



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

TUESDAY, OCTOBER 11, 2022
7:00 PM

CITY COUNCIL CHAMBERS,
1600 HUNTINGTON DRIVE,
DUARTE, CALIFORNIA 91010

MISSION STATEMENT

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

MARGARET FINLAY, MAYOR
VACANT, MAYOR PRO TEM
SAMUEL KANG, COUNCILMEMBER
TONEY LEWIS, COUNCILMEMBER
JODY SCHULZ, COUNCILMEMBER
VINH TRUONG, COUNCILMEMBER
CESAR GARCIA, COUNCILMEMBER

City/Agency/Authority Staff:

Daniel Jordan, City Manager

Kristen Petersen, Assistant City Manager and Director of Administrative Services

Craig Hensley, Community Development Director

Manuel Enriquez, Director of Parks and Recreation

Brian Villalobos, Director of Public Safety Services

Thai Viet Phan, City Attorney

Annette Juarez, City Clerk

5:30 PM - Community Meeting

7:00 PM - City Council Meeting

ADA ACCESSIBILITY NOTICE: In compliance with the Americans with Disabilities Act, if you need assistance to participate in this meeting, you should contact the City Manager's office at (626) 357-7931. Notification no later than 1:00 p.m. on the day preceding the meeting will enable the City to make reasonable arrangements to assist your accessibility to this meeting.

Notice: Any documents distributed by the City/Authorities to a majority of the City Council/Housing Authority/Financing Authority Board less than 72 hours prior to the City Council/Housing Authority/Financing Authority meeting will be made available for public inspection at City Hall, 1600

Huntington Drive, Duarte, CA 91010, during normal business hours, except such documents that relate to closed session items or which are otherwise exempt from disclosure under applicable law.

Notice: Duarte City Council meetings are videotaped for later broadcast on DCTV. Attendance at the meeting constitutes consent by members of the public to the City's and any third party's use in any media, without compensation or further notice, of audio, video, and/or pictures of meeting attendees.

Members of the public may listen/view the City Council meeting broadcast on the City's website following each meeting. To access the meeting, log onto www.accessduarte.com then on the homepage, click on the Agendas/View Meetings icon under the LATEST NEWS/QUICK LINKS banner, then on the Agendas & Minutes page, click on the City Council Meeting link. City Council meetings are also broadcast following each meeting through Spectrum Cable, Channel 3, daily at 12:00 p.m. and 7:00 p.m.

Public comments can be submitted by emailing duarteinfo@accessduarte.com, prior to 6:00 p.m. on the day of the meeting and will be distributed to the City Council and made available for public review. PLEASE NOTE: The subject line of your public comment email must contain the Agenda item number or title. Public comments are a matter of public record, including content that include emails and addresses, so consider content and remove private information as you deem appropriate.

5:30 PM COMMUNITY WORKSHOP - COUNCIL CHAMBERS

1. CALL TO ORDER AND ROLL CALL
 - A. City Manager Written Comments on Agenda Items
2. ADOPTION OF THE AGENDA
3. COMMUNITY WORKSHOP:
 - A. Community meeting regarding K-Rails in high risk area located at Mel Canyon Rd. above Fish Canyon Rd.

7:00 PM OPEN SESSION - REGULAR MEETING - COUNCIL CHAMBERS

4. CALL TO ORDER AND ROLL CALL
5. PLEDGE TO THE FLAG
6. SPECIAL ITEMS
 - A. Presentation of the Route 66 Sign Design
 - B. Presentation of the Healthcare Workers Minimum Wage Ordinance Initiative in the City of Duarte economic and fiscal impact report
 - C. Chamber of Commerce Quarterly Report
7. ANNOUNCEMENTS OF UPCOMING COMMUNITY EVENTS

8. ORAL COMMUNICATIONS - ITEMS NOT ON THE AGENDA

9. CONSENT CALENDAR

- A. Motion to read all Resolutions and Ordinances presented for consideration by Title only and waive further reading (CC/HA/FA)
- B. Approve absence(s) of City Council member(s) from the City Council meeting
- C. Approval of Minutes - September 13, 2022 (CC/HA/FA)
- D. Approval of Warrants - October 11, 2022 (CC/HA/FA)
- E. Receive and file Parks and Recreation Department Status Report
- F. Receive and file Community Development Department Status Report
- G. Award of Contract for the Roof Replacement for Fitness Center Building – Project 23-01 to Bellock General Contracting, Inc., DBA Essential Roofing, as the lowest responsive and responsible bidder in the amount of \$186,270-, in addition to a ten percent contingency, for a total project budget of \$205,000; and approval of a General Fund budget amendment in the amount of \$53,000.
- H. Receive and file the Report on the economic and fiscal impact of the Healthcare Workers Minimum Wage Ordinance Initiative in the City of Duarte

10. ITEMS REMOVED FROM CONSENT CALENDAR FOR DISCUSSION

11. PUBLIC HEARINGS

- A. Introduction and first reading of Ordinance No. 912 amending the Duarte Municipal Code to enhance public safety tools, improve City processes and due process, and comply with State law.

12. BUSINESS ITEMS

- A. Authorization of emergency purchases pursuant to DMC Section 2.36.050; authorization for the City Manager to enter into a cooperative agreement with U.S. Department of Agriculture - Natural Resources Conservation Service (NRCS); authorization for the purchasing officer to execute all contracts and purchase orders related to any emergency-related clean-up of debris and the implementation of the NRCS Agreement; and approval of a budget amendment in the amount of \$466,000
- B. Approval of Amendment No. 1 to the Professional Services Agreement with Tripepi Smith & Associates, Inc. to provide ongoing communications support from November 1, 2022 to October 31, 2025 and adjusting the scope of work; and authorize the City Manager to execute the Agreement

13. CONTINUATION OF ORAL COMMUNICATIONS

14. ITEMS FROM CITY COUNCIL/SUCCESSOR AGENCY/HOUSING

AUTHORITY/FINANCING AUTHORITY MEMBERS AND CITY MANAGER/EXECUTIVE

DIRECTOR

15. ADJOURNMENT - In memory of Dorothy Evans and Dennis Mielke



MEMORANDUM

TO: City Council
FROM: City Manager
DATE: October 6, 2022
SUBJECT: Comments on Agenda Items, Meeting of October 11, 2022

ITEM 4 (Workshop). Staff will hold a workshop to discuss K-Rails in the high-risk area located at Mel Canyon Rd. above Fish Canyon Rd.

ITEM 6.A. (Special Items). The Council will hear a presentation on the Route 66 sign design.

ITEM 6.B. (Special Items). The Council will hear a presentation on the Healthcare Workers Minimum Wage Ordinance Initiative economic and fiscal impact report.

ITEM 6.C. (Special Items). The Chamber of Commerce will present its quarterly report.

ITEM 9.G. (Consent Calendar). Staff is recommending that the City Council award a contract to Bellock General Contracting, Inc., DBA Essential Roofing, as the lowest responsive and responsible bidder, in the amount of \$186,270, in addition to a ten percent contingency, for a total project budget of \$205,000 for the Roof Replacement for Fitness Center Building – Project 23-01; and approve a General Fund budget amendment in the amount of \$53,000.

ITEM 9.H. (Consent Calendar). Staff is recommending that the City Council receive and file the Report on the economic and fiscal impact of the Healthcare Workers Minimum Wage Ordinance Initiative in the City of Duarte.

ITEM 11.A. (Public Hearings). Staff is recommending that the City Council conduct a public hearing and introduce Ordinance No. 912, which would amend the Duarte Municipal Code to enhance public safety tools, improve City processes and due process, and comply with State law.

ITEM 12.A. (Business Items). Staff is recommending that the City Council authorize emergency purchases pursuant to DMC Section 2.36.050; authorize the City Manager to enter into a cooperative agreement with U.S. Department of Agriculture - Natural Resources Conservation Service (NRCS); authorize the purchasing officer to execute all contracts and purchase orders related to any emergency-related clean-up of debris and the implementation of the NRCS Agreement; and approve of a budget amendment in the amount of \$466,000.

ITEM 12.B. (Business Items). Staff is recommending that the City Council approval Amendment No. 1 to the Professional Services Agreement with Tripepi Smith & Associates, Inc. to extend the agreement through October 31, 2025, and adjust the scope of work; and authorize the City Manager to execute the Agreement

Respectfully submitted,

Dr. Daniel Jordan
City Manager

CITY OF DUARTE

**MINUTES OF THE REGULAR JOINT MEETING OF THE CITY COUNCIL,
THE DUARTE HOUSING AUTHORITY, AND THE DUARTE COMMUNITY
FACILITIES FINANCING AUTHORITY**

TUESDAY, SEPTEMBER 13, 2022

6:00 PM – Closed Session

7:00 PM – Regular Session

CLOSED SESSION

1. CALL TO ORDER

Mayor Finlay called the meeting to order at 6:00 p.m.

ROLL CALL:

Councilmembers Present: Kang, Lewis, Truong, Garcia, Finlay
*Councilmember Kang arrived at 6:05 p.m.
Councilmembers Absent: Schulz
Staff Present: Daniel Jordan, City Manager
Thai Viet Phan, City Attorney
Annette Juarez, City Clerk

2. ADOPTION OF THE AGENDA

Moved by Councilmember Lewis, seconded by Councilmember Truong, and carried by the following vote of the Council to adopt the agenda.

AYES: LEWIS, TRUONG, GARCIA, FINLAY
NOES: NONE
ABSTAIN: NONE
ABSENT: KANG, SCHULZ

3. PUBLIC COMMENT – CLOSED SESSION

None.

4. CLOSED SESSION

The City Council recessed into closed session at 6:02 p.m. to discuss the following:

PUBLIC EMPLOYEE PERFORMANCE EVALUATION Pursuant to Government Code Section 54957(b) Title: City Manager

REGULAR SESSION

5. CALL TO ORDER

Mayor Finlay called the meeting to order at 7:13 p.m.

ROLL CALL:

Councilmembers Present: Kang, Lewis, Kang, Truong, Garcia, Finlay
Councilmembers Absent: Schulz
Staff Present: Daniel Jordan, City Manager
Thai Viet Phan, City Attorney
Kristen Petersen, Assistant City Manager / Director of Administrative Services
Manuel Enriquez, Director of Parks and Recreation
Brian Villalobos, Director of Public Safety Services
Victoria Rocha, Assistant to the City Manager
Annette Juarez, City Clerk

6. PLEDGE TO THE FLAG

The flag salute was led by Rosa Holguin.

7. CITY ATTORNEY CLOSED SESSION REPORT

City Attorney Phan announced that there was no reportable action taken during Closed Session.

8. SPECIAL ITEMS

A. Presentation of a proclamation proclaiming September 11-17 as National Patriotism Week in the City of Duarte to the Duarte Elks Lodge #1427

A proclamation proclaiming September 11-17 as National Patriotism Week in the City of Duarte was presented to Irene Lozano, President of the Duarte Elks Lodge #1427.

B. Parks and Recreation Department Update

Director of Parks and Recreation Enriquez gave an update on the Fish Canyon Falls Trail Planning Restoration Project; announced registration for Fall recreation classes; provided information about upcoming events; and gave an update on a recent community meeting held regarding a dog park.

9. ANNOUNCEMENTS OF UPCOMING COMMUNITY EVENTS

Joanna Gee, Duarte Library, announced upcoming library programs and events.

Assistant to the City Manager Rocha announced upcoming City.

Andrew Smith, Executive Director of Royal Oaks and Westminster Gardens, introduced himself and provided information about the organization and its partnerships.

10. ORAL COMMUNICATIONS – ITEMS NOT ON THE AGENDA

None.

11. CONSENT CALENDAR

- A. Motion to read all Resolutions and ordinances presented for consideration by Title only and waive further reading. (CC/HA/FA)
- B. Approval of absence(s) of City Councilmember(s) from the City Council meeting.
- C. Approval of minutes – June 28, 2022, July 12, 2022, and July 26, 2022. (CC/HA/FA)
- D. Approval of warrants – August 23, 2022 and September 13, 2022. (CC/HA/FA)
- E. Receive and file the Parks and Recreation Department Status Report for September 2022.
- F. Receive and file the Community Development Department Status Report for September 2022.
- G. Approval of a Veto Request Letter regarding Senate Bill 1127 (Atkins) Workers' Compensation: Liability Presumptions.

Moved by Councilmember Kang, seconded by Councilmember Lewis, and carried by the following vote of the Council to approve Items A-G of the Consent Calendar.

AYES: KANG, LEWIS, TRUONG, GARCIA, FINLAY
NOES: NONE
ABSTAIN: NONE
ABSENT: SCHULZ

12. ITEMS REMOVED FROM CONSENT CALENDAR FOR DISCUSSION

None.

13. PUBLIC HEARINGS

- A. Municipal Code Amendment 22-03 – A city-initiated request to modify Duarte Municipal Code Chapter 16.04.100, to provide new building standards for electric vehicle charging stations that comply with State law; and first reading of Ordinance No. 911

Assistant Planner Nash presented the Staff Report describing Municipal Code Amendment 22-03 which would provide new building standards related to electric vehicle charging stations in compliance with the requirements of Assembly Bill 1236 and Assembly Bill 970.

Mayor Finlay opened the Public Hearing at 7:41 p.m.

City Clerk Juarez announced that no written comment was received.

Public Comment

None

Mayor Finlay closed the Public Hearing at 7:41 p.m.

In response to questions posed by the Council, Assistant Planner Nash, Planning Manager Golding, and Assistant City Manager/Director of Administrative Services Petersen provided information about electric charging stations in the City and available incentive programs.

There was brief discussion about electric charging stations.

Moved by Councilmember Truong, seconded by Councilmember Garcia, and carried by the following vote of the Council to introduce for first reading, Ordinance No. 911 modifying Duarte Municipal Code Chapter 16.04.100, to provide new building standards for electric vehicle charging stations that comply with State law.

AYES: KANG, LEWIS, TRUONG, GARCIA, FINLAY
NOES: NONE
ABSTAIN: NONE
ABSENT: SCHULZ

14. BUSINESS ITEMS

None.

15. CONTINUATION OF ORAL COMMUNICATIONS

Steve Hernandez addressed the Council to state that Westminster Gardens has previously hosted CERT Training; and commented on 9/11 and the cost of freedom.

16. ITEMS FROM CITY COUNCIL/SUCCESSOR AGENCY/HOUSING AUTHORITY/FINANCING AUTHORITY MEMBERS AND CITY MANAGER/EXECUTIVE DIRECTOR

Councilmember Truong thanked Staff; and thanked the residents that stayed for the Council Meeting.

Councilmember Garcia thanked Staff for their work; expressed his appreciation of the cooling center at the library; invited everyone to the upcoming Neighborhood Watch Meeting; encouraged everyone to attend the upcoming City Picnic; and announced a tree planting ceremony in memory of former Councilmember Bryan Urias.

Councilmember Kang inquired about a freeway closure at the 605 and 210 junctions; and inquired about an increase in transients in the area.

Director of Public Safety discussed homelessness.

Councilmember Lewis reported on the League of California Cities Conference that he attended.

Mayor Finlay expressed her appreciation of the Library’s partnership in hosting a cooling center; announced that Queen Elizabeth II visited the City of Duarte in 1983 to help dedicate a building at the City of Hope; and shared memories of Ventura County Supervisor Carmen Ramirez.

17. ADJOURNMENT

At 8:11 p.m. the City Council adjourned the meeting in memory of Ventura County Supervisor Carmen Ramirez and Queen Elizabeth II.

Margaret Finlay, Mayor

Annette Juarez, City Clerk



City of Duarte

Council Warrant Register By Account By Fund

Payment Dates 9/29/2022 - 10/12/2022

Account Number	Vendor Name	Description (Item)	Payment Number	Project Account Key	Amount
Fund: 100 - GENERAL FUND					
100-1605-7740	CHALLENGER TEAMWEAR	Adventure Camp Shirts	2514		1,844.79
100-1610-7618	HOME DEPOT CREDIT SERVICES	Facility Maint Paint	BD23-0429		51.69
100-1605-7612	CALIFORNIA PARK & RECREATI...	George Dang Membership 11/1/2022 - 10/31/2023	217935		170.00
100-1020-7724	SOUTHERN CALIFORNIA EDISON	PO Pkg Lot Lease 8/01/2022 - 10/31/2022	2546		2,238.25
100-1605-7745	HOME DEPOT CREDIT SERVICES	Boxing Show Supplies	BD23-0429		83.06
100-1020-7713	J D STROPLE	Museum Window Replacement (2)	217963		1,976.00
100-1605-7733	THEODORE SIEGEL	SC "the Natural" Screening/Presentation	217961		150.00
100-1610-7618	HOME DEPOT CREDIT SERVICES	TC Bug Repellant	BD23-0429		40.40
100-1605-7745	HOME DEPOT CREDIT SERVICES	TC Boxing Program Refrigerator	BD23-0429		219.40
100-1405-7965	LDM ASSOCIATES INC	FY23 Federal Grant Administration 7/2022	2531		114.00
100-1020-7716	SUNSET CREATIVE PRODUCTIO...	Balance-Holiday in the Park Entertainment	217964		1,375.00
100-1605-7730	PARTY PRONTO INC	Pet Halloween Stage Rental 10/23/2022	217959		409.00
100-1410-7980	HOME DEPOT CREDIT SERVICES	City Yard Parts/Safety Supplies	BD23-0429		198.26
100-1205-7650	FAST 5 HOLDING COMPANY LLC	Vechicle Cleaning 8/2022	217946		77.90
100-1405-7650	FAST 5 HOLDING COMPANY LLC	Vechicle Cleaning 8/2022	217946		32.80
100-1410-7650	FAST 5 HOLDING COMPANY LLC	Vechicle Cleaning 8/2022	217946		12.30
100-1405-7800	CHARLES ABBOTT ASSOCIATES ...	Buuildng & Safety Srvcs 8/2022	2515		50,184.38
100-1015-7684	SILVER & WRIGHT LLP	General Code Enforcement Legal 8/2022	2544		4,278.00
100-1015-7684	SILVER & WRIGHT LLP	1307 Bloomdale Legal 8/2022	2544		7,629.78
100-1015-7684	SILVER & WRIGHT LLP	1001 Las Lomas Legal 8/2022	2544		285.27
100-1015-7684	SILVER & WRIGHT LLP	2043 Citrus View Legal 8/2022	2544		23.60
100-1015-7684	SILVER & WRIGHT LLP	Criminal Prosecutions 8/2022	2544		4,500.00
100-1015-7684	SILVER & WRIGHT LLP	Criminal Prosecutions Costs 8/2022	2544		111.88
100-1205-7780	SAN GABRIEL VALLEY HUMANE ...	Animal Shelter Services 9/2022	2541		5,166.67
100-1410-7814	SUPERIOR PROPERTY SERVICES ...	Graffiti Removal 8/2022	217965		1,807.17
100-1205-7782	ALL CITY MANAGEMENT SERVIC...	Crossing Guard Srvcs 8/21/22 - 9/3/22	2507		5,052.77
100-1405-7980	BUCKNAM INFRASTRUCTURE G...	GIS Services 8/1/2022 - 8/31/2022	217933		2,777.50
100-1605-7735	SHAFFER AWARDS	TC Tzeitel Paras-Caracci Plate	217960		20.89
100-1610-7652	WESTERN EXTERMINATOR CO...	Pest Control Srvcs-City Hall 9/2022	2559		65.40
100-1610-7652	WESTERN EXTERMINATOR CO...	Pest Control Srvcs-Cmty Ctr 9/2022	2559		65.40
100-1610-7652	WESTERN EXTERMINATOR CO...	Pest Control Srvcs-Fitness Ctr/Pool 9/2022	2559		65.40
100-1610-7652	WESTERN EXTERMINATOR CO...	Pest Control Srvcs-Senior Ctr 9/2022	2559		65.40
100-1610-7652	WESTERN EXTERMINATOR CO...	Pest Control Srvcs-Teen Ctr 9/2022	2559		65.40
100-1610-7652	WESTERN EXTERMINATOR CO...	Mosquito Control Srvcs-Teen Ctr 9/2022	2559		160.00
100-1610-7618	HOME DEPOT CREDIT SERVICES	Painting Supplies	BD23-0429		402.35
100-1815-7820	TYLER TECHNOLOGIES INC	Finance System Support 10/1/2022 - 12/31/2022	217966		12,268.52
100-1405-7801	COUNTY OF LOS ANGELES DEP...	Industrial Waste Services 7/2022 & 8/2022	217942		2,056.65

Council Warrant Register By Account

Payment Dates: 9/29/2022 - 10/12/2022

Account Number	Vendor Name	Description (Item)	Payment Number	Project Account Key	Amount
100-1610-7652	ACCO ENGINEERED SYSTEMS	TC Boxing Gym HVAC Service/Repair	217929		446.38
100-1810-7673	OCCUPATIONAL HEALTH CENTE...	Drug/Alcohol Testing 9/13/22	217958		105.50
100-1605-7756	CHRISTOPHER J TUCKER	SC Tai Chi Instructor Fee Summer 2022	2551		385.00
100-1410-7810	A1 MAINTENANCE SERVICES CA	Las Brisas Sweeping 9/2022	2506		61.00
100-1410-7810	A1 MAINTENANCE SERVICES CA	Las Posadas Sweeping 9/2022	2506		61.00
100-1205-7781	LOS ANGELES COUNTY SHERIFF'...	Sheriff Contract 8/2022	2533	202205/1205-7781-ARPA-Coro...	212,019.83
100-1205-7781	LOS ANGELES COUNTY SHERIFF'...	Sheriff Contract 8/2022	2533		195,022.27
100-1410-7650	WARDS SERVICE	Vehicle 15 Remove/Replace Aux Oil Cooler	2557		885.18
100-1610-7652	COMMERCIAL DOOR METAL SY...	Town Ctr Door Repair	217941		5,838.76
100-1605-7732	CURO MANAGED PRINT PRODU...	City Picnic Signage	217943		382.29
100-1605-7002	PAMELA ROMERO	CPR Stipend	2538		76.92
100-1825-7613	GRAND PRINTING INC	Business Cards	217949		104.52
100-1020-7980	SMART & FINAL	Tree Dedication Supplies	2545		78.11
100-1815-7980	THE TECHNOLOGY DEPOT INC	CM Phone Port Failure/Swap Ports	2548		95.00
100-1610-7618	DARRELL RAY CARROLL	Key Copies	217937		101.43
100-2121	THE SAUCE CREATIVE SERVICES...	Military Banner (Henry A Valenzuela-US Army)	2542		153.33
100-1405-7975	ARMSTRONG & WALKER LAND...	NE Corner Hunt/Mt Olive Monument Sign Landscape	2509		980.00
100-1205-7787	MVP, LLC	Public Safety Lease	2535		12,881.37
100-1010-7612	CITY CLERKS ASSOCIATION OF C...	Annette Juarez Membership	217940		200.00
100-1605-7733	SMART & FINAL	Senior Ctr Supplies	2545		116.51
100-1610-7618	SMART & FINAL	Senior Ctr Coffee Supplies	2545		33.26
100-1610-7660	211 ELECTRONIC SERVICES INC	Yard Security 9/5/2022 - 9/11/2022	2536		2,992.50
100-1610-7660	211 ELECTRONIC SERVICES INC	Yard Security 9/12/2022 - 9/18/2022	2536		2,835.00
100-1610-7660	211 ELECTRONIC SERVICES INC	Yard Security 9/19/2022 - 9/25/2022	2536		2,835.00
100-2121	MOORE IACOFANO GOLTSMAN ...	Westminster Gardens Project 8/2022 (R94281)	217956	202217-Dep-Westminster Gard...	3,810.00
100-1410-7612	CASHIER DEPARTMENT OF PEST...	Gerard Batista QAL Certification Renewal	217939		120.00
100-1410-7612	CASHIER DEPARTMENT OF PEST...	Lamberto Flores QAL Certification Renewal	217938		60.00
100-1815-7980	THE TECHNOLOGY DEPOT INC	SC UPS Replacement	2548		1,893.13
100-1410-7636	HENDERSON'S UNIFORMS	Field Services Uniforms	2528		1,309.55
100-2126	JORGE E BARQUERO	Const/Demo Deposit Refund (Pmt #2021-337)	217930		800.00
100-5004	JORGE E BARQUERO	Administrative Fee (Pmt #2021-337)	217930		-125.00
100-1605-7741	HASTINGS ZALKE VICTORY SPO...	Youth Sports Supplies	217950		216.00
100-1610-7617	FULLER ENGINEERING INC	Pool Chemicals	2525		722.03
100-1205-7762	CALE AMERICA INC	WTP Fees 9/2022	2512		347.70
100-1825-7630	CANON FINANCIAL SERVICES INC	Copier Lease (CH-2/PS/SC/TC) 10/1/22 - 10/31/22	217936		1,740.70
100-1825-7631	CANON FINANCIAL SERVICES INC	Copier Maint (CH-2/PS/SC/TC) 8/1/22 - 8/31/22	217936		763.14
100-1605-7732	SIMON EQUIPMENT RENTALS	City Picnic Generator Rental 9/24/22	217962		361.65
100-1405-7650	CITY OF MONROVIA	Fuel-Cmty Development 7/2022	217955		92.83
100-1610-7650	CITY OF MONROVIA	Fuel-Facility Maintenance 7/2022	217955		842.77
100-1410-7650	CITY OF MONROVIA	Fuel-Field Services 7/2022	217955		984.17
100-1605-7650	CITY OF MONROVIA	Fuel-Parks & Rec 7/2022	217955		596.77
100-1205-7650	CITY OF MONROVIA	Fuel-Public Safety 7/2022	217955		2,004.48
100-1205-7781	CITY OF MONROVIA	Fuel-Sheriff's Dept 7/2022	217955		7,191.71

