc.ca.gov/industries-and-topics/internet-and-phone/california-advanced-services-fund/casf-adoption-account>

Infrastructure Investment and Jobs Act

The most recent Federal broadband funding programs arise from the Infrastructure Investment and Jobs Act (IIJA). The IIJA will provide generational funding for broadband deployment and be available beginning this year and next from the IIJA.

Broadband Equity, Access, and Deployment

The IIJA contains the Broadband Equity, Access & Deployment program (BEAD). The BEAD program provides grant funding for broadband planning and deployment, mapping, digital equity, and adoption projects and activities. A total of \$42.45 billion is funded nationally for this program to be administered by the National Telecommunications and Information Administration (NTIA) and allocated among the states in block grants. The allocation to each eligible state will be based on the proportion of unserved locations in each state, as determined by the Federal Communications Commission's (FCC) Broadband Location Fabric maps. In late June 2023, the NTIA announced state allocations of BEAD funds based on the FCC broadband mapping, with the State of California receiving an allocation of \$1.8 billion.

On April 4, 2024, the NTIA approved the CPUC's initial proposal volume 1, and on May 9, 2024, the CPUC voted to adopt this proposal as approved by the NTIA.⁸¹ Volume 1 focuses on the rules for changing determinations regarding whether a broadband serviceable location is served, unserved or underserved, based on whether it meets the definition of reliable broadband service. The CPUC is preparing to gather feedback on locations eligible for BEAD funding as outlined in Volume 1. The final map for this purpose is to be released at the time this memo was written. The CPUC is also going to have a BEAD Consumer Challenge website and provide data on unserved locations, underserved locations, and CAIs.⁸² California's 30-day internal Challenge Process, part of the broader 120-day federal BEAD Challenge, began on July 8, 2024, and concluded on August 7, 2024. The federal challenge process continues until November 5, 2024

Volume 2 lays out the objectives, processes, and requirements for coordinating broadband development. California "subgrantee" qualifications and project scoring are detailed in Volume 2. Along with meeting the state's labor standards, projects must increase workforce readiness, include disadvantaged enterprises, identify hazards and climate risks, and bring down deployment costs and other barriers to broadband development. Funds may be used for deploying or upgrading broadband facilities in unserved or underserved areas and to eligible community anchor institutions; for data collection, broadband mapping, and planning (beyond the planning fund allocation); installing internet and Wi-Fi particularly in multifamily residential buildings; broadband adoption programs and devices; training and workforce development; and other uses including Digital Equity programs. Priorities and specific allowed uses of funds are:

1. Infrastructure for areas without 25/3 Mbps service.

⁸¹ [BEAD Program \(ca.gov\)](https://www.beadprogram.gov/)

⁸² <https://register.challenge.cpuc.ca.gov/>

2. Infrastructure for areas without 100/20 Mbps service. Then eligible community anchor institutions.
3. Multi-Dwelling Units (MDUs): Installing internet and Wi-Fi infrastructure or providing reduced-cost broadband within a multi-family residential building, prioritizing those with a substantial share of qualified low-income households.
4. Programs for broadband adoption including provision of affordable internet-capable devices.
5. Broadband data collection, broadband mapping, and planning.

The project must result in services that provide at least 100/20 Mbps connections with low latency. Higher speeds will receive priority. There must also be a 25% match from non-federal sources, such as in-kind contributions, unspent COVID relief funds, or provider investment.

Economic Development Administration (EDA) Grants

The EDA periodically offers grant assistance for cities seeking to develop or redevelop key commercial areas or corridors, and publicly owned fiber optic networks are an eligible expense for these funds. Current programs are Planning and Local Technical Assistance⁸³, Research and National Technical Assistance,⁸⁴ and Public Works and Economic Adjustment Assistance.⁸⁵ EDA grants typically tie eligibility and competitive scoring criteria to specific job creation or retention, making key development sites or zones prime candidates for EDA funding where high-speed broadband could help attract or retain key employers. EDA's Notice of Funding Opportunity was released on March 15, 2023, and there is no submission deadline – applications will be accepted on an ongoing basis.

Proposed projects must be consistent with the region's current Comprehensive Economic Development Strategy, and typically look specifically at employment attraction, retention, and expansion. EDA has funded projects for expansion or enhancement of public facilities with higher quality fiber optic cables and telecommunications infrastructure and broadband infrastructure deployment. Applications are relatively complex and time-consuming to submit and process, and a local match is required, ranging from 20-40%. The City should consider future EDA grants as a possibility, particularly where it aligns with its key economic development areas or major development projects. County and regional level partnerships would likely bolster the City's projects' eligibility.

