



MEMORANDUM

TO: Mayor and City Council
FROM: Craig Hensley, Community Development Director 
DATE: December 8, 2015
SUBJECT: Contract for Real Estate Advisory Services with Rosenow Spevacek Group Inc. (RSG) and a \$30,5000 Budget Amendment

For the past several months, Staff has been working with Tipping Investment on a housing project for the Third Street properties where the north city yard and the old city hall are located. This project has taken a bit more time in the design phase than originally anticipated because of property line irregularities and some difficult grading design challenges. Nevertheless, Mr. Tipping has made some very good progress and has arrived at a preliminary design that proposes 18 townhomes on the property and provides a new Third Street Park at Third Street and Oak Avenue. Now that a reasonable site plan has been developed and before the project goes any farther, it is necessary for the City and Developer to agree at a property sale price. To accomplish this, the City needs to evaluate the development pro forma for the project.

This item is the approval of a contract with Rosenow Spevacek Group Inc. (RSG), in the amount of \$30,000, for real estate advisory services to evaluate the development pro forma and estimate fair market value of the City owned properties. RSG will not only conduct a detailed analysis of the pro forma and develop a fair market value for the properties but also assist the Staff in real estate negotiations to assist in developing a purchase and sale agreement that is acceptable to both the City and the developer.

RSG was chosen based on past experience that planning staff and the City Attorney have had with the firm. We feel the RSG is highly qualified to complete this work and will provide the City with the best possible advice in achieving a fair sale price for the properties.

This is also a request for a \$30,000 general fund budget amendment to cover the contract.



PROPOSAL FOR REAL ESTATE ADVISORY SERVICES

CITY OF DUARTE



309 West 4th Street
Santa Ana, CA 92701
714.316.2137

Hitta Mosesman, Principal

December 2, 2015

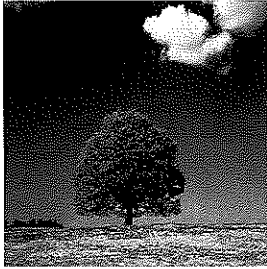


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BETTER COMMUNITIES. BOLDER FUTURES.

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Via Email

December 2, 2015

Craig Hensley, AICP
Community Development Director
City of Duarte
1600 Huntington Drive
Duarte, CA 91010-2592

PROPOSAL FOR REAL ESTATE ADVISORY SERVICES

Dear Mr. Hensley:

RSG is pleased to present this proposal to the City of Duarte ("City") for real estate advisory services. More specifically, we understand that the City is seeking assistance in evaluating a development proposal involving a property owned by the City that was previously utilized as the City Hall building ("Property"). This evaluation would include:

- Conducting a review and evaluation of the development pro forma for the development proposal;
- Estimating the fair market value of the Property; and
- Assisting City staff with real estate negotiations with the potential buyer(s).

For over three decades, RSG has provided real estate finance, economic development, and affordable housing consulting services to public agencies and private investors in the community development and redevelopment process. However, it is not our longevity that we want to dwell on – that's simply a part of the RSG package. Our true strength is our ability to continually adapt with each turn in the marketplace and expand our services in step with the constant evolution of the day-to-day challenges our communities face, including those related to providing affordable housing.

We are familiar with the San Gabriel Valley region, as we count the cities of El Monte, Irwindale, San Gabriel and Temple City as current and former clients. Additionally, the San Gabriel City Manager's Association (League of California Cities) asked me to be a speaker at its meeting in March 2014 on the subject of economic development trends.

Our proposal describes RSG's background and qualifications in greater detail. Should you have any questions, please do not hesitate to contact me at (714) 316-2137. I look forward to the opportunity to discuss our proposal with you.

Sincerely,

Hitta Mosesman
Principal

FISCAL HEALTH
ECONOMIC DEVELOPMENT
REAL ESTATE, HOUSING
AND HEALTHY COMMUNITIES



ABOUT RSG

RSG is a creatively-charged counterpart to over 90 California public agencies. We work with people responsible for creating vibrant places to accomplish their fiscal health, economic development, affordable housing, and real estate goals.

RSG's Mission

Create solutions to enhance communities' physical, economic, and social future.

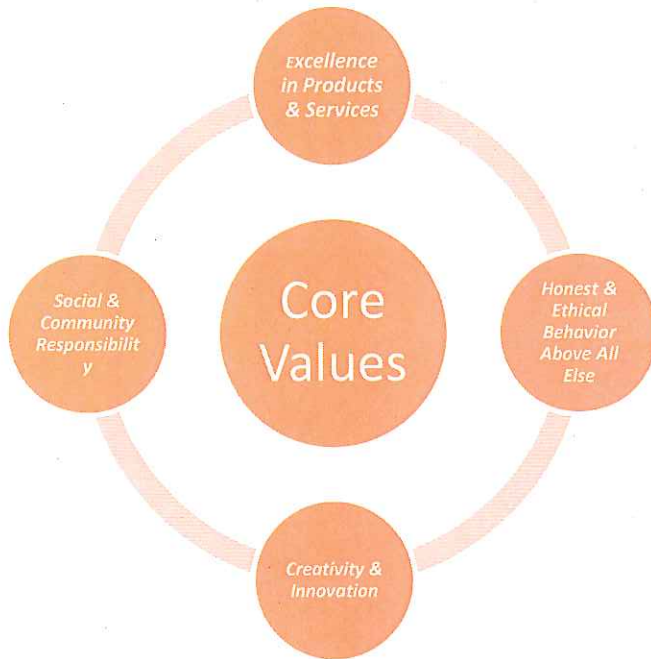
For over 35 years, RSG has been recognized as a leading community development consulting firm providing value-added services to clients on a wide variety of engagements. Our core services encompass fiscal health, economic development, real estate, and housing. Our firm has a wide range of experience advising on and implementing affordable housing underwriting services.

Our services range from identifying strategic development strategies, property assembly needs, disposition alternatives, and evaluating financial feasibility, to managing project implementation, analyzing financing, and executing a final disposition strategy. Through all this experience, RSG has earned a reputation as a trusted advisor to over 200 public agencies as well as private property owners, investors, and developers.

HOME BASE



RSG is a California-based, Subchapter "S" corporation. Founded in 1979, the firm's ownership is divided among four shareholders, including: Jim Simon, Hitta Mosesman, Alexa Smittle, and Tara Matthews. Our corporate offices are located in Santa Ana, California. Most of our employees work out of our Santa Ana office, although we have several employees working from remote offices in Berkeley, Sacramento, and San Diego.



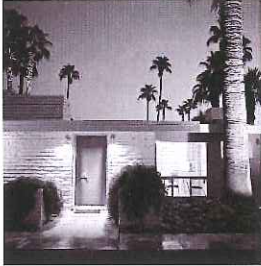
OUR CULTURE

We create an environment where all of our employees are encouraged to collaborate. On a weekly basis, we conduct a roundtable where staff shares what they are working on and seeks input from others in the firm. When you hire one RSG employee, you get the entire firm's commitment to ensuring that your engagement is the best that it can be. We have a unique set of individuals that have all come together with the unifying vision of helping communities reach their goals and explore their potential. Our culture is the heartbeat of our organization.

RSG dedicates a Principal to each project assignment, and creates a central group of project managers and staff persons who work on the individual assignments on a consistent

basis throughout all stages of the contract engagement. Our staff is focused, committed, and passionate about the work we do. We conduct our engagements with an attitude and professionalism that reflects our core values, and we are proud of it!

Quality control at RSG is an ongoing activity comprised of a proactive staff mentoring and training regiment, as well as a defined set of tools that guide us through our contract engagements. RSG has developed a professional development program designed to bring all RSG staff members to a high level of professionalism. The Principals and senior staff are involved in a hands-on capacity throughout a project to ensure timely delivery and quality of all consulting services.



QUALIFICATIONS

RSG has provided real estate and development services to a broad array of public agencies, private developers, and investors for over 35 years. Our experience is broad, spanning every aspect of the real estate and development process and product type. We have assisted with the development of auto dealerships, resorts, retail and entertainment centers, office buildings, industrial parks, and mixed-use projects. Our housing experience is also far-reaching, from affordable units to master-planned communities.



Our staff is highly experienced in bringing a wide variety of real estate developments to fruition. In total, RSG has analyzed nearly \$50 billion in real estate development, resulting in the construction of over 11,000 residential units, 4,250 hotel rooms, and over 100 million square feet of commercial, industrial, office, retail, and mixed-use buildings.

RSG brings a wealth of knowledge in the real estate and economic development fields – not only from our extensive experience in providing these services, but also through our first-hand experience in real estate brokerage, investment, development, construction, entitlements, and project design. Our real estate professionals engage in a wide variety of projects for the firm, but also keep abreast of the latest industry trends through professional associations such as the Urban Land Institute, International Council of Shopping Centers, and California Realtors Association, as well as other local organizations. Innovative solutions, attention to detail, and adherence to project schedules are signatures of our service.

Our real estate consulting services include, but are not limited to, the following activities.

MARKET ANALYSIS AND RESEARCH

RSG conducts detailed economic and market research using reliable industry data resources corroborated by first-hand field research and local market evaluations to identify viable implementation strategies and investment opportunities. Identification of niche market opportunities for local communities based on consumer preferences and research and understanding long-term demographic and land use trends are our specialty.

FINANCIAL PRO FORMA ANALYSIS

If a project appears to be viable from a market and programming perspective, then it's time to determine whether it is financially feasible based on the availability of funding resources. Our firm prepares pro forma financial analyses feasibility testing of development alternatives to identify financial feasibility based on current construction costs, which are derived through third-party independent data resources (such as Marshall and Swift Valuation Services) and corroborated by recent comparable project evaluations performed by the firm. Similarly, market evaluations are performed using third-party databases and first-hand field investigations to identify recent local experience and trends. RSG's ongoing consulting services for communities located statewide provides the firm with a large number of comparable developments, from which current data related to development programming, construction costs, project financing and developer return requirements may be measured.

PROJECT STRUCTURING AND FINANCING

Our clients trust RSG to advise on crafting appropriate development programs, including funding assistance strategies that balance the developer and community's interests. Development programming evaluations are performed to identify financially feasible opportunities and examine alternatives that will result in projects having long-term economic viability while fulfilling the community's development goals and objectives. Based on our long-standing relationships within California's community development field, we are able to identify qualified investors, lenders, underwriters, and facilitate meetings with them to assist in project financing.

DEVELOPER SOLICITATION AND PROPOSAL EVALUATION

Driven to help our clients achieve their affordable housing development objectives, RSG knows how to effectively stimulate interest from capable non-profit and for-profit housing developers. Solicitations of developer qualifications and proposals are prepared to effectively outreach to qualified individuals and firms having demonstrated experience in public-private developments in the region.

Evaluation of development proposals requires due diligence review of the developer's financial standing, equity funding capacity and institutional or private financing relationships, as well as review of their project experience in terms of project size and complexity in relation to the proposed program. Our extensive interaction in real estate transactions across the state gives us deep understanding of the development trends, financing, and cash flow of a project. Our previous projects vary in size from neighborhood retail centers, single-user offices and industrial buildings, and small multi-unit residential developments, to million-plus square feet big box retail centers, high-rise offices and master-planned communities.

FINANCING AND DEVELOPMENT AGREEMENT NEGOTIATIONS

Nothing substitutes for knowledge, creativity and experience when negotiating disposition and development agreements. In-depth knowledge of applicable laws and regulations, including requirements under the Government Code and other state and federal real estate regulations, coupled with broad experience in preparing development agreements are essential to bringing creative solutions to the negotiations table with property owners, developers and real estate investors. Principals and key staff at RSG possess the requisite knowledge and extensive experience necessary to bring complex public-private transactions to fruition.