Council Warrant Register By Account

Payment Dates: 9/29/2022 - 10/12/2022

Account Number	Vendor Name	Description (Item)	Payment Number	Project Account Key	Amount
100-1810-7980	LOS ANGELES UNIFIED SCHOOL...	Bilingual Testing Services 9/19/22	217954		90.00
100-1810-7980	ANTHEM EAP	EAP Fess 10/1/2022 - 10/31/2022	2508		67.20
100-1605-7739	THE SAUCE CREATIVE SERVICES...	Halloween Howl 2022 Street Banner	2542		1,275.96
100-1605-7750	INLAND EMPIRE STAGES LTD	Adult Excursion (Valley Casino) 9/26/22	217951		707.40
100-1205-7610	U.S. BANK	Brian V Mtg W/Maryvale 8/30/22 (Mikomi Sushi)	2553		47.30
100-1205-7610	U.S. BANK	Active Shooter Mtg w/COH 9/13/22 (Mikomi Sushi)	2553		64.88
100-1205-7610	U.S. BANK	Special Assignment Team Mtg 9/22/22 (Raffi's)	2553		93.16
100-1205-7614	U.S. BANK	Office Supplies (Target)	2553		5.50
100-1205-7614	U.S. BANK	Office Supplies	2553		50.66
100-1205-7762	U.S. BANK	Parking Meter Backup Battery Charger (Amazon)	2553		41.83
100-1205-7779	U.S. BANK	DART Event 9/16/22 (Raising Cane's)	2553		86.44
100-1205-7779	U.S. BANK	DART Meeting 9/20/22 (Sweet Basil Pizza)	2553		60.00
100-1205-7779	U.S. BANK	DART Officers Meeting 8/25/22 (The Habit Burger)	2553		74.44
100-1205-7779	U.S. BANK	DART/Youth Mtg 9/15/22 (Heemo Sushi)	2553		71.80
100-1205-7779	U.S. BANK	DART Meeting 8/29/22 (Denny's)	2553		32.53
100-1205-7779	U.S. BANK	DART Event Refreshments (Target)	2553		71.96
100-1205-7779	U.S. BANK	DART Meeting 9/8/22 (Boba Tea)	2553		59.89
100-1205-7779	U.S. BANK	DART Event 9/13/22 (Ramen Yukinoya)	2553		101.43
100-1205-7779	U.S. BANK	Youth Trip 9/6/22 (Barnes & Noble)	2553		509.96
100-1205-7779	U.S. BANK	Youth Trip Dinner 9/6/22 (In-N- Out Burger)	2553		115.82
100-1205-7779	U.S. BANK	Youth Trip Dinner 9/6/22 (Chick- Fil-A)	2553		134.21
100-1205-7980	U.S. BANK	City Picnic Volunteer Meal 9/24/22 (Hong Kong Exp)	2553		55.00
100-1205-7980	U.S. BANK	Tobacco Sting Volunteer Food 9/21/22 (TK Cafe)	2553		136.03
100-1205-7980	U.S. BANK	City Picnic Volunteer Meal 9/24/22 (Hong Kong Exp)	2553		341.00
100-1205-7980	U.S. BANK	Code Enforcement Second Interviews (Raffi's)	2553		68.36
100-1205-7980	U.S. BANK	Red Ribbon Week Event Supplies (Amazon)	2553		92.52
100-1205-7980	U.S. BANK	PS Supplies for City Picnic (Oriental Trading Co)	2553		120.17
100-1205-7980	U.S. BANK	MIsc Public Safety Supplies (Target)	2553		99.58
100-1205-8030	U.S. BANK	Tobacco Sting Equipment (Target)	2553		18.74
100-1005-7642	U.S. BANK	Margaret Finlay Chamber Event 9/12/22	2552		45.00
100-1005-7650	U.S. BANK	Toney Lewis CCCA Conf Hotel 9/2022 (Hyatt)	2552		943.50
100-1005-7650	U.S. BANK	Toney Lewis CCCA Conf Hotel 9/2022 (Hotel Metro)	2552		404.54
100-1005-7980	U.S. BANK	DashPass 9/5/22 - 10/5/22 (DoorDash)	2552		9.99

Council Warrant Register By Account

Payment Dates: 9/29/2022 - 10/12/2022

Account Number	Vendor Name	Description (Item)	Payment Number	Project Account Key	Amount
100-1010-7610	U.S. BANK	Daniel Jordan Chamber Event 9/12/22	2552		65.00
100-1010-7612	U.S. BANK	Daniel Jordan CCMF Membership	2552		400.00
100-1010-7612	U.S. BANK	Pasadena Star News Online Subscription	2552		18.00
100-1010-7980	U.S. BANK	Closed Session Mtg 9/13/22 Food (Janet's)	2552		99.52
100-1010-7980	U.S. BANK	Closed Session Mtg 9/13/22 Food (DoorDash)	2552		33.33
100-1020-7712	U.S. BANK	Spotify Membership	2552		9.99
100-1020-7980	U.S. BANK	Bryan Urias Tree Dedication Breads (La Paloma)	2554		32.50
100-1020-7980	U.S. BANK	Bryan Urias Tree Dedication Flowers (Cynthia's)	2554		275.63
100-1020-7980	U.S. BANK	Bryan Urias Tree Dedication Fruit (Tropicana Mkt)	2554		109.98
100-1020-7980	U.S. BANK	Brooch for Bryan Urias Mom (Amazon)	2554		49.61
100-1020-7980	U.S. BANK	Knife Set/Napkins (TJ Maxx)	2554		14.32
100-1020-7980	U.S. BANK	Bryan Urias Tree Dedication Coffee (Starbucks)	2554		40.00
100-1405-7614	U.S. BANK	(2) Space Heaters:CMD (Amazon)	2554		87.68
100-1605-7614	U.S. BANK	2023 Calendars (Amazon)	2554		26.42
100-1605-7614	U.S. BANK	2023 Calendars/Labels (Amazon)	2554		48.58
100-1605-7693	U.S. BANK	Mayor's Youth Council Dinner 9/12/22 (VJs Burgers)	2554		159.27
100-1605-7730	U.S. BANK	Halloween BasketShred (Dollar Tree)	2554		35.83
100-1605-7730	U.S. BANK	Halloween Basket Items (TJ Maxx)	2554		49.41
100-1605-7730	U.S. BANK	Halloween Decorations (Target)	2554		55.13
100-1605-7730	U.S. BANK	Duarte Under the Stars Coffee (Starbucks)	2554		80.00
100-1605-7730	U.S. BANK	Duarte Under the Stars Pizza (Domino's)	2554		118.87
100-1605-7732	U.S. BANK	City Picnic Band Food (Pangea Food Truck)	2554		50.10
100-1605-7732	U.S. BANK	City Picnic Flag Streamers (Amazon)	2554		143.20
100-1605-7732	U.S. BANK	Picnic Dog Pawty Booth Supplies/Treats (Amazon)	2554		91.29
100-1605-7732	U.S. BANK	City Picnic Dog Pawty Booth Balloons (Amazon)	2554		41.53
100-1605-7732	U.S. BANK	City Picnic Portable Toilets/Sinks Rental (Eagle)	2554		1,812.11
100-1605-7732	U.S. BANK	City Picnic Health Dept Food Permit Fee (LA DPH)	2554		930.20
100-1605-7732	U.S. BANK	City Picnic Camera Film (Amazon)	2554		461.97
100-1605-7733	U.S. BANK	SC Pool Chalk Cubes (Amazon)	2554		17.62
100-1605-7735	U.S. BANK	City Picnic Face Paintng Supplies (Amazon)	2554		21.80
100-1605-7735	U.S. BANK	TC Survivor Special Event Supplies (Amazon)	2554		429.85
100-1605-7737	U.S. BANK	Refund-Viejas Casino Hotel (Adult Excursion)	2554		-500.00
100-1605-7741	U.S. BANK	Kicking Tee/Volley/Rugby Balls (Amazon)	2554		312.65
100-1605-7741	U.S. BANK	Volleyballs (Amazon)	2554		124.29
100-1605-7741	U.S. BANK	Rugby Balls (Amazon)	2554		106.85

Council Warrant Register By Account

Payment Dates: 9/29/2022 - 10/12/2022

Account Number	Vendor Name	Description (Item)	Payment Number	Project Account Key	Amount
100-1605-7980	U.S. BANK	Staff Halloween Contest Supplies (Winner Party)	2554		64.20
100-1605-7980	U.S. BANK	Ribbon/Misc Supplies (Michaels)	2554		65.58
100-1605-7980	U.S. BANK	Staff Appreciation Coffee (Starbucks)	2554		10.00
100-1605-7980	U.S. BANK	Staff Appreciation Shaved Ice (Fluff Ice Truck)	2554		27.00
100-1610-7618	U.S. BANK	FC Wall Mount Fans (Amazon)	2554		139.54
100-1610-7618	U.S. BANK	City Hall Kitchen Towels (Amazon)	2554		22.14
100-1610-7618	U.S. BANK	Council Meeting Drinks (Ralphs)	2554		59.69
100-1405-7610	U.S. BANK	Interview Lunch 8/30/22 (BJs Restaurant)	2556		131.35
100-1405-7612	U.S. BANK	File Transfer Subscription (Hightail)	2556		15.99
100-1410-7610	U.S. BANK	Gerard Batista MSA Conf Hotel (Town & County)	2556		977.56
100-1610-7660	211 ELECTRONIC SERVICES INC	Yard Security 9/26/2022 - 10/2/2022	2536		2,835.00
100-1410-7887	GARVEY EQUIPMENT COMPANY	Equipment Maintenance Repairs	217947		31.77
100-1610-7636	CINTAS CORPORATION #693	Facility Maint Uniforms	2517		98.28
100-1610-7652	CINTAS CORPORATION #693	Logo Mats	2517		8.64
100-1020-7980	CURO MANAGED PRINT PRODU...	Bryan Urias Tree Dedication Programs	217943		32.52
100-1610-7618	HOME DEPOT CREDIT SERVICES	Early Pay Discount (Inv #5532014)	BD23-0429		-7.30
100-1605-7756	WILLARD KENNETH BERRY	SC Ballroom/Western Line Dance Instructor Fee	2510		416.50
100-1015-7680	RUTAN & TUCKER LLP	General City Attorney (Retainer) 8/2022	2540		12,643.56
100-1015-7686	RUTAN & TUCKER LLP	Land Holdings Litigation 8/2022	2540		775.00
100-1015-7686	RUTAN & TUCKER LLP	Highland Ave Promenade Legal 8/2022	2540		51.00
100-1010-7965	MANAGEMENT PARTNERS	Analysis of Healthcare Worker Minimum Wage	2534		10,400.00
100-1005-7640	CESAR A GARCIA	Council Vehicle Allowance	2526		75.00
100-1005-7642	MARGARET FINLAY	Council Vehicle Allowance	2522		75.00
100-1005-7643	VINH TRUONG	Council Vehicle Allowance	2550		75.00
100-1005-7644	JODY ERRANDI SCHULZ	Council Vehicle Allowance	2543		75.00
100-1005-7648	SAMUEL KANG	Council Vehicle Allowance	2530		75.00
100-1005-7650	TONEY LEWIS	Council Vehicle Allowance	2532		75.00
100-1825-7674	JIM KIRCHNER	Health Insurance Reimbursement	217953		435.00
100-1825-7674	TERESA RENTERIA	Health Insurance Reimbursement	2537		566.00
100-1825-7674	MICHAEL TARR	Health Insurance Reimbursement	2547		566.00
100-1825-7674	JOHN FASANA	Health Insurance Reimbursement	2521		435.00
100-1825-7674	CATHERINE BRATTA	Health Insurance Reimbursement	217932		435.00
100-1825-7674	EFREN CASTRO	Health Insurance Reimbursement	2513		566.00
100-1825-7674	STEVE ESBENSHADE	Health Insurance Reimbursement	2519		435.00
100-1825-7674	JACQUELINE BURCKHARD	Health Insurance Reimbursement	2511		218.00
100-1825-7674	LINDA HENDERSON	Health Insurance Reimbursement	2527		435.00

Council Warrant Register By Account

Payment Dates: 9/29/2022 - 10/12/2022

Account Number	Vendor Name	Description (Item)	Payment Number	Project Account Key	Amount
100-1605-7756	CHRISTOPHER H CHUC	SC Summer Latin Dance Instructor Fee	2516		226.80
100-1410-8030	JK PROPERTY SERVICES INC	Mini Lights for Holiday Decor	217952		2,040.00
100-1810-7673	OCCUPATIONAL HEALTH CENTE...	DOT Physical/Drug Test 9/27/22	217958		164.50
100-1610-7618	WAXIE SANITARY SUPPLY	Bug Spray	2558		175.43
100-1205-7636	FSP DESIGNS	New Uniform Shirt Printing	2524		81.00
100-1205-7779	AIDA TORRES	DART Event/DHS Activity Reimbursement	2549		234.00
100-1605-7732	DUARTE RECREATION PETTY CA...	City Picnic Square Card Reader Test	217945		2.00
100-1605-7735	DUARTE RECREATION PETTY CA...	TC Girls Night Out Pizza	217945		45.23
100-2126	GOLDENROCK INVESTMENT INC	Const/Demo Deposit Refund (Pmt #2021-107)	217948		10,000.00
100-2120	LAWRENCE MORSE	CC Rent Deposit Refund 9/17/22	217957		500.00
100-1205-7980	CMC LIVESCAN & NOTARY SERV...	Livescan Services 9/2022	2518	202211/1205-7980-Live Scan/A...	75.00
100-1810-7660	CMC LIVESCAN & NOTARY SERV...	Livescan Services 9/2022	2518		275.00
100-1205-7655	EVERBRIDGE INC	Nixle 9/28/2022 - 9/27/2023	2520		4,000.00
100-2013	DEPARTMENT OF CONSERVATI...	Strong Motion Fees (SMIP) Q2 2022	217944		12,703.10
100-5004	DEPARTMENT OF CONSERVATI...	Local Agency Fee Q2 2022	217944		-635.16
100-2012	CALIFORNIA BUILDING STANDA...	Green Bldg Fees Q3 2022	217934		254.00
100-2013	DEPARTMENT OF CONSERVATI...	Strong Motion Fee (SMIP) Q3 2022	217944		889.60
100-5004	CALIFORNIA BUILDING STANDA...	Local Gov't Retainer Fee Q3 2022	217934		-25.40
100-5004	DEPARTMENT OF CONSERVATI...	Local Agency Fee Q3 2022	217944		-44.48
100-1010-7610	ANNETTE JUAREZ	League of CA Cities Conf Expense Reimbursement	2529		117.50
100-1405-7800	LIFE STORAGE #530	Building Plans Storage 10/1/2022 - 11/1/2022	BD23-0440		319.00
100-1405-7800	LIFE STORAGE #530	Building Plans Storage 10/1/2022 - 11/1/2022	BD23-0441		299.00
Fund 100 - GENERAL FUND Total:					645,451.54
Fund: 220 - GAS TAX FUN					
220-2127	WGJ ENTERPRISES INC	Retention	2560	202210/220-2127-Traffic/Street...	-1,626.80
220-2210-7812	WGJ ENTERPRISES INC	FY22 Citywide Striping & Marking Project	2560	202210/2210-7812-Traffic/Stre...	32,536.00
220-2127	WGJ ENTERPRISES INC	Retention	2560	202210/220-2127-Traffic/Street...	-718.69
220-2210-7812	WGJ ENTERPRISES INC	FY22 Citywide Striping & Marking Project	2560	202210/2210-7812-Traffic/Stre...	14,373.70
Fund 220 - GAS TAX FUN Total:					44,564.21
Fund: 240 - LIGHTING AND LANDSCAPE DISTRICT FUND					
240-2410-7662	RUDY'S PLUMBING INC	Backflow Replacement-Beardslee Park	2539		1,520.98
240-2426-7810	A1 MAINTENANCE SERVICES CA	Grocery Outlet Ctr Sweeping 9/2022	2506		784.00
Fund 240 - LIGHTING AND LANDSCAPE DISTRICT FUND Total:					2,304.98
Fund: 290 - SUPPLEMENTAL LAW ENFORCEMENT FUND					
290-2905-7781	LOS ANGELES COUNTY SHERIFF'...	Sheriff Contract 8/2022	2533		12,500.00
290-2905-7785	LOS ANGELES COUNTY SHERIFF'...	July 3rd & July 4th Enforcement	2533		15,151.62
Fund 290 - SUPPLEMENTAL LAW ENFORCEMENT FUND Total:					27,651.62
Fund: 400 - PARK DEVELOPMENT GRANT FUND					
400-4005-7965	BELLFREE CONTRACTORS INC	Full Trail Assessment of Fish Canyon Falls Trail	217931	202214-Exp-Fish Cyn Trail Resto...	12,366.84
Fund 400 - PARK DEVELOPMENT GRANT FUND Total:					12,366.84
Fund: 440 - PROPOSITION A TRANSIT FUND					
440-4405-7650	FAST 5 HOLDING COMPANY LLC	Vehicle Cleaning 8/2022	217946		16.50

Council Warrant Register By Account

Payment Dates: 9/29/2022 - 10/12/2022

Account Number	Vendor Name	Description (Item)	Payment Number	Project Account Key	Amount
440-4405-8013	FOOTHILL TRANSIT	42nd Installment of 3rd Bus 9/2022	2523		3,887.05
440-4405-7814	SUPERIOR PROPERTY SERVICES ...	Graffiti Removal 8/2022	217965		1,355.39
440-4405-7650	WARDS SERVICE	Vehicle 28 Glass Mirror Replacement	2557		128.92
440-4405-7960	FOOTHILL TRANSIT	Duarte Local Service 8/2022	2523		30,461.66
440-4405-7650	CITY OF MONROVIA	Fuel-Transportation Dept 7/2022	217955		120.68
440-4405-7788	INLAND EMPIRE STAGES LTD	Adult Excursion (Valley Casino) 9/26/22	217951		885.60
Fund 440 - PROPOSITION A TRANSIT FUND Total:					36,855.80
Fund: 460 - PROPOSITION C TRANSIT FUND					
460-4605-8013	FOOTHILL TRANSIT	42nd Installment of 3rd Bus 9/2022	2523		3,180.31
460-4605-7814	SUPERIOR PROPERTY SERVICES ...	Graffiti Removal 8/2022	217965		1,355.39
460-4605-7960	FOOTHILL TRANSIT	Duarte Local Service 8/2022	2523		24,923.17
Fund 460 - PROPOSITION C TRANSIT FUND Total:					29,458.87
Grand Total:					798,653.86

Report Summary

Fund Summary

Fund	Payment Amount
100 - GENERAL FUND	645,451.54
220 - GAS TAX FUN	44,564.21
240 - LIGHTING AND LANDSCAPE DISTRICT FUND	2,304.98
290 - SUPPLEMENTAL LAW ENFORCEMENT FUND	27,651.62
400 - PARK DEVELOPMENT GRANT FUND	12,366.84
440 - PROPOSITION A TRANSIT FUND	36,855.80
460 - PROPOSITION C TRANSIT FUND	29,458.87
Grand Total:	798,653.86

Account Summary

Account Number	Account Name	Payment Amount
100-1005-7640	Travel & Exp - Garcia	75.00
100-1005-7642	Travel & Exp - Finlay	120.00
100-1005-7643	Travel & Exp - Truong	75.00
100-1005-7644	Travel & Exp - Schulz	75.00
100-1005-7648	Travel & Exp - Kang	75.00
100-1005-7650	Travel & Exp - Lewis	1,423.04
100-1005-7980	Other Expenses	9.99
100-1010-7610	Travel, Mtgs & Conf	182.50
100-1010-7612	Publications and Dues	618.00
100-1010-7965	Professional Services	10,400.00
100-1010-7980	Other Expenses	132.85
100-1015-7680	City Attorney Legal	12,643.56
100-1015-7684	Code Enforcement Legal	16,828.53
100-1015-7686	Other Legal Services	826.00
100-1020-7712	Community Information (...)	9.99
100-1020-7713	Historical Museum Bldg ...	1,976.00
100-1020-7716	Special Community Events	1,375.00
100-1020-7724	Post Office Parking	2,238.25
100-1020-7980	Other Expenses	632.67
100-1205-7610	Travel, Mtgs & Conf	205.34
100-1205-7614	Office Supplies	56.16
100-1205-7636	Uniforms	81.00
100-1205-7650	Vehicle Maintenance	2,082.38
100-1205-7655	Emergency Services	4,000.00
100-1205-7762	Parking Pass Kiosk Costs	389.53
100-1205-7779	Youth Programs	1,552.48
100-1205-7780	Animal Control	5,166.67
100-1205-7781	Contract Law Enforcement	414,233.81
100-1205-7782	Crossing Guard Contract ...	5,052.77
100-1205-7787	Public Safety Cntr Lease	12,881.37
100-1205-7980	Other Expenses	987.66
100-1205-8030	Other Equipment	18.74
100-1405-7610	Travel, Mtgs & Conf	131.35
100-1405-7612	Publications and Dues	15.99
100-1405-7614	Office Supplies	87.68
100-1405-7650	Vehicle Maintenance	125.63
100-1405-7800	Building Department Serv...	50,802.38
100-1405-7801	Industrial Waste Inspecti...	2,056.65
100-1405-7965	Professional Services	114.00
100-1405-7975	Economic Development E...	980.00
100-1405-7980	Other Expenses	2,777.50
100-1410-7610	Travel, Mtgs & Conf	977.56
100-1410-7612	Publications and Dues	180.00
100-1410-7636	Uniforms	1,309.55
100-1410-7650	Vehicle Maintenance	1,881.65
100-1410-7810	Street Sweeping	122.00

Account Summary

Account Number	Account Name	Payment Amount
100-1410-7814	Graffiti Removal	1,807.17
100-1410-7887	Repairs & Replacements	31.77
100-1410-7980	Other Expenses	198.26
100-1410-8030	Other Equipment (Capital)	2,040.00
100-1605-7002	Regular Salaries	76.92
100-1605-7612	Publications and Dues	170.00
100-1605-7614	Office Supplies	75.00
100-1605-7650	Vehicle Maintenance	596.77
100-1605-7693	Youth Council	159.27
100-1605-7730	Special Events	748.24
100-1605-7732	City Picnic	4,276.34
100-1605-7733	Senior Center	284.13
100-1605-7735	Teen Center	517.77
100-1605-7737	Adult Excursions	-500.00
100-1605-7739	Publicity	1,275.96
100-1605-7740	Day Camps	1,844.79
100-1605-7741	Sports/Playground Progr...	759.79
100-1605-7745	Boxing Program	302.46
100-1605-7750	Bus Rentals	707.40
100-1605-7756	Senior Recreation Classes	1,028.30
100-1605-7980	Other Expenses	166.78
100-1610-7617	Pool Chemicals	722.03
100-1610-7618	Building Supplies	1,018.63
100-1610-7636	Uniforms	98.28
100-1610-7650	Vehicle Maintenance	842.77
100-1610-7652	Building Maint Services	6,780.78
100-1610-7660	Other Services	11,497.50
100-1810-7660	Other Services	275.00
100-1810-7673	Physical Exams	270.00
100-1810-7980	Other Expenses	157.20
100-1815-7820	Finance System Support	12,268.52
100-1815-7980	Other Expenses	1,988.13
100-1825-7613	Duplications And Photos	104.52
100-1825-7630	Equipment Lease	1,740.70
100-1825-7631	Equipment Maintenance	763.14
100-1825-7674	Retiree Health Insurance	4,091.00
100-2012	Green Building Fees Payab..	254.00
100-2013	Strong Motions Fees Paya...	13,592.70
100-2120	Refundable Deposits	500.00
100-2121	Pass Through Deposits	3,963.33
100-2126	Construction and Demolit...	10,800.00
100-5004	Other Revenue	-830.04
220-2127	Retention Payable	-2,345.49
220-2210-7812	Street Striping & Marking	46,909.70
240-2410-7662	Other Serv-Citywide	1,520.98
240-2426-7810	Street Sweeping	784.00
290-2905-7781	Contract Law Enforcement	12,500.00
290-2905-7785	Special Events Patrol	15,151.62
400-4005-7965	Professional Services	12,366.84
440-4405-7650	Vehicle Maintenance	266.10
440-4405-7788	Shuttle Services	885.60
440-4405-7814	Graffiti Removal	1,355.39
440-4405-7960	Foothill Transit Operations	30,461.66
440-4405-8013	Vehicles (Capital)	3,887.05
460-4605-7814	Graffiti Removal	1,355.39
460-4605-7960	Foothill Tranist Operations	24,923.17
460-4605-8013	Vehicles (Capital)	3,180.31
Grand Total:		798,653.86

Project Account Summary

Project Account Key	Payment Amount
None	525,817.98
202205/1205-7781-ARPA-Coronavirus Recovery Fed	212,019.83
202210/220-2127-Traffic/Street Striping FY21-22	-2,345.49
202210/2210-7812-Traffic/Street Striping FY21-22	46,909.70
202211/1205-7980-Live Scan/APU Tutors/DUSD FY21-22	75.00
202214-Exp-Fish Cyn Trail Restoration/Access Plan	12,366.84
202217-Dep-Westminster Garden/Morrison House Proj	3,810.00
Grand Total:	798,653.86