Community Development Block Grants (CDBG)

Federal CDBG grants, administered through the U.S. Department of Housing & Urban Development (HUD), provide annual grant funding to cities and counties for projects that

⁸³ <https://www.eda.gov/funding/funding-opportunities/fiscal-year-2021-2023-eda-planning-and-local-technical-assistance>

⁸⁴ <https://www.eda.gov/rnta>

⁸⁵ <https://www.eda.gov/funding/funding-opportunities/fiscal-year-2023-public-works-and-economic-adjustment-assistance>

address housing, improved living environments and public infrastructure, and/or economic opportunities, primarily targeting low- to moderate-income households or census blocks. Public broadband infrastructure is an eligible project, provided that it meets program goals (specifically benefitting the low- to moderate-income population).⁸⁶ CDBG funds may only be used for projects or purposes identified in the HUD play again. Broadband, internet, and related infrastructure and services are not included in the housing element of the City's plan. Therefore, may not be possible to use these funds for broadband development. The housing element does mention renovation and inside wiring should be considered an integral element of any property update.

The city should consider adopting Provider Choice Ordinances that create a supportive environment for broadband expansion and the effective use of CDBG grant funds⁸⁷. By ensuring residents and businesses have the right to choose among multiple service providers, these ordinances address disparities in access, particularly in underserved communities. This alignment with the goals of CDBG funding, improving infrastructure and benefiting low and moderate-income residents, provides a strong foundation for securing and utilizing grant money to enhance broadband infrastructure citywide.

OPPORTUNISTIC DEVELOPMENT

Opportunistic broadband development involves creating and seeking out situations in which network assets can be deployed economically. Capital project coordination, including “Dig Once,” joint build, and open trench policies, are key tactics. Development conditioning, permitting, and zoning are aspects of opportunistic broadband development. Generally, clear standards and open systems ensure opportunities are effectively cultivated and capitalized on. Coordination requires advanced planning, an appointed “curator” to collect, organize, manage, and share information about projects in the ROW, and cooperation of public and private entities that regularly operate in public. All participating parties—including private ISPs—benefit from an effective ROW coordination. It positions the City to capitalize on existing assets more effectively and develop new ones.

Projects that involve linear excavation or other construction in the public ROW are the most common type of opportunity for cost-effective network expansion. Conduit and/or fiber cable can be added to power, traffic, water, wastewater, gas, cable, telephone, etc., improvements at a fraction of the cost for a “lone build.” Dig once policies ensure all infrastructures are deployed together. Open trench policies require anyone working in the ROW to accommodate others. Activities such as the Department of Public Works’ bi-monthly “Substructure Meetings” and the planned redevelopment of the SR 710 transportation corridor “stub” are prime opportunities to include broadband in planning at the earliest stages. The state’s Middle-Mile Broadband Infrastructure (MMBI) network may be a joint build or similar opportunity for Duarte since the

⁸⁶ <https://www.hudexchange.info/resource/4891/cdbg-broadband-infrastructure-faqs/>

⁸⁷ Duarte Broadband Access and Connectivity Infrastructure Assessment: Broadband Policy Assessment Memo

MMBI will run past the City and is under budgetary pressure. Duarte's installed base of conduit, fiber, and poles can be powerful levers for further development when managed as an integrated infrastructure.

Broadband Standards & Conditions

Requirements for fiber/conduit to be placed concurrent with development, in developer agreements, through the entitlement process, and as conditions of project approval ensures faster, more efficient development of access and distribution infrastructure, including inside wiring and wireless edge/customer premise equipment. Design standards, guidelines for deployment, and specifications ensure the infrastructure is consistent across various developers. These requirements and standards are to be defined for the range of network infrastructure assets and with consideration of all relevant stakeholders, public and private.

PRIVATE INVESTMENT

Two key factors should be considered for private investment in broadband. The first is the extent to which public investment is needed as a catalyst, particularly in underserved areas or for future purposes. The second consideration is the extent of private ownership vis-a-vis public ownership. On one extreme, local government can directly subsidize private providers, paying for their assets without any public obligations. In contrast, there are local governments with fiber-to-the-premises that they essentially lease to private companies that handle all operations, management, customer relations, etc. In between, long-term capital leases are considered lessee assets for financial purposes and generate substantial upfront revenue for the lessor, in this case, the City of Duarte.