SITE ASSESSMENT AND POSITIONING

RSG brings a highly experienced consultant team who are skilled in preparing land use programming evaluations, highest and best use assessments, property valuation analyses, and feasible development strategies. RSG also specializes in repositioning existing assets and formulating reuse strategies to reinvigorate communities and provide new revenues to municipalities.

PROPERTY ACQUISITION

RSG offers full-service real estate acquisition services. From site identification to tenant relocation once the property has been acquired, RSG is truly a one-stop shop for clients who wish to simplify the acquisition process. We offer services related to site selection, valuation analyses, negotiations, hazardous material surveys and removal coordination, escrow coordination, condemnation process coordination, and tenant relocation.

PUBLIC/PRIVATE PARTNERSHIPS

RSG has extensive experience in assisting public agencies and private developers in structuring public/private partnerships. Our team is proficient in completing financial pro forma and investment analyses, including identification of project funding gaps and strategies to eliminate or mitigate them to reasonably acceptable levels, in order to ensure a transaction is completed and the project constructed.

PROPERTY DISPOSITION

RSG understands how to effectively stimulate interest from highly experienced and financially capable developers. RSG has the requisite knowledge and extensive experience necessary to bring complex public-private transactions to fruition, including disposition and development agreements, owner participation agreements, long-term ground leases, as well as required legal and transactional documents.

ECONOMIC IMPACT ANALYSIS

In many circumstances, understanding the big picture is just as important as the individual project. When 251 South Hope Street Associates/Irvine Community Land Trust and developers want to know the ongoing municipal, employment, and secondary impacts of development projects, revitalization programs, or even general fund revenue changes, they look to RSG.

Fiscal impact analyses involving calculations of complex tax revenue projections, state subventions, cost of service, and other expenses are a specialized area of service performed by the firm for a large number of jurisdictions and private developers throughout California. Components of these analyses may be brought to bear in the negotiation of disposition and development agreements to substantiate a local agency's funding assistance, to verify a development's propensity for achieving the community's economic development objectives, or to help cities plan for long-term sustainability.

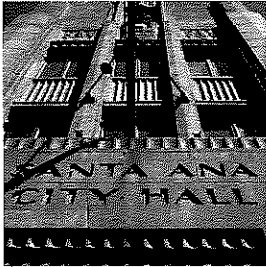
PROGRAMS AND PROJECT IMPLEMENTATION

Many of our clients retain RSG as contract staff to manage the day-to-day activities of economic development and redevelopment programs, including rehabilitation projects, business improvement projects, business recruitment and retention, site selection and acquisition, and financing.

Our services have included a very large number of technical reviews of developer proposals for affordable housing projects using a wide variety of local, regional, state and federal funding assistance including, but not limited to, local redevelopment agency low and city moderate income housing funds and local housing impact in-lieu fees, Los Angeles County/ Industry Housing Assistance Program Funds, State of California housing assistance funds including Multi Housing Program (MHP) and housing bond financing, and federal housing assistance program funds including low income housing tax credits, Neighborhood Stabilization Program (NSP) funds, CDBG and HOME funds and related program funding sources.

REAL ESTATE ACQUISITION

RSG offers full-service real estate acquisition, management and representation services. Many real estate transactions have multiple components, and RSG's team has over 30 years of experience managing the pieces and making sure they all come together for a successful project. For some of our clients, we focus on the intricate acquisition negotiations. For others, the acquisition is just one of many tasks we do—including hazardous materials surveys, management plans and removal; construction management from project inception to completion; acquisition and relocation settlements; and coordination of the relocation process and the condemnation process.



EXPERIENCE

The following illustrates our experience within the past five years as it relates to Real Estate Advisory Services.

REAL ESTATE ADVISORY SERVICES - CITY OF IRVINE

RSG was retained for the following assignments for the City of Irvine over the last five years:

1. Financial feasibility analysis for property to be developed with affordable housing units, which involved the preparation of numerous development pro forma analyses with various development assumptions.
2. Broker Opinion of Value for 35 acres within the Great Park planning area (zoned Transit Oriented Development).
3. Valuation analysis for approximately 125 acres of property in the Orange County Great Park Planning Area at the former El Toro Marine Corps Air Station in order to assign a value to this fixed asset for the purposes of inclusion in the City's financial statements. This analysis involved examining land use, zoning (the property is zoned TOD), and comparable sales.
4. Evaluation of development programs and projects and preparation of development programming and feasibility analyses for developing City-owned properties and solicitation of development proposals.
5. Development Request for Qualifications (RFP) for a 3.8-acre site owned by the Irvine Community Land Trust and evaluated 37 developer responses, which culminated in requesting development proposals from 8 developers. RSG assisted staff in evaluating the proposals and selecting a developer for the ground lease development of a 104-unit,

9% federal tax credit project. The project, Alegre Apartments, opened in October 2015 and is 100% occupied.

6. Evaluation of affordable housing development programming alternatives and financial feasibility analyses for a 20-acre Specific Plan Area at the former El Toro Marine Air Base to be comprised of over 600 affordable housing units. RSG also provides technical review and financial analysis assistance to the City's Irvine Community Land Trust, which is a primary conduit for the expenditure of the Agency's low and moderate income housing funds and the City's housing impact fees.

Sharon Landers, Assistant City Manager
949.724.6250
slanders@ci.irvine.ca.us

Mark Asturias, Housing Manager
949.724.7448
masturias@ci.irvine.ca.us

PROPERTY DISPOSITION AND MARKETING PLAN – CITY OF ATASCADERO

The former Redevelopment Agency of the City of Atascadero owned a high-value property formerly utilized as a temporary city hall after an earthquake damaged the historic city hall a number of years ago. The property had been vacant for some time. The City retained RSG in 2014 to determine the uses that would result in the maximum value or sales price for the property, as well as uses that would act as a catalyst for economic development in the community.

RSG conducted a market study, identified feasible potential uses for the property, completed pro forma analyses to determine which uses would be financially feasible, and finally presented three development options for the property. RSG staff identified the strengths and unique character of the community in concert with the market study. The market analysis determined that uses that reach consumers outside of the city limits (i.e., regional draw) were the most effective option for the property. The final report was presented to the City Council, which contained a marketing plan for the effective disposition of the property. The City is currently moving forward with the implementation of the plan.

Jeri Rangel, Director of Administrative Services
805.470.3428
jrangel@atascadero.org

GRAND AVENUE LOS ANGELES ECONOMIC FEASIBILITY ANALYSIS - CITY OF LOS ANGELES

RSG was retained by the Office of the Chief Legislative Analyst in February 2014 following the approval by the Grand Avenue Authority (GAA) of the Related Companies/Gehry Partners' conceptual site plan and 4th amendment to the disposition and development agreement. Due to the GAA's aggressive schedule that compels the developer and City to execute additional agreements conditioned upon financial analysis, RSG had less than 60 days to commence and deliver a draft report on this iconic, \$950 million mixed-use project. Preliminary findings were delivered approximately three weeks after receipt of information, shared with the developer the following week, and a refined analysis and comprehensive draft report was presented within less than two months.

The report evaluated the financial feasibility and fiscal and economic benefits of the project for both the City and County of Los Angeles and lays the groundwork for ongoing negotiations on a revised funding agreement for City participation in the financing.

John Wickham, Office of the Chief Legislative Analyst
213.473.5738
john.wickham@lacity.org

Ivanaia Sobalvarro, Office of the Chief Legislative Analyst
213.473.5745
ivania.sobalvarro@lacity.org

VILLAGE AT WESTFIELD FEASIBILITY AND ECONOMIC IMPACT ASSESSMENT - CITY OF LOS ANGELES

Westfield, LLC proposed to develop a 643,140-square-foot mixed-use project branded as the "Village at Westfield Topanga" on a 30.67-acre site it owns at the southeast corner of Victory and Topanga Canyon Boulevards in Warner Center. Westfield requested financial participation in the project using site-specific tax revenue financing, wherein the City would rebate a portion of project-generated revenues to assist in the development costs.

The City of Los Angeles retained RSG and PKF Consulting USA to complete a comprehensive financial and economic assessment of the project. The assessment provided the City with an independent assessment of the overall terms, conditions, and impacts of the Project as an adjunct to the City's transactional negotiations with Westfield. RSG evaluated the overall financial feasibility of the project, net fiscal impact of the project, net new revenue available to aid in development costs, and the larger economic impact on the City.

Ivanaia Sobalvarro Office of the Chief Legislative Analyst
213.473.5745
ivania.sobalvarro@lacity.org

LANDMARK SITE DEVELOPMENT PROGRAMMING FEASIBILITY ANALYSIS AND IMPLEMENTATION – CITY OF SAN CARLOS

For over 20 years, the City of San Carlos had targeted several underdeveloped sites located at key intersections or gateways into the City for redevelopment. RSG's development analysis of these sites concluded that development of a hotel would generate the greatest fiscal benefit to the City, and market analyses indicated that hotel development was feasible. The City's Strategic Property Acquisition Fund was utilized in 2013 when three of the underdeveloped gateway properties became available. While the development and disposition of the Landmark Site is underway, RSG has assisted the City in analyzing development alternatives, acquisition negotiations, developer solicitation, and commercial relocation services.

Al Savay, Economic Development Director
650.802.4209
asavay@cityofsancharlos.org

WHEELER PLAZA MIXED-USE DEVELOPMENT PROGRAMMING FEASIBILITY ANALYSIS AND IMPLEMENTATION – CITY OF SAN CARLOS

RSG was retained to prepare an economic development strategic plan for the City of San Carlos. One of the key aspects of this plan was the rejuvenation of an aging downtown district through the redevelopment of vacant and underutilized sites. The Wheeler Plaza project, located

in the center of the City's downtown, involves the redevelopment of a City-owned surface parking lot and six other retail and residential buildings. The approximately 400,000 square foot project includes 108 condominiums, 451-space parking garage, 9,855 square feet of retail space, 10,000 square feet of restaurant space, and a 31-unit very-low income senior tax credit equity project. In all, the project will entail the redevelopment of approximately 65% of the downtown block on which it is located. When RSG was originally retained, the project was nearly dead. RSG provided the real estate economics and project management services necessary to acquire the properties and solicit and evaluate developer proposals, which resulted in a reduction in the Agency's investment and increasing project's overall benefits. RSG is leading the negotiations of a disposition and development agreement and anticipates construction within the next 12 to 18 months.

Al Savay, Economic Development Director
650.802.4209
asavay@cityofsancarlos.org

REAL ESTATE ADVISORY SERVICES – CITY OF HEMET

RSG was retained to provide the following Real Estate Advisory Services for the City of Hemet:

1. Long-Range Property Management Plan for the Successor Agency to the dissolved redevelopment agency that involved the analysis of current market value for 14 properties within the City of Hemet. Property characteristics, such as land use, zoning, previous development proposals, general plan goals, transit oriented development (TOD) issues, and property valuations using market comparable sales, were examined as part of the analysis.
2. Due diligence review for the lender of a developer in order to confirm the creditworthiness of this party. The developer had a current Disposition and Development Agreement with the former Redevelopment Agency for the development of a shopping mall. The due diligence review involved researching subsidiary LLCs, bankruptcies, and news stories involving the developer and lender. RSG prepared a report for City Council review on the findings.
3. Economic evaluation of a proposed 167,100-square foot community retail center to be constructed on an 18.2-acre City-owned site in the City of Hemet. The proposed project was to be phased over a five-year period with the phased take down of the City-owned property. RSG identified recent comparable land sales to determine the reasonableness of the Developer's purchase price offer, as well as to identify the potential retail sales and property tax revenues that the City would receive from the completed project. In addition, RSG evaluated the proposed financing terms to the City and structured funding alternatives and recommendations for the City to serve in negotiating the terms and conditions for the disposition and development of the property to ensure that the present value of the sale transaction reflected the site's current highest and best use value.