City of Duarte

Council Warrant Register By Vendor By Fund

Payment Dates 9/29/2022 - 10/12/2022

Account Number	Vendor Name	Description (Item)	Payable Number	Project Account Key	Amount
Fund: 100 - GENERAL FUND					
Vendor: 6295 - 211 ELECTRONIC SERVICES INC					
100-1610-7660	211 ELECTRONIC SERVICES INC	Yard Security 9/5/2022 - 9/11/2022	P 7871		2,992.50
100-1610-7660	211 ELECTRONIC SERVICES INC	Yard Security 9/12/2022 - 9/18/2022	P 7872		2,835.00
100-1610-7660	211 ELECTRONIC SERVICES INC	Yard Security 9/19/2022 - 9/25/2022	P 7873		2,835.00
100-1610-7660	211 ELECTRONIC SERVICES INC	Yard Security 9/26/2022 - 10/2/2022	P 7874		2,835.00
Vendor 6295 - 211 ELECTRONIC SERVICES INC Total:					11,497.50
Vendor: 1570 - A1 MAINTENANCE SERVICES CA					
100-1410-7810	A1 MAINTENANCE SERVICES CA	Las Brisas Sweeping 9/2022	201653		61.00
100-1410-7810	A1 MAINTENANCE SERVICES CA	Las Posadas Sweeping 9/2022	201654		61.00
Vendor 1570 - A1 MAINTENANCE SERVICES CA Total:					122.00
Vendor: 5086 - ACCO ENGINEERED SYSTEMS					
100-1610-7652	ACCO ENGINEERED SYSTEMS	TC Boxing Gym HVAC Service/Repair	20305779		446.38
Vendor 5086 - ACCO ENGINEERED SYSTEMS Total:					446.38
Vendor: 1388 - AIDA TORRES					
100-1205-7779	AIDA TORRES	DART Event/DHS Activity Reimbursement	9/2/2022		234.00
Vendor 1388 - AIDA TORRES Total:					234.00
Vendor: 6117 - ALL CITY MANAGEMENT SERVICE INC					
100-1205-7782	ALL CITY MANAGEMENT SERVICE INC	Crossing Guard Srvc 8/21/22 - 9/3/22	79503		5,052.77
Vendor 6117 - ALL CITY MANAGEMENT SERVICE INC Total:					5,052.77
Vendor: 6435 - ANNETTE JUAREZ					
100-1010-7610	ANNETTE JUAREZ	League of CA Cities Conf Expense 9/2022 Reimbursement			117.50
Vendor 6435 - ANNETTE JUAREZ Total:					117.50
Vendor: 6391 - ANTHEM EAP					
100-1810-7980	ANTHEM EAP	EAP Fess 10/1/2022 - 10/31/2022	454826836031		67.20
Vendor 6391 - ANTHEM EAP Total:					67.20
Vendor: 3579 - ARMSTRONG & WALKER LANDSCAPE ARCHITECT					
100-1405-7975	ARMSTRONG & WALKER LANDSCAPE ARCHITECT	NE Corner Hunt/Mt Olive Monument Sign Landscape	9202022		980.00
Vendor 3579 - ARMSTRONG & WALKER LANDSCAPE ARCHITECT Total:					980.00
Vendor: 5820 - BUCKNAM INFRASTRUCTURE GROUP INC					
100-1405-7980	BUCKNAM INFRASTRUCTURE GROUP INC	GIS Services 8/1/2022 - 8/31/2022	352-06.01		2,777.50
Vendor 5820 - BUCKNAM INFRASTRUCTURE GROUP INC Total:					2,777.50
Vendor: 5559 - CALE AMERICA INC					
100-1205-7762	CALE AMERICA INC	WTP Fees 9/2022	171132		347.70
Vendor 5559 - CALE AMERICA INC Total:					347.70
Vendor: 4495 - CALIFORNIA BUILDING STANDARDS COMMISSION					
100-2012	CALIFORNIA BUILDING STANDARDS COMMISSION	Green Bldg Fees Q3 2022	7/2022 - 9/2022		254.00
100-5004	CALIFORNIA BUILDING STANDARDS COMMISSION	Local Gov't Retainer Fee Q3 2022	7/2022 - 9/2022		-25.40
Vendor 4495 - CALIFORNIA BUILDING STANDARDS COMMISSION Total:					228.60

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Payment Dates: 9/29/2022 - 10/12/2022

Account Number	Vendor Name	Description (Item)	Payable Number	Project Account Key	Amount
Vendor: 1563 - CALIFORNIA PARK & RECREATION SOCIETY					
100-1605-7612	CALIFORNIA PARK & RECREATI...	George Dang Membership 11/1/2022 - 10/31/2023	108644-71522		170.00
Vendor 1563 - CALIFORNIA PARK & RECREATION SOCIETY Total:					170.00
Vendor: 5719 - CANON FINANCIAL SERVICES INC					
100-1825-7630	CANON FINANCIAL SERVICES INC	Copier Lease (CH-2/PS/SC/TC) 10/1/22 - 10/31/22	29259019		1,740.70
100-1825-7631	CANON FINANCIAL SERVICES INC	Copier Maint (CH-2/PS/SC/TC) 8/1/22 - 8/31/22	29259019		763.14
Vendor 5719 - CANON FINANCIAL SERVICES INC Total:					2,503.84
Vendor: 1462 - CASHIER DEPARTMENT OF PESTICIDE REGULATION					
100-1410-7612	CASHIER DEPARTMENT OF PEST...	Gerard Batista QAL Certification Renewal	103704-QAL 92222		120.00
100-1410-7612	CASHIER DEPARTMENT OF PEST...	Lamberto Flores QAL Certification Renewal	142271-QAC 92222		60.00
Vendor 1462 - CASHIER DEPARTMENT OF PESTICIDE REGULATION Total:					180.00
Vendor: 0028 - CATHERINE BRATTA					
100-1825-7674	CATHERINE BRATTA	Health Insurance Reimbursement	10/2022		435.00
Vendor 0028 - CATHERINE BRATTA Total:					435.00
Vendor: 6340 - CESAR A GARCIA					
100-1005-7640	CESAR A GARCIA	Council Vehicle Allowance	10/2022		75.00
Vendor 6340 - CESAR A GARCIA Total:					75.00
Vendor: 5792 - CHALLENGER TEAMWEAR					
100-1605-7740	CHALLENGER TEAMWEAR	Adventure Camp Shirts	1155763-IN		1,844.79
Vendor 5792 - CHALLENGER TEAMWEAR Total:					1,844.79
Vendor: 5120 - CHARLES ABBOTT ASSOCIATES INC					
100-1405-7800	CHARLES ABBOTT ASSOCIATES ...	Buildng & Safety Srvc 8/2022	64654		50,184.38
Vendor 5120 - CHARLES ABBOTT ASSOCIATES INC Total:					50,184.38
Vendor: 6381 - CHRISTOPHER H CHUC					
100-1605-7756	CHRISTOPHER H CHUC	SC Summer Latin Dance Instructor Fee	100		226.80
Vendor 6381 - CHRISTOPHER H CHUC Total:					226.80
Vendor: 5586 - CHRISTOPHER J TUCKER					
100-1605-7756	CHRISTOPHER J TUCKER	SC Tai Chi Insructor Fee Summer 1 2022			385.00
Vendor 5586 - CHRISTOPHER J TUCKER Total:					385.00
Vendor: 5140 - CINTAS CORPORATION #693					
100-1610-7636	CINTAS CORPORATION #693	Facility Maint Uniforms	4132575148		98.28
100-1610-7652	CINTAS CORPORATION #693	Logo Mats	4132575148		8.64
Vendor 5140 - CINTAS CORPORATION #693 Total:					106.92
Vendor: 1848 - CITY CLERKS ASSOCIATION OF CALIFORNIA					
100-1010-7612	CITY CLERKS ASSOCIATION OF C...	Annette Juarez Membership	300001508		200.00
Vendor 1848 - CITY CLERKS ASSOCIATION OF CALIFORNIA Total:					200.00
Vendor: 0903 - CITY OF MONROVIA					
100-1405-7650	CITY OF MONROVIA	Fuel-Cmty Development 7/2022	2300452		92.83
100-1610-7650	CITY OF MONROVIA	Fuel-Facility Maintenance 7/2022	2300453		842.77
100-1410-7650	CITY OF MONROVIA	Fuel-Field Services 7/2022	2300454		984.17
100-1605-7650	CITY OF MONROVIA	Fuel-Parks & Rec 7/2022	2300455		596.77
100-1205-7650	CITY OF MONROVIA	Fuel-Public Safety 7/2022	2300456		2,004.48
100-1205-7781	CITY OF MONROVIA	Fuel-Sheriff's Dept 7/2022	2300457		7,191.71
Vendor 0903 - CITY OF MONROVIA Total:					11,712.73
Vendor: 5504 - CMC LIVESCAN & NOTARY SERVICES					
100-1205-7980	CMC LIVESCAN & NOTARY SERV...	Livescan Services 9/2022	CMC18008	202211/1205-7980-Live Scan/A...	75.00

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Account Number	Vendor Name	Description (Item)	Payable Number	Project Account Key	Amount
100-1810-7660	CMC LIVESCAN & NOTARY SERV...	Livescan Services 9/2022	CMC18008		275.00
Vendor 5504 - CMC LIVESCAN & NOTARY SERVICES Total:					350.00
Vendor: 3878 - COMMERCIAL DOOR METAL SYSTEM INC					
100-1610-7652	COMMERCIAL DOOR METAL SY...	Town Ctr Door Repair	56437		5,838.76
Vendor 3878 - COMMERCIAL DOOR METAL SYSTEM INC Total:					5,838.76
Vendor: 2028 - COUNTY OF LOS ANGELES DEPARTMENT OF PUBLIC WORKS					
100-1405-7801	COUNTY OF LOS ANGELES DEP...	Industrial Waste Services 7/2022 & 8/2022	22091201066		2,056.65
Vendor 2028 - COUNTY OF LOS ANGELES DEPARTMENT OF PUBLIC WORKS Total:					2,056.65
Vendor: 5494 - CURO MANAGED PRINT PRODUCTION					
100-1605-7732	CURO MANAGED PRINT PRODU...	City Picnic Signage	6022		382.29
100-1020-7980	CURO MANAGED PRINT PRODU...	Bryan Urias Tree Dedication Programs	6057		32.52
Vendor 5494 - CURO MANAGED PRINT PRODUCTION Total:					414.81
Vendor: 5025 - DARRELL RAY CARROLL					
100-1610-7618	DARRELL RAY CARROLL	Key Copies	24677		101.43
Vendor 5025 - DARRELL RAY CARROLL Total:					101.43
Vendor: 5132 - DEPARTMENT OF CONSERVATION					
100-2013	DEPARTMENT OF CONSERVATI...	Strong Motion Fees (SMIP) Q2 2022	4/2022 - 6/2022		12,703.10
100-5004	DEPARTMENT OF CONSERVATI...	Local Agency Fee Q2 2022	4/2022 - 6/2022		-635.16
100-2013	DEPARTMENT OF CONSERVATI...	Strong Motion Fee (SMIP) Q3 2022	7/2022 - 9/2022		889.60
100-5004	DEPARTMENT OF CONSERVATI...	Local Agency Fee Q3 2022	7/2022 - 9/2022		-44.48
Vendor 5132 - DEPARTMENT OF CONSERVATION Total:					12,913.06
Vendor: 0311 - DUARTE RECREATION PETTY CASH					
100-1605-7732	DUARTE RECREATION PETTY CA...	City Picnic Square Card Reader Test	9292022		2.00
100-1605-7735	DUARTE RECREATION PETTY CA...	TC Girls Night Out Pizza	9292022		45.23
Vendor 0311 - DUARTE RECREATION PETTY CASH Total:					47.23
Vendor: 1533 - EFREN CASTRO					
100-1825-7674	EFREN CASTRO	Health Insurance Reimbursement	10/2022		566.00
Vendor 1533 - EFREN CASTRO Total:					566.00
Vendor: 5639 - EVERBRIDGE INC					
100-1205-7655	EVERBRIDGE INC	Nixle 9/28/2022 - 9/27/2023	M72069		4,000.00
Vendor 5639 - EVERBRIDGE INC Total:					4,000.00
Vendor: 6237 - FAST 5 HOLDING COMPANY LLC					
100-1205-7650	FAST 5 HOLDING COMPANY LLC	Vehicle Cleaning 8/2022	4681		77.90
100-1405-7650	FAST 5 HOLDING COMPANY LLC	Vehicle Cleaning 8/2022	4681		32.80
100-1410-7650	FAST 5 HOLDING COMPANY LLC	Vehicle Cleaning 8/2022	4681		12.30
Vendor 6237 - FAST 5 HOLDING COMPANY LLC Total:					123.00
Vendor: 4039 - FSP DESIGNS					
100-1205-7636	FSP DESIGNS	New Uniform Shirt Printing	9806		81.00
Vendor 4039 - FSP DESIGNS Total:					81.00
Vendor: 4690 - FULLER ENGINEERING INC					
100-1610-7617	FULLER ENGINEERING INC	Pool Chemicals	147336		722.03
Vendor 4690 - FULLER ENGINEERING INC Total:					722.03
Vendor: 4308 - GARVEY EQUIPMENT COMPANY					
100-1410-7887	GARVEY EQUIPMENT COMPANY	Equipment Maintenance Repairs	148493		31.77
Vendor 4308 - GARVEY EQUIPMENT COMPANY Total:					31.77
Vendor: T4549 - GOLDENROCK INVESTMENT INC					
100-2126	GOLDENROCK INVESTMENT INC	Const/Demo Deposit Refund (Pmt #2021-107)	R91059		10,000.00
Vendor T4549 - GOLDENROCK INVESTMENT INC Total:					10,000.00

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Account Number	Vendor Name	Description (Item)	Payable Number	Project Account Key	Amount
Vendor: 5340 - GRAND PRINTING INC					
100-1825-7613	GRAND PRINTING INC	Business Cards	112297		104.52
Vendor 5340 - GRAND PRINTING INC Total:					104.52
Vendor: 6383 - HASTINGS ZALKE VICTORY SPORTS EQUIPMENT					
100-1605-7741	HASTINGS ZALKE VICTORY SPO...	Youth Sports Supplies	100282		216.00
Vendor 6383 - HASTINGS ZALKE VICTORY SPORTS EQUIPMENT Total:					216.00
Vendor: 5367 - HENDERSON'S UNIFORMS					
100-1410-7636	HENDERSON'S UNIFORMS	Field Services Uniforms	35891		1,309.55
Vendor 5367 - HENDERSON'S UNIFORMS Total:					1,309.55
Vendor: 0788 - HOME DEPOT CREDIT SERVICES					
100-1610-7618	HOME DEPOT CREDIT SERVICES	Facility Maint Paint	2522965		51.69
100-1605-7745	HOME DEPOT CREDIT SERVICES	Boxing Show Supplies	3532237		83.06
100-1610-7618	HOME DEPOT CREDIT SERVICES	TC Bug Repellant	7544693		40.40
100-1605-7745	HOME DEPOT CREDIT SERVICES	TC Boxing Program Refrigerator	7544694		219.40
100-1410-7980	HOME DEPOT CREDIT SERVICES	City Yard Parts/Safety Supplies	6302084		198.26
100-1610-7618	HOME DEPOT CREDIT SERVICES	Painting Supplies	5532014		402.35
100-1610-7618	HOME DEPOT CREDIT SERVICES	Early Pay Discount (Inv #5532014)	638743		-7.30
Vendor 0788 - HOME DEPOT CREDIT SERVICES Total:					987.86
Vendor: 1465 - INLAND EMPIRE STAGES LTD					
100-1605-7750	INLAND EMPIRE STAGES LTD	Adult Excursion (Valley Casino) 9/26/22	58443		707.40
Vendor 1465 - INLAND EMPIRE STAGES LTD Total:					707.40
Vendor: 0695 - J D STROPLE					
100-1020-7713	J D STROPLE	Museum Window Replacement (2)	8152022		1,976.00
Vendor 0695 - J D STROPLE Total:					1,976.00
Vendor: 3821 - JACQUELINE BURCKHARD					
100-1825-7674	JACQUELINE BURCKHARD	Health Insurance Reimbursement	10/2022		218.00
Vendor 3821 - JACQUELINE BURCKHARD Total:					218.00
Vendor: 0128 - JIM KIRCHNER					
100-1825-7674	JIM KIRCHNER	Health Insurance Reimbursement	10/2022		435.00
Vendor 0128 - JIM KIRCHNER Total:					435.00
Vendor: 5990 - JK PROPERTY SERVICES INC					
100-1410-8030	JK PROPERTY SERVICES INC	Mini Lights for Holiday Decor	2480		2,040.00
Vendor 5990 - JK PROPERTY SERVICES INC Total:					2,040.00
Vendor: 6204 - JODY ERRANDI SCHULZ					
100-1005-7644	JODY ERRANDI SCHULZ	Council Vehicle Allowance	10/2022		75.00
Vendor 6204 - JODY ERRANDI SCHULZ Total:					75.00
Vendor: 0086 - JOHN FASANA					
100-1825-7674	JOHN FASANA	Health Insurance Reimbursement	10/2022		435.00
Vendor 0086 - JOHN FASANA Total:					435.00
Vendor: T4548 - JORGE E BARQUERO					
100-2126	JORGE E BARQUERO	Const/Demo Deposit Refund (Pmt #2021-337)	R91185		800.00
100-5004	JORGE E BARQUERO	Adminstrative Fee (Pmt #2021-337)	R91185		-125.00
Vendor T4548 - JORGE E BARQUERO Total:					675.00
Vendor: T4550 - LAWRENCE MORSE					
100-2120	LAWRENCE MORSE	CC Rent Deposit Refund 9/17/22	R96106		500.00
Vendor T4550 - LAWRENCE MORSE Total:					500.00

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Account Number	Vendor Name	Description (Item)	Payable Number	Project Account Key	Amount
Vendor: 5438 - LDM ASSOCIATES INC					
100-1405-7965	LDM ASSOCIATES INC	FY23 Federal Grant Administration 7/2022	7572		114.00
Vendor 5438 - LDM ASSOCIATES INC Total:					114.00
Vendor: 5761 - LIFE STORAGE #530					
100-1405-7800	LIFE STORAGE #530	Building Plans Storage 10/1/2022 - 11/1/2022	76869		319.00
100-1405-7800	LIFE STORAGE #530	Building Plans Storage 10/1/2022 - 11/1/2022	76870		299.00
Vendor 5761 - LIFE STORAGE #530 Total:					618.00
Vendor: 5060 - LINDA HENDERSON					
100-1825-7674	LINDA HENDERSON	Health Insurance Reimbursement	10/2022		435.00
Vendor 5060 - LINDA HENDERSON Total:					435.00
Vendor: 0056 - LOS ANGELES COUNTY SHERIFF'S DEPARTMENT					
100-1205-7781	LOS ANGELES COUNTY SHERIFF'...	Sheriff Contract 8/2022	230296LL	202205/1205-7781-ARPA-Coro...	212,019.83
100-1205-7781	LOS ANGELES COUNTY SHERIFF'...	Sheriff Contract 8/2022	230296LL		195,022.27
Vendor 0056 - LOS ANGELES COUNTY SHERIFF'S DEPARTMENT Total:					407,042.10
Vendor: 5717 - LOS ANGELES UNIFIED SCHOOL DISTRICT					
100-1810-7980	LOS ANGELES UNIFIED SCHOOL...	Bilingual Testing Services 9/19/22	3108		90.00
Vendor 5717 - LOS ANGELES UNIFIED SCHOOL DISTRICT Total:					90.00
Vendor: 6025 - MANAGEMENT PARTNERS					
100-1010-7965	MANAGEMENT PARTNERS	Analysis of Healthcare Worker Minimum Wage	INV10954		10,400.00
Vendor 6025 - MANAGEMENT PARTNERS Total:					10,400.00
Vendor: 0285 - MARGARET FINLAY					
100-1005-7642	MARGARET FINLAY	Council Vehicle Allowance	10/2022		75.00
Vendor 0285 - MARGARET FINLAY Total:					75.00
Vendor: 1042 - MICHAEL TARR					
100-1825-7674	MICHAEL TARR	Health Insurance Reimbursement	10/2022		566.00
Vendor 1042 - MICHAEL TARR Total:					566.00
Vendor: 5454 - MOORE IACOFANO GOLTSMAN INC					
100-2121	MOORE IACOFANO GOLTSMAN ...	Westminster Gardens Project 8/2022 (R94281)	0077132	202217-Dep-Westminster Gard...	3,810.00
Vendor 5454 - MOORE IACOFANO GOLTSMAN INC Total:					3,810.00
Vendor: 2461 - MVP, LLC					
100-1205-7787	MVP, LLC	Public Safety Lease	10/2022		12,881.37
Vendor 2461 - MVP, LLC Total:					12,881.37
Vendor: 6317 - OCCUPATIONAL HEALTH CENTERS OF CALIFORNIA, A MEDICAL CORP					
100-1810-7673	OCCUPATIONAL HEALTH CENTE...	Drug/Alcohol Testing 9/13/22	76639561		105.50
100-1810-7673	OCCUPATIONAL HEALTH CENTE...	DOT Physical/Drug Test 9/27/22	76798769		164.50
Vendor 6317 - OCCUPATIONAL HEALTH CENTERS OF CALIFORNIA, A MEDICAL CORP Total:					270.00
Vendor: 1197 - PAMELA ROMERO					
100-1605-7002	PAMELA ROMERO	CPR Stipend	10/2022		76.92
Vendor 1197 - PAMELA ROMERO Total:					76.92
Vendor: 6286 - PARTY PRONTO INC					
100-1605-7730	PARTY PRONTO INC	Pet Halloween Stage Rental 10/23/2022	O40198		409.00
Vendor 6286 - PARTY PRONTO INC Total:					409.00
Vendor: 0196 - RUTAN & TUCKER LLP					
100-1015-7680	RUTAN & TUCKER LLP	General City Attorney (Retainer) 8/2022	940038		12,643.56
100-1015-7686	RUTAN & TUCKER LLP	Land Holdings Litigation 8/2022	940039		775.00

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Account Number	Vendor Name	Description (Item)	Payable Number	Project Account Key	Amount
100-1015-7686	RUTAN & TUCKER LLP	Highland Ave Promenade Legal 8/2022	940040		51.00
Vendor 0196 - RUTAN & TUCKER LLP Total:					13,469.56
Vendor: 5263 - SAMUEL KANG					
100-1005-7648	SAMUEL KANG	Council Vehicle Allowance	10/2022		75.00
Vendor 5263 - SAMUEL KANG Total:					75.00
Vendor: 6088 - SAN GABRIEL VALLEY HUMANE SOCIETY					
100-1205-7780	SAN GABRIEL VALLEY HUMANE ...	Animal Shelter Services 9/2022	9/1/22D		5,166.67
Vendor 6088 - SAN GABRIEL VALLEY HUMANE SOCIETY Total:					5,166.67
Vendor: 0202 - SHAFFER AWARDS					
100-1605-7735	SHAFFER AWARDS	TC Tzeitel Paras-Caracci Plate	6884		20.89
Vendor 0202 - SHAFFER AWARDS Total:					20.89
Vendor: 5441 - SILVER & WRIGHT LLP					
100-1015-7684	SILVER & WRIGHT LLP	1001 Las Lomas Legal 8/2022	30222		285.27
100-1015-7684	SILVER & WRIGHT LLP	General Code Enforcement Legal 8/2022	30222		4,278.00
100-1015-7684	SILVER & WRIGHT LLP	1307 Bloomdale Legal 8/2022	30222		7,629.78
100-1015-7684	SILVER & WRIGHT LLP	2043 Citrus View Legal 8/2022	30222		23.60
100-1015-7684	SILVER & WRIGHT LLP	Criminal Prosecutions 8/2022	30328		4,500.00
100-1015-7684	SILVER & WRIGHT LLP	Criminal Prosecutions Costs 8/2022	30329		111.88
Vendor 5441 - SILVER & WRIGHT LLP Total:					16,828.53
Vendor: 0206 - SIMON EQUIPMENT RENTALS					
100-1605-7732	SIMON EQUIPMENT RENTALS	City Picnic Generator Rental 9/24/22	143703		361.65
Vendor 0206 - SIMON EQUIPMENT RENTALS Total:					361.65
Vendor: 0209 - SMART & FINAL					
100-1020-7980	SMART & FINAL	Tree Dedication Supplies	179		78.11
100-1605-7733	SMART & FINAL	Senior Ctr Supplies	61		116.51
100-1610-7618	SMART & FINAL	Senior Ctr Coffee Supplies	62		33.26
Vendor 0209 - SMART & FINAL Total:					227.88
Vendor: 5447 - SOUTHERN CALIFORNIA EDISON					
100-1020-7724	SOUTHERN CALIFORNIA EDISON	PO Pkg Lot Lease 8/01/2022 - 10/31/2022	7701155510		2,238.25
Vendor 5447 - SOUTHERN CALIFORNIA EDISON Total:					2,238.25
Vendor: 0083 - STEVE ESBENSHADE					
100-1825-7674	STEVE ESBENSHADE	Health Insurance Reimbursement	10/2022		435.00
Vendor 0083 - STEVE ESBENSHADE Total:					435.00
Vendor: 6326 - SUNSET CREATIVE PRODUCTIONS LLC					
100-1020-7716	SUNSET CREATIVE PRODUCTIO...	Balance-Holiday in the Park Entertainment	12/11/2022B		1,375.00
Vendor 6326 - SUNSET CREATIVE PRODUCTIONS LLC Total:					1,375.00
Vendor: 5307 - SUPERIOR PROPERTY SERVICES INC					
100-1410-7814	SUPERIOR PROPERTY SERVICES ...	Graffiti Removal 8/2022	17570		1,807.17
Vendor 5307 - SUPERIOR PROPERTY SERVICES INC Total:					1,807.17
Vendor: 3904 - TERESA RENTERIA					
100-1825-7674	TERESA RENTERIA	Health Insurance Reimbursement	10/2022		566.00
Vendor 3904 - TERESA RENTERIA Total:					566.00
Vendor: 4241 - THE SAUCE CREATIVE SERVICES CORP					
100-2121	THE SAUCE CREATIVE SERVICES...	Military Banner (Henry A Valenzuela-US Army)	5737		153.33
100-1605-7739	THE SAUCE CREATIVE SERVICES...	Halloween Howl 2022 Street Banner	5749		1,275.96
Vendor 4241 - THE SAUCE CREATIVE SERVICES CORP Total:					1,429.29