REVENUE FROM SERVICES

Possibly the best way to fund broadband development is with funds from broadband service fees. This funding option has no borrowing costs, no interest payments, and can be used for digital inclusion, economic development, and other public purposes as deemed appropriate. Significant investment in equipment, network engineering, and staff would be necessary to provide services for a fee on an open basis. Generally, revenue-funded development fits with an incremental, opportunistic, phased approach, developing infrastructure, and providing services first in low-cost areas for high-value customers and then using revenue from those customers to fund additional buildout. This is essentially the private sector approach, which avoids high-cost areas with low-income customers, so is unlikely to close gaps unless done in a very intentional manner, for that particular purpose.

Technology Enterprise Fund

Duarte may decide to monetize certain city assets, for example streetlight poles for 5G infrastructure placement. Lease fees realized from monetized assets can be reserved for broadband invest, separate from the General Fund, by collecting these in a Technology Enterprise Fund. This fund can be dedicated to city investments in new City/public technology,

conduit placement in joint trench opportunity, including forward-facing initiatives such as smart city devices deployed with private wireless assets, and planned for in its own right. The random nature of joint trench/dig once opportunities means cities need a dedicated funding source outside of the normal budgeting process to take advantage of open trenches to deploy assets. Dedicating any revenues received leasing or licensing use of City assets for antennas, cell towers, or other connectivity, including conduit occupancy, dark fiber IRUs,⁸⁸ or transport services ensures resources for broadband development will be available on an ongoing, sustainable basis.

⁸⁸ IRU is “indefeasible rights of use,” which is what lessees get under long-term capital lease of dark fiber.

12.Nutrition Labels

Charter (Spectrum)

INTERNET

Up to 300 Mbps

Our most popular Internet speed for remote workers, online students and live streamers.

\$39.99/mo for 12 mos with Auto Pay

Details

Broadband Label

hide

Broadband Facts

Spectrum

Spectrum Internet

Fixed Broadband Consumer Disclosure

Monthly Price

\$84.99

This monthly price is an introductory rate

No

Time the introductory rate applies

N/A

Monthly price after the introductory rate

N/A

Length of contract

N/A

Additional Charges and Terms

Provider Monthly Fees

WiFi Service

\$7.00

One Time Purchase Fees

Professional Installation/Service Visit Fee

\$65.00

Self-Install Activation Fee

\$30.00

Reconnection Fee

\$4.99

Late Fee

Up to \$8.95

Insufficient Funds Fee (NSF)

Up to \$25.00

Early Termination Fee

\$0.00

Government Taxes

\$0.00

Discounts & Bundles

Visit the link below for available billing discounts and pricing options for broadband service bundled with other services like video, phone, and wireless service, and use of your own equipment like modems and routers.

https://www.spectrum.com/package-1

Speeds Provided with Plan

Typical Download Speed

300 Mbps or higher

Typical Upload Speed

10 Mbps or higher

Typical Latency

20 ms

Data Included with Monthly Price

Charges for Additional Data Usage

Unlimited

\$0.00

Network Management Policy

https://www.spectrum.com/policies/network-management-practices

Privacy

https://www.spectrum.com/policies/privacy-policy

Customer Support

Phone: (833) 267-6094

Website: https://www.spectrum.net/contact-us

Learn more about the terms used on this label by visiting the Federal Communications Commission's Consumer Resource Center.

fcc.gov/consumer

Unique Plan Identifier: F0025646373240410SIFNATAEN

INTERNET ULTRA

Up to 500 Mbps

Turbocharged Internet that powers households with smart home devices and streaming on multiple screens.

\$49.99/mo for 24 mos with Auto Pay

Details

Broadband Label

hide

Broadband Facts

Spectrum

Spectrum Internet Ultra

Fixed Broadband Consumer Disclosure

Monthly Price

\$104.99

This monthly price is an introductory rate

No

Time the introductory rate applies

N/A

Monthly price after the introductory rate

N/A

Length of contract

N/A

Additional Charges and Terms

Provider Monthly Fees

WiFi Service

\$7.00

One Time Purchase Fees

Professional Installation/Service Visit Fee

\$65.00

Self-Install Activation Fee

\$30.00

Reconnection Fee

\$4.99

Late Fee

Up to \$8.95

Insufficient Funds Fee (NSF)