John Jansons, Director of Community Investment
(Now the City Manager at the City of Farmersville)
559.747.0458
JJansons@cityoffarmersville-ca.gov



PROJECT TEAM

This assignment would be led and managed by Hitta Mosesman, Principal. Ms. Mosesman would be involved in all aspects of the work, including client coordination and meetings, establishing the methodology for the analyses, reviewing the analyses, and drafting reports and correspondence. Ms. Mosesman would be assisted by Dominique Clark, Associate; Nate Gunderman, Associate; Jeff Khau, Analyst; and Evanne Holloway, Research Assistant. Ms. Clark would lead the pro forma analyses, with oversight from Ms. Mosesman. Mr. Gunderman and Mr. Khau would determine the fair market value, given all property characteristics. Ms. Holloway would assist Ms. Clark, Mr. Gunderman, and Mr. Khau with research and data gathering.

Resumes for all staff are provided on the following pages.

HITTA MOSESMAN, *Principal/Vice President*



ABOUT ME

Hitta produces solutions to community problems with her expertise in public financing opportunities and economic development. She forms dynamic collaborations with her clients large and small, ranging from cities to public entities and agencies. Her work includes property tax projections, real estate valuation analyses, fiscal/economic/tourism/public benefit analyses, market analyses, cash flow analyses, successor agency consulting, methodology reviews, and audits of assessed value projections.

Hitta originally joined RSG in 1989 as an intern while completing her BS in Economics with a minor in Business Management from the University of California, Irvine. After working for two boutique municipal consulting firms, Hitta re-joined RSG in 1996.

FOCUS AREAS

Municipal Finance, Fiscal Health, Economic Development, Real Estate

WHAT I LOVE ABOUT WORK

Helping communities build upon unique qualities and character to improve and thrive in the face of challenges to revenues and increased levels of services. Community solutions should be tailored to the needs and attributes of that community. I truly enjoy analyzing and identifying the approaches that will provide maximum success and benefit for each client.

RECENT ENGAGEMENTS

- Developing a disposition plan and market study to determine the use that will act as a catalyst for improving foot traffic in a downtown area in a Central Coast community.
- Provided a peer review fiscal/economic/tourism/public benefit analysis for a controversial Caruso Affiliated project in San Diego County.
- Led the preparation of Broker Opinion of Value for a large Orange County city that was accepted by the State of California for a property disposition issue.
- Calculated multiple cash flow analysis scenarios to determine the maximum amount of loan repayment (and most beneficial repayment structure) to a city to fund a large-scale and regionally significant recreation area in Orange County.
- Prepared complex property disposition plan for a former redevelopment agency that owns over 100 properties, including a valuation analysis of each property.
- Formulated multi-year property tax projections for a large special district for budgeting purposes. These projections incorporate new development projects, appeals, and annexations, as well as an economic analysis to forecast future growth rates in assessed valuation.

OUT & ABOUT

- California Association for Local Economic Development, Legislative Action Committee
- Association of California Cities Orange County, Jobs and Economic Development and Orange County Homelessness Task Force Committees
- Orange County Business Council
- Speaker, San Gabriel Valley City Manager's Association (League of California Cities) on Economic Development
- Certified personal trainer

DOMINIQUE CLARK, Associate



ABOUT ME

Dominique shares her knowledge and proficiency in municipal finance, economic development policy analysis, and real estate to advance client and community objectives. Her work includes Fiscal Consultant Reports, pro forma analyses, real estate disposition, density bonus analyses, fiscal impact analyses, and property valuations.

Dominique joined RSG in 2013. She received a BA in Sociology from Wheaton College and a Master of Public Policy (MPP) from the University of Southern California.

RECENT ENGAGEMENTS

- Prepared Fiscal Consultant Reports related to bond refinancings for California City, Camarillo, Hawthorne, Hollister, Orange County, and San Marcos Successor Agencies to substantiate available tax revenues to be generated from the respective Project Areas.
- Projected City revenues and expenditures that would be generated by proposed mixed-use developments in Downey, Fullerton, and Basking Ridge, New Jersey.
- Completed density bonus technical analyses for a mixed-use development application in the Hollywood area, demonstrating the financial feasibility of development with and without off-menu incentives.
- Prepared a comprehensive pro forma and economic impact analysis of the proposed Grand Avenue Los Angeles mixed-use/mixed-income development in Downtown LA.
- Prepared financial pro forma feasibility model to determine an affordable housing in-lieu impact fee for a private development in the City of Aliso Viejo.
- Created RSG's current offering memorandum template used by several clients to market property, including Pico Rivera and Irwindale.
- Engaged to conduct housing compliance monitoring for multi-family affordable housing projects and mobile home projects throughout San Diego, Fresno, San Mateo, Riverside and Los Angeles Counties, including applicant eligibility review, document preparation, and quarterly property inspections.
- Completed analysis of senior-restricted residential units in the City of Morgan Hill.
- Drafts Housing Authority Annual Reports and SB 341 Annual Reports for the City of Irwindale.

FOCUS AREAS

Fiscal Analysis, Real Estate, Affordable Housing

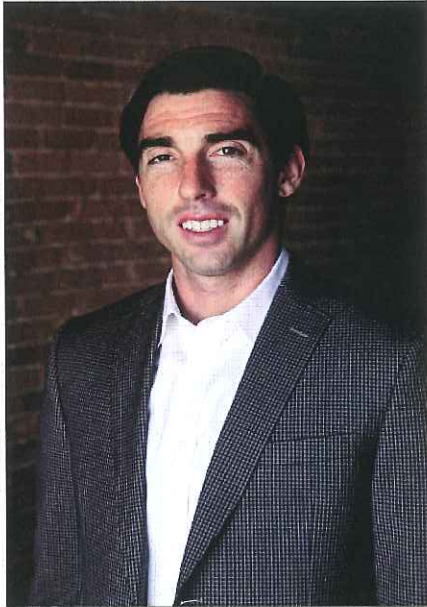
WHAT I LOVE ABOUT WORK

My work with numbers, data, calculations, and spreadsheets helps large populations, not just one person or one company. My skills are valuable and valued, which is strong motivation to work harder and do better.

OUT & ABOUT

- Licensed California Real Estate Agent
- San Diego Housing Federation, Member
- Urban Land Institute
- California Association for Local Economic Development
- Association of California Cities Orange County (ACCOC)
- Orange County Business Council

NATE GUNDERMAN, Associate



ABOUT ME

For more than 9 years, Nate has been involved with the development, lease-up, acquisition and disposition of major retail shopping centers throughout California and the Southwest. He draws on his analytical prowess and industry connections to allow his clients the wherewithal to make informed decisions. Nate provides systematic market studies, detailed financial models and feasibility analysis for all asset types, including affordable housing projects. His real estate experience overlaps into an understanding of economic development opportunities and the leveraging of a community's current assets into a sustainable future.

Nate joined RSG in 2015. He received a BS in Urban Planning with a Minor in Geography, as well as a Master of Real Estate Development (MRED) from Arizona State University.

RECENT ENGAGEMENTS

- Performed market assessments, property valuations and feasibility analysis for the potential acquisitions, dispositions and redevelopment of public and private assets.
- In conjunction with a brokerage team, has successfully valued, marketed and sold more than \$400 million of retail shopping centers in California, Arizona, Nevada and Utah.
- Strategized on economic development opportunities within city boundaries for the purpose of realizing underutilized real estate assets fiscal and social potential.
- Experienced in underwriting and reconciling development costs of various asset classes; affordable housing, retail, office, industrial and hospitality.
- Drafted documents for the creation of a local housing authority.
- Actively collaborating with government officials, local business leaders and community groups for the creation and implementation of a comprehensive Economic Development Strategic Plan.
- Developed an extensive GIS database for the use of market segmentation through the collaboration of private and public information.

FOCUS AREAS

Real Estate

WHAT I LOVE ABOUT WORK

I look to bridge the gap between the public and private sectors needs and wants in order to ensure the goals of all parties are reached, while maintaining the integrity of the community.

OUT & ABOUT

- California Real Estate Broker License #019334174
- International Council of Shopping Centers (ICSC)
- Association of California Cities Orange County (ACCOC)
- Orange County Business Council (OCBC)
- San Diego Housing Federation, Member

JEFF KHAU, *Analyst*



ABOUT ME

Jeff is committed to creating a positive impact in communities. In 2011, Jeff began his career in real estate as a licensed broker. During this time, he also assisted city governments with facilitating community outreach and public involvement. Using a data-driven and evidenced-based approach, Jeff provides clients, stakeholders and policy-makers the tools they need to make an informed decision about important matters. He believes in ushering solutions that are executable, sustainable, and cost-efficient.

Jeff joined RSG in 2015. He earned his Bachelor's Degree in Business Administration with a minor in Leadership and Organizational Studies from Chapman University. He also holds a Master's in Urban Planning and a Master's in Public Policy from the University of Southern California.

RECENT ENGAGEMENTS

- Analyzed general funds of various cities to assess the impact of different revenue sources.
- Provided relocation assistance to displaced business owners by curating listings of potential new site and managing relocation benefits.
- Prepared a Broker Opinion of Value for underutilized properties and obtained a value based on its current highest and best use.

FOCUS AREAS

Housing market analysis, transportation policy and planning, data-driven outreach.

WHAT I LOVE ABOUT WORK

The process of looking at big data and teasing out hidden correlations is the most rewarding part of my work. Beneath all those numbers is a story, and it's my job to tell that story.

OUT & ABOUT

- Licensed California Broker (BRE #01891467)
- Chinese American Citizens Alliance
- Lions Club International - Orange County Vietnamese American Chapter
- Association of California Cities Orange County (ACCOC)
- Orange County Business Council (OCBC)
- San Diego Housing Federation, Member

Evanne Holloway, *Research Assistant*



ABOUT ME

Ms. Holloway has extensive experience with legal research and strategy related to the location, relocation and expansion of the public and private sectors. Ms. Holloway is also very knowledgeable about development agreements involving municipalities and abatements.

Evanne joined RSG in 2015. She holds a BA in Anthropology from Auburn University and a MA in Public Administration from the University of Southern California.

OUT & ABOUT

- San Diego Housing Federation, Member
- Association of California Cities Orange County
- Orange County Business Council

FOCUS AREAS

Economic Development, Urban Planning, Sustainability

WHAT I LOVE ABOUT WORK

Little things can create big change. I am enthusiastic about service design, utilization, and intersectoral collaboration. Our clients provide an opportunity to solve multidimensional problems, unlike those with a single focus.



SCOPE OF WORK

BACKGROUND

Based upon conversations with City staff, the City has received a development proposal for the former City Hall building. The City seeks to retain a consultant to evaluate the developer's pro forma, work with staff to determine a fair market price, and potentially assist the City with developer negotiations. A detailed scope of work is provided below.