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Account Number	Vendor Name	Description (Item)	Payable Number	Project Account Key	Amount
Vendor: 5029 - THE TECHNOLOGY DEPOT INC					
100-1815-7980	THE TECHNOLOGY DEPOT INC	CM Phone Port Failure/Swap Ports	19647		95.00
100-1815-7980	THE TECHNOLOGY DEPOT INC	SC UPS Replacement	19649		1,893.13
Vendor 5029 - THE TECHNOLOGY DEPOT INC Total:					1,988.13
Vendor: 5544 - THEODORE SIEGEL					
100-1605-7733	THEODORE SIEGEL	SC "the Natural" Screening/Presentation	10/20/2022		150.00
Vendor 5544 - THEODORE SIEGEL Total:					150.00
Vendor: 6100 - TONEY LEWIS					
100-1005-7650	TONEY LEWIS	Council Vehicle Allowance	10/2022		75.00
Vendor 6100 - TONEY LEWIS Total:					75.00
Vendor: 4674 - TYLER TECHNOLOGIES INC					
100-1815-7820	TYLER TECHNOLOGIES INC	Finance System Support 10/1/2022 - 12/31/2022	025-393246		12,268.52
Vendor 4674 - TYLER TECHNOLOGIES INC Total:					12,268.52
Vendor: 4484 - U.S. BANK					
100-1205-7610	U.S. BANK	Special Assignment Team Mtg 9/22/22 (Raffi's)	9262022BV		93.16
100-1205-7610	U.S. BANK	Brian V Mtg W/Maryvale 8/30/22 (Mikomi Sushi)	9262022BV		47.30
100-1205-7610	U.S. BANK	Active Shooter Mtg w/COH 9/13/22 (Mikomi Sushi)	9262022BV		64.88
100-1205-7614	U.S. BANK	Office Supplies (Target)	9262022BV		5.50
100-1205-7614	U.S. BANK	Office Supplies	9262022BV		50.66
100-1205-7762	U.S. BANK	Parking Meter Backup Battery Charger (Amazon)	9262022BV		41.83
100-1205-7779	U.S. BANK	DART Event 9/16/22 (Raising Cane's)	9262022BV		86.44
100-1205-7779	U.S. BANK	DART Officers Meeting 8/25/22 (The Habit Burger)	9262022BV		74.44
100-1205-7779	U.S. BANK	DART Event Refreshments (Target)	9262022BV		71.96
100-1205-7779	U.S. BANK	DART/Youth Mtg 9/15/22 (Heemo Sushi)	9262022BV		71.80
100-1205-7779	U.S. BANK	DART Event 9/13/22 (Ramen Yukinoya)	9262022BV		101.43
100-1205-7779	U.S. BANK	Youth Trip Dinner 9/6/22 (In-N-Out Burger)	9262022BV		115.82
100-1205-7779	U.S. BANK	DART Meeting 9/8/22 (Boba Tea)	9262022BV		59.89
100-1205-7779	U.S. BANK	DART Meeting 8/29/22 (Denny's)	9262022BV		32.53
100-1205-7779	U.S. BANK	Youth Trip Dinner 9/6/22 (Chick-Fil-A)	9262022BV		134.21
100-1205-7779	U.S. BANK	Youth Trip 9/6/22 (Barnes & Noble)	9262022BV		509.96
100-1205-7779	U.S. BANK	DART Meeting 9/20/22 (Sweet Basil Pizza)	9262022BV		60.00
100-1205-7980	U.S. BANK	PS Supplies for City Picnic (Oriental Trading Co)	9262022BV		120.17
100-1205-7980	U.S. BANK	City Picnic Volunteer Meal 9/24/22 (Hong Kong Exp)	9262022BV		341.00
100-1205-7980	U.S. BANK	Misc Public Safety Supplies (Target)	9262022BV		99.58
100-1205-7980	U.S. BANK	Tobacco Sting Volunteer Food 9/21/22 (TK Cafe)	9262022BV		136.03
100-1205-7980	U.S. BANK	Code Enforcement Second Interviews (Raffi's)	9262022BV		68.36
100-1205-7980	U.S. BANK	City Picnic Volunteer Meal 9/24/22 (Hong Kong Exp)	9262022BV		55.00

Council Warrant Register By Vendor

Payment Dates: 9/29/2022 - 10/12/2022

Account Number	Vendor Name	Description (Item)	Payable Number	Project Account Key	Amount
100-1205-7980	U.S. BANK	Red Ribbon Week Event Supplies (Amazon)	9262022BV		92.52
100-1205-8030	U.S. BANK	Tobacco Sting Equipment (Target)	9262022BV		18.74
100-1005-7642	U.S. BANK	Margaret Finlay Chamber Event 9/12/22	9262022DJ		45.00
100-1005-7650	U.S. BANK	Toney Lewis CCCA Conf Hotel 9/2022 (Hyatt)	9262022DJ		943.50
100-1005-7650	U.S. BANK	Toney Lewis CCCA Conf Hotel 9/2022 (Hotel Metro)	9262022DJ		404.54
100-1005-7980	U.S. BANK	DashPass 9/5/22 - 10/5/22 (DoorDash)	9262022DJ		9.99
100-1010-7610	U.S. BANK	Daniel Jordan Chamber Event 9/12/22	9262022DJ		65.00
100-1010-7612	U.S. BANK	Pasadena Star News Online Subscription	9262022DJ		18.00
100-1010-7612	U.S. BANK	Daniel Jordan CCMF Membership	9262022DJ		400.00
100-1010-7980	U.S. BANK	Closed Session Mtg 9/13/22 Food (DoorDash)	9262022DJ		33.33
100-1010-7980	U.S. BANK	Closed Session Mtg 9/13/22 Food (Janet's)	9262022DJ		99.52
100-1020-7712	U.S. BANK	Spotify Membership	9262022DJ		9.99
100-1020-7980	U.S. BANK	Bryan Urias Tree Dedication Flowers (Cynthia's)	9262022ME		275.63
100-1020-7980	U.S. BANK	Bryan Urias Tree Dedication Fruit (Tropicana Mkt)	9262022ME		109.98
100-1020-7980	U.S. BANK	Brooch for Bryan Urias Mom (Amazon)	9262022ME		49.61
100-1020-7980	U.S. BANK	Bryan Urias Tree Dedication Coffee (Starbucks)	9262022ME		40.00
100-1020-7980	U.S. BANK	Knife Set/Napkins (TJ Maxx)	9262022ME		14.32
100-1020-7980	U.S. BANK	Bryan Urias Tree Dedication Breads (La Paloma)	9262022ME		32.50
100-1405-7614	U.S. BANK	(2) Space Heaters:CMD (Amazon)	9262022ME		87.68
100-1605-7614	U.S. BANK	2023 Calendars (Amazon)	9262022ME		26.42
100-1605-7614	U.S. BANK	2023 Calendars/Labels (Amazon)	9262022ME		48.58
100-1605-7693	U.S. BANK	Mayor's Youth Council Dinner 9/12/22 (VJs Burgers)	9262022ME		159.27
100-1605-7730	U.S. BANK	Halloween Decorations (Target)	9262022ME		55.13
100-1605-7730	U.S. BANK	Halloween BasketShred (Dollar Tree)	9262022ME		35.83
100-1605-7730	U.S. BANK	Halloween Basket Items (TJ Maxx)	9262022ME		49.41
100-1605-7730	U.S. BANK	Duarte Under the Stars Pizza (Domino's)	9262022ME		118.87
100-1605-7730	U.S. BANK	Duarte Under the Stars Coffee (Starbucks)	9262022ME		80.00
100-1605-7732	U.S. BANK	City Picnic Portable Toilets/Sinks Rental (Eagle)	9262022ME		1,812.11
100-1605-7732	U.S. BANK	City Picnic Health Dept Food Permit Fee (LA DPH)	9262022ME		930.20
100-1605-7732	U.S. BANK	City Picnic Dog Pawty Booth Balloons (Amazon)	9262022ME		41.53
100-1605-7732	U.S. BANK	City Picnic Camera Film (Amazon)	9262022ME		461.97
100-1605-7732	U.S. BANK	City Picnic Band Food (Pangea Food Truck)	9262022ME		50.10
100-1605-7732	U.S. BANK	City Picnic Flag Streamers (Amazon)	9262022ME		143.20
100-1605-7732	U.S. BANK	Picnic Dog Pawty Booth Supplies/Treats (Amazon)	9262022ME		91.29

Council Warrant Register By Vendor

Payment Dates: 9/29/2022 - 10/12/2022

Account Number	Vendor Name	Description (Item)	Payable Number	Project Account Key	Amount
100-1605-7733	U.S. BANK	SC Pool Chalk Cubes (Amazon)	9262022ME		17.62
100-1605-7735	U.S. BANK	TC Survivor Special Event Supplies (Amazon)	9262022ME		429.85
100-1605-7735	U.S. BANK	City Picnic Face Paintng Supplies (Amazon)	9262022ME		21.80
100-1605-7737	U.S. BANK	Refund-Viejas Casino Hotel (Adult Excursion)	9262022ME		-500.00
100-1605-7741	U.S. BANK	Rugby Balls (Amazon)	9262022ME		106.85
100-1605-7741	U.S. BANK	Volleyballs (Amazon)	9262022ME		124.29
100-1605-7741	U.S. BANK	Kicking Tee/Volley/Rugby Balls (Amazon)	9262022ME		312.65
100-1605-7980	U.S. BANK	Staff Appreciation Shaved Ice (Fluff Ice Truck)	9262022ME		27.00
100-1605-7980	U.S. BANK	Staff Appreciation Coffee (Starbucks)	9262022ME		10.00
100-1605-7980	U.S. BANK	Ribbon/Misc Supplies (Michaels)	9262022ME		65.58
100-1605-7980	U.S. BANK	Staff Halloween Contest Supplies (Winner Party)	9262022ME		64.20
100-1610-7618	U.S. BANK	FC Wall Mount Fans (Amazon)	9262022ME		139.54
100-1610-7618	U.S. BANK	City Hall Kitchen Towels (Amazon)	9262022ME		22.14
100-1610-7618	U.S. BANK	Council Meeting Drinks (Ralphs)	9262022ME		59.69
100-1405-7610	U.S. BANK	Interview Lunch 8/30/22 (BJs Restaurant)	9282022CH		131.35
100-1405-7612	U.S. BANK	File Transfer Subscription (Hightail)	9282022CH		15.99
100-1410-7610	U.S. BANK	Gerard Batista MSA Conf Hotel (Town & County)	9282022CH		977.56
Vendor 4484 - U.S. BANK Total:					11,321.82
Vendor: 6196 - VINH TRUONG					
100-1005-7643	VINH TRUONG	Council Vehicle Allowance	10/2022		75.00
Vendor 6196 - VINH TRUONG Total:					75.00
Vendor: 6113 - WARDS SERVICE					
100-1410-7650	WARDS SERVICE	Vehicle 15 Remove/Replace Aux Oil Cooler	88787		885.18
Vendor 6113 - WARDS SERVICE Total:					885.18
Vendor: 0237 - WAXIE SANITARY SUPPLY					
100-1610-7618	WAXIE SANITARY SUPPLY	Bug Spray	81212694		175.43
Vendor 0237 - WAXIE SANITARY SUPPLY Total:					175.43
Vendor: 5992 - WESTERN EXTERMINATOR COMPANY					
100-1610-7652	WESTERN EXTERMINATOR CO...	Pest Control Srvcs-City Hall 9/2022	27030079		65.40
100-1610-7652	WESTERN EXTERMINATOR CO...	Pest Control Srvcs-Cnty Ctr 9/2022	27030080		65.40
100-1610-7652	WESTERN EXTERMINATOR CO...	Pest Control Srvcs-Fitness Ctr/Pool 9/2022	27030130		65.40
100-1610-7652	WESTERN EXTERMINATOR CO...	Pest Control Srvcs-Senior Ctr 9/2022	27030131		65.40
100-1610-7652	WESTERN EXTERMINATOR CO...	Pest Control Srvcs-Teen Ctr 9/2022	27030210		65.40
100-1610-7652	WESTERN EXTERMINATOR CO...	Mosquito Control Srvcs-Teen Ctr 9/2022	27075404		160.00
Vendor 5992 - WESTERN EXTERMINATOR COMPANY Total:					487.00
Vendor: 6396 - WILLARD KENNETH BERRY					
100-1605-7756	WILLARD KENNETH BERRY	SC Ballroom/Western Line Dance Instructor Fee	9272022		416.50
Vendor 6396 - WILLARD KENNETH BERRY Total:					416.50
Fund 100 - GENERAL FUND Total:					645,451.54

Council Warrant Register By Vendor

Payment Dates: 9/29/2022 - 10/12/2022

Account Number	Vendor Name	Description (Item)	Payable Number	Project Account Key	Amount
Fund: 220 - GAS TAX FUN					
Vendor: 5887 - WGJ ENTERPRISES INC					
220-2127	WGJ ENTERPRISES INC	Retention	11003C-01R	202210/220-2127-Traffic/Street...	-1,626.80
220-2210-7812	WGJ ENTERPRISES INC	FY22 Citywide Striping & Marking Project	11003C-01R	202210/2210-7812-Traffic/Stre...	32,536.00
220-2127	WGJ ENTERPRISES INC	Retention	11003C-02R	202210/220-2127-Traffic/Street...	-718.69
220-2210-7812	WGJ ENTERPRISES INC	FY22 Citywide Striping & Marking Project	11003C-02R	202210/2210-7812-Traffic/Stre...	14,373.70
Vendor 5887 - WGJ ENTERPRISES INC Total:					44,564.21
Fund 220 - GAS TAX FUN Total:					44,564.21
Fund: 240 - LIGHTING AND LANDSCAPE DISTRICT FUND					
Vendor: 1570 - A1 MAINTENANCE SERVICES CA					
240-2426-7810	A1 MAINTENANCE SERVICES CA	Grocery Outlet Ctr Sweeping 9/2022	201652		784.00
Vendor 1570 - A1 MAINTENANCE SERVICES CA Total:					784.00
Vendor: 4142 - RUDY'S PLUMBING INC					
240-2410-7662	RUDY'S PLUMBING INC	Backflow Replacement-Beardslee Park	8471		1,520.98
Vendor 4142 - RUDY'S PLUMBING INC Total:					1,520.98
Fund 240 - LIGHTING AND LANDSCAPE DISTRICT FUND Total:					2,304.98
Fund: 290 - SUPPLEMENTAL LAW ENFORCEMENT FUND					
Vendor: 0056 - LOS ANGELES COUNTY SHERIFF'S DEPARTMENT					
290-2905-7781	LOS ANGELES COUNTY SHERIFF'...	Sheriff Contract 8/2022	230296LL		12,500.00
290-2905-7785	LOS ANGELES COUNTY SHERIFF'...	July 3rd & July 4th Enforcement	230352LL		15,151.62
Vendor 0056 - LOS ANGELES COUNTY SHERIFF'S DEPARTMENT Total:					27,651.62
Fund 290 - SUPPLEMENTAL LAW ENFORCEMENT FUND Total:					27,651.62
Fund: 400 - PARK DEVELOPMENT GRANT FUND					
Vendor: 6432 - BELLFREE CONTRACTORS INC					
400-4005-7965	BELLFREE CONTRACTORS INC	Full Trail Assessment of Fish Canyon Falls Trail	837	202214-Exp-Fish Cyn Trail Resto...	12,366.84
Vendor 6432 - BELLFREE CONTRACTORS INC Total:					12,366.84
Fund 400 - PARK DEVELOPMENT GRANT FUND Total:					12,366.84
Fund: 440 - PROPOSITION A TRANSIT FUND					
Vendor: 0903 - CITY OF MONROVIA					
440-4405-7650	CITY OF MONROVIA	Fuel-Transportation Dept 7/2022	2300458		120.68
Vendor 0903 - CITY OF MONROVIA Total:					120.68
Vendor: 6237 - FAST 5 HOLDING COMPANY LLC					
440-4405-7650	FAST 5 HOLDING COMPANY LLC	Vehicle Cleaning 8/2022	4681		16.50
Vendor 6237 - FAST 5 HOLDING COMPANY LLC Total:					16.50
Vendor: 3192 - FOOTHILL TRANSIT					
440-4405-8013	FOOTHILL TRANSIT	42nd Installment of 3rd Bus 9/2022	F2802-0922		3,887.05
440-4405-7960	FOOTHILL TRANSIT	Duarte Local Service 8/2022	SI009025		30,461.66
Vendor 3192 - FOOTHILL TRANSIT Total:					34,348.71
Vendor: 1465 - INLAND EMPIRE STAGES LTD					
440-4405-7788	INLAND EMPIRE STAGES LTD	Adult Excursion (Valley Casino) 9/26/22	58443		885.60
Vendor 1465 - INLAND EMPIRE STAGES LTD Total:					885.60
Vendor: 5307 - SUPERIOR PROPERTY SERVICES INC					
440-4405-7814	SUPERIOR PROPERTY SERVICES ...	Graffiti Removal 8/2022	17570		1,355.39
Vendor 5307 - SUPERIOR PROPERTY SERVICES INC Total:					1,355.39

Council Warrant Register By Vendor

Payment Dates: 9/29/2022 - 10/12/2022

Account Number	Vendor Name	Description (Item)	Payable Number	Project Account Key	Amount
Vendor: 6113 - WARDS SERVICE					
440-4405-7650	WARDS SERVICE	Vehicle 28 Glass Mirror Replacement	88703		128.92
Vendor 6113 - WARDS SERVICE Total:					128.92
Fund 440 - PROPOSITION A TRANSIT FUND Total:					36,855.80
Fund: 460 - PROPOSITION C TRANSIT FUND					
Vendor: 3192 - FOOTHILL TRANSIT					
460-4605-8013	FOOTHILL TRANSIT	42nd Installment of 3rd Bus 9/2022	F2802-0922		3,180.31
460-4605-7960	FOOTHILL TRANSIT	Duarte Local Service 8/2022	SI009025		24,923.17
Vendor 3192 - FOOTHILL TRANSIT Total:					28,103.48
Vendor: 5307 - SUPERIOR PROPERTY SERVICES INC					
460-4605-7814	SUPERIOR PROPERTY SERVICES ... Graffiti Removal 8/2022		17570		1,355.39
Vendor 5307 - SUPERIOR PROPERTY SERVICES INC Total:					1,355.39
Fund 460 - PROPOSITION C TRANSIT FUND Total:					29,458.87
Grand Total:					798,653.86

Report Summary

Fund Summary

Fund	Payment Amount
100 - GENERAL FUND	645,451.54
220 - GAS TAX FUN	44,564.21
240 - LIGHTING AND LANDSCAPE DISTRICT FUND	2,304.98
290 - SUPPLEMENTAL LAW ENFORCEMENT FUND	27,651.62
400 - PARK DEVELOPMENT GRANT FUND	12,366.84
440 - PROPOSITION A TRANSIT FUND	36,855.80
460 - PROPOSITION C TRANSIT FUND	29,458.87
Grand Total:	798,653.86

Account Summary

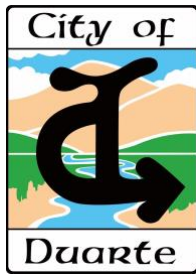
Account Number	Account Name	Payment Amount
100-1005-7640	Travel & Exp - Garcia	75.00
100-1005-7642	Travel & Exp - Finlay	120.00
100-1005-7643	Travel & Exp - Truong	75.00
100-1005-7644	Travel & Exp - Schulz	75.00
100-1005-7648	Travel & Exp - Kang	75.00
100-1005-7650	Travel & Exp - Lewis	1,423.04
100-1005-7980	Other Expenses	9.99
100-1010-7610	Travel, Mtgs & Conf	182.50
100-1010-7612	Publications and Dues	618.00
100-1010-7965	Professional Services	10,400.00
100-1010-7980	Other Expenses	132.85
100-1015-7680	City Attorney Legal	12,643.56
100-1015-7684	Code Enforcement Legal	16,828.53
100-1015-7686	Other Legal Services	826.00
100-1020-7712	Community Information (...)	9.99
100-1020-7713	Historical Museum Bldg ...	1,976.00
100-1020-7716	Special Community Events	1,375.00
100-1020-7724	Post Office Parking	2,238.25
100-1020-7980	Other Expenses	632.67
100-1205-7610	Travel, Mtgs & Conf	205.34
100-1205-7614	Office Supplies	56.16
100-1205-7636	Uniforms	81.00
100-1205-7650	Vehicle Maintenance	2,082.38
100-1205-7655	Emergency Services	4,000.00
100-1205-7762	Parking Pass Kiosk Costs	389.53
100-1205-7779	Youth Programs	1,552.48
100-1205-7780	Animal Control	5,166.67
100-1205-7781	Contract Law Enforcement	414,233.81
100-1205-7782	Crossing Guard Contract ...	5,052.77
100-1205-7787	Public Safety Cntr Lease	12,881.37
100-1205-7980	Other Expenses	987.66
100-1205-8030	Other Equipment	18.74
100-1405-7610	Travel, Mtgs & Conf	131.35
100-1405-7612	Publications and Dues	15.99
100-1405-7614	Office Supplies	87.68
100-1405-7650	Vehicle Maintenance	125.63
100-1405-7800	Building Department Serv...	50,802.38
100-1405-7801	Industrial Waste Inspecti...	2,056.65
100-1405-7965	Professional Services	114.00
100-1405-7975	Economic Development E...	980.00
100-1405-7980	Other Expenses	2,777.50
100-1410-7610	Travel, Mtgs & Conf	977.56
100-1410-7612	Publications and Dues	180.00
100-1410-7636	Uniforms	1,309.55
100-1410-7650	Vehicle Maintenance	1,881.65
100-1410-7810	Street Sweeping	122.00

Account Summary

Account Number	Account Name	Payment Amount
100-1410-7814	Graffiti Removal	1,807.17
100-1410-7887	Repairs & Replacements	31.77
100-1410-7980	Other Expenses	198.26
100-1410-8030	Other Equipment (Capital)	2,040.00
100-1605-7002	Regular Salaries	76.92
100-1605-7612	Publications and Dues	170.00
100-1605-7614	Office Supplies	75.00
100-1605-7650	Vehicle Maintenance	596.77
100-1605-7693	Youth Council	159.27
100-1605-7730	Special Events	748.24
100-1605-7732	City Picnic	4,276.34
100-1605-7733	Senior Center	284.13
100-1605-7735	Teen Center	517.77
100-1605-7737	Adult Excursions	-500.00
100-1605-7739	Publicity	1,275.96
100-1605-7740	Day Camps	1,844.79
100-1605-7741	Sports/Playground Progr...	759.79
100-1605-7745	Boxing Program	302.46
100-1605-7750	Bus Rentals	707.40
100-1605-7756	Senior Recreation Classes	1,028.30
100-1605-7980	Other Expenses	166.78
100-1610-7617	Pool Chemicals	722.03
100-1610-7618	Building Supplies	1,018.63
100-1610-7636	Uniforms	98.28
100-1610-7650	Vehicle Maintenance	842.77
100-1610-7652	Building Maint Services	6,780.78
100-1610-7660	Other Services	11,497.50
100-1810-7660	Other Services	275.00
100-1810-7673	Physical Exams	270.00
100-1810-7980	Other Expenses	157.20
100-1815-7820	Finance System Support	12,268.52
100-1815-7980	Other Expenses	1,988.13
100-1825-7613	Duplications And Photos	104.52
100-1825-7630	Equipment Lease	1,740.70
100-1825-7631	Equipment Maintenance	763.14
100-1825-7674	Retiree Health Insurance	4,091.00
100-2012	Green Building Fees Payab..	254.00
100-2013	Strong Motions Fees Paya...	13,592.70
100-2120	Refundable Deposits	500.00
100-2121	Pass Through Deposits	3,963.33
100-2126	Construction and Demolit...	10,800.00
100-5004	Other Revenue	-830.04
220-2127	Retention Payable	-2,345.49
220-2210-7812	Street Striping & Marking	46,909.70
240-2410-7662	Other Serv-Citywide	1,520.98
240-2426-7810	Street Sweeping	784.00
290-2905-7781	Contract Law Enforcement	12,500.00
290-2905-7785	Special Events Patrol	15,151.62
400-4005-7965	Professional Services	12,366.84
440-4405-7650	Vehicle Maintenance	266.10
440-4405-7788	Shuttle Services	885.60
440-4405-7814	Graffiti Removal	1,355.39
440-4405-7960	Foothill Transit Operations	30,461.66
440-4405-8013	Vehicles (Capital)	3,887.05
460-4605-7814	Graffiti Removal	1,355.39
460-4605-7960	Foothill Tranist Operations	24,923.17
460-4605-8013	Vehicles (Capital)	3,180.31
Grand Total:		798,653.86

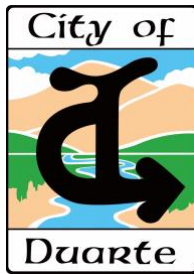
Project Account Summary

Project Account Key	Payment Amount
None	525,817.98
202205/1205-7781-ARPA-Coronavirus Recovery Fed	212,019.83
202210/220-2127-Traffic/Street Striping FY21-22	-2,345.49
202210/2210-7812-Traffic/Street Striping FY21-22	46,909.70
202211/1205-7980-Live Scan/APU Tutors/DUSD FY21-22	75.00
202214-Exp-Fish Cyn Trail Restoration/Access Plan	12,366.84
202217-Dep-Westminster Garden/Morrison House Proj	3,810.00
Grand Total:	798,653.86



**PARKS AND RECREATION
STATUS REPORT
October 2022**

PROJECT/PROGRAM	STATUS
<u>SPECIAL EVENTS</u>	
Community Yard Sale	The entire Duarte community is invited to come out and shop or sell at the Senior Center's Community Yard Sale on Saturday, October 22 from 8 AM – 2 PM in the Civic Center parking lot. Spaces are still available for \$25 each and interested sellers should visit the Senior Center for an application to register.
Howl-O-Ween Pet Costume Contest	The Department will be hosting a Howl-O-Ween Pet Costume Contest on Sunday, October 23 from 10 AM – 12 PM at Aloysia Moore Park. Contest registration will take place from 10 – 10:45 AM and judging will start promptly at 11 AM. Prizes will be awarded for the Cutest, Best Pet & Owner, and Best in Show. Additionally, the event will include pet adoptions and local pet vendors and resources.
Floating Pumpkin Patch	Come make a splash in the Duarte Pool Pumpkin Patch and pick yourself a pumpkin! This fun-filled fall event for children ages 2-12 will include a pumpkin of your selection, decorating stations, small crafts, tricks and treats, and of course a pumpkin decorating contest with the opportunity to win some smashing prizes. The cost to participate is \$5 for youth residents/\$10 for youth non-residents. The last day to register is October 20.
Halloween Howl Drive-Thru Event	On October 31 from 5 – 8 PM, we invite the community to come out to Royal Oaks Park and have tons of Halloween fun at the Department's annual Halloween Howl! The park will be filled with special trick-or-treat stations, spooky touches, wandering zombies, a Fun Zone, and killer prizes for the night's best costume winners, per age group.
Veteran's Day Ceremony	In honor of the men and women who have served in the US Armed Forces, the Department will be hosting its annual Veterans Day Ceremony at Veterans Memorial Thorsen Park on Friday, November 11 starting at 9 AM. For more information about this event, please contact the Parks & Recreation Department at (626) 357-7931.