Up to \$25.00

Early Termination Fee

\$0.00

Government Taxes

\$0.00

Discounts & Bundles

Visit the link below for available billing discounts and pricing options for broadband service bundled with other services like video, phone, and wireless service, and use of your own equipment like modems and routers.

https://www.spectrum.com/package-1

Speeds Provided with Plan

Typical Download Speed

500 Mbps or higher

Typical Upload Speed

20 Mbps or higher

Typical Latency

20 ms

Data Included with Monthly Price

Charges for Additional Data Usage

Unlimited

\$0.00

Network Management Policy

https://www.spectrum.com/policies/network-management-practices

Privacy

https://www.spectrum.com/policies/privacy-policy

Customer Support

Phone: (833) 267-6094

Website: https://www.spectrum.net/contact-us

Learn more about the terms used on this label by visiting the Federal Communications Commission's Consumer Resource Center.

fcc.gov/consumer

Unique Plan Identifier: F0025646373240410SIFNATAEN

INTERNET GIG

Up to 1 Gbps

Our fastest Internet for smart homes, virtual reality explorers and instant downloads.

\$59.99/mo for 24 mos with Auto Pay

Details

Broadband Label

hide

Broadband Facts

Spectrum

Spectrum Internet Gig

Fixed Broadband Consumer Disclosure

Monthly Price

\$114.99

This monthly price is an introductory rate

No

Time the introductory rate applies

N/A

Monthly price after the introductory rate

N/A

Length of contract

N/A

Additional Charges and Terms

Provider Monthly Fees

WiFi Service

\$7.00

One Time Purchase Fees

Professional Installation/Service Visit Fee

\$65.00

Self-Install Activation Fee

\$30.00

Reconnection Fee

\$4.99

Late Fee

Up to \$8.95

Insufficient Funds Fee (NSF)

Up to \$25.00

Early Termination Fee

\$0.00

Government Taxes

\$0.00

Discounts & Bundles

Visit the link below for available billing discounts and pricing options for broadband service bundled with other services like video, phone, and wireless service, and use of your own equipment like modems and routers.

https://www.spectrum.com/package-1

Speeds Provided with Plan

Typical Download Speed

1 Gbps or higher

Typical Upload Speed

35 Mbps or higher

Typical Latency

20 ms

Data Included with Monthly Price

Charges for Additional Data Usage

Unlimited

\$0.00

Network Management Policy

https://www.spectrum.com/policies/network-management-practices

Privacy

https://www.spectrum.com/policies/privacy-policy

Customer Support

Phone: (833) 267-6094

Website: https://www.spectrum.net/contact-us

Learn more about the terms used on this label by visiting the Federal Communications Commission's Consumer Resource Center.

fcc.gov/consumer

Unique Plan Identifier: F0025646373240410SICNATAEN

Figure 54. Charter (Spectrum) broadband label⁸⁹

⁸⁹ <https://www.spectrum.com/phx/buy/products>

Frontier

Limited time: Save \$35/mo.

Fiber 500
500/500 Mbps

\$24⁹⁹ ⓘ
~~\$59.99~~

Discounted price per month with Auto Pay, for 12 months.

SELECT PLAN

- ✓ Upload speeds **25x** faster than cable^[1]
- ✓ Amazon eero 6+ router included^[2]
- ✓ Multiple users or large families simultaneously
- ✓ Telecommute and video conference with confidence
- ✓ Watch entertainment in 4K

Broadband Consumer Label

Less plan details ^

Best value with \$35/mo. savings

Fiber 1 Gig
1000/1000 Mbps

\$44⁹⁹ ⓘ
~~\$79.99~~

Discounted price per month with Auto Pay, for 12 months.

SELECT PLAN

- ✓ Upload speeds **25x** faster than cable^[3]
- ✓ Amazon eero Pro 6 router included^[2]
- ✓ For smart homes with dozens of devices
- ✓ Game with ultimate performance

Broadband Consumer Label

Less plan details ^

Claim a \$200 Visa® Reward Card^[4]

Fiber 2 Gig
2000/2000 Mbps

\$99⁹⁹ ⓘ
~~\$109.99~~

per month with Auto Pay

SELECT PLAN

- ✓ Upload speeds up to **50x** faster than cable^[5]
- ✓ Amazon eero Pro 6E router included^[2]
- ✓ Ultra-fast speeds for large smart homes
- ✓ Ideal for immersive gaming and streaming
- ✓ 2.5x less latency than cable