SCOPE – SPECIFIC TASKS

Peer Review of Developer Pro Forma

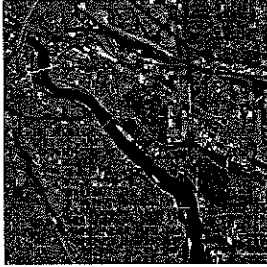
- Review assumptions and methodology in Developer's pro forma
- Identify assumptions/methodology not aligned with best practices
- Prepare alternate pro forma containing supportable assumptions/methodologies

Determine Fair Market Value

- RSG in-house Broker review of current appraisals
- Work with City staff to identify property characteristics/constraints affecting value
- Analyze comparable sales and market factors

Assist City staff with Developer Negotiations

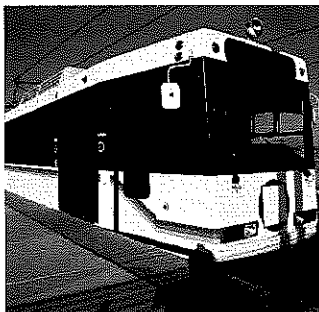
- Budget includes two (2) meetings with Developer



SCHEDULE

Pursuant to City staff direction, RSG plans to complete the tasks outlined in the Scope of Work within 4-6 weeks of receiving a signed and executed contract with the City of Duarte.

It is important to note that this schedule assumes that data and information required for this assignment is readily available from all sources (e.g., developers, City staff, market data). The duration of any delays in RSG's receipt of data would potentially result in a similar delay in the delivery of work products/reports.



BUDGET

RSG will provide the Real Estate Advisory Services for a not-to-exceed amount of \$30,000.

RSG's services would be charged on an hourly basis, based on the 2015 Fee Schedule below.

Principal / Director	\$ 235
Senior Associate	\$ 180
Associate	\$ 160
Senior Analyst	\$ 135
Analyst	\$ 125
Research Assistant	\$ 110
Technician	\$ 80
Clerical	\$ 60
Reimbursable Expenses	Cost plus 10%

RSG does not charge clients for travel or mileage (except direct costs related to field work), parking, general postage, or incidental copies. However, we do charge for messenger services and overnight shipping/express mail costs. Any third party data required may also be charged to the client; typical examples include copies of the equalized assessment roll and CoStar Market data. We also charge for copies of reports, documents, notices, and support material in excess of five (5) copies. These costs are charged back at the actual expense plus a 10% surcharge.

RSG issues monthly invoices payable upon receipt, unless otherwise agreed upon in advance. Invoices identify tasks completed to date, hours expended, and the hourly rate.

MEMORANDUM

TO: Mayor and Councilmembers
FROM: Darrell J. George, City Manager
DATE: December 3, 2015
SUBJECT: Conference Attendance – City Council Meeting of December 8, 2015

California Contract Cities Association
Annual Sacramento Legislative Orientation Tour
January 11-12, 2016
Sheraton Grand Sacramento Hotel
Event Fee: \$380 per person
Hotel: \$129/night

League of California Cities
City Managers Department Meeting
February 3-5, 2016
Renaissance Hotel, Indian Wells
Registration: \$650 per person
Hotel: \$199/night



CALIFORNIA CONTRACT CITIES ASSOCIATION



49th Annual Sacramento Legislative Orientation Tour

When

Monday January 11, 2016 at 11:00 AM PST

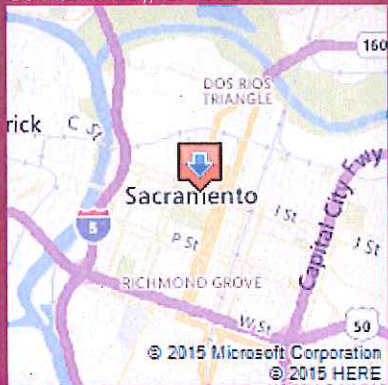
-to-

Tuesday January 12, 2016 at 7:30 PM PST

[Add to Calendar](#)

Where

Sheraton Grand Sacramento Hotel
1230 J Street
Sacramento, CA 95814



[Driving Directions](#)

**Book Your Room
at Group Rate \$129**



**Sheraton Grand
Sacramento**

HOTEL

[Click Here to Book Now!](#)

You're invited to attend the Annual Sacramento Legislative Tour.

The California Contract Cities Association will continue to work at building relationships with the Legislature and Governor's office. Our goal for this seminar, as always is to create an open channel between local government and our state government. Don't miss out!

What To Expect

- *Constitutional Officers and Legislative Leadership Briefing Sessions in the Capital
- *Open Discussions With Leadership, Legislators and Colleagues Luncheon Session
- *Legislative Reception co-hosted with The California Coalition of Law Enforcement Associations

Click on the link below to register or RSVP.

Register Now!

EVENT FEE: \$380

For any questions regarding registration or schedule, please contact staff

Sincerely,

Kelli Lofing or Cristina Shore
Contract Cities
info@contractcities.org
562-622-5533

Friday, February 5, *Continued*

CONCURRENT SESSIONS, *Continued*

8:15 – 9:30 a.m.

Bring Forth the Best in Your Elected Officials

Rather than being victims of disruptive dynamics among elected officials, city managers can work with their elected officials to apply proven processes for productive outcomes. Learn best practices gathered from city managers and communities across the U.S., and gain useful options from the coaching profession you can apply in your community.

Harness the Power of Partnerships to Achieve your City's Goals

Local governments are harnessing the power of partnerships to effectively and efficiently deliver services and leverage existing human and financial resources. This approach helps cities address complex community health and safety challenges that are traditionally beyond the capacity of any one jurisdiction. Partnerships offer an opportunity to reduce risk, share costs and ultimately increase impact and benefit the community. This dynamic session features cities working with schools, counties and community organizations through joint funding and facilities, shared staffing and more.

CLOSING GENERAL SESSION

9:45 – 11:30 a.m.



Daggers Drawn

For over three decades, Kevin "Kal" Kallaugh has entertained and enraged a global audience with his sharp cartoons and witty covers for *The Economist* magazine and the *Baltimore Sun*. In his illustrated presentation, Kal will share some of his award-winning works from his portfolio of more than 8000 cartoons and 140 covers plus share stories and anecdotes of the challenges facing a contemporary cartoonist. As an added bonus, Kal will sketch some of his favorite politicians and culminate with an audience participation lesson.

SPEAKER: Kevin "Kal" Kallaugh, editorial cartoonist for *The Economist* magazine of London and *The Baltimore Sun*

Cal-ICMA
California Consortium
A State Affiliate of ICMA

Adjourn

11:30 a.m.

PLEASE NOTE: The information you provide to the League when registering for a League conference or meeting may be shared with the conference or meeting hotel(s). The hotel(s) will also share with the League the information you provide to the hotel(s) when you make your hotel reservation for the conference or meeting. The information shared between the League and the hotel(s) will be limited to your first name, last name and dates/length of stay in the hotel.

GENERAL INFORMATION

All attendees must register for the conference online prior to reserving a hotel room. Registration is not complete until full payment is received. The League is unable to accept purchase orders. Once registration is complete, you will be directed to the housing reservations page.

- For online registration, go to www.cacities.org/events and select "City Managers Department Meeting".

Registration must be received by Monday, January 4.
After this date, please register onsite.

Costs/Fees

Full registration includes Wednesday evening reception, Thursday lunch & Friday breakfast. (Registration fees subsidize the following: \$50 for Cal-ICMA and \$50 for CCMF)

City/County Managers	\$650
MMANC/MMASC Members (Active Asst. City Managers ONLY)	\$500
All Others— Company, Consultant, League Partners	\$775
Non-Member City	\$1,650
Spouse (badge required for all meals)	\$175

One day registration

City/County Managers	\$325
MMANC/MMASC Members (Active Asst. City Managers ONLY)	\$250
All Others	\$400
Non-Member City	\$1,325

NOTE: The spouse fee is restricted to persons who are not city or public officials, are not related to any Partner or sponsor and would have no professional reason to attend the conference. It includes admission to meals/reception only. Conference session seats are reserved for full conference registrants. There is no refund for the cancellation of a spouse registration.

Cancellations

Refunds will be made for cancellations submitted in writing to mdunn@cacities.org and received by **Monday, January 4**, subject to a \$75.00 processing charge. There are no refunds for cancellations after this date. Substitutions can be made onsite.



If you require special accommodations related to facility access, transportation, communication and/or diet, please contact our Conference Registrar.

Hotel Information & Reservations

Hotel reservation changes, date modifications, early check-out, or cancellations made prior to Monday, January 4 must be done through the online reservation link you received when registering for the conference. Use your confirmation/acknowledgment number to access your reservation to make changes. Once the January 4 deadline has passed, please contact the hotel directly with any changes or cancellations. Please note that hotel cancellations after the housing deadline has passed may incur a financial penalty or a minimum one-night room charge or attrition fees.

Renaissance Esmeralda Indian Wells

44400 Indian Wells Land, Indian Wells, CA 92210

Event Rate: (per night) \$199
(plus tax and fees and \$5 nightly resort charge)

Valet Parking: \$25 overnight and \$8 short term (subject to change without notice)

Self-Parking: \$12 overnight
(included in resort charge)

*Please DO NOT book outside of the League hotel block. This will cause an increase in event costs, liabilities and higher registration rates.



Department Meeting

Wednesday, February 3 – Friday, February 5

2016

RENAISSANCE HOTEL, INDIAN WELLS

Registration and Housing Deadline:

Monday, January 4

www.cacities.org/events

 www.facebook.com/leagueofcacities

 Follow @CaCitiesLearn

City Managers



1400 K Street, Suite 400
Sacramento, CA 95814

Join us for the 2016 City Managers Department Meeting

For speaker information, go to www.cacities.org/citymanagersed

Wednesday, February 3

► Registration Open

10:00 a.m. – 6:00 p.m.

OPENING GENERAL SESSION

1:30 – 3:15 p.m.

League Update

Join League Executive Director, Chris McKenzie as he provides an update on League priorities and issues.

CONCURRENT SESSIONS

3:30 – 5:00 p.m.

If City Managers Ruled the World

In his 2013 book, *If Mayor's Ruled the World*, Benjamin Barber posits that cities offer society's best bet for proactive, responsible government. But how can a city manager effectively manage change in an era of rising personnel costs, labor unrest, and (yes) political expediency? Hear from managers whose leadership has effectively steered their cities through crises.

Race and Equity: How Cities Can Strengthen Community Relationships

Whether it's Ferguson MO, Sanford FL, or Baltimore MD there is significant talk among members of the public, elected officials and public administrators on preventing tragedy and how communities can work together on these nuanced issues. This interactive session will explore what racial equity means within a local government context and how it can be advanced. Hear about on-the-ground efforts to address race and equity, and have an opportunity to provide feedback on an emerging 'prevention' check list that debuted at last fall's ICMA conference.

► Networking Reception

5:30 – 6:30 p.m.

After a full day of education, relax and network with your colleagues, meet and connect with conference sponsors before heading out to an evening on your own.

Sessions/Speakers are subject to change

**For speaker information,
go to www.cacities.org/citymanagersed**

Thursday, February 4

► Registration Open

8:00 a.m. – 2:30 p.m.

GENERAL SESSION

9:00 – 10:30 a.m.



CMF
CALIFORNIA
CITY MANAGEMENT FOUNDATION

The Sharing Economy in the Urban Millennium

The sharing economy isn't only for individuals and companies. It has massive benefits for cities too, but they must be aware and engaged. April guides a global tour of Sharing Cities: what's happening worldwide and what this means for the future of urban sustainability, local economic development, and community resilience and well-being.

SPEAKER: April Rinne, *Sharing Economy Guide and Globetrotter*

CONCURRENT SESSIONS

11:00 a.m. – 12:15 p.m.