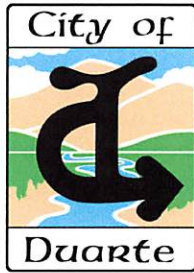


COMMUNITY DEVELOPMENT STATUS REPORT October 2022

PROJECT/PROGRAM		STATUS
<u>IN PROCESS</u>		
Solana at Duarte Station 1750 Fasana Road	MBK is building Solana, a 292-unit apartment. This building will also be the location of the “Duarte Station” sign that will be an icon, located on the roof of the building. Permits issued. Construction slated to begin in October or November.	
City Hall Courtyard	Complete reconstruction of the City Hall Courtyard to bring the area up to ADA standards. The project is funded with a combination of CDBG funds and General Fund. Construction - is in process and should be complete by December.	
Melcanyon Debris Basin	FEMA awarded a \$1.2 million grant for the construction of a debris basin at the north end of Melcanyon Road. This will require a substantial match from the City, but it will address debris flow from the area that caused a significant mudflow problem a few years ago and still presents some risk. Staff working on property acquisition and determining what will be required to meet State environmental review requirements.	
Metro Parking Lot	Staff has been working with Metro for the past several years on the development of the Metro parking lot as part of the Duarte Station Specific Plan. The intent is to replace the Metro parking and construct workforce housing along Fasana Road at Highland Avenue. Metro has recently approved a proposal process for the property. Metro informed the City that an RFP will be issued in October and Developer selection may happen as early as Winter 2023.	
Town Center North	Staff has been meeting with property owners to develop a proposal for a complete center rehabilitation that includes new, upgraded facades, an upgraded parking lot and related improvements. Owners have shown positive interest. The Big Lots building has recently sold and the new owner is advertising the space for a future lease. This indicates that the space will be available in the next few months. Several other Big Lots properties in other cities are in the same position. Several months ago the same happened with the Rite Aid building. These sales are a positive step in the plan for shopping center rehabilitation. The City has hired an Architect and Engineer to develop a detailed concept plan for façade and parking lot upgrades to the center.	

PROJECT/PROGRAM	STATUS
City Yard Storage Trailer	The Council recently approved the purchase of a storage trailer for the City Yard. Removal of the old damaged trailer and installation of the new trailer will occur over the next few weeks.
Highland Promenade	This project is funded by a- Measure M Grant. It is for an expanded right of way along the west side of Highland Ave. that would have a park-like pedestrian walkway. Staff is negotiating with the property owner for the additional right of way and final plans should be completed by Spring 2023. Staff discussed the right of way issue with Metro recently.
Evergreen Pedestrian Improvements	This project includes pedestrian sidewalk and lighting along the north side of Evergreen Street and a widening of the sidewalk on the west side of Highland Avenue under the 210 freeway underpass. This project is funded through an ATP cycle 4 grant. Staff and the design engineer are working on a bid set of plans that should be ready to go out to bid in Winter 2023
<u>DEVELOPMENT</u>	
Wyndham Hawthorn Suites Hotel (1230 Huntington Drive)	The project was approved. It is a two-phase project with a total of 178 rooms with 72 in the first phase. The first plan check was returned to the Architect in early May and we await a resubmittal.
Esperanza at Duarte Station (1700 Fasana Road)	MBK is building a 344-unit luxury apartment building; named Esperanza. Construction is progressing. Leasing of first phase expected in early November.
Duarte Animal Hospital (2714 Huntington Dr.)	A building renovation is planned to upgrade the look of the building and to enclose the kennel area. Approved by Planning Commission.
City of Hope General Projects	Working with the City of Hope on various projects in process, such as: Duarte Outpatient Clinic (DOC) is ready for permits. It is an 8 story, 350,000 square foot building; and several other upcoming projects. The City of Hope parking structure has won a couple of prestigious awards: National Parking Association (NPA) Innovative Sustainability Project of the Year 2022 and the IPMI Award of Excellence -Architectural Design.
Westminster Gardens	The owner HumanGood has met with Staff over the past few months discussing a major amendment to the existing specific plan. The concept is to develop the corner of Huntington Drive and Santo Domingo with a mixed-use building and to expand the current Life Plan Community by at least 300 units. Application filed for a restoration of Morrison House. This project will start prior to the Specific Plan. Environmental work and an historical analysis are now in process. The Planning Commission recently approved alcohol sales on campus.

PROJECT/PROGRAM		STATUS
New Townhouse Development (1401 Santo Domingo Avenue)	New 20-unit townhouse development. Has received all entitlements, and architect is working on construction documents.	
<u>PUBLIC WORKS</u>		
Huntington/ Highland Signal Upgrade	Construction to begin soon. This improvement will add left turn signal north and south bound, extend the westbound Huntington Drive turn pocket and remove unused westbound turn pocket.	
Huntington Drive Pedestrian Lighting	New sidewalk and pedestrian lighting from The Huntington to Buena Vista. Project on hold until next year hoping that the new Rite Aid owner will help to spur major improvements to the center and parking lot.	
Encanto Park Infiltration Project	In feasibility and early design phase. Initial plan is to locate structure in park area under soccer field and permeable paving will be installed in parking lot area. However, cost for initial design exceeds estimate so a redesign may be needed.	



Agenda Item: _____

CM Review: _____

Fiscal Review: _____

AGENDA REPORT

MEETING DATE: October 11, 2022

TO: Mayor and Members of the City Council

FROM: Manuel Enriquez, Director of Parks and Recreation

SUBJECT: Award of Contract – Roof Replacement for Fitness Center Building – Project 23-01; Budget Amendment

RECOMMENDATION: Staff recommends City Council award the construction contract for the Roof Replacement for the Fitness Center Building to Bellock General Contracting, Inc., DBA Essential Roofing, as the lowest responsive and responsible bidder in the amount of \$186,270-, in addition to a ten percent contingency, for a total project budget of \$205,000. This will require a General Fund budget amendment of \$53,000.

FISCAL IMPACT: Project budgeted for Fiscal Year 2022/23 at \$152,000, budget amendment of \$53,000 from the General Fund (100-1610-8100).

BACKGROUND

As part of the City's Capital Improvement Plan, the Roof Replacement for the Fitness Center Building project was accounted for in this year's adopted 2022/23 Operating Budget in the amount of \$152,000.00. The Center's roof is the original since it was built back in 1981 and has served the City well past its lifespan.

DISCUSSION/ANALYSIS

The Roof Replacement for the Fitness Center Building project consists of the removal of the solar heat panels, existing Cal Shake tiles, replacement of any damaged plywood, installation of new concrete tiles that match the recent roof replacement of City Hall and Senior Center roofs, the reinstallation of the solar heat panels, and a workmanship warranty.

On September 13, 2022, the City published an invitation to bid on the Roof Replacement for the Fitness Center Building Project 23-01 in accordance with Duarte Municipal Code (DMC) Section 2.36.060. On September 29, 2022, the City received seven (7) bids for the subject project. The bids were reviewed for responsiveness to the bid specification requirements.

The following results were determined to be in conformance with the bid documents and specifications. Therefore, staff recommends that the bid be awarded to the lowest responsive and responsible bidder.

Responsive and responsible bidder results:

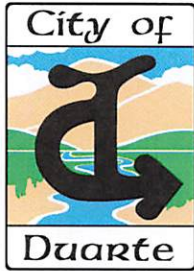
1. Bellock General Contracting, Inc. DBA Essential Roofing	\$ 186,270.00
2. Danny Letner Inc. DBA Letner Roofing Company	\$ 187,038.00
3. Commercial Waterproofing Systems, Inc.	\$ 198,587.00
4. Bishop, Inc.	\$ 204,788.00
5. Rite Way Roof Corporation	\$ 214,505.00
6. Bligh Roof Co. DBA Bligh Pacific	\$ 246,278.00
7. Best Contracting Services, Inc.	\$302,235.30

RECOMMENDATION

Staff recommends City Council award the construction contract for the Roof Replacement for the Fitness Center Building to Bellock General Contracting, Inc., DBA Essential Roofing, as the lowest responsive and responsible bidder in the amount of \$186,270.00, in addition to a ten percent contingency, for a total project budget of \$205,000. This will require a General Fund budget amendment of \$53,000.

FISCAL IMPACT

Project budgeted for Fiscal Year 2022/23 at \$152,000, budget amendment of \$53,000 from the General Fund (100-1610-8100).



Agenda Item:	_____
CM Review:	<u> <i>AS</i> </u>
Fiscal Review:	_____

AGENDA REPORT

MEETING DATE:	October 11, 2022
TO:	Mayor and Members of the City Council
FROM:	Daniel Jordan, City Manager
SUBJECT:	Report on the economic and fiscal impact of the Healthcare Workers Minimum Wage Ordinance Initiative in the City of Duarte
RECOMMENDATION:	It is recommended that the City Council receive and file the report
FISCAL IMPACT:	The receipt and filing of this report has no fiscal impact

BACKGROUND

On February 14, 2022, Proponent Albert Arambula (“Proponent”) filed a Notice of Intent to Circulate Initiative Petition for the Healthcare Workers Minimum Wage Ordinance in the City of Duarte (“Petition”). On May 19, 2022, representatives for the Proponent submitted the signatures supporting the Petition, and on June 30, 2022, the City informed the Proponent that the Petition received a total of 1,609 valid signatures to qualify for Council consideration. The Proponent was required to obtain at least 1,325 valid signatures.

On July 12, the City Council voted to submit Ordinance No. 910, An Ordinance Establishing a Healthcare Workers Minimum Wage in the City of Duarte (the “Ordinance”), to voters as part of Duarte’s general municipal election to be held on November 8, 2022. The City Council also directed staff to return to the Council within ninety (90) days with a report on the economic and fiscal impact that the Ordinance, if approved by voters, would have within the City of Duarte. That report, produced under contract by the firm Management Partners, is presented herewith as Attachment 1.

DISCUSSION/ANALYSIS

A consultant with Management Partners is presenting the firm’s report this evening to the City Council, as well as answering any questions about the Ordinance’s potential economic and fiscal impact. While the presentation will cover the report in considerable detail, listed below are several of the report’s high-level findings and conclusions:

- Only one facility within Duarte, the City of Hope, would be a “covered healthcare facility” under the Ordinance and thus subject to its provisions;
- Between 500 and 580 workers within Duarte would be directly impacted by the Ordinance, which means these workers are defined as a “healthcare worker” under the Ordinance and currently earn less than twenty-five dollars (\$25.00) per hour;
- The first-year increase in labor wages/costs associated with the Ordinance’s passage would

be between \$3.1 and \$3.6 million;

- It is estimated that the higher wages would result in job losses of 1.7 to 3.6 total healthcare positions, when applying to Duarte the same methodology that was used to estimate job losses in Long Beach from the same healthcare worker minimum wage requirements; and
- The direct cost to the City of administering and enforcing the Ordinance would be between \$125,00 and 175,000 annually, depending on whether these administrative functions were done by City staff or through a contract with the County of Los Angeles.

RECOMMENDATION

It is recommended that the City Council receive and file the report.

FISCAL IMPACT

The receipt and filing of this report has no fiscal impact.

ATTACHMENTS

Attachment 1 – Report from Management Partners: Analysis of Healthcare Workers Minimum Wage Ordinance

Management Partners



To: Mr. Daniel Jordan, City Manager
City of Duarte, California

From: Andy Belknap, Senior Vice President
Steve Mermell, Special Advisor
Pete Gonda, Senior Manager

Subject: Analysis of Healthcare Workers Minimum Wage Ordinance

Date: September 23, 2022

Executive Summary

Management Partners was retained to analyze the impact of the Healthcare Workers Minimum Wage Ordinance, an initiative petition submitted by the Service Employees International Union-United Healthcare Workers West (SEIU-UHW), the union representing healthcare workers in Duarte and throughout California. Our analysis concludes that there is only one covered facility within Duarte, the large City of Hope hospital facility.

While we do not have actual data from the City of Hope, our rough estimate is that approximately 500 to 580 workers within the city may be affected by the ordinance. This estimate is based on an economic analysis completed in August 2022, by the Los Angeles County Economic Development Corporation (LACEDC) for the City of Long Beach and a July 2022 report by the Berkeley Research Group for the California Hospital Association, as well as our discussions with representatives of the City of Hope and SEIU-UHW.

Clearly, workers that receive a compensation increase under the minimum wage ordinance will see their incomes rise and this should benefit the overall community as well. Compensation increases, especially for the very lowest income workers can promote generational stability and an escape from debilitating household poverty. However, most employees of the City of Hope do not reside in the City of Duarte.

Economic theory implies that minimum wage laws may reduce employment as employers seek alternatives to control labor costs. Empirical evidence surrounding the study of such laws is mixed. An economic analysis of the healthcare minimum wage impact in Long Beach estimates job losses of 29 to 58 positions. Healthcare employment in Long Beach is much larger than in Duarte, but if the same methodology is applied to Duarte, job losses of 1.7 to 3.6 total healthcare positions could be anticipated. However, in the long run there may well be job gains from other sources associated with the income gains of covered workers, which would make any employment estimates ambiguous.

In terms of the minimum wage's impact on future economic development, it must be said that because the ordinance applies only to a subset of all workers, it is likely that it will impact overall labor costs by 2% to 4.5% depending on the estimating method. While not insignificant, this is not a substantial shift

that would lead to disinvestment decisions. In the long term, if the minimum wage does not move to a statewide measure (as the union is hoping), it might place Duarte at a slight disadvantage in terms of desirability for new covered healthcare facilities.

The ordinance requires the City to undertake a variety of enforcement and administrative activities. This will require the City to expend resources to support the ordinance. While applicability to just the City of Hope simplifies matters, the City will still need to devote resources to enforce the ordinance. It may be able to contract this work to another local government or third-party vendor. We broadly estimate the annual costs of enforcement to be between \$125,000 and \$175,000, depending on whether enforcement is done by City staff or by contract with the County of Los Angeles.

Background

Earlier this year, SEIU-UHW, which represents more than 100,000 workers across California, launched petition drives in ten southern California cities seeking to establish a \$25 per hour minimum wage for workers in healthcare facilities covered by the ordinance. These cities include Los Angeles, Long Beach, Anaheim, Downey, Lynwood, Inglewood, Monterey Park, Baldwin Park, Culver City and Duarte. Additionally, on August 23, SEIU-UHW launched a campaign to establish the \$25 per hour minimum wage for healthcare workers statewide. This effort is opposed by the California Association of Hospitals and Healthcare Systems because the legislation does not apply to public hospitals and healthcare facilities.

To date, Los Angeles, Downey, Monterey Park, and Long Beach have adopted ordinances to implement the healthcare worker minimum wage in their respective cities. The ordinances in Downey and Los Angeles were adopted and were scheduled to go into effect on August 11 and 13 respectively. However, both are currently on hold pending the review of petitions calling for the ordinances to be submitted to voters in the form of a referendum. In the case of the Los Angeles measure, it appears that enough signatures have been submitted to the City Clerk to require the City Council to either rescind the ordinance or submit it to the voters at either a special or general election.

Monterey Park's ordinance became effective August 31 and Long Beach's ordinance on September 16. As of today, neither of these ordinances has been challenged. The City Council in Inglewood decided to place the issue before voters in the upcoming November election. If approved by voters, the ordinance would be effective January 1, 2024. Finally, in the cities of Anaheim, Baldwin Park, Culver City and Lynwood there were not enough valid signatures for the ordinances to move forward.

On July 12 the Duarte City Council voted to place the ordinance before voters in the general municipal election on November 8, 2022. Subsequently, the City contracted with Management Partners to prepare an independent evaluation of possible financial and other impacts of the ordinance. Specifically, the analysis sought to answer the following questions as best as possible, given the timeframe and public information available:

- What is the approximate number of businesses and employees within the City of Duarte that will be affected by the ordinance?
- Would the ordinance positively or negatively impact economic development within the City of Duarte?
- Would the impacts positively or negatively impact any other municipal service delivery costs within the City of Duarte?
- Are there any unintended public policy consequences for the City of Duarte that may be triggered by passage of the ordinance?



- How will the regulatory responsibilities associated with the initiative most likely be handled by the City?
 - How much will it cost to administer?
 - Would the City incur any liability?
 - Will additional staff and other investments be necessary?
 - Will the City be able to recoup all costs from user fees to be applied under the ordinance or in some other fashion?

Before turning to these questions, it is worth noting that a significant body of work exists that focuses on the impact of increases in minimum wages on job creation, employee productivity, employee retention, hours worked by employees, and related topics. Specifically, as it relates to the healthcare workers' minimum wage issue, the City of Long Beach contracted with the Los Angeles County Economic Development Corporation (LACEDC) to prepare an economic study of potential impacts to that city. Additionally, the California Hospital Association engaged the Berkeley Research Group (BRG) to assess the financial impact of the proposed healthcare workers' minimum wage ordinances on each of the ten cities where it was introduced. A brief discussion of the reports, which are attached for reference, follows.

LACEDC Analysis

Both the City of Long Beach and the LACEDC recognized that a thorough analysis of the economic impacts of implementing a healthcare workers minimum wage was not possible given a short timeline. Accordingly, in its report, LACEDC recommended the following:

[a] more rigorous economic impact report including estimates of labor market and business establishment responses specific to the City of Long Beach's affected healthcare industry and the effect of the proposed minimum wage on non-labor variables should be conducted.

The LACEDC report did provide significant discussion regarding the various economic theories and empirical evidence that argue in favor of and against increases in the minimum wage. The report also included an analysis of the healthcare industry in Long Beach. Using the North American Industry Classification System (NAICS), the report identified 19,600 jobs at a total of 1,188 healthcare establishments in Long Beach. Importantly, and likely due to lack of available time, the report does not identify how many of these healthcare providers would be subject to the healthcare workers minimum wage based on the definitions contained in the ordinance. Instead, the analysis examines earnings for the various job classifications employed in the healthcare industry in Long Beach and projects the anticipated incremental cost.

Once various other factors are included, the report estimates the net short run (believed to be one-year) increase in costs to be between \$7 and \$9.9 million and job losses in the range of 29 to 58 positions. Unfortunately, the report does not include a baseline of total current costs that would help put the \$7 to \$9.9 million dollar figure into some context. The estimated job losses of 29 to 58 positions represent a range of 0.15 to 0.30% of total healthcare jobs in Long Beach. The report concludes: "As a result of both potential negative and positive impacts on long run employment, the long-term net impact on jobs in the industry is ambiguous."

The report also cites several studies from both academic and empirical vantage points on the impact of minimum wage requirements. The academic literature is fairly consistent in concluding that minimum wage requirements will lead to reduced employment as employers seek alternative arrangements.



However, the results of the empirical studies on the actual implementation of minimum wage requirements are mixed, suggesting that the reality of labor markets may be much more complex, at least in the short term, than suggested by economic theory.

Berkeley Resource Group (BRG)

The Berkeley Resource Group (BRG) prepared an analysis for the California Hospital Association. BRG sought to calculate the potential financial impact the proposed healthcare workers minimum wage ordinances would have on portions of the healthcare marketplaces in each city where it had been introduced and determine the percentage of healthcare workers in each city that would be covered and excluded by the measure. BRG relied on the California Department of Health and Human Services open data portal as a key source for information.

BRG concluded that of the employees in the ten cities earning less than \$25 per hour, only 35% would be covered by the proposed ordinances, due to their limited application. Unequal application across the healthcare industry is one of the criticisms of the ordinance by those who oppose it.

As related specifically to Duarte, BRG concluded that 51% of healthcare workers in the city earning less than \$25 per hour would not be covered by the ordinance. BRG also concluded that workers earning less than \$35 per hour would also be impacted due to factors such as wage compaction. When those workers are included, BRG estimates that 48% of healthcare workers in Duarte would not be covered.

Nevertheless, despite excluding roughly half the healthcare workforce earning less than \$35 per hour, BRG concluded that salaries in covered healthcare facilities in Duarte would rise by nearly \$15 million per year, from a current \$330.6 million to \$345.6 million annually, representing an increase of 4.5%, thus placing a significant burden on covered healthcare providers.

Management Partners has been unable to validate BRG's estimate. Moreover, it is worth pointing out what appears to be a significant difference between the BRG and LACEDC analyses. As illustrated in Table 1 below, in the City of Long Beach BRG estimated a total increase in salaries of \$37.9 million per year while the LACEDC estimated a total financial impact of \$7 million to \$9.9 million. Granted the BRG analysis included positions earning up to \$35 per hour and the underlying methodologies differed. Nevertheless, the significant variance demonstrates the challenge of attempting to determine the economic impacts of complex issues in a constrained timeframe.

Table 1. *Estimated Financial Impact of Healthcare Workers Minimum Wage Increase on City of Long Beach: Two Studies*

Study	Estimated Financial Impact on Long Beach
Los Angeles County Economic Development Corporation (LACEDC)	\$7 million to \$9.9 million
Berkeley Resource Group (BRG)	\$37.9 million ¹

¹Includes those jobs making under \$35 per hour.

In terms of the impact variance, the BRG report estimates the financial impact on covered facilities would amount to an 8% increase in labor costs for covered Long Beach facilities while the LACEDC estimates equate to a much smaller increase from 1.5% to 2.1% in labor costs based on total estimated annual salary expenditures of \$475 million.



Methodology

To understand the likely impacts of the healthcare workers minimum wage ordinance on the City of Duarte, we reviewed the proposed ordinance, the LACEDC and BRG analyses discussed above, conducted interviews with representatives of City of Hope and SEIU-UHW and key City staff including the City Manager, City Attorney and Assistant City Manager/Director of Administrative Services. Based on our work, the following is our assessment of the key questions posed by the City.

Analysis

- **What is the approximate number of businesses and employees within the City of Duarte that will be affected by the ordinance?** Management Partners approached this question from two directions. The first method (Method 1) was to apply similar methodologies as those used by LACEDC and BRG. The second method (Method 2) was based on information contained in the City's business license system and direct discussions with representatives from the City of Hope and SEIU-UHW.

Method 1. As previously mentioned, LACEDC estimated the total number of healthcare jobs in the City of Long Beach to be roughly 19,100 jobs, or 11.2% of that city's workforce. According to Census data, the adult workforce for the City of Duarte is 10,673. If we assume that the percent of healthcare workers in the City of Duarte is comparable to that of Long Beach, then the number of healthcare workers would be 1,195. In fact, the Census estimates the total number of healthcare jobs in Duarte to be 1,199, which is very similar. Table 2 shows the breakdown of these jobs.

Table 2. Healthcare Occupations and Support Positions in Duarte

Occupations	Number of Jobs
Health diagnosing and treating practitioners and other technical occupations	362
Health technologists and technicians	391
Healthcare support occupations	446
TOTAL	1,199

Source: U.S. Census

The LACEDC report listed the top ten healthcare jobs in Long Beach, as classified by the Standard Occupational Classification (SOC) Code system. Table 3 provides an estimate of the number of healthcare workers in each of those roles in Duarte. It is based on the assumption that the percentage of healthcare workers in those jobs are comparable between Long Beach and Duarte.