Broadband Consumer Label

Less plan details ^

Fiber 5 Gig
5000/5000 Mbps

\$129⁹⁹ ⓘ
~~\$139.99~~

per month with Auto Pay, for 12 months

SELECT PLAN

- ✓ Upload speeds up to **125x faster** than cable^[6]
- ✓ Amazon eero Max 7 router included^[2]
- ✓ Fastest Wi-Fi technology available, with Wi-Fi 7
- ✓ Download a 1GB PC app in under 2 seconds^[7]

Broadband Consumer Label

Less plan details ^

Figure 55. Frontier Internet Plans

Broadband Facts

Frontier Communications

Fiber 500 Internet

Fixed broadband consumer disclosure

Monthly price

\$34.99

This Monthly Price is not an introductory rate. This Monthly Price does not require a contract.

Additional charges & terms

Provider monthly fees

Local access fee - 100% of this fee benefits your local municipality

\$0.00

Equipment rental fees

\$0.00

One-time fees at time of purchase

\$0.00

Installation fee

\$0

Early termination fee

Up to \$200

Government taxes

Varies by location

Discounts & bundles

[Click here](#) for available billing discounts and pricing options for broadband service bundled with other services like video, phone and wireless service, and use of your own equipment like routers and modems.

Speeds provided with plan

Typical download speed

500 Mbps

Typical upload speed

500 Mbps

Typical latency

10-12ms

Data included with monthly price

unlimited

Charges for additional data usage

\$0.00

Network management

[Read our policy](#)

Privacy

[Read our policy](#)

Customer support

Contact us: 800-921-8101

Learn more about the terms used on this label by visiting the Federal Communications Commission's Consumer Resource Center.

[fcc.gov/consumers](https://www.fcc.gov/consumers)

F001880267875S9FTTJQHAZK00

Figure 56. Frontier 500M broadband label⁹⁰

⁹⁰ <https://internet.frontier.com/buy/plan-package/>

Broadband Facts

Frontier Communications

Fiber 1 Gig Internet

Fixed broadband consumer disclosure

Monthly price	\$54.99
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This Monthly Price is not an introductory rate. This Monthly Price does not require a contract.

Additional charges & terms

Provider monthly fees

Local access fee - 100% of this fee benefits your local municipality	\$0.00
--	--------

Equipment rental fees	\$0.00
-----------------------	--------

One-time fees at time of purchase	\$0.00
-----------------------------------	--------

Installation fee	\$0
------------------	-----

Early termination fee	Up to \$200
-----------------------	-------------

Government taxes	Varies by location
------------------	--------------------

Discounts & bundles

[Click here](#) for available billing discounts and pricing options for broadband service bundled with other services like video, phone and wireless service, and use of your own equipment like routers and modems.

Speeds provided with plan

Typical download speed	1000 Mbps
------------------------	-----------

Typical upload speed	1000 Mbps
----------------------	-----------

Typical latency	10-12ms
-----------------	---------

Data included with monthly price	unlimited
---	------------------

Charges for additional data usage	\$0.00
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Network management

[Read our policy](#)

Privacy

[Read our policy](#)

Customer support

Contact us: 800-921-8101

Learn more about the terms used on this label by visiting the Federal Communications Commission's Consumer Resource Center.

[fcc.gov/consumers](https://www.fcc.gov/consumers)

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Figure 57. Frontier 1G Broadband Label⁹¹

⁹¹ <https://internet.frontier.com/buy/plan-package/>

Broadband Facts

Frontier Communications

Fiber 2 Gig Internet

Fixed broadband consumer disclosure

Monthly price

\$109.99

This Monthly Price is not an introductory rate. This Monthly Price does not require a contract.

Additional charges & terms

Provider monthly fees

Local access fee - 100% of this fee benefits your local municipality

\$0.00

Equipment rental fees

\$0.00

One-time fees at time of purchase

\$0.00

Installation fee

\$0.00

Early termination fee

Up to \$200

Government taxes

Varies by location

Discounts & bundles

[Click here](#) for available billing discounts and pricing options for broadband service bundled with other services like video, phone and wireless service, and use of your own equipment like routers and modems.