Cal-ICMA's "Survival Skills" Project: From Surviving to Thriving

Over the past year Cal-ICMA has undertaken a major effort to identify the major challenges facing city and county managers in California and to develop follow-up recommendations to better support those in the profession to successfully cope with these challenges. Over 250 managers participated in the process by completing an on-line survey, attending focus groups and/or participating on a project advisory committee. This interactive session will help participants: identify internal and external stressors; explore resources to address these stressors; and discuss how our professional associations can provide additional support resources.

Sustainable Communities through Health & Wellness

Learn how to enhance your communities' social capital through health and wellness programs. Identify opportunities in your community that can be sustainable through use of existing resources, creative programming and partnerships. Sustainable health & wellness builds a stronger, more engaged community.

Where the Unicorns Are: OPEB Solutions that Work!

For some communities OPEB obligations have grown to the level where finding a viable solution is as likely as finding a unicorn. Learn about successful strategies to reduce OPEB liabilities and policies that complement and support OPEB management efforts. Understand the impact of fully funding the Annual Required Contribution (ARC), using actuarial studies, and choosing appropriate investment strategies – all of which can save your community millions of dollars. Also, receive an update on the work of the City Manager's OPEB Task Force.

Thursday, February 4, *Continued*

➤ General Luncheon

12:30 – 2:00 p.m.

Join your colleagues and celebrate your retirees, award winners and department sponsors. Hear remarks from the ICMA President, Pat Martel, City Manager, Daly City.

CONCURRENT SESSIONS

2:00 – 3:15 p.m.

➤ CityTalk Sessions (3)

Small Cities Can Do Big Things! [CityTalk]

Learn about innovative approaches to projects, funding ideas, and dreaming big. The City of Waterford, with 13 employees, in the last four years has built a new city hall, revitalized the downtown, installed solar and LED on all facilities and streetlights, constructed a 1.25 mile river trail parkway, built a skate park, and bought the water system in Waterford. Most of this has been completed with few staff, and with half of the \$10 million worth of projects done on federal and state grants.

What I Learned About Local Government After I Left [CityTalk]

After 25 years spent working in local government, including stints as city manager of Fresno and San Jose, Jerry Newfarmer thought he knew a lot about managing cities. But 20 years in the private sector has taught him some unexpected secrets to success in local government. Among them: make deadlines and commitments sacred; see your administration as a whole instead of as distinct parts; invest in planning projects up front to save hassle on the back end; and prioritize implementation as much as you prioritize the fanfare of an initiative's rollout.

Tough Lessons About Good Work [CityTalk]

Hear about hard lessons learned about the intersection of public administration, public policy and politics, with examples and cartoons from public controversies. Review city management issues as concerns are raised about "serving rather than steering" and how public administrators can be a force in promoting democracy and civic engagement. Celebrate the passion for public service and a commitment to a life that matters.

Cities — Driving the Transition to a Sustainable Future

While there is understandable focus on international agreements, national action, and state leadership to address climate change and sustainability, cities are the laboratories where sustainability solutions are being created, tested, and achieving results. City managers play a special role in providing leadership, facilitating city and community action, and making sure that sustainability programs and practices make a difference. Learn what a diverse set of cities from around California are doing to make the promise of sustainability a practical reality. Come prepared to share your stories, ideas and questions with the panelists and your colleagues from cities across the state.

California's New Economic Development Platform: It's Green and Sustainable!

Welcome to the post-RDA world of economic development. With a dozen new statutes geared toward directing how cities can attract private investment and jobs, it's time to figure out how to make it work in your community. Tax Increment Financing is back in California but the new model differs from RDAs. TIF usage must be geared towards investments in sustainable infrastructure, carbon footprint reduction, infill development, water management, industrial processes and public/private deals that create new jobs and taxes. This session covers use of these new funding sources and tools including Enhanced Infrastructure Financing Districts to attract private investment.

CONCURRENT SESSIONS

3:45 – 5:00 p.m.

Wild New Roads for Transportation Funding

Why are local road funds in such a fickle tailspin? How is the growing popularity of alternative fuel vehicles affecting funding? What proposals for changes are advancing? What does the future hold? Get the latest from experts in the know.

Ethical Bombs — How Can I Learn From Other's Mistakes?

Our actions as city managers are always on display, ripe for evaluation and judgment. If one manager acts inappropriately, violating ICMA's Code of Ethics, it impacts the entire profession, undermining our ability to manage and lead. What "Ethical Bombs" have managers made? What traps do you need to look out for? How do you protect your integrity when a nearby manager creates controversy that portrays poorly on what you do? This entertaining session will answer these questions, reviewing several case studies of "ethical bombs" managers have made throughout the years. Learn tips to avoid these mistakes/traps and promote ethics within your organization/region when an "ethical bomb" drops nearby.

Friday, February 5

➤ Networking Breakfast

7:30 – 8:15 a.m.

CONCURRENT SESSIONS

8:15 – 9:30 a.m.

Efficiency in Cities: How to Build a Better Mouse Trap

A seasoned city manager, a new city manager and an interim city manager discuss ways of "seeing our blind side." Hear a discussion on what things can be fixed if they are only seen, and leave with concrete ideas of ways to make your own organization more efficient.

Sessions/Speakers are subject to change

**For speaker information,
go to www.cacities.org/citymanagersed**

Legal Notice

Legal Notice

Legal Notice

Legal Notice

NOTICE OF PUBLIC HEARING

NOTICE IS HEREBY GIVEN that the City Council of the City of Duarte (the "City"), at its regular meeting on Tuesday, December 8, 2015, at 7:00 p.m., or as soon thereafter as the matter can be heard, will hold a public hearing as required by Section 147(f) of the Internal Revenue Code of 1986, as amended (the "Code") and consider the approval of the issuance by the California Municipal Finance Authority (the "Authority") of its revenue bonds, pursuant to a plan of financing and in one or more series from time to time, in an amount not to exceed \$55,000,000 (the "Bonds"). The proceeds of the Bonds will be used to (1) finance and refinance the acquisition, construction, expansion, remodeling, renovation, improvement, furnishing and equipping of land and facilities located at the following addresses in the County of San Diego: (a) 7450 Olivetas Ave., La Jolla, California, known as White Sands La Jolla and (b) 710 West 13th Ave., Escondido, California, known as Redwood Terrace (the "San Diego Project"); (2) finance and refinance the acquisition, construction, expansion, remodeling, renovation, improvement, furnishing and equipping of land and facilities located at 1420 Santo Domingo Ave., Duarte, California, known as Westminster Gardens (the "Duarte Project" and together with the San Diego Project, the "Project"); and (3) to pay certain expenses incurred in connection with the issuance of the Bonds. The Project will be owned and operated by Southern California Presbyterian Homes (the "Borrower"), a California nonprofit public benefit corporation and an organization described in Section 501(c)(3) of the Code.

The Bonds and the obligation to pay principal of and interest thereon and any redemption premium with respect thereto do not constitute indebtedness or an obligation of the Authority, the City, the State of California or any political subdivision thereof, within the meaning of any constitutional or statutory debt limitation, or a charge against the general credit or taxing powers of any of them. The Bonds shall be a limited obligation of the Authority, payable solely from certain revenues duly pledged therefor and generally representing amounts paid by the Borrower.

The hearing will commence at 7:00 p.m., local time, or as soon thereafter as the matter can be heard, and will be held in the Community Center, Duarte City Hall, 1600 Huntington Drive, Duarte, California. All persons interested in matters related to the issuance of the Bonds or on the nature and location of the facilities of the Duarte Project proposed to be financed or refinanced are invited to attend and be heard at the public hearing or, prior to the time of the public hearing, submit written comments.

Additional information concerning the above matter may be obtained from, and written comments should be sent to, the City of Duarte, City Clerk's Office, 1600 Huntington Drive, Duarte, California 91010.

11/16/15

PUBLISH: Duartean, Saturday, November 21, 2015

Ad#738846

MEMORANDUM

TO: Honorable Mayor and Members of the City Council of the City of Duarte
FROM: Jeffrey T. Melching, Rutan & Tucker, LLP, City Attorney
DATE: December 8, 2015
FILE NO.: 012225-0101
RE: Public Hearing and Consideration of Resolution Approving Issuance of Tax-Exempt Revenue Bonds to Assist in the Financing of Westminster Gardens

RECOMMENDATIONS

1. That the City Council hold a public hearing (known as a "TEFRA Hearing"), which is required under the Tax and Equity Fiscal Responsibility Act of 1982 as amended ("TEFRA") and Section 147(f) of the Internal Revenue Code of 1986 as amended (the "Code"), in connection with the proposed issuance, in one or more series, of senior living revenue bonds by the California Municipal Finance Authority (the "CMFA") in an amount not to exceed Fifty Five Million Dollars (\$55,000,000) (the "Bonds") to assist in the financing and refinancing, acquisition, construction, expansion, remodeling, renovation, improvements, furnishing and equipping of senior living facilities, and ancillary facilities thereof, including, among other projects, the Westminster Gardens project in the City of Duarte, California (the "Project").
2. Following the public hearing, adopt a Resolution approving the issuance of the Bonds by the CMFA for the benefit of Southern California Presbyterian Homes, a California nonprofit public benefit corporation (the "Borrower"), to provide for the financing of the Project. The adoption of the Resolution is solely for the purpose of satisfying the requirements of TEFRA and the Code. *The City has no liability with respect to the Bonds or repayment of the Bonds.*

BACKGROUND

A. Purpose of the Issuance

Borrower requested that the CMFA serve as the municipal issuer of the Bonds in an aggregate principal amount not to exceed Fifty Five Million Dollars (\$55,000,000) of tax-exempt revenue bonds. The proceeds of the Bonds will be used to finance and refinance the acquisition, construction, expansion and rehabilitation of senior living facilities and ancillary facilities

located at 1420 Santo Domingo Ave., Duarte California and commonly known as Westminster Gardens. The financing will *also* include two other facilities located at 7450 Olivetas Ave, La Jolla and 710 West 13th Ave., Escondido California, and to be commonly known as White Sands La Jolla and Redwood Terrace respectively.

In order for all or a portion of the Bonds to qualify as tax-exempt bonds, the City of Duarte must conduct a public TEFRA Hearing that provides the members of the community an opportunity to speak in favor of or against the use of tax-exempt bonds for the financing of the Project. Prior to such TEFRA Hearing, reasonable notice must be provided to the members of the community. A notice of public hearing was published on November 21, 2015, in the *Duarte* and was posted on November 16, 2015 at Duarte City Hall, the Duarte Public Safety Office, and the Duarte Library.

Following the TEFRA Hearing, an “applicable elected representative” of the governmental unit hosting the Project, *i.e.*, the City Council, must provide its approval of the issuance of the Bonds for the financing of the Project. That approval occurs through the adoption of the Resolution.

B. California Municipal Finance Authority

The CMFA was created on January 1, 2004 pursuant to a joint exercise of powers agreement to assist local governments, non-profit organizations, and businesses with the issuance of taxable and tax-exempt bonds aimed at improving the standard of living in California. and to promote economic, cultural, and community development through the financing of economic development and charitable activities throughout California.

To date, over 200 municipalities have become members of CMFA. Duarte became a member of CMFA when it held a prior TEFRA hearing and approved a tax-exempt bond issuance by CMFA for the Andres Duarte Terrace II project. Other local cities that are CMFA members include Pasadena, Claremont, El Monte, and Azusa.

In addition, participation by the City in the CMFA does not impact the City’s appropriations limits and does not constitute any type of indebtedness by the City.