Table 3. Number of Healthcare Workers in Top Ten Roles in Long Beach and Estimate in Duarte

SOC Job Descriptions	Estimated Jobs in Long Beach	Relative Percent of Healthcare Jobs in Long Beach	Estimated Jobs in Duarte	Median Hourly Wage
Registered Nurses	3,122	16%	191	\$55.05
Nursing Assistants	1,053	5%	64	\$17.65
Medical Secretaries and Administrative Assistants	1,014	5%	62	\$21.46
Medical Assistants	946	5%	58	\$17.72
Home Health and Personal Care Aides	859	4%	53	\$13.91



SOC Job Descriptions	Estimated Jobs in Long Beach	Relative Percent of Healthcare Jobs in Long Beach	Estimated Jobs in Duarte	Median Hourly Wage
Licensed Vocational Nurses	743	4%	45	\$29.05
Receptionists and Information Clerks	487	2%	30	\$16.06
Dental Assistants	417	2%	26	\$18.90
Medical and Health Services Managers	342	2%	21	\$62.60
Office Clerks, General	341	2%	21	\$18.12
ALL HEALTHCARE JOBS (TOTAL)	19,100		1,199	

While the number of healthcare jobs in Duarte may total 1,199 not all of them would be subject to the minimum wage ordinance. BRG's analysis found that approximately 58% of the healthcare workers in the ten affected cities would not be covered by the respective ordinances because they were not employed at covered healthcare facilities. Applying this same methodology to Duarte, the estimated number of positions in Duarte covered by the ordinance would be 504.

However, if enacted, the ordinance would apply to a broad range of job classifications at covered facilities that are not classified as healthcare workers under the SOC system but are defined as a "healthcare worker" under the ordinance. These include maintenance, janitorial, housekeeping, groundskeeper, guard, food service and laundry workers.

For the purposes of this analysis, the number of additional jobs in Duarte that would be covered by the ordinance is estimated to be in the range of 50 to 75. This estimate is based on the number of these types of workers we observe in the public organizations we work with relative to other employee classifications. The estimates described above are included in Table 4.

Table 4. *Estimated Number of City of Hope Employees Impacted by Duarte Minimum Wage Ordinance*

Occupations	Number of Jobs
Total number of healthcare workers in Duarte	1,199
Estimated number of employees not in "covered healthcare facilities" ¹	(695)
Estimated number of other job classifications included at "Covered Healthcare Facilities"	50 to 75
Total estimated number of covered employees	554 to 579

¹This estimate uses BRG's 58% figure.

In summary, using Method 1, the total estimated number of existing employees in Duarte potentially impacted by the minimum wage ordinance would be in the range of 554 to 579.

Method 2. For the second method Management Partners, with the assistance of Duarte City staff, analyzed data from the City's business license system. Unfortunately, the system lacks some features that would aid in the analysis (The City is presently moving forward with an update to the system). A manual review of existing business license data identified a total of 32 healthcare facilities in the City.

Utilizing the business license data as well as information gathered from other sources (including IRS form 990 filings for tax-exempt organizations) and our interview with representatives of the City of



Hope, the total number of employees represented by the identified 32 healthcare facilities is approximately 5,870. The vast majority of these are employed at the City of Hope, with a current employee census of 5,527 (At present 241 of these employees are working remotely and the remaining 5,286 are working on site or in a hybrid fashion).

It should be noted that there is a great variance between the number of employees at the City of Hope and the number of estimated **healthcare** workers from the US Census Data and as imputed from the City of Long Beach analysis. Management Partners cannot explain this difference without access to position classification data from the City of Hope (which was not made available). However, many employees at City of Hope are not residents of the City of Duarte and many others are probably not considered to be healthcare employees.

Based on an initial review of the 32 healthcare facilities for which the City has business license data, it appears that currently, only the City of Hope would meet the definition of a Covered Healthcare Facility set forth in the ordinance. The representatives of SEIU-UHW agreed with this assessment during our interview. The City Attorney has also concluded that the other large healthcare facility in the city, Santa Teresita, a senior assisted living and skilled nursing facility, is not a covered healthcare facility as defined by the ordinance.

While it is not possible given the limited timeframe of this report, to definitively determine that there are no other healthcare providers in Duarte that would be covered by the ordinance, based on our assessment, it is unlikely. Moreover, were there to be other covered facilities, the total number of jobs involved would be expected to be few and thus the overall impacts would be negligible.

SEIU-UHW reports that it represents approximately 1,000 workers at City of Hope, including patient care assistants, respiratory therapists, licensed vocational nurses, pharmacy technicians, and many others. SEIU-UHW estimates that of this total, 395 earn less than \$25 an hour. However, this figure does not include other covered workers at City of Hope such as environmental and food service workers who are not represented by SEIU-UHW. **It is therefore reasonable to conclude that the total number of employees covered at the City of Hope would likely exceed 400.** Indeed, these additional covered workers could easily number as many as 100 additional employees, considering the scale of operations at the City of Hope.

We therefore conclude with reasonable certainty that there are between 500 and 580 workers in Duarte that would be covered by the new minimum wage ordinance. Using the high end of this range and the estimated direct job loss number from the Long Beach report, a direct job loss estimate of 1.7 to 3.6 positions can be imputed.

Based on SEIU-UHW data showing 395 members, representatives estimate that implementation of the ordinance would cost \$2.47 million in its first year. When the estimate is expanded to include non-SEIU-UHW employees earning less than \$25 per hour, the first-year cost would be between \$3.1 and \$3.6 million.

- ***Would the ordinance positively or negatively impact economic development within the City of Duarte?*** As mentioned previously, there is a voluminous amount of research on the impacts of increases in minimum wages. While an increase in the minimum wage can help lift workers and their families out of poverty, such increases may reduce the total number of jobs available and contribute to inflation. To a large extent, the arguments for and against increases in the minimum wage are philosophical in nature and beyond the scope of this analysis. What this analysis attempts to identify are the likely impacts to be faced by the City of Duarte in the event the healthcare worker minimum wage is placed into effect.



In our discussions with representatives of the City of Hope, they acknowledged the difficulty of analyzing the potential impacts of the ordinance on their organization and its cost structure. While recognizing that an increase in labor costs is likely to have ripple effects and unintended consequences, it is too early to determine what those will be. The organization remains committed to its mission.

From a strictly economic point of view, City of Hope has made a tremendous investment in Duarte. This measure, while having a significant impact, is unlikely to result in disinvestment from current operations, as the existing commitment is simply too significant. When it comes to additional investment decisions the calculations may be more complex, but the desirability of co-location near existing resources will always favor further investment near the existing core campus.

In addition to impacts on existing healthcare providers in the city, the need to comply with the healthcare workers minimum wage may deter future investments from other healthcare providers who may elect to redirect efforts that would otherwise occur in Duarte to locations without the healthcare worker minimum wage requirement. It is difficult to determine what this impact might be.

The presence of City of Hope and other positives associated with Duarte may be sufficient to entice other healthcare providers to locate in the city irrespective of the minimum wage requirement. Moreover, as mentioned previously, SEIU-UHW recently announced that it is pursuing a state-wide effort for the healthcare worker minimum wage. If successful, this would remove any comparative disadvantage for Duarte and the other cities where the policy has been implemented.

The City of Hope reports that 337 of its employees live in Duarte. Since some of these employees might see increases in their incomes because of the healthcare minimum wage ordinance, there would likely be a positive contribution to the local economy.

- ***Would the impacts positively or negatively impact any other municipal service delivery costs within the City of Duarte?*** The ordinance places a regulatory burden on the City, as discussed below. While implementation of the ordinance is unlikely to impact other municipal service delivery costs, to the extent that limited resources may need to be reallocated towards administration/enforcement, doing so may have a detrimental impact elsewhere in the municipal organization.
- ***Are there any unintended public policy consequences for the City of Duarte that may be triggered by passage of ordinance?*** Traditionally, establishment of the minimum wage has been the purview of federal and state governments. In recent years in California, the effort has moved to the county/city level. In the case of the healthcare workers minimum wage effort, it is also being approached on an industry-specific basis. It is possible other industries will seek local legislative or voter approval for similar actions in the future, and if that were to occur, the City Council would need to consider its appropriate role in deciding such matters.
- ***How will the regulatory responsibilities associated with the initiative most likely be handled by the City?*** There are a number of factors that need to be considered including:
 - How much will it cost to administer?
 - Would the City incur any liability?
 - Will additional staff and other investments be necessary?
 - Will the City be able to recoup all costs from user fees to be applied under the ordinance or in some other fashion?



The ordinance places a number of enforcement responsibilities on the City, which include:

1. Establishing a process for reporting complaints of violations.
2. Establishing and implementing processes for investigating complaints and other possible violations.
3. Establishing and implementing an administrative citation process that may include issuing correction orders, establishing a hearing and appeal process, and imposing administrative fines or penalties owed to the City.
4. Taking appropriate enforcement action through the administrative citation process, civil actions, or other approaches on behalf of healthcare workers, collecting back wages and any other amounts owed to healthcare workers, and disbursing them to healthcare workers.

The ordinance also permits the City to contract with the Los Angeles County Department of Consumer and Business Affairs for wage enforcement and education services. That office currently provides similar services to the City of Santa Monica for enforcement of its minimum wage ordinance. Currently, the City of Santa Monica pays the Los Angeles County \$125,000 per year for these services. Considering that Santa Monica is much larger than Duarte and the scope of enforcement far greater, the \$125,000 figure therefore represents a high end of the estimated costs for a contract to enforce the healthcare minimum wage in Duarte.

To a certain extent, the level of effort necessary to properly enforce the ordinance will be a function of the breath of its application. As discussed previously, we believe that the only institution currently within the City of Duarte that would be impacted by the ordinance if it is approved by voters, is the City of Hope.

The City of Hope is a sophisticated organization that effectively manages wages and benefits for roughly 5,870 employees. It has existing labor agreements, including with SEIU-UHW. Consequently, it is possible that the City's level of effort related to enforcement may not be a significant factor as originally thought.

However, it would also be expected that the City would, at a minimum, develop the policies and procedures necessary to properly carry out its responsibilities under the ordinance, as well as a frequently asked questions (FAQ) document and an informational webpage to assist with inquiries. This is a one-time effort that could likely be completed with existing staff, or through a contract, and with the assistance of the City Attorney's Office.

If, for some reason it is determined that it is not desirable to contract with Los Angeles County, and the level of effort requires dedicated staffing, the addition of a management analyst (full salary and benefit cost at approximately \$100,000) with possible support from a clerk typist (full salary and benefit cost at approximately \$75,000), should be considered.

The ordinance submitted to the City did not include a provision expressly authorizing the City to recoup the costs associated with administration of the ordinance. The City Attorney should be consulted about whether there exists an appropriate nexus under California law (specifically proposition 218) to levy a fee against covered healthcare facilities to recapture the cost of program administration.



In addition to requiring the City to enforce the ordinance, it also includes a private right of action wherein a healthcare worker, their representative, the City Attorney, or another person acting on behalf of the public may bring a civil action against an employer for violating the ordinance.

Conclusion

The Healthcare Minimum Wage Ordinance is a unique public policy approach as it targets a specific industry (private healthcare facilities), and it does so on a specific geographic basis (city boundaries) that does not logically overlay the minimum wage marketplace for the workers at issue. Nevertheless, the proponents are taking advantage of the local government initiative petition process to advance a public policy initiative. Such an approach has precedent, as anti-smoking efforts in the 1980s and 1990s also often started as local initiatives before gathering wider support.

This initiative, if passed, would have a fairly limited impact on only a small number of workers at the City of Hope facility. The City of Duarte would have to shoulder some additional administrative burdens and the labor market would be impacted at the margins. However, large-scale employment displacement or economic disinvestments are unlikely. Some low wage workers would receive tangible benefits, which particularly for those at very low/poverty incomes could be life altering in a positive way. However, the number of such workers would be relatively small (ranging from an estimated 500 to 580) in Duarte. Finally, Duarte is likely to become marginally less attractive as a location in which to locate a private covered healthcare facility because labor costs would be higher than in a neighboring location.



Date: August 1, 2022

To: Thomas B. Modica, City Manager



From: Johnny M. Vallejo, Economic Development, Acting Director



For: Mayor and Members of the City Council

Subject: **Update on Economic Impact Report for Healthcare Minimum Wage**

On July 15, 2022, the City Council was presented with an update on the ongoing efforts related to the City Council requested Economic Impact Report for Healthcare Minimum Wage, (Economic Impact Report) originally request on June 14, 2022.

The Economic Development Department engaged the Los Angeles County Economic Development Corporation (LAEDC) to develop the Economic Impact Report, after some difficulty in identifying a qualified consultant to prepare the report in such a constrained timeframe.

A draft of the Economic Impact Report (Attached) was provided to the City at the end of the day July 28, 2022 and added to the Supplemental City Council Agenda posted to Legistar on July 29, 2022. The Economic Impact Report will be presented to the Economic Development Commission (EDC) today, August 1, 2022, where the public will have the opportunity to provide public comment. Additionally, the Economic Impact Report will be presented to the City Council on August 2, 2022, at which time there will be another opportunity for public comment.

Upon receipt of the Economic Impact Report on August 2, 2022, the City Council may adopt the Ordinance or submit the Ordinance for consideration by the voters on the November 2022 ballot.

If you have any questions, please contact me at (562) 570-5282.

CC: CHARLES PARKIN, CITY ATTORNEY
DOUGLAS P. HAUBERT, CITY PROSECUTOR
LAURA L. DOUD, CITY AUDITOR
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MONIQUE DE LA GARZA, CITY CLERK (REF. FILE #[22-0837](#))
DEPARTMENT HEADS



A PROPOSED MINIMUM WAGE FOR PRIVATE HEALTHCARE FACILITIES

In the City of Long Beach

An Economic Study



A PROPOSED MINIMUM WAGE FOR PRIVATE HEALTHCARE FACILITIES

In the City of Long Beach

An Economic Study



INSTITUTE FOR APPLIED ECONOMICS

444 S. Flower Street, 37th Floor

Los Angeles, CA 90071

August 2022



This report was commissioned by City of Long Beach.

The LAEDC Institute for Applied Economics specializes in objective and unbiased economic and policy research in order to foster informed decision-making and guide strategic planning. In addition to commissioned research and analysis, the Institute conducts foundational research to ensure LAEDC's many programs for economic development are on target. The Institute focuses on economic impact studies, regional industry and cluster analysis and issue studies, particularly in workforce development and labor market analysis.

Every reasonable effort has been made to ensure that the data contained herein reflect the most accurate and timely information possible and they are believed to be reliable. This report is provided solely for informational purposes and is not to be construed as providing advice, recommendations, endorsements, representations or warranties of any kind whatsoever.

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1. INTRODUCTION

This study examines the potential economic implications of implementing a citywide healthcare sector minimum wage increase in the City of Long Beach for private healthcare facilities. Private healthcare facilities are defined as privately-owned hospitals, outpatient clinics, dialysis clinics, psychiatric hospitals/facilities, and facilities that are part of an integrated healthcare delivery system connected to a private hospital. In particular, the economic report will explore the potential benefits and risks of implementing a citywide private healthcare minimum wage increase to \$25 per hour for healthcare support workers, direct care workers, and healthcare service workers in these facilities. The study proceeds as follows:

Section 2 provides background on the proposed minimum wage increase initiative in Long Beach. In addition, we will review a similar initiative that will be enacted this year in the City of Los Angeles. Then, an overview of the health care industry in Long Beach will follow, with a discussion and analysis of occupations and businesses that make up the industry.

Next, **Section 3** provides an overview of the nature of the minimum wage. In the overview, economic theory and empirical evidence are discussed to understand the consequences of minimum wage implementation and increases.

Section 4 provides an industry risk assessment that identifies industries in Long Beach with businesses most financially at risk. This vulnerability risk assessment will be used to determine whether businesses in the health care industry are relatively financially vulnerable which will help determine the industry risk associated with the proposed increase in the minimum wage.

Section 5 provides an economic impact analysis of the proposed minimum wage increase. If enacted, the minimum wage increase will result in a variety of direct, indirect, and induced economic impacts for health care workers, businesses, and patients, as well as on city tax revenue collections.

Section 6 will introduce the varying viewpoints of a number of stakeholder groups regarding the proposed minimum wage increase.

Finally, the report will conclude with a section summarizing the study's key findings and will provide policy recommendations that fall out of the analysis conducted.

An explanation of the methodology, key assumptions, and a description of industry sectors can be found in the Appendix.



Private Healthcare Facilities

- Hospitals,
- Outpatient clinics,
- Dialysis clinics,
- Psychiatric hospitals/facilities,
- Facilities that are part of an integrated healthcare delivery system connected to a private hospital.

2.BACKGROUND

As the COVID-18 pandemic has progressed over recent years, a number of petitions seeking to increase the minimum wage for private healthcare workers have circulated throughout California. This movement seeks to positively impact the lives of healthcare workers subject to the increase as well as the quality and availability of healthcare services provided to patients. Opponents of the healthcare minimum wage proposal cite potential unintended negative economic consequences for the industry, patients, insurance companies, taxpayers, and even healthcare workers that will be subject to the new minimum wage.

The Service Employees International Union-United Healthcare Workers West (SEIU-UHW), which represents more than 100,000 workers across California, has launched petitions in nine cities in Los Angeles County including Los Angeles, Long Beach, Downey, Inglewood, Lynwood, Duarte, Monterey Park, Baldwin Park and Culver City. As of July 15, the cities of Los Angeles and Downey have passed SEIU-UHW's initiative, establishing a \$25 per hour minimum wage for workers in covered healthcare facilities, as defined in the introduction.¹

The SEIU-UHW began circulating a petition for the Long Beach minimum wage initiative in February 2022.²

Below is a brief background timeline highlighting key moments in the process:

June 6, 2022 – Proponents submitted a petition with signatures to the City. The City referred to the County for verification of the signatures.

June 14, 2022 – The City Council directed the City Manager to prepare an Economic Impact Report for the proposed Initiative Ordinance pursuant to Elections Code Section 9212.

July 5, 2022 – The City Clerk received a Certificate of Completion from the County confirming sufficiency of signatures in support of the Initiative Ordinance.

July 19, 2022 – The Certificate of Completion was presented to the City Council who deferred action until the completion of an Economic Impact Report.

The City of Los Angeles Healthcare Minimum Wage Ordinance was Passed by the Council³

On June 29, 2022, the Los Angeles City Council approved an ordinance to increase the minimum wage to \$25 per hour for employees working at covered healthcare facilities in the city, which includes privately-

Cities with a Minimum Wage for Private Healthcare Facilities Initiative:

- Los Angeles (passed)
- Long Beach
- Downey (passed)
- Inglewood
- Lynwood
- Duarte
- Monterey Park
- Baldwin Park
- Culver City

¹ SEIU-UHW. 2022. "We're Winning a \$25 Min Wage for Healthcare Workers." <https://www.seiu-uhw.org/winning25minwage/>

² Puente, K. June 18, 2022. "Long Beach to Consider Raising Minimum Wage for Health Care Workers." Long Beach Post News. <https://lbpost.com/news/long-beach-to-consider-raising-minimum-wage-for-health-care-workers>

³ Abrahms, A. & S. Shiralian. July 6, 2022. "Los Angeles Private Hospitals: A Minimum Wage Increase for Health Care Workers Will Likely Take Effect This Year." National Law Review. <https://www.natlawreview.com/article/los-angeles-private-hospitals-minimum-wage-increase-health-care-workers-will-likely>

owned hospitals, outpatient clinics, dialysis clinics, psychiatric hospitals, and facilities that are part of an integrated healthcare delivery system connected to a private hospital. Currently, workers at covered health care facilities in Los Angeles fall under the City's general minimum wage of \$16.04 which was implemented July 1, 2022. The Los Angeles City ordinance applies only to private hospitals and clinics and excludes public health care employers such as UCLA and Los Angeles County. The law is scheduled to go into effect on August 14, 2022.⁴

The Los Angeles City ordinance states that the new minimum wage for healthcare workers is meant to "help address the burnout, retention challenges, and worker shortages affecting health care workers in Los Angeles." The COVID-19 pandemic put significant strain on healthcare workers, many of whom decided to quit their jobs and leave the health care industry altogether.

An employer may obtain a one-year waiver from the increased minimum wage requirement in the ordinance if it can show that compliance with the new minimum wage will significantly impact its ability to operate successfully.

The minimum wage ordinance is not restricted to traditional healthcare workers, such as nurses, pharmacists, aides, and technicians, but also extends to positions such as janitorial staff, maintenance workers, housekeepers, guards, food service workers, administrative workers as long as these workers are employed at *privately*-owned hospitals, clinics, and nursing homes. While the Los Angeles healthcare minimum wage increase is set to extend to healthcare workers at both for-profit and nonprofit private hospitals and other healthcare facilities, it is designed to exclude county- and government-owned hospitals which employ a significant share of Los Angeles healthcare workers, as it could not legally set the wages for these facilities.

Proponents of the ordinance emphasize that ordinance is a direct way to impact the staffing shortages seen at healthcare facilities, with higher pay attracting workers and reducing turnover. Additionally, they point to healthcare workers only receiving nominal wage increases in the recent past, which have not kept pace with inflation, and that the ordinance would raise wages to a more livable level for many workers. Proponents believe that the increased labor costs could be compensated by decreasing the profits garnered by covered healthcare facilities, so that the costs are not passed on to patients.

Critics of the ordinance claim that despite the ordinance's stated attempt to prevent employment losses, the increased costs to covered facilities will drive some facilities to adjust to the new minimum wage in disruptive ways. These adjustments may include a combination of reduced service quantity and quality, relocation to a jurisdiction without a minimum wage for healthcare workers, or permanent facility closure. In addition, critics claim that the minimum wage has the potential to drive up the cost of healthcare, which would be particularly harmful during a period of significant inflation.

City of Long Beach Minimum Wage Proposal for Private Healthcare Workers

The City of Long Beach is considering implementing an increase in the minimum wage of private healthcare support workers, direct care workers, and healthcare service workers in covered healthcare facilities from the current \$15 per hour to \$25 per hour. This increase represents a significant 67 percent increase in the minimum wage for these workers. The COVID-19 pandemic led a significant number of

⁴ SEIU-UHW. 2022. "We're Winning a \$25 Min Wage for Healthcare Workers." <https://www.seiu-uhw.org/winning25minwage/>

healthcare workers to leave their jobs in the healthcare sector, with data indicating that around 18 percent of U.S. healthcare workers quit during the pandemic.⁵ Supporters of a healthcare minimum wage increase state that raising the healthcare minimum wage *may* address this negative employment trend by serving to retain current and attract new healthcare workers.

Opponents of the increase in the minimum wage include some of the region's largest hospital systems, including Kaiser Permanente and Dignity Health.⁶ These critics claim that the measure is inequitable in that it excludes public sector workers and therefore creates a disadvantage for private healthcare facilities. However, the initiative could not legally cover these government-owned facilities. In addition, critics state that the increase *may* result in increased health care costs for patients as well as decreased access to healthcare, especially for lower-income patients.

Specific Occupations Subject to Minimum Wage Under the Measure:

- Clinicians
- Certified nursing assistants
- Aides
- Technicians
- Maintenance workers
- Janitors
- Groundskeepers
- Guards
- Food service workers
- Laundry workers
- Administrative workers
- Office clerical workers

Healthcare workers to be covered by the proposed minimum wage include workers at a covered healthcare facility providing patient care, healthcare services, or healthcare support services. Specific occupations subject to minimum wage under the measure include clinicians, certified nursing assistants, aides, technicians, maintenance workers, janitors, groundskeepers, guards, food service workers, laundry workers, administrative workers, and office clerical workers. **Covered healthcare facilities that would be subject to the measure include privately-owned general acute care hospitals, clinics, acute psychiatric hospitals, dialysis clinics, psychiatric health facilities, and integrated healthcare delivery system facilities connected to a private hospital.**

The measure language prohibits employers from adjusting to cost increases due to the minimum wage by reducing premium pay rates, reducing employee benefits, reducing work hours, laying off employees, or increasing charges for parking, work-related materials, or equipment.⁷ However, there is a strong possibility that employment adjustments will be made before the minimum wage goes into effect. A one-year waiver, similar to the waiver implemented by the City of Los Angeles, is offered to any employer who can show that it will be significantly negatively affected financially due to the higher minimum wage.

Health Care Industry in Long Beach

The Health Care industry, as defined by the North American Industry Classification System (NAICS), is made up of Ambulatory Health Care Services (NAICS 621), Hospitals (NAICS 622), and Nursing and Residential Care Facilities (NAICS 623). Jobs, establishments, and occupations within the subsectors will be analyzed to provide an overview of the Health Care industry in the City of Long Beach.

⁵ Galvin, G. October 4, 2021. "Nearly 1 in 5 Health Care Workers Have Quit Their Jobs During the Pandemic." <https://morningconsult.com/2021/10/04/health-care-workers-series-part-2-workforce/>

⁶ Puente, K. June 18, 2022. "Long Beach to Consider Raising Minimum Wage for Health Care Workers." Long Beach Post News. <https://lbpost.com/news/long-beach-to-consider-raising-minimum-wage-for-health-care-workers>

⁷ City of Long Beach. 2022. *Healthcare Workers Minimum Wage Ordinance*. <https://www.longbeach.gov/globalassets/city-clerk/media-library/documents/notice-of-intent>

In 2021, each of the three Health Care industry subsectors were among the top 15 subsectors by employment in the City of Long Beach. Ambulatory Health Care Facilities was ranked fifth, with just under 9,500 jobs, Hospitals ranked eighth with just over 6,500 jobs, and Nursing and Residential Care Facilities ranked fourteenth, with just over 3,000 jobs, for an industry total of more than 19,100 jobs or **11.2 percent of all jobs in the city**. Additionally, the Health Care industry provided \$2.1 billion to Long Beach's Gross City Product (GCP) and paid \$54.5 million in state, local, and federal taxes.