Speeds provided with plan

Typical download speed

2000 Mbps

Typical upload speed

2000 Mbps

Typical latency

10-12ms

Data included with monthly price

unlimited

Charges for additional data usage

\$0.00

Network management

[Read our policy](#)

Privacy

[Read our policy](#)

Customer support

Contact us: 800-921-8101

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[fcc.gov/consumers](https://www.fcc.gov/consumers)

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Figure 58. Frontier 2G Broadband Label⁹²

⁹² <https://internet.frontier.com/buy/plan-package/>

Broadband Facts

Frontier Communications

Fiber 5 Gig Internet

Fixed broadband consumer disclosure

Monthly price

\$139.99

This Monthly Price is not an introductory rate. This Monthly Price does not require a contract.

Additional charges & terms

Provider monthly fees

Local access fee - 100% of this fee benefits your local municipality

\$0.00

Equipment rental fees

\$0.00

One-time fees at time of purchase

\$0.00

Installation fee

\$0.00

Early termination fee

Up to \$200

Government taxes

Varies by location

Discounts & bundles

[Click here](#) for available billing discounts and pricing options for broadband service bundled with other services like video, phone and wireless service, and use of your own equipment like routers and modems.

Speeds provided with plan

Typical download speed

5000 Mbps

Typical upload speed

5000 Mbps

Typical latency

10-12ms

Data included with monthly price

unlimited

Charges for additional data usage

\$0.00

Network management

[Read our policy](#)

Privacy

[Read our policy](#)

Customer support

Contact us: 800-921-8101

Learn more about the terms used on this label by visiting the Federal Communications Commission's Consumer Resource Center.

[fcc.gov/consumers](https://www.fcc.gov/consumers)

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Figure 59. Frontier 5G Broadband Label⁹³

⁹³ <https://internet.frontier.com/buy/plan-package/>

Fixed Wireless (FWA) Providers

Verizon

Broadband Facts	
Verizon	
5G Home Plus up to 300 Mbps	
Fixed Broadband Consumer Disclosure	
Monthly Price	\$80
This Monthly Price is not an introductory rate. This Monthly Price does not require a monthly contract.	
Additional Charges & Terms	
Provider Monthly Fees	None
One-time Fees at the Time of Purchase	
Deposit based on credit check	\$0 or \$400 deposit
Late Fee	\$7 or 5% of past due balance (whichever is greater), as permitted by law
Early Termination Fee	None
Government Taxes	Included
Discounts & Bundles	
Click here for available discounts and pricing options for broadband service bundled with other services like video, phone and wireless service, and use of your own equipment like modem and routers.	
Auto Pay and Paper-free Billing:	\$10
Speeds Provided with Plan	
Typical Download Speed	85 - 250 Mbps
Typical Upload Speed	10 - 20 Mbps
Typical Latency	< 30 ms
Data Included with Monthly Price	Unlimited
Charges for Additional Data Usage	None
Network Management	Read our Policy
Privacy	Read our Policy
Customer Support	
www.verizon.com/support/contact-us 800-837-4966	
Learn more about the terms used on this label by visiting the Federal Communications Commission's Consumer Resource Center. fcc.gov/consumer	
F0030488753C67578000000001	

Broadband Facts	
Verizon	
5G Home up to 100 Mbps	
Fixed Broadband Consumer Disclosure	
Monthly Price	\$60
This Monthly Price is not an introductory rate. This Monthly Price does not require a monthly contract.	
Additional Charges & Terms	
Provider Monthly Fees	None
One-time Fees at the Time of Purchase	
Deposit based on credit check	\$0 or \$400 deposit
Late Fee	\$7 or 5% of past due balance (whichever is greater), as permitted by law
Early Termination Fee	None
Government Taxes	Included
Discounts & Bundles	
Click here for available discounts and pricing options for broadband service bundled with other services like video, phone and wireless service, and use of your own equipment like modem and routers.	
Auto Pay and Paper-free Billing:	\$10
Speeds Provided with Plan	
Typical Download Speed	50 - 85 Mbps
Typical Upload Speed	5 - 10 Mbps
Typical Latency	< 30 ms
Data Included with Monthly Price	Unlimited
Charges for Additional Data Usage	None
Network Management	Read our Policy
Privacy	Read our Policy
Customer Support	
www.verizon.com/support/contact-us 800-837-4966	
Learn more about the terms used on this label by visiting the Federal Communications Commission's Consumer Resource Center. fcc.gov/consumer	
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Figure 60. Verizon Fixed Wireless Broadband Label⁹⁴

⁹⁴ <https://www.verizon.com/sales/home/progressiveplan.html>

⁹⁵ <https://www.t-mobile.com/home-internet/plans>

Figure 61. T-Mobile Fixed Wireless Broadband Label⁹⁵