C. No City Liability

The Amended and Restated Joint Exercise of Powers Agreement provides that the Authority is a public entity, separate and apart from each member executing such agreement. The debts, liabilities, and obligations of the Authority do not constitute debts, liabilities, or obligations of the members executing the agreement.

As such, the Bonds to be issued by the Authority for the Project will be the sole responsibility of the Borrower, and the City will have no financial, legal, or moral obligation, or any liability or

Honorable Mayor and Members of the City
Council of the City of Duarte
December 8, 2015
Page 3

responsibility, for the Project or for repayment of the Bonds for the financing of the Project. All financing documents with respect to the issuance of the Bonds will contain clear disclaimers that the Bonds are not obligations of the City or the State of California, but are to be paid for solely from the funds provided by the Borrower.

Outside of holding the TEFRA Hearing and adopting the required Resolution, no other participation or activity of the City or the City Council with respect to the issuance of the Bonds will be required.

CONCLUSION

In light of the foregoing, it is recommended that the City Council conduct the TEFRA Hearing and thereafter adopt the Resolution approving the issuance of the Bonds by the Authority.

RESOLUTION NO. _____**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF DUARTE APPROVING THE ISSUANCE OF THE CALIFORNIA MUNICIPAL FINANCE AUTHORITY SENIOR LIVING REVENUE BONDS (BE.GROUP OBLIGATED GROUP) IN ONE OR MORE SERIES IN AN AGGREGATE PRINCIPAL AMOUNT NOT TO EXCEED \$55,000,000 FOR THE PURPOSE OF FINANCING AND REFINANCING THE ACQUISITION, CONSTRUCTION, EXPANSION, REMODELING, RENOVATION, IMPROVEMENT, FURNISHING AND EQUIPPING OF SENIOR LIVING FACILITIES, AND ANCILLARY FACILITIES THEREOF, AND CERTAIN OTHER MATTERS RELATING THERETO**

WHEREAS, Southern California Presbyterian Homes, a California nonprofit public benefit corporation (the "Borrower"), has requested that the California Municipal Finance Authority (the "Authority") participate in the issuance of one or more series of revenue bonds in an aggregate principal amount not to exceed \$55,000,000 (the "Bonds") for the (1) financing and refinancing of the acquisition, construction, expansion, remodeling, renovation, improvement, furnishing and equipping of land and facilities located at the following addresses in the County of San Diego: (a) 7450 Olivetas Ave., La Jolla, California, known as White Sands La Jolla and (b) 710 West 13th Ave., Escondido, California, known as Redwood Terrace (the "San Diego Project"), (2) financing and refinancing of the acquisition, construction, expansion, remodeling, renovation, improvement, furnishing and equipping of land and facilities located at 1420 Santo Domingo Ave., Duarte, California, known as Westminster Gardens (the "Duarte Project" and together with the San Diego Project, the "Project"), and (3) paying of certain expenses incurred in connection with the issuance of the Bonds; the Project which is owned and operated by the Borrower; and

WHEREAS, pursuant to Section 147(f) of the Internal Revenue Code of 1986, as amended (the "Code"), the issuance of the Bonds by the Authority must be approved by the City of Duarte (the "City") because the Duarte Project is to be located within the territorial limits of the City; and

WHEREAS, the City Council of the City (the "City Council") is the elected legislative body of the City and is one of the applicable elected representatives required to approve the issuance of the Bonds under Section 147(f) of the Code; and

WHEREAS, the Authority has requested that the City Council approve the issuance of the Bonds by the Authority in order to satisfy the public approval requirement of Section 147(f) of the Code and the requirements of Section 4 of the Joint Exercise of Powers Agreement Relating to the California Municipal Finance Authority, dated as of January 1, 2004 (the "Agreement"), among certain local agencies, including the City; and

WHEREAS, a notice of public hearing in a newspaper of general circulation in the City has been published, to the effect that a public hearing would be held by this City Council on the date hereof regarding the issuance of the Bonds by the Authority and the nature and location of the Duarte Project; and

WHEREAS, pursuant to Section 147(f) of the Code, this City Council held said public hearing, at which time an opportunity was provided to present arguments both for and against the issuance of the Bonds and the nature and location of the Duarte Project; and

WHEREAS, it is in the public interest and for the public benefit that the City approve the issuance of the Bonds for the purpose of financing and refinancing the Duarte Project; and

WHEREAS, the City shall not have any liability for the repayment of the Bonds or any responsibility for the Project.

NOW, THEREFORE, BE IT RESOLVED, by City Council of the City of Duarte as follows:

Section 1. This City Council hereby finds and determines that the foregoing recitals are true and correct.

Section 2. The City Council hereby approves the issuance of the Bonds by the Authority. It is the purpose and intent of the City Council that this Resolution constitute approval of the issuance of the Bonds by the Authority, for the purposes of (a) Section 147(f) of the Code by the applicable elected representative of the governmental unit having jurisdiction over the area in which the Duarte Project is to be located, in accordance with said Section 147(f) and (b) Section 4 of the Agreement.

Section 3. The issuance of the Bonds shall be subject to the approval of the Authority of all financing documents relating thereto to which the Authority is a party. The City shall have no responsibility or liability, financially, legally, ethically, or otherwise, whatsoever with respect to the Bonds. The City does not warrant the creditworthiness of the Bonds or guarantee, in any way, the payment of the Bonds. No funds of the City will be pledged or applied to the repayment of the Bonds.

Section 4. The adoption of this Resolution shall not obligate the City, any department thereof or any other governmental entity formed or governed by the City, to (i) provide any financing to acquire or construct the Project or any refinancing of the Project; (ii) approve any application or request for or take any other action in connection with any planning approval, permit, or other action necessary for the acquisition, construction, rehabilitation, installation, or operation of the Project; (iii) make any contribution or advance any funds whatsoever to the Authority; or (iv) take any further action with respect to the Authority or its membership therein.

Section 5. The Mayor, the City Manager, the City Clerk, and all other proper officers and officials of the City are hereby authorized and directed, jointly and severally, to do any and all things and to do and take any and all actions necessary to execute and deliver any and

all documents which they deem necessary or advisable in order to carry out, give effect to, and comply with the terms and intent of this Resolution and the financing transaction approved hereby.

Section 6. This Resolution shall take effect immediately upon its adoption.

PASSED, APPROVED, AND ADOPTED this 8th day of December, 2015.

Mayor Samuel Kang

STATE OF CALIFORNIA)
COUNTY OF LOS ANGELES) ss.
CITY OF DUARTE)

I, Marla Akana, City Clerk of the City of Duarte, County of Los Angeles, State of California, hereby attest to the above signature and certify that Resolution No. 15-28 was adopted by the City Council of the City of Duarte at a regular meeting of said Council held on the 8th day of December, 2015, by the following vote:

AYES: Councilmembers:

NOES: Councilmembers:

ABSENT: Councilmembers:

City Clerk Marla Akana
City of Duarte, California

Legal Notice

Legal Notice

Legal Notice

NOTICE OF PUBLIC HEARING

Notice is hereby given that the City Council of the City of Duarte will conduct a Public Hearing on Tuesday, December 8, 2015, 7:00 p.m., in the City Hall Council Chambers, 1600 Huntington Drive, Duarte, California.

The City Council will solicit input regarding the use of the City of Duarte's Community Development Block Grant (CDBG) funding allocations for Fiscal Year 2016-2017 (July 1, 2016 – June 30, 2017). The City anticipates receiving allocation of approximately \$140,000 in CDBG funds from the Los Angeles County Community Development Commission (LACDC).

Any interested party may appear in person, or by agent, and be heard. If this matter is challenged in Court, there will be a limit to only those issues that were raised at the Public Hearing described in this Notice, or in written correspondence delivered to the City Council at, or prior to, the Public Hearing. Written correspondence may be sent to Duarte City Hall, City Clerk's Office, 1600 Huntington Drive, Duarte, CA 91010. Further information may be obtained from the Community Development Department at (626) 357-7931. Si usted quiere hacer un comentario o quiere mas información sobre esta noticia, usted puede llamar al numero (626) 357-7931.

Marla Akana
City Clerk

PUBLISHED: Duartean, Saturday, November 21, 2015

POSTED: November 24, 2015

Duarte City Hall, Duarte Public Safety
Office, Duarte Library,
Duarte Senior Center, City Website

Ad#738674



MEMORANDUM

To: Honorable Mayor and Members of the City Council

From: Rafael Casillas PE, Public Works Manager

Date: December 8, 2015

Subject: Community Development Block Grant Program (CDBG) Budget for Fiscal Year 2016-2017 (July 1, 2016 – June 30, 2017)

RECOMMENDATION

Staff recommends that the City Council:

1. Allocate \$50,000 in CDBG funding to continue the Installation of Americans with Disabilities (ADA) Curb Ramp Project and allocate \$90,000 for street improvements to Santo Domingo Avenue a new CDBG project entitled, "Duarte Street Improvement Project; and
2. Include language giving staff the ability to make adjustments to projects, due to final funding allocations and/or as needed due to programmatic interpretations by the Los Angeles County Community Development Commission (LACDC).

BACKGROUND

Duarte has been involved in the CDBG program for many years and has benefited from the many projects that have been completed with the funding. The mission of the CDBG Program is to improve the quality of life for people of low-moderate incomes, aid in the prevention of neighborhood deterioration and meet other urgent community development needs. The Los Angeles County Community Development Commission (LACDC) administers CDBG funding on behalf of the Los Angeles Urban County and oversees over 45 non-entitlement communities throughout the County, of which Duarte is a Participating City.

The Los Angeles County Community Development Commission (LACDC) requires participating cities to submit the proposed use of their annual CDBG allocation by February 1, 2016, including general project descriptions, budgets, with documentation of Council action and proof of public meeting notification. For purposes of budgeting, Staff estimates that the fiscal year 2016-2017 available allocation will be \$140,000, approximately two to five percent lower than the current funding level.

ANALYSIS

For the upcoming FY 2016-2017, it is Staff's recommendation to fund the Americans with Disabilities Act (ADA) accessibility project (Installation of ADA Curb Ramps) and implement a street improvement project within the City's CDBG-eligible low and moderate income area, specifically: Santo Domingo Avenue from Huntington Drive to Central Avenue. This project will benefit the community and can realistically be administered by staff with the assistance of a CDBG consultant in a manner consistent with CDBG federal program regulations.

Table 1 - Proposed CDBG Projects and Budgets for FY 2016-2017

Project #1:	Removal of Architectural Barriers (Curb Ramps)	\$ 50,000
Project #2:	Duarte Street Improvement Project (Santo Domingo Avenue)	\$ 90,000
*Total FY 2016-2017 CDBG Allocation		\$140,000

***Note:** Staff requests that the City Council's recommendation include language giving staff the ability to make adjustments to projects, due to programmatic interpretations by LACDC and final funding allocations.

The first proposed project includes ADA accessible improvements by removing architectural barriers, and installing accessible curb ramps at street intersections at identified locations throughout the City. CDBG funds will be used for construction costs and consultant costs. The design, engineering and bid documents will be prepared by City staff.

The second proposed project consists of street improvements including cold milling of existing pavement, new asphalt overlay and installation of permeable gutters to improve drainage. CDBG funds will be used for the construction costs and consultant costs. The design, engineering and bid documents will be prepared by City staff.

During this current fiscal year, CDBG funds were used for two (2) projects. The first project removed architectural barriers at various city intersections and installed ADA curb ramps (\$85,017). The second project repaved, added drainage improvements, installed ADA upgrades and landscaping to the city parking lot just west of the skate park (\$143,929.00 which includes prior year CDBG unallocated funds).