There are several notable businesses among the **estimated 1,188 Health Care establishments** in Long Beach; the majority of businesses and employment in the industry is in the Ambulatory Health Care Facilities subsector. In Ambulatory Health Care Facilities, which includes Offices of Physicians, Home Health Care Services, Outpatient Care Centers and Medical Laboratories, among others, notable businesses include Optum Medical (formerly HealthCare Partners) and Molina Healthcare. Hospitals are headlined by the Memorial Care Medical Group's Long Beach Memorial Medical Center, Dignity Health's St. Mary Medical Center, and the Veteran Affairs' Long Beach Healthcare System, in addition to smaller General Medical and Surgical Hospitals and those that specialize in psychiatric, substance abuse, and other fields. Finally, the Windsor Gardens Convalescent Center and Bixby Knolls Towers are the largest businesses operating in the Nursing and Residential Care Facilities subsector.

Overall, **it is estimated that the Health Care industry in Long Beach directly supports more than 19,600 jobs**. The leading occupations were in the general categories of Healthcare Practitioners and Technical Occupations (SOC 29-0000) with over 7,600 jobs, Healthcare Support Occupations (SOC 31-0000) with 3,900 jobs, and Office and Administrative Support Occupations (SOC 43-0000) with more than 3,300 jobs. In terms of specific occupations, the top three were Registered Nurses with over 3,100 jobs, Nursing Assistants with just under 1,100 jobs, and Medical Secretaries and Administrative Assistants with just over 1,000 jobs; these occupations make up more than a quarter of all employment in the industry. Exhibit X-X shows the top ten occupations in the Health Care industry, along with the percent change in employment over the last ten years, current median hourly earnings, and their necessary entry level education.

Among the top ten occupations, seven have a median hourly earnings rate that is less than \$25 per hour, with each also having an entry-level education below the college level. Among the top ten occupations, Home Health and Personal Care Aides have had the fastest growth rate over the past decade, at 130 percent.

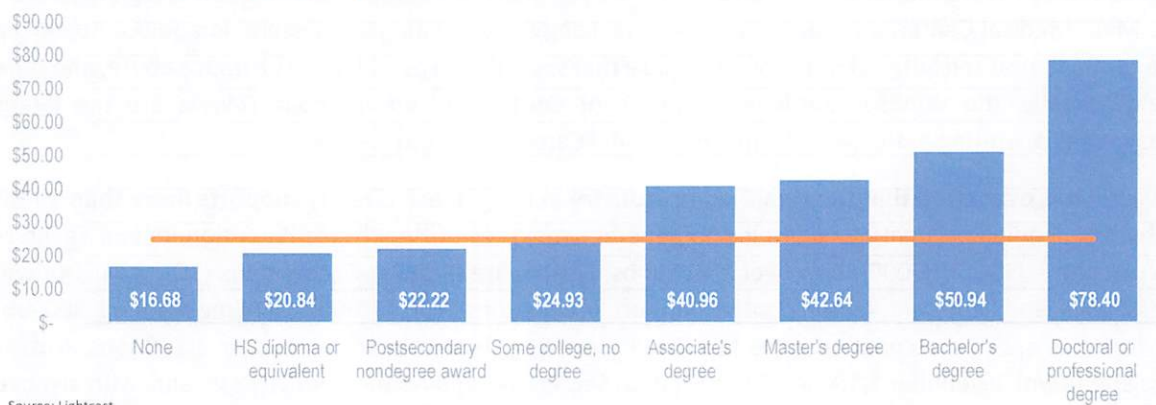
Exhibit X-X: Top Ten Occupations in Health Care in the City of Long Beach, 2021

SOC	Description	2021 Jobs	% Change since 2011	Median Hourly Earnings	Typical Entry Level Education
29-1141	Registered Nurses	3,122	22%	\$55.05	Bachelor's degree
31-1131	Nursing Assistants	1,053	(7%)	\$17.65	Postsecondary nondegree award
43-6013	Medical Secretaries and Administrative Assistants	1,014	42%	\$21.46	High school diploma or equivalent
31-9092	Medical Assistants	946	(6%)	\$17.72	Postsecondary nondegree award
31-1128	Home Health and Personal Care Aides	859	130%	\$13.91	High school diploma or equivalent
29-2061	Licensed Vocational Nurses	743	4%	\$29.05	Postsecondary nondegree award
43-4171	Receptionists and Information Clerks	487	3%	\$16.06	High school diploma or equivalent
31-9091	Dental Assistants	419	16%	\$18.90	Postsecondary nondegree award
11-9111	Medical and Health Services Managers	342	43%	\$62.60	Bachelor's degree
43-9061	Office Clerks, General	341	(7%)	\$18.12	High school diploma or equivalent

Source: Lightcast

Looking at the effect of education on wages across healthcare occupations in the city, **there is a clear relationship between educational attainment on average wages**: the average hourly wage across all occupations was \$35.73, however this was extremely bifurcated based on college attendance. For those with no formal education credential the average wage was \$16.68 per hour, while those with a high school diploma or equivalent, a postsecondary nondegree award, or some college with no degree also earned less than \$25 an hour on average, \$20.84 per hour, \$22.22 per hour, and \$24.93 per hour, respectively. Meanwhile those with an Associate degree or more average \$53.21 per hour; Exhibit X-X shows each education level with their associated average annual wages in the Health Care industry, along with a line that represents \$25 an hour.

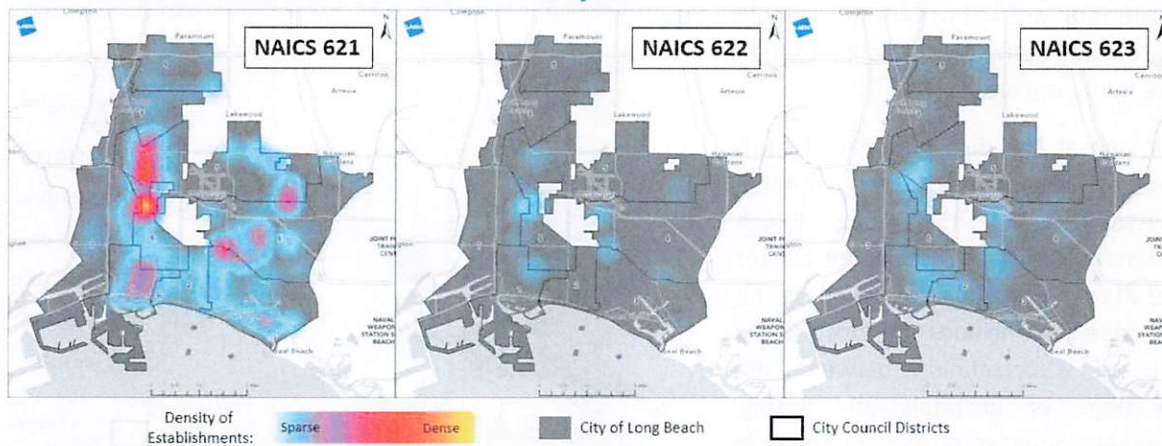
Exhibit X-X: Average Hourly Wages by Education



To look at the distribution of establishments, the component parts of the Health Care industry, Ambulatory Health Care Services (NAICS 621), Hospitals (NAICS 622), and Nursing and Residential Care Facilities (NAICS 623), are each examined separately in Exhibit X-X. Looking at the number of establishments, there are far more Ambulatory Health Care Services establishments than Hospitals and Nursing and Residential Care Facilities establishments: 85.5 percent of the establishments in the Long Beach Health Care industry are in Ambulatory and Health Care Services, compared to 5.1 and 9.4 percent, respectively, in the other two subsectors. Due to having more facilities, the density of establishments for NAICS 621 is much higher, shown by the appearance of red and yellow shading in the left-most heat map. Across the subcategories, Council District 5 had the most establishments, followed by Council District 6, Council District 4, and Council District 3.

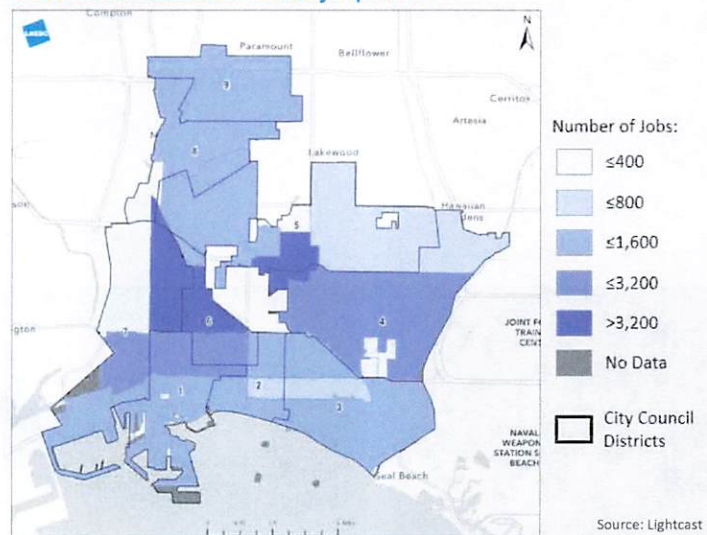
For NAICS 621, establishments are most dense in the corridor that runs between Long Beach Boulevard and Atlantic Avenue, from E Willow Street north to E San Antonio Drive. The densest agglomeration of Ambulatory Health Care Services establishments is where Council District 6 narrows and meets Council District 5, around the Long Beach Memorial Medical Center. Additionally, that area shows up as a hotspot when looking at Hospitals establishments; other areas include the St. Mary Medical Center at the southern end of Council District 6 and the Long Beach Community Hospital in Council District 3. Clusters of establishments in Nursing and Residential Care Facilities also appear around these hospitals, as well as in a corridor along Vista del Mar, where Council District 6 meets Districts 5 and 7.

Exhibit X-X: Distribution of Health Care Establishments by NAICS Code



In addition to the distribution of establishments across the city, the distribution of jobs and annual earnings can also be visualized. The choropleth maps in Exhibits X-X and X-X show the distributions in the zip code geography, with City Council Districts overlaid. The largest number of jobs in the Health Care industry are in the 90806 zip code. This zip code covers the area around Long Beach Memorial Medical Center, as well as the Ocean View facilities. Additionally, the jobs in this zip code have the highest average annual earnings, tied with the 90822 zip code, with more than \$100,000. The 90822 zip code is notable as it is the location of the Veterans Affairs Long Beach Healthcare System. **The zip codes with hospitals are correlated with the zip codes that have the highest average annual earnings in the Health Care industry, as well as the most employment in the industry.**

Exhibit X-X: Healthcare Jobs by Zip Code



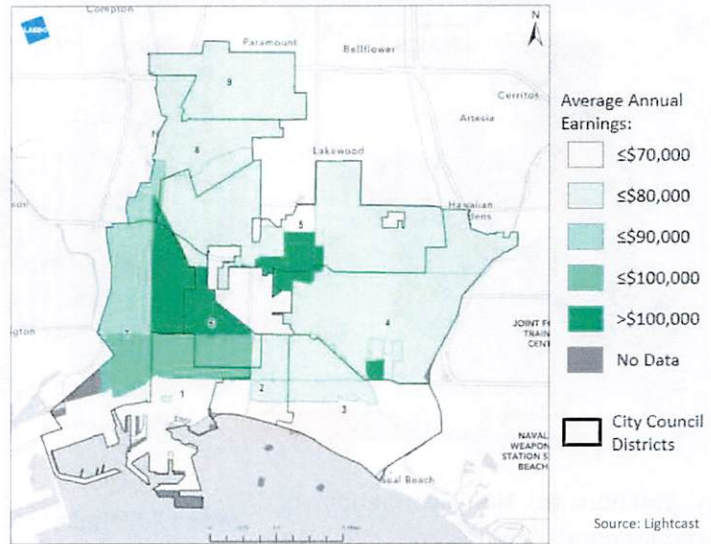
A separate analysis of the Census' Longitudinal Employer-Household Dynamics dataset reveals that the zip codes with the most jobs are not those with the most resident healthcare workers. That distinction belongs to zip code 90805, which sits just north of the concentration of healthcare jobs, in Council Districts 8 and 9.

The Health Care industry is one of Long Beach's largest employers, with establishments and jobs spread across the city. Registered Nurses are the most common occupation, however many of the other top occupations are lower skill, lower wage jobs that don't require as much education, such as Nursing Assistants. In the Health Care industry, wages are highly dependent on educational attainment, so many

of these lower skill, lower wage positions are those who would potentially benefit from an increase in the minimum wage.

Looking at the distribution of Health Care establishments, there is a notable cluster around the Long Beach Memorial Medical Center. This cluster results in a concentration of jobs in the zip code that includes that hospital, as well as a correlation between the locations of hospitals and higher average annual earnings for workers in those zip codes.

Exhibit X-X: Healthcare Average Annual Earnings by Zip Code



3. THE MINIMUM WAGE: THEORY AND EVIDENCE

Proponents of the minimum wage have justified increases on moral, social, and economic grounds.⁸ Overall, the main objective of such increases is to raise incomes and improve living standards of low-wage workers while reducing inequality. Minimum wage opponents claim that minimum wages can be counterproductive and decrease rather than improve the welfare of many low-income workers, while also leading to economic and social inefficiencies. In this section economic theory and empirical evidence both supporting and opposing minimum wage implementation and increases will be reviewed.

Economic Theory Supporting Minimum Wage Increases

Point of View: Minimum wage increases have theoretically been shown to result in little to no economic disruption while also leading to a number of potential economic benefits.

This section will provide a brief overview which is split in two sections, theory pertaining to businesses and theory pertaining to workers.

Businesses

Employment reductions due to increased labor costs are frequently cited by critics of minimum wage increases, however, proponents state that labor markets do not operate in the same way as markets for products and other services.⁹ Instead, they argue that, unlike other markets where price increases do not usually change the quality of the product, increased wages above the market equilibrium may lead to better quality labor due to factors such as improved morale and decreased turnover in labor markets. This increase in labor quality can serve to offset the possible negative effect that an increase in wages may have on employment in a market for products and other services, as employers would not feel as strong a need to reduce the number of workers or hours worked.¹⁰ Furthermore, employment decreases can be avoided if businesses pass on higher labor costs to their customers by increasing prices for goods and services, decrease wages for higher income workers to keep labor costs constant, or reduce profits to maintain the current price level.¹¹

In models analyzing the minimum wage in terms of efficient worker search and job matching, the minimum wage has multiple, opposing effects on job creation and can lead to more jobs.¹² Although in these models the minimum wage serves to decrease demand for labor by raising the cost of hiring a new worker, the higher minimum wage also makes employment attractive relative to unemployment for prospective workers, thus leading to increased job search effort by unemployed workers. By augmenting the pool of workers looking for a job as well as the intensity of their job search, the minimum wage increases the quality of matches between employers and employees. If prospective employees' additional

⁸ Sodsriwiboon, P., and Srouf, G. March 2019. "Does a Minimum Wage Help Workers?" International Monetary Fund. <https://www.imf.org/Publications/fandd/issues/2019/03/does-a-minimum-wage-help-workers-basics>

⁹ Card, D., & Krueger, A. B. 1993. "Minimum Wages and Employment: A Case Study of The Fast Food Industry in New Jersey and Pennsylvania." NBER. <https://www.nber.org/papers/w4509>

¹⁰ Leigh, J.P. and Du, J. October 4, 2018. "Effects Of Minimum Wages on Population Health." Health Affairs. <https://www.healthaffairs.org/doi/10.1377/hpb20180622.107025/full/>

¹¹ Leigh, J. P. 2019. "Arguments For and Against The \$15 Minimum Wage For Health Care Workers." American journal of public health. 109(2), 206-207.

¹² Cahuc, P. and Zylberberg, A. 2004. *Labor Economics*. Cambridge: The MIT Press.

search effort significantly improves the employee-employer match quality, employment may not be negatively affected and may even increase due to a minimum wage increase.

Workers

Supporters of minimum wage increases often argue that they increase the wages of employees with the least bargaining power, those who would be getting paid more if markets were fully competitive.¹³ In a market characterized by significant employer market power, a minimum wage increase above the equilibrium could theoretically increase employment and raise wages.

Importantly, this minimum wage increase was in part brought about because proponents argue that the health care industry is not experiencing full employment. This could be because the labor supply is not large enough, though is more likely due to there not being enough demand in the labor market for the positions that are short-staffed. These positions are likely those receiving the lowest wages, which affects the demand from workers to fill them. Increasing the wage is a straightforward way to stimulate demand among workers for these positions, thereby addressing the understaffing crisis.

Finally, the minimum wage may serve as a tool to decrease inequality by closing wage gaps in the healthcare industry. With lower wage jobs being highly represented by minority workers, this could potentially reduce racial wage gaps in the private healthcare sector.

Economic Theory Opposing Minimum Wage Increases

Point of View: A minimum wage increase has also theoretically been found to result in a number of negative economic consequences.

This section will provide a brief overview of those consequences, organized in two subsections.

Businesses

Adjustments in response to the increase in the minimum wage may include price increases for consumers or cost saving adjustments by businesses, such as substituting lower-skilled workers with higher-skilled employees, eliminating jobs or reducing hours, and increasing automation over the long-run. Potential reductions in employment resulting from the increase in the minimum wage may not take place automatically and may take months or even years to materialize, as employers substitute labor-saving equipment and make other adjustments in response to the increased minimum wage. Some businesses may adjust to the new minimum wage by leaving a jurisdiction altogether.

Full worker compensation contains monetary and nonmonetary forms of compensation. Some employers may adjust non-monetary forms of compensation to help offset the increase in the minimum wage. These offsetting actions may include a reduction in health care benefits, reduced childcare benefits, reduced vacation time, and elimination of workplace features attractive to employees. An increase in the minimum wage may do little to decrease employment but could instead reduce fringe benefits that workers value more highly than the increase in wages.¹⁴ As a result, a minimum wage increase may make workers who receive higher wages worse off. Adjustments in terms of nonmonetary forms of compensation are

¹³ Bernstein, J., and Schmitt, J. June 2000. "The Impact of the Minimum Wage." Economic Policy Institute. https://www.epi.org/publication/briefingpapers_min_wage_bp/

¹⁴ Lee, D. R. 2004. "The Minimum Wage Can Harm Workers by Reducing Unemployment." *Journal of Labor Research*, 25(4), 657-666.

prohibited by the ordinance after the minimum wage increase goes into effect. While this prohibition will serve to mitigate long-term employer reactions made in terms of nonmonetary compensation, short run adjustments may take place before the minimum wage goes into effect. In addition, some types of nonmonetary compensation valued by employees are not easily measured and may be reduced as a result of imperfect measurement and enforcement.

An increase in the minimum wage may exert negative effects on businesses as increased labor costs decrease profits, with this phenomenon particularly impacting small businesses and businesses that are just staying afloat. In response to minimum wage increases, some businesses may react by eliminating jobs, replacing employees with labor-saving technology, or leaving the city altogether. Minimum wage increases are particularly impactful for businesses in industries that rely on low-skilled workers with little education, such as restaurants, bars, retail stores, fitness centers, sports stadiums, and concert venues. As an essential part of the economy, anything that negatively impacts small businesses has the potential to reduce a jurisdiction's economic performance.

Workers

Economists have long discussed the potential negative employment effects of minimum wages on low-skilled workers – the very group that minimum wage laws intend to help. All else equal, just as with any other good or service, when wages are raised less labor will be demanded by employers. While some employees may benefit from the higher minimum wage, if the hospital seeks to keep labor costs constant, others may see a reduction in work hours or may lose their jobs altogether. Those workers whose production is valued most below the minimum wage may be most negatively affected by minimum wage laws, with many of these individuals not having graduated high school and coming from low-income backgrounds.

Minimum wage laws prohibit affected businesses from paying less than a given wage. If that given wage is higher than the market wage, it stimulates the supply of labor, attracting workers. Meanwhile, the increased wage would cause employers to demand less labor to keep labor costs constant, with all else equal. When the labor market finds its new equilibrium with the minimum wage, some low-skilled workers may be priced out by the entry of new higher skill workers, reduction in demand from employers, or introduction of labor-saving capital machinery.

Another potential negative consequence of a higher minimum wage is reduced on-the-job training and experience for some low-skilled workers. Low-skilled workers who are priced out of the labor market may be prevented from acquiring on-the-job training and experience that will allow them to become more productive and earn higher wages. All else equal, this will reduce the number of workers with the level of training and job skills that would have been available otherwise, making it more difficult for businesses to fill certain higher-skilled positions.

Concluding Thoughts: Economic Theory and Minimum Wage Increases

Economic theory generally supports the conclusion that minimum wage increases are associated with a variety of negative economic impacts, especially for businesses. These negative results are more likely to take place under certain conditions: holding other factors constant, the larger the increase in the minimum wage over the competitive market wage, the greater the potential negative economic impact on businesses. Furthermore, all else equal, the longer the minimum wage is in place, the more firms and

employees will make adjustments in response. As a result, the theoretical long run negative impacts of a significant real inflation-adjusted minimum wage increase would be greater than short run impacts.

Competitive markets with little to no employer market power will be more likely to exhibit negative effects as a result of a significant increase in a minimum wage. In a theoretical labor market where an employer holds significant labor market power, worker mobility is limited, meaning that individual employers have significant discretion when it comes to setting wages. In this theoretical case, the effect of increasing the minimum wage is unclear. In most markets, employers must compete for labor which strips them of market power. Furthermore, the market power case is generally not applicable to labor markets for unskilled labor that are subject to a minimum wage.¹⁵

There are other scenarios where the minimum wage will result in little to no negative economic effects. Short run impacts will likely be muted as economic actors figure out how to best adjust to the changing economic environment. Furthermore, small increases in the minimum wage will be limited in their ability to negatively impact labor and product markets as well as business profitability and survival prospects. Moreover, if employers in an industry want to hire approximately the same number of workers despite an increase in wages, meaning that their demand for labor is not very responsive to changes in the price of labor, a minimum wage increase may not significantly reduce employment. This situation is more likely to hold in the short term than in the long term and more likely to characterize certain industries, including healthcare. Another long-term effect is dependent upon whether the minimum wage has an inflation-adjustment mechanism, the presence of such an effect makes it so that the minimum wage is not eroded by inflation over time, resulting in a permanent increase in real wages that is more impactful for businesses.

Industries heavily reliant on labor subject to the minimum wage may experience a loss in establishments and employment with potential negative impacts on state and local tax revenues. This is particularly true for small businesses and those on the margin of survival, who may relocate to avoid the minimum wage or close down altogether. **Overall, the degree of a minimum wage increase matters more than the mere fact that a minimum wage increase will take place.** This conclusion is supported by a number of professional economists. A 2021 Chicago Booth Initiative on Global Markets Poll asked a panel of expert economists whether they agreed with the statement that “an increase in the federal minimum wage of \$15 per hour would lower employment for low-wage workers in many states.” The current federal minimum wage is \$7.25 per hour. Only 14 percent of respondents disagreed with the statement with 45 percent agreeing.¹⁶ A quote provided by an economic expert that responded to the poll indicates that the degree of increase is an important determinant of the minimum wage increase’s potential effect:

“Research has shown modest min. wage increases do not increase unemployment. But going from \$6 to \$15 in the current situation is not modest.”

-Pinelopi Goldberg, Yale University

¹⁵ Staiger, D., Spetz, J.E. and Phibbs, C.S. July 1999. “Is There Monopsony in the Labor Market? Evidence from a Natural Experiment.” NBER Working Paper No. w7258. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=202434

¹⁶ IGM Economic Experts Panel. February 2, 2021. “The U.S. Minimum Wage.” <https://www.igmchicago.org/surveys/the-us-minimum-wage/>

A small minimum wage increase will likely result in only slight or even zero negative employment outcomes. A theoretical explanation for the slight negative employment effects resulting from moderate minimum wage increases is that at modest levels, minimum wage increases make up only a small share of an employer's total costs.¹⁷ As a result, businesses can absorb the increase in a variety of ways that do not significantly distort employment outcomes.

However, minimum wage increases that are too high may result in significant employment losses, increasing income inequality as low-income workers lose jobs.¹⁸ Low-skilled workers subject to the minimum wage may suffer job losses, benefit reductions, and cuts in hours worked. Additionally, one invisible potential impact of a minimum wage increase is reduced hiring of low-skilled workers compared to what otherwise would have happened without the minimum wage increase.¹⁹ **These jobs that were never created should be considered a cost of a minimum wage increase although they are never seen.**

Workers who keep their jobs, do not see their hours worked significantly impacted, do not experience an offsetting decrease in other nonmonetary forms of compensation, and whose employer does not relocate or close will benefit from the minimum wage increase. Additionally, new workers attracted to the field would reap these benefits, so long as they are able to get a job. With this increase in income, there are benefits such as improved worker health outcomes and increased spending within the economy.²⁰ They argue that a growing and prosperous healthcare sector and economy can absorb a minimum wage increase with few disruptions.²¹ Disemployment effects would likely be less for industries like healthcare where consumers do not alter demand significantly as a result of changes in prices.²²

Discussions surrounding the minimum wage often center on the impact on workers, in particular jobs and income figures. **The overall effect of the minimum wage on workers depends on a combination of the policy's effect on employment numbers, hours worked, and labor income.**²³

Theoretically, when it comes to employment numbers and labor income, a minimum wage could result in three outcomes.