CONCLUSION

The proposed 2016-2017 projects will benefit the community by promoting CDBG National Objectives and continuing to remove architectural barriers (ADA improvements) that impede mobility and improve deteriorated streets to improve the quality of life for the City's residents.

Thus, staff recommends the City Council hold a public hearing, review and approve the recommended projects and funding allocations for FY 2016-2017 as described in Table 1 above. Following City Council action, the proposed FY 2016-2017 CDBG projects and budget applications will be submitted to the LACDC for review and approval.



2015 CITY COMMISSION APPOINTMENT WORKSHEET
Appointments to be made December 8, 2015

Planning Commission – 2 vacancies (Residents)

One will expire 12/31/17:

1) _____

One will expire 12/31/19:

1) _____

Traffic Safety Commission – 2 vacancies (Residents)

Two will expire 12/31/19:

1) _____

2) _____

Public Safety – 4 vacancies (Residents)

One will expire 12/31/17:

1) _____

Three will expire 12/31/19:

1) _____

2) _____

3) _____

Parks and Recreation Commission – 5 vacancies

Two will expire 12/31/17:

1) _____
(Resident)

2) _____
(Resident)

Three will expire 12/31/19:

1) _____
(Resident)

2) _____
(Resident)

3) _____
(Resident or Non-Resident)

Economic Development – 2 vacancies (Residents)

Two will expire 12/31/19:

1) _____

2) _____

Public Services – 3 vacancies (Residents)

Three will expire 12/31/19:

1) _____

2) _____

3) _____

12/08/15

DUARTE CITY COUNCIL – INTERGOVERNMENTAL ORGANIZATIONS

AREA “D” EMERGENCY SERVICES

City Manager *Representative*
Full Council *Alternates*

CALIFORNIA CONTRACT CITIES

Liz Reilly *Delegate*
Margaret Finlay *Alternate*
3rd Wednesday - 7:00 p.m.

CITY SELECTION COMMITTEE (COUNTY)

Tzeitel Paras-Caracci *Delegate*
Full Council *Alternates*
3 or 4 times a year, at the call of the Chairman

COMMUNITY EDUCATION COUNCIL

Samuel Kang *Representative*
Tzeitel Paras-Caracci *Alternate*
3rd Wednesday - 7:00 p.m.

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Samuel Kang *Representative*
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1st Wednesday - 7:00 p.m.

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FOOTHILL TRANSIT – \$150/mtg (4/yr)

Tzeitel Paras-Caracci *Delegate*
Samuel Kang *Alternate*

GOLD LINE PHASE II JPA – \$100/mtg (1/mo)

Liz Reilly *Delegate*
Tzeitel Paras-Caracci *Alternate*
2nd Thursday/month – 11:30 a.m.

JOINT POWERS INSURANCE AUTHORITY

Margaret Finlay *Director*
City Manager/Full Council *Alternates*
Annual Meeting – July

LEAGUE OF CALIFORNIA CITIES

Samuel Kang *Delegate*
Full Council *Alternates*
1st Thursday - 7:00 p.m.

SGV COUNCIL OF GOVERNMENTS - \$50/mo

John Fasana *Governing Board Rep.*
Margaret Finlay *Alt. Governing Board Rep.*
3rd Thursday - 6:00 p.m.

SGV ECONOMIC PARTNERSHIP

Samuel Kang *Representative*
Full Council *Alternates*
2nd Tuesday of odd months – 12:00 noon

SGV VECTOR CONTROL DISTRICT - \$100/mo

Margaret Finlay *Representative*
2nd Friday – 7:00 a.m.

SANITATION DISTRICTS #15 AND #22 - \$250/mo

Tzeitel Paras-Caracci *Director*
Margaret Finlay *Alternate*
4th Wednesday - 1:30 p.m.

SO. CAL. ASSOCIATION OF GOVERNMENTS

Margaret Finlay *Representative*
Full Council *Alternates*
Annual Meeting - April

***Note: Compensated positions
are shown in boxes**

Updated: December 9, 2014



MEMORANDUM

TO: MAYOR AND CITY COUNCIL

FROM: CESAR MONSALVE, PARKS AND RECREATION DIRECTOR

SUBJECT: REQUEST FOR DIRECTION ON ACTIVE NET ONLINE REGISTRATION TRANSACTION FEES

DATE: 12/8/15

Recommendation

Staff recommends that the Council approve the financial absorption of all transaction fees associated with the use of Active Net for program registrations for a period of time that allows staff to conduct a fee study and data analysis on fees and usage. A subsequent recommendation on fees along with associated data will be presented to the Council for review. The approximate financial impact for one full year could be up to \$16,700.

The Duarte Parks and Recreation Commission has recommended that the Active Net transaction fees be evenly split, 50% to the consumer and 50% borne by the City. Staff has explored options to achieve this goal and after much research and discussion with representatives from Active Net, staff has concluded that there is no acceptable way to achieve this recommendation due to Active Net's business model.

Discussion

By Council approval, the City has entered into an agreement with Active Net to, among several functions, provide online registration for classes, programs, camps and sports. Active Net will be seamlessly incorporated into the new City website and the goal is to make this registration method available for use by consumers during the June 2016 program registration period. Active Net is a for-profit company and generates their income through the initial purchase of the program software and services and the assessment of monthly transaction fees. The initial cost to the City to utilize the Active Net software and services was \$16,000. The monthly transaction fees are as follows: Credit card transactions incur a 5.5% fee per transaction, check and cash transactions incur a 2.5% fee. Active Net reports that California cities will, on average (eventually), transition to 50% online usage and that will be staff's initial minimum goal.

As outlined above, Active Net monthly charges are based on the *type* of payment (cash/check, credit card) used by the consumer. If we assume an equal usage of cash/check versus credit card usage, the Active Net transaction fees from fiscal year 2014-15 would have amounted to \$21,000 for **all** activities based on total department revenue of \$523,000. If we factor **only** the programs we intend to include for online registration (Classes, camps, youth sports etc.), then a total of only \$16,700 in transaction fees would have been paid.

Staff is recommending that beginning in June of 2016, coinciding with the introduction of online registration, all Active Net transaction fees should be covered by the City. On a quarterly basis, in collaboration with the Finance Department, staff will generate data analysis and in the near future will conduct a fee study of all applicable fees. A department fee study and analysis has not been conducted since 2009 and a new analysis is warranted. The fee study results, coupled with the quarterly data analysis of transactions, will provide hard financial and user data that will be presented to the Council at a future meeting so that an informed decision can be made on fees associated with online registration.

Fee Change Discussion

Separate from this Active Net discussion, last spring the Parks and Recreation Commission reviewed the fees for Recreation Department Swim Lessons. Staff's analysis and survey of those fees concluded that non-resident Swim Lesson fees, representing 49% of our total lessons, were very low compared to most neighboring cities. The Commission made a motion to recommend to staff for spring/summer of 2016 to increase the non-resident fees from \$30 to \$40 and to maintain the current resident rate of \$30; staff was already planning to present this to Council in early 2016. This increase would still place Duarte either at or slightly under other city's swim lesson fees and no measurable loss of clients is expected.

This fee change alone would potentially increase revenue up to \$16,700 and could indirectly mitigate most or all of the fund loss incurred in absorbing the Active Net transaction fees.

Conclusion

The Parks and Recreation Department is committed to meeting the needs of Duarte's residents and online registration is the primary request among our participants. Providing them with the ability to register online will allow for a more convenient and efficient registration process and will provide the department with a wealth of consumer use data, new marketing methods and the ability to survey participants. Staff will do everything possible to inform our residents of this new function but at this time there is no reliable way for staff to estimate and determine the Duarte consumer use of Active Net online registration without conducting analysis of actual payment activity. Staff will have the ability to collect consumer use data using Active Net's analysis features and the Finance Department's analysis methods and the results will be collated for a future recommendation.



City of Duarte

Sixteen Hundred Huntington Drive, Duarte, California 91010-2592
Tel 626-357-7931 FAX 626-358-0018 www.accessduarte.com

To: Darrell George; City Manager

From: Brian Villalobos; Director of Public Safety

Subject: Citywide Street Sweeping Program

Date: November 30, 2015

On October 27, 2015, a workshop was held prior to the regularly scheduled Council meeting. The purpose of the workshop was for staff to present a citywide street sweeping program to Council for their discussion and direction. Council directed staff to bring back a business item regarding citywide street sweeping at the November 10, 2015, City Council meeting for further discussion and public input. However, at the November 10, 2015, City Council meeting the agenda item was trailed until the December 8, 2015, City Council meeting.

Staff will present an overview of the street sweeping program to Council along with recommendations based on input from Council at the workshop that was held. Staff is seeking direction from Council as it relates to enacting a citywide street sweeping ordinance or resolution.

City of Duarte

Citywide Street Sweeping Program
11/10/2015



Goal

Educate and gather direction from City Council as to the various options of a street sweeping ordinance.



Current Situation

- Residents are requesting action
- Street sweeper only cleans the center of the street due to parked cars
- Residents are not receiving the full benefit from their street sweeping fee
- Too many cars on the street
- Public Safety and Traffic Safety Commission, unanimously recommend a Street Sweeping Ordinance (extensive public outreach was conducted)



Duarte Street Sweeping

Effective April 4, 2011

Legend

Street Sweeping Day

Residential

1 Monday

2 Wednesday

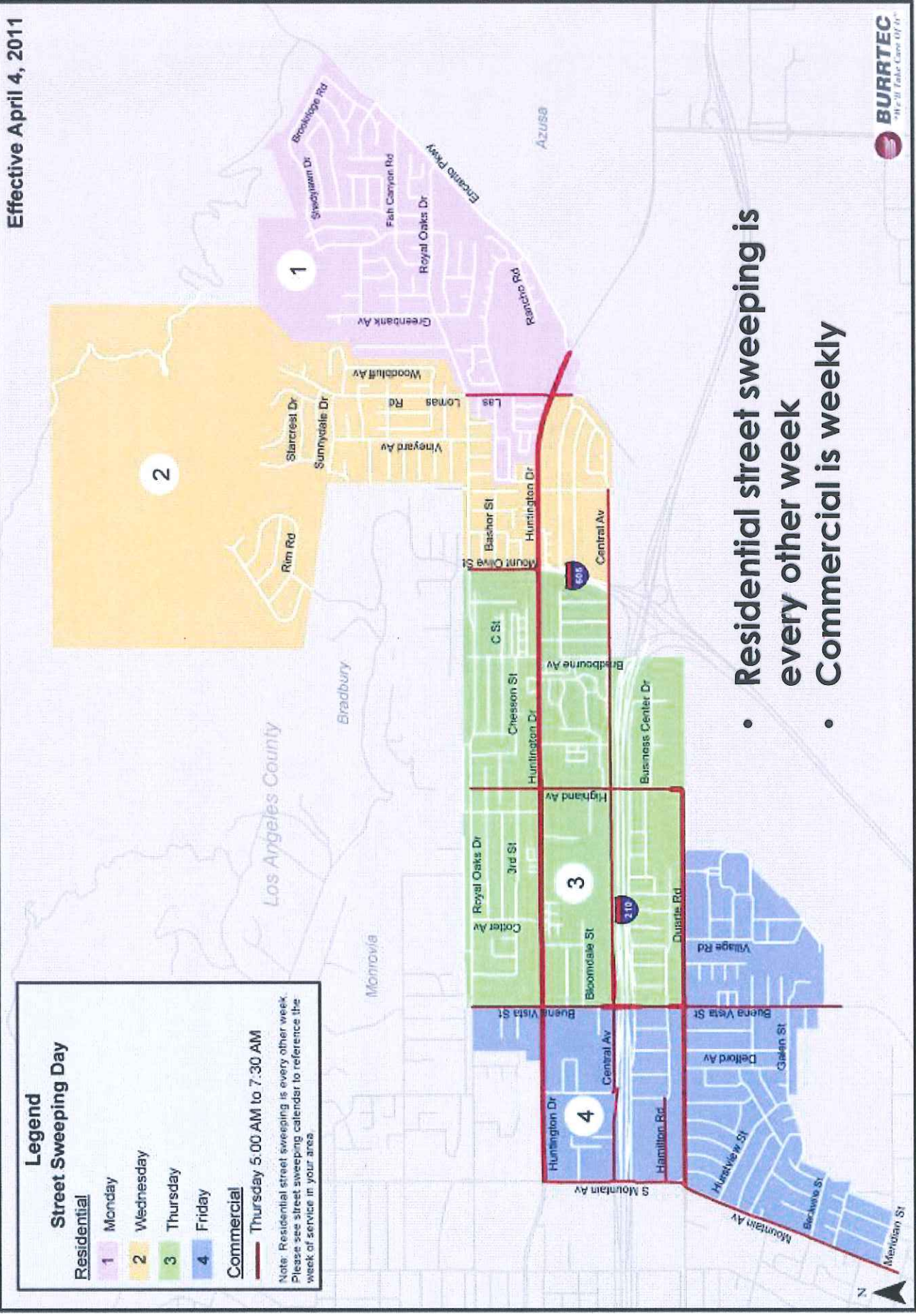
3 Thursday

4 Friday

Commercial

Thursday 5:00 AM to 7:30 AM

Note: Residential street sweeping is every other week. Please see street sweeping calendar to reference the week of service in your area.



- Residential street sweeping is every other week
- Commercial is weekly

Cost to Install Signs

- Signs need to be posted at approximately 150' intervals on both sides of the street to comply with City ordinance and California Vehicle Code signage requirements (equates to roughly a sign every 3-4 houses)
- Based on preliminary street lineal footage, a total of 3,500 new signs are required citywide
- The approximate cost for materials is \$350,000, plus labor (Based upon results of RFP)



Program Cost

- Annual operating and maintenance costs is approximately \$13,000- \$18,000, for damage and replacement of signs
- Additional enforcement staff and enforcement vehicle



Pros & Cons

Pros

- Helps remove debris from the streets and gutters before it can enter the storm drain system
- Helps comply with NPDES regulations
- Helps keep streets clear of abandoned vehicles or vehicles routinely parked in excess of 72 hours
- Residents receive a more complete street sweeping service

Cons

- Residents will have to conduct a vehicle shuffle to remove vehicles from the street
- Overall cost to adequately post signs throughout the City
- Sign pollution
- Citations will be issued



Windshield Survey Intent

- Law of averages
- Establish whether or not the average household can accommodate the average amount of cars parked on the street surveyed



Windshield Survey Background

- 43 streets surveyed
- Survey conducted between January 2015 to March 2015
- Monday thru Friday between the hours of 3 AM – 6 AM (overnight) and 7 AM – 2 PM (day).

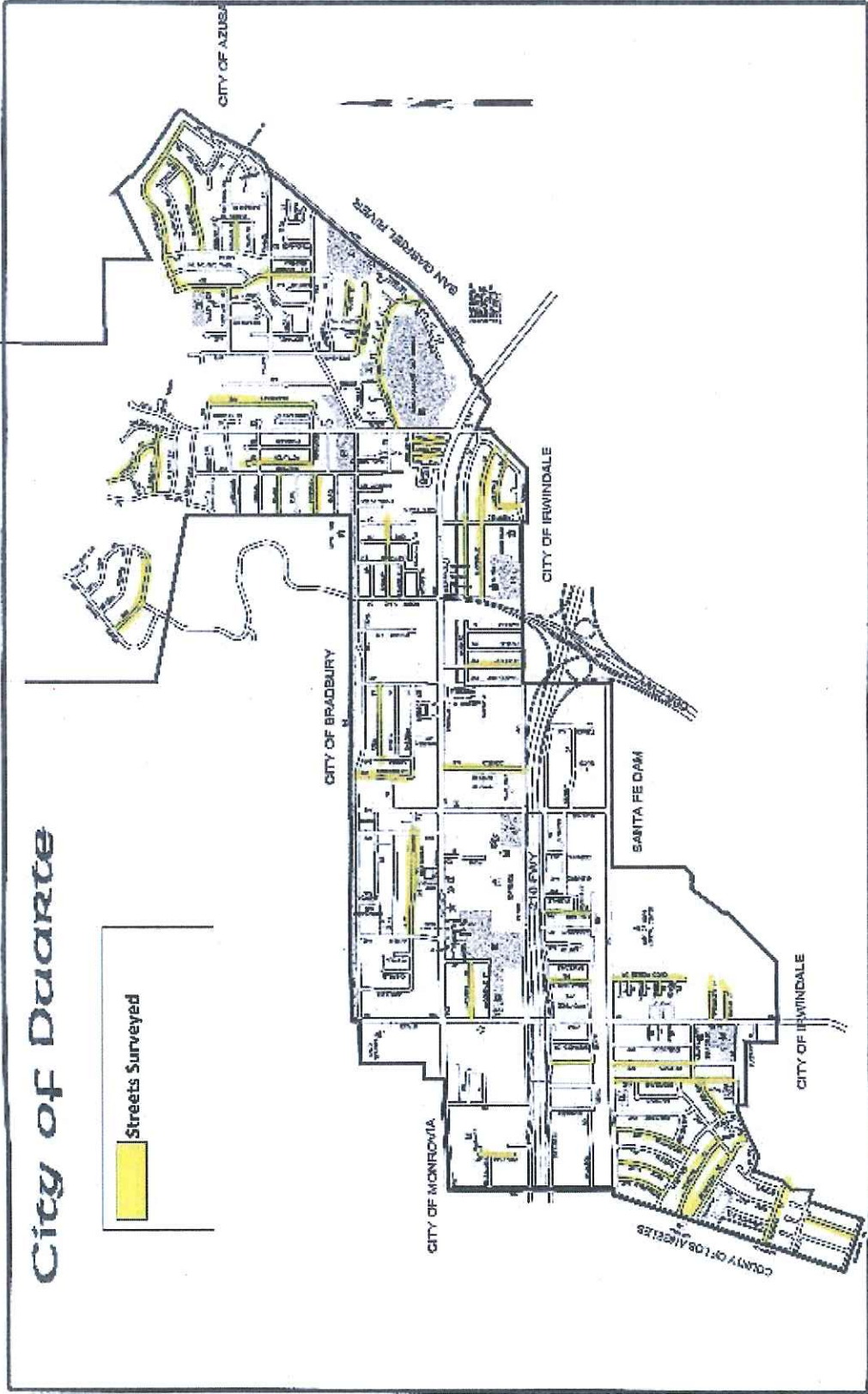


Windshield Survey objectives

- Count the number of vehicles parked on private property during segments of overnight and day time hours.
- Count the number of plain view private parking spaces (the number of parking spaces a house can accommodate).

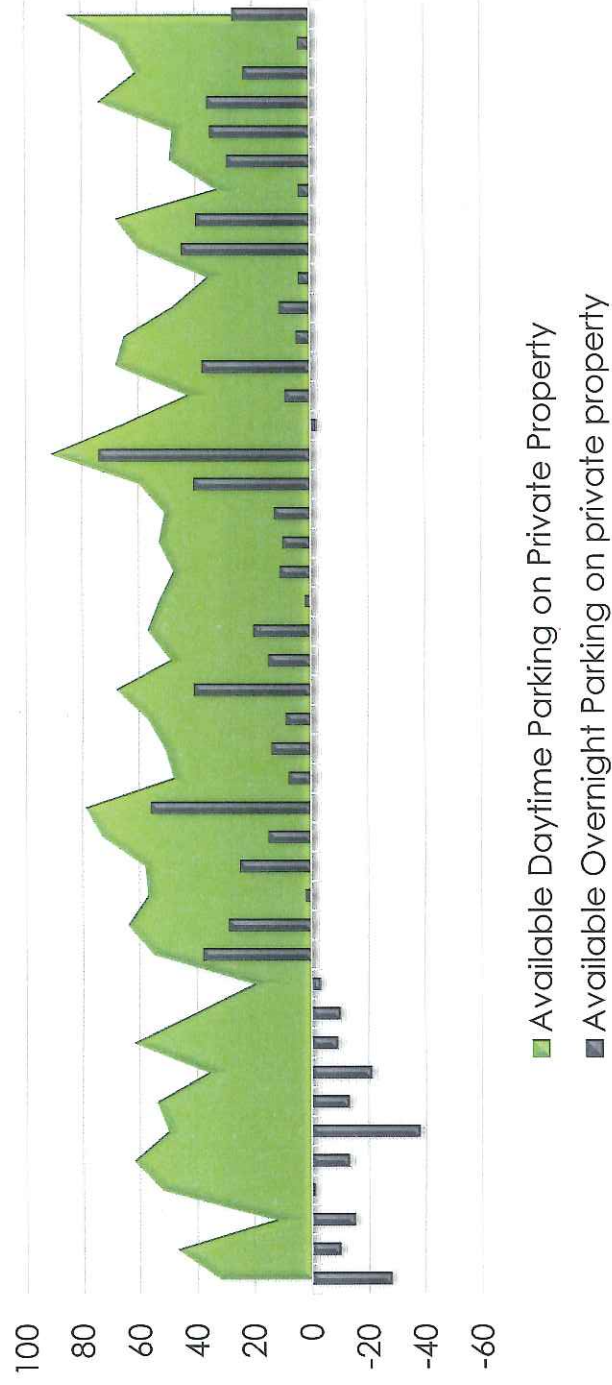
City of Duarte

Streets Surveyed



Available parking on private property (combined street & private cars counted)

Windshield Survey %



Windshield survey conclusion

- Survey showed vehicles were removed from overnight to day, making more spaces available during street sweeping hours
- 100% of the streets surveyed have adequate private parking to accommodate vehicles being removed from the street
- If all cars were removed from street and parked on private property, there would still be 54.82% of private parking spaces available

Options for implantation

- Leave Street Sweeping as is
- Develop Street Sweeping Resolution that will allow residents to petition for Street Sweeping Restrictions
- Initiate pilot program- Commercial Area
- Initiate Citywide Street Sweeping Program
 - Both sides of the street, every week
 - Both sides of streets, every other week (exception of commercial area)
 - One side of the street one day, the other side the next (exception of cul-de-sac)
- Create a program to inform the public of Street Sweeping Restrictions. (I.E. grace period, information dissemination, public outreach)

Who Pays for Signs

- Option 1:
 - City would absorb cost and obtain RFP for installation
- Option 2:
 - Cost of signs can be passed on to Burrtec customers and amortized over the fiscal year
 - Approximate cost per Burrtec customer is \$20.18 a quarter for four quarters (4,569 Residential, plus 385 Commercial/Multi-family)



Council Direction & Next Steps

- Provide staff direction on preferred street sweeping option

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Annual Meeting – July

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SO. CAL. ASSOCIATION OF GOVERNMENTS

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Full Council *Alternates*
Annual Meeting - April

***Note: Compensated positions
are shown in boxes**

Updated: December 9, 2014