1. Total employment and total labor income decrease. In this situation, a minimum wage increase results in large enough disemployment of affected workers that the higher wages to workers that kept their jobs is less than the employment losses resulting from layoffs, business relocation, and reduced hours.

¹⁷ Sodsriwiboon, P., and Srour, G. March 2019. "Does a Minimum Wage Help Workers?" International Monetary Fund. <https://www.imf.org/Publications/fandd/issues/2019/03/does-a-minimum-wage-help-workers-basics>

¹⁸ Sodsriwiboon, P., and Srour, G. March 2019. "Does a Minimum Wage Help Workers?" International Monetary Fund. <https://www.imf.org/Publications/fandd/issues/2019/03/does-a-minimum-wage-help-workers-basics>

¹⁹ Boudreaux, D. December 9, 2014. "The Detectable and the Undetectable." Café Hayek. <https://cafehaye.com/2014/12/the-detectable-and-the-undetectable.html>

²⁰ Leigh JP, Du J. October 4, 2018. "Health Policy Brief: Effects of Minimum Wages On Population Health." Health Affairs. Available at: <https://www.healthaffairs.org/doi/10.1377/hpb20180622.107025/full>.

²¹ Himmelstein, K. E., & Venkataramani, A. S. 2019. "Economic Vulnerability Among US Female Health Care Workers: Potential Impact of A \$15-Per-Hour Minimum Wage." American Journal of Public Health, 109(2), 198-205.

²² Leigh, J. P. 2019. "Arguments For and Against The \$15 Minimum Wage for Health Care Workers." American Journal of Public Health, 109(2), 206-207.

²³ Leigh, J.P. and Du, J. October 4, 2018. "Effects Of Minimum Wages on Population Health." Health Affairs. <https://www.healthaffairs.org/doi/10.1377/hpb20180622.107025/full/>

2. Total employment and total labor income increase. In this case, other changes beyond a mandated increase to the minimum wage may have taken place in the economy. A thorough empirical study would control for other factors in order to isolate the effect of the minimum wage on employment. Total employment and total labor income may both increase due to a rise in the minimum wage in a labor market situation where an employer has significant market power.
3. Total employment decreases and total labor income increases. This is a scenario with a clear tradeoff. Workers subject to the minimum wage who have kept their jobs and have not had hours cut will experience an increase in income and standards of living. On the other hand, some workers have lost jobs or have had hours cut as a result of the minimum wage. In this scenario, there are both winners and losers in the labor market from the minimum wage increase.

Which of these three scenarios will hold depends on a variety of factors which include market conditions, responses to the minimum wage increase by economic actors, and the specific details of the minimum wage and relevant sector. A review of the empirical evidence looking at real-world implications of minimum wage increases will be conducted in the next section.

It is also essential to understand how minimum wage increases impact consumers, especially in a field like healthcare. Consumers may end up paying higher prices or receiving lower quality for a number of goods and services. Healthcare prices for patients, governments, and insurance companies may rise as a result of the minimum wage increase in the private healthcare sector, though the response would not be immediate due to the market mechanisms within healthcare. Also, if covered healthcare facilities demand less labor, so that the minimum wage increase does not in turn increase their labor costs, it would exacerbate staffing issues and likely result in a decrease in the quality of care. These impacts could also potentially reduce access to healthcare for patients, specifically lower-income patients.

However, the wage increase could theoretically be financed with decreases in wages for higher income workers or profits of healthcare businesses so that prices would not increase.²⁴ Additionally, if staffing levels stay the same, then the quality of care for patients may improve, as the additional worker income bolsters the quality of labor. Furthermore, acknowledging the reported understaffing in some covered healthcare facilities, if the minimum wage was able to attract workers and the covered healthcare facility could weather the increased labor costs, then the increased number of workers should have a positive effect on quality of care.

Empirical Evidence Supporting Minimum Wage Increases

Empirical evidence is mixed regarding the effect of minimum wage increases, however this does not appear to impact the opinion of the general public, with polls showing that a majority of Americans support increases in minimum wages. In 2014, the Pew Research Center reported that 73 percent of polled Americans support increasing the federal minimum wage from \$7.25 to \$10.10.²⁵

²⁴ Leigh, J. P. 2019. "Arguments for and Against the \$15 Minimum Wage for Health Care Workers." *American Journal of Public Health*, 109(2), 206-207.

²⁵ Drake, B. March 4, 2014. "Polls Show Strong Support for Minimum Wage Hike." Pew Research Center. <https://www.pewresearch.org/fact-tank/2014/03/04/polls-show-strong-support-for-minimum-wage-hike/>

Businesses

Proponents of increasing the minimum wage state that it would serve to increase worker productivity and decrease worker turnover.²⁶ Studies have found a potential positive impact on increasing the minimum wage on worker productivity due improved morale and work ethic. In addition, increasing the minimum wage may reduce employee turnover, leading to reduced recruiting and training costs. Employee turnover can have a significant negative impact on the bottom line of a business. **One study estimates that the cost to employers of replacing a low-wage employee equals approximately 16 percent of the worker's yearly salary.** Research has found that higher minimum wages are associated with lower absenteeism rates thus increasing productivity. One study found "evidence that... turnover rates for teens and restaurant workers fall substantially following a minimum wage increase," declining by approximately 2 percent for a 10 percent rise in the minimum wage.²⁷

Workers

Multiple academic studies find that modest minimum wage increases do not result in significant employment losses.²⁸ Studies suggest that in these cases, wages can grow and racial earnings gaps may close as a result of the minimum wage without significantly reducing opportunities for low-income workers.²⁹ One study finds that the overall number of low-wage jobs was relatively unchanged five years following a minimum wage increase.³⁰ This result held for the restaurant and retail sectors which employ high numbers of minimum wage workers. Furthermore, the study finds that the absence of employment loss was not explained by the substitution of higher skilled labor. However, the study did find evidence of job loss in sectors of the economy where goods and services are traded internationally, including manufacturing. This is largely due to the fact that consumers have more options to purchase competing internationally traded goods and services, however this is not the case in healthcare.³¹

A famous empirical study by David Card and Alan Krueger found that a 1992 increase in New Jersey's minimum wage may have been associated with an increase in fast-food industry employment.³² The study surveyed 410 fast food restaurants just before New Jersey increased its minimum wage as well as 10 months after the increase while neighboring Pennsylvania did not increase its minimum wage. No statistically significant change in employment was found for New Jersey franchises. However, Pennsylvania franchise employment fell during this period. Thus, employment in the New Jersey franchises increased relative to employment in Pennsylvania fast food franchises. These results were interpreted by many as showing that an increase in the minimum wage does not necessarily negatively impact employment, which may actually increase.

Minimum wages are designed to target poverty. One study found that assuming a 9.4 percent decrease in total workhours as a result of a \$15 national healthcare minimum wage, poverty rates for healthcare

²⁶ Janet L. Yellen. "Efficiency Wage Models of Unemployment." *Information and Macroeconomics*, May 1984

²⁷ Arindrajit Dube, T. William Lester, and Michael Reich. Oct. 2014. "Minimum Wage Shocks, Employment Flows and Labor Market Frictions." irle.berkeley.edu.

²⁸ Paul J. Wolfson and Dale Belman. 2016. "15 Years of Research on U.S. Employment and the Minimum Wage," Tuck School of Business Working Paper no. 2705499.

²⁹ Ellora Derenoncourt and Claire Montialoux. February 2021. "Minimum Wages and Racial Inequality," *Quarterly Journal of Economics* 136, no. 1.

³⁰ Cengiz, D., Dube, A., Lindner, A., & Zipperer, B. 2019. "The Effect of Minimum Wages On Low-Wage Jobs." *The Quarterly Journal of Economics*, 134(3), 1405-1454.

³¹ Harasztsi, P., & Lindner, A. 2019. "Who Pays for the Minimum Wage?" *American Economic Review*, 109(8), 2693-2727.

³² Card, D., & Krueger, A. B. 1993. "Minimum Wages and Employment: A Case Study of The Fast Food Industry in New Jersey and Pennsylvania." NBER. <https://www.nber.org/papers/w4509>

workers would be reduced by 27 percent.³³ A higher minimum wage may also serve to reduce government welfare spending: a study by the Center for American Progress found that raising the federal minimum wage by 6 percent would decrease spending on the Supplemental Nutrition Assistance Program (SNAP, formerly food stamps) by 6 percent, which translated to \$4.6 billion.³⁴ In addition, the Economic Policy Institute found that increasing the minimum wage could result in millions of Americans no longer being dependent on government assistance programs and could save billions in government spending on income-support programs.³⁵

Research has found that increasing the minimum wage could reduce crime. One study finds that “higher wages for low-income individuals reduce crime by providing viable and sustainable employment... raising the minimum wage to \$12 by 2020 would result in a 3 to 5 percent crime decrease (250,000 to 540,000 crimes) and a societal benefit of \$8 to \$17 billion dollars.”³⁶

Supporters of a higher minimum wage often cite health benefits to low-income workers that would result. One study found that increasing California’s minimum wage could lead workers earning a higher wage to eat better, exercise more, be less likely to smoke, and experience fewer emotional and psychological problems.³⁷ Higher incomes from minimum wage increases may also serve to improve infant health, decrease child abuse, and reduce teenage pregnancy.³⁸

Additionally, increasing the minimum wage could serve to increase the incomes of workers who make slightly above the minimum wage, also improving their morale and livelihood. A Brookings Institution study found that an increase in the federal minimum wage could result in higher wages not only for workers earning the minimum wage, but also for millions of workers making up to 150 percent of the federal minimum wage.³⁹

Empirical Evidence Opposing Minimum Wage Increases

While most of the general public believes that minimum wage laws serve to benefit low wage workers, many economists believe that minimum wage mandates may actually harm the very people they are supposed to help, in addition to harming businesses. **When surveyed on the minimum wage, professional economists differ significantly from the general public.** A survey of members of the American Economic Association (AEA) in 1992 found that 79 percent of respondents believed that a minimum wage serves to increase unemployment among young and low-skilled workers – the very population that the minimum wage seeks to help; however, a follow-up survey of AEA economists in 2000 showed that only 46 percent

³³ Himmelstein, K. E., & Venkataramani, A. S. 2019. “Economic Vulnerability Among US Female Health Care Workers: Potential Impact of A \$15-Per-Hour Minimum Wage.” *American Journal of Public Health*, 109(2), 198-205.

³⁴ Rachel West and Michael Reich. March 2014. “The Effects of Minimum Wages on SNAP Enrollments and Expenditures,” Center for American Progress.

³⁵ David Cooper. October 16, 2014. “Raising the Federal Minimum Wage to \$10.10 Would Save Safety Net Programs Billions and Help Ensure Businesses Are Doing Their Fair Share.” Economic Policy Institute.

³⁶ Jose Fernandez, Thomas Holman, and John V. Pepper. July 5, 2013. “The Impact of Living Wage Ordinances on Urban Crime,” people.virginia.edu.

³⁷ Rajiv Bhatia. May 2014. “Health Impacts of Raising California’s Minimum Wage.” Human Impact Partners.

³⁸ George L. Wehby, Dhaval M. Dave, and Robert Kaestner. 2020. “Effects of the Minimum Wage on Infant Health,” *Journal of Policy Analysis and Management* 39, no. 2 (Spring 2020); Kerri M. Raissian and Lindsey Rose Bullinger, “Money Matters: Does the Minimum Wage Affect Child Maltreatment Rates?”

³⁹ Melissa S. Kearney and Benjamin H. Harris. Jan. 10, 2014 “The ‘Ripple Effect’ of a Minimum Wage Increase on American Workers,” The Hamilton Project.

did at that point.⁴⁰ A 2019 poll of professional economists found that 74 percent opposed raising the federal minimum wage to \$15 per hour, with 84 percent of respondents stating that it would have a negative impact on low skilled youth employment levels. In addition, only six percent of the surveyed economists believe that the minimum wage increase is an efficient way to help individuals out of poverty.⁴¹

Businesses

All else equal, when the price of labor changes, employers change the quantity of labor that they demand. When analyzing the employment impact of an increase in the minimum wage the question is by how much will employers alter their demand for labor. A major meta-analysis on labor demand responses as a result of wage changes provides a number of findings:

1. The change in quantity of labor demanded by employers as a result of a wage change is greater in the long run than in the short run. This is due to the increased time economic actors have to adjust to the new labor market situation.
2. The change in quantity demand for low-skilled labor is more responsive to wage changes than for higher skilled labor.
3. A conservative long run estimate of labor demand response resulting from a change in a market wage finds that raising wages by 4 percent permanently will decrease employment by 1 percent. This response underestimates the employment loss response specific to low skilled labor lending a conservative bias to the estimate. On the other hand, this response would be lower for an industry where consumer demand does not significantly respond to the price of goods or services offered such as the healthcare industry.

Minimum wage increases have been found to encourage business exit from a jurisdiction, especially the exit of financially weaker businesses. A study of the impact of an increase in the minimum wage on firm exit in the restaurant industry finds that the impact depends on whether a restaurant was already close to the margin of exit.⁴² In general, restaurants closer to the margin of exit were at significant risk of being driven out of business by increases in the minimum wage. In addition, these restaurants generally increased prices in response to increases in the minimum wage.

Research has found that minimum wage increases may serve to deter new businesses from locating to an area, particularly deterring businesses in industries that rely on workers with low levels of education.⁴³ This may occur because an increase in the minimum wage serves to reduce business profitability, therefore reducing the incentive to enter the industry.

Workers

An extensive review of over 100 studies analyzing the employment effects of minimum wages found that almost two-thirds of the studies estimated that the minimum wage had negative effects on employment,

⁴⁰ The Economist. February 8, 2021. "What Harm Do Minimum Wages Do?" <https://www.economist.com/schools-brief/2020/08/15/what-harm-do-minimum-wages-do>

⁴¹ Corder, L. March 2019. "Survey of US Economists on a \$15 Federal Minimum Wage." Employment Policies Institute. <https://epionline.org/studies/survey-of-us-economists-on-a-15-federal-minimum-wage-2/>

⁴² Luca, D. L., & Luca, M. 2019. "Survival of the Fittest: The Impact of the Minimum Wage on Firm Exit." (No. w25806). National Bureau of Economic Research.

⁴³ Rohlin, S. M. 2011. "State Minimum Wages and Business Location: Evidence From a Refined Border Approach." *Journal of Urban Economics*. 69(1), 103-117.

with only eight finding positive employment effects.⁴⁴ Of the 33 empirical studies judged most credible, 28 (85 percent), found negative employment effects. Of the reviewed studies, those focusing on low-skilled workers found the strongest evidence of negative employment effects.

Research has found that, across the 21 states and Washington, D.C. that increased their minimum wages in 2019, 64 percent of restaurants reduced employee hours and 43 percent eliminated jobs.⁴⁵ Research has also found that job losses for black teenagers and the handicapped as a result of a minimum wage are even larger than for most workers.⁴⁶

Opponents of the minimum wage cite the policy's potential negative impact on job training and experience. One study found that a 10 percent increase in minimum wages decreased on-the-job training for young workers by 1.5 to 1.8 percent.⁴⁷ Since on-the-job training allows low-skilled workers improve their skills and become more productive, this finding suggests that minimum wage laws also serve to reduce future opportunities for unskilled workers.

In 2019, the Congressional Budget Office (CBO) analyzed how increasing the federal minimum wage from \$7.25 per hour to \$10, \$12, or \$15 per hour by 2025 would affect economy-wide employment.⁴⁸ As would be expected, the CBO found that employment responses due to increases in the minimum wage varied by the amount of the increase. For the \$15 option the estimated response indicated that the 107 percent increase would result in a decrease in employment of around 28 percent. For the \$12 option, the 65 percent increase in the minimum wage would result in an employment decrease of 15 percent. This \$12 option is similar to the proposed healthcare minimum wage increase in terms of percentage increase in the minimum wage (67 percent). Finally, for the \$10 option, the 38 percent increase in the minimum wage would result in an employment decrease of around 8 percent.

Some researchers argue that the effect of the minimum wage is more pronounced in terms of new employment growth compared to employment levels.⁴⁹ The minimum wage has been found to decrease net job growth, mostly through the effect on job creation by expanding businesses. In addition, these negative effects are greater in industries with a higher proportion of low-wage workers. The negative effects of the minimum wage may therefore be delayed instead of immediate.

Another study, confirms the longer-term effects of the minimum wage, finding that during the late 2000s, the average minimum wage increased by 30 percent and reduced the national employment-population ratio by 0.7 percentage points.⁵⁰ This effect was significantly pronounced for low-income workers. In addition, artificial wage increases have been found to reduce the incomes of many low-skilled workers

⁴⁴ Neumark, D., Wascher, W. 2007. "Minimum wages and employment" *Foundations and Trends in Microeconomics* 3:1–2 (2007): 1–186.

⁴⁵ Shenker, N. 2020. "How Restaurants are Dealing with Minimum Wage Increases." *On the Line*. <https://pos.toasttab.com/blog/on-the-line/how-restaurants-deal-with-minimum-wage-increases>

⁴⁶ Gorman, L. "Minimum Wages." *The Library of Economics and Liberty*. <https://www.econlib.org/library/Enc/MinimumWages.html>

⁴⁷ David Neumark and William Wascher. 1998. "Minimum Wages and Training Revisited." NBER Working Paper no. 6651. National Bureau of Economic Research, Cambridge, Mass.

⁴⁸ Congressional Budget Office. 2019. *The Effects on Employment and Family Income of Increasing the Federal Minimum Wage*. <https://www.cbo.gov/system/files?file=2019-07/CBO-55410-MinimumWage2019.pdf>

⁴⁹ Meer, J., & West, J. 2016. "Effects of the Minimum Wage on Employment Dynamics." *Journal of Human Resources*, 51(2), 500–522.

⁵⁰ Clemens, J., & Wither, M. 2014. "The Minimum Wage and the Great Recession: Evidence of Effects on the Employment and Income Trajectories of Low-Skilled Workers." NBER Working Paper 19262.

under what they would have been over time since reduced job creation results in fewer opportunities to gain experience and increase productivity and income.

While much of the theoretical and empirical minimum wage research focuses on employment effects, there is also evidence that minimum wage increases lead to increases in prices to consumers.⁵¹

Concluding Thoughts: Empirical Evidence and Minimum Wage Increases

Overall, most economists believe that higher minimum wages have the potential to increase unemployment among low-skilled workers.⁵² While some studies find no significant negative effects on employment,⁵³ others find that minimum wage increases reduce employment,⁵⁴ particularly the employment of low-skilled workers.

There are many empirical studies that find that increases in the minimum wage may have significant negative effects on employment. For example, a study of restaurant industry employment by Chicago Federal Reserve Bank economists Daniel Aaronson and Eric French found that a 10 percent increase in the minimum wage would reduce unskilled restaurant workers employment by 2 to 4 percent.⁵⁵

However, a number of empirical studies suggests that there are only small negative employment effects due to minimum wage increases. The empirical minimum wage literature that finds little to no negative employment effects has often focused on estimating short-run employment responses to minimum wage increases.⁵⁶ The most famous of these studies, the Card and Krueger study, studied a 9-month window while other studies focus on responses during a quarter. These short-run employment responses only capture employment response that result in a change in output with little or no capture of the substitution of labor for capital or skilled labor for low skill labor. This substitution effect has been found to be significant in the longer run.⁵⁷ The long-run, which may differ significantly from short-run, is the time period that is policy relevant.

Critics of minimum wage studies finding little to no effect of minimum wages on employment also claim that the bulk of these studies look at situations where economic actors have already adjusted to the minimum wage policy and to the strong likelihood that minimum wages will be raised in the future.⁵⁸ As a result, these empirical studies really show how economic actors adjust to unexpected increase in the

⁵¹ Aaronson D. 2016. "Price Pass-Through and The Minimum Wage." *Review of Economics and Statistics*. 2001:83:158–169.

⁵² University of Minnesota. 2016. *Principles of Economics*. <https://open.lib.umn.edu/principleseconomics/>

⁵³ Card, D. and Krueger, A. B. 1994. "Minimum Wages and Employment: A Case Study of The Fast Food Industry in New Jersey and Pennsylvania." *American Economic Review*, 84(4). 772-793.

Dube, A. T., Lester, W., and Reich, M. 2010. "Minimum wage Effects Across State Borders: Estimates Using Contiguous Counties." *The Review of Economics and Statistics*, 92(4), 945- 964

⁵⁴ For a review see: Neumark, D. and Wascher, W. 2007. "Minimum Wage and Employment." In W.K. Viscusi (Ed.), *Foundations and Trends in Microeconomics* Vol 3 No. 1-2 (pp 1-182). Boston, MA: Now Publishers.

⁵⁵ Aaronson, D., & French, E. 2007. "Product Market Evidence on The Employment Effects of the Minimum Wage." *Journal of Labor economics*, 25(1), 167-200. <https://www.jstor.org/stable/10.1086/508734>

⁵⁶ See Neumark, D., & Wascher, W. 1992. "Employment Effects of Minimum and Subminimum Wages: Panel Data on State Minimum Wage Laws." *ILR Review*, 46(1), 55-81.

Dube, A., Lester, T. W., & Reich, M. 2010. "Minimum Wage Effects Across State Borders: Estimates Using Contiguous Counties." *The Review of Economics and Statistics*, 92(4), 945-964.

⁵⁷ Sorkin, I. 2015. "Are There Long-Run Effects of the Minimum Wage?" *Review of Economic Dynamics*, 18(2), 306-333.

⁵⁸ Boudreaux, D. April 25, 2016. "A Proposed Minimum-Wage Experiment." *Café Hayek*. <https://cafehayek.com/2016/04/40727.html>

minimum wage above and beyond what is anticipated. The critics claim that studies finding little to no negative effect on employment after minimum wage increases are not answering the question of what would happen to employment if no minimum wage increases were expected.

Employers adjusting to a minimum wage increase can respond in a variety of ways. A large percentage of workers at nursing homes are low-income workers subject to the minimum wage. Research has found that an increase of the federal minimum wage would result in a high number of nursing assistants experiencing a wage increase, increasing labor costs to nursing homes, and potentially reducing nursing home profits; to not impact their profit level, nursing homes could respond by passing on prices to the consumer, reducing nonlabor costs such as spending on food and amenities, or reducing labor costs by decreasing employee hours, spending on employee benefits, or decreasing higher income employee wages, hours, or benefits.⁵⁹

A principal argument made in favor of minimum wage increases is that they help poor and low-income families increase their living standards. However, **the existence of some disemployment effects mean that minimum wage increases create both winners and losers as a result.** The winners get a higher wage with no loss in employment or hours worked while the losers experience job losses, reduced work hours, or increased difficulty finding jobs. If the gains to the winners are large, and if the winners come disproportionately from low-income families with losses concentrated among higher-income workers, customers, business owners, or any other groups that policymakers are willing to redistribute income from, then the losses experienced by the losing groups may be considered acceptable. However, multiple research studies fail to find evidence that minimum wages help the poor, instead finding that they may increase the number of low-income households.⁶⁰

The empirical evidence on the distributional effect of minimum wages provides mixed results. Increasing the minimum wage has been found to both increase the probability that a low-income family will escape poverty due to higher wages as well as the probability that another nonpoor family will become low-income as the minimum wage increase prices family members out of the labor market.⁶¹ Unemployment resulting from a minimum wage increase is found to be highly concentrated among low-income families. This indicates that minimum wage increases usually redistribute income among low-income households rather than redirecting income from families with high incomes to those with low incomes. Although some families do benefit from the minimum wage increase, generally the raise increases the proportion of families that are low-income and near-poor.

The main issue with using the minimum wages as a tool to increase the incomes of low-income families is that it targets low-wage workers, not low-income families, which may not be the same. In the United States, the link between low wages and low family income has been found to be relatively weak. According to Current Population Survey (CPS) data, over half of poor families with heads of household aged 18–64 have no workers. Furthermore, some workers are poor due to low hours worked rather than low wages. Finally, teenagers are highly overrepresented in the minimum wage workforce meaning that many low-

⁵⁹ Lepose, M., Livingstone, I., Naden, D., Hatem, M., Feng, Z. June 2020. "Impacts of Minimum Wage Increases on Nursing Homes: Final Report." Office of Disability, Aging and Long-Term Care Policy Office of the Assistant Secretary for Planning and Evaluation, U.S. Department of Health and Human Services.

⁶⁰ Neumark, D. 2018. "Employment Effects of Minimum Wages." IZA Institute of Labor Economics. <https://vol.iza.org/articles/employment-effects-of-minimum-wages/long>

⁶¹ Neumark, D., Schweitzer, M., and William Wascher. February 1, 1999. "Will Increasing the Minimum Wage Help the Poor?" Federal Reserve Bank of Cleveland Economic Commentary.

wage workers do not belong to low-income families. As a result, one estimate suggests that when the minimum wage is increased, even assuming no employment loss, far more of the increase in income goes to households in the top half of the income distribution rather than to families below the poverty line.⁶²

Despite the lack of evidence supporting the conclusion that minimum wages reduce poverty, some studies have shown that a higher minimum wage reduces the dependency on government assistance. However, a recent study of spending on Medicaid, welfare, and other assistance programs did not find that higher minimum wages lower participation in public assistance programs, except for SNAP.⁶³

While low wages themselves clearly make life difficult for many poor and low-income households, the argument that a higher minimum wage is an effective tool to improve their economic well-being is not generally supported by the empirical evidence.⁶⁴

Since minimum wage laws mandate higher wages for low-wage workers rather than higher earnings for low-income families this tool is imprecise at best. Generally, empirical evidence from studies focused the United States do not find evidence that minimum wages help the poor. However, some subgroups may benefit when minimum wages are combined with other targeted programs such a targeted tax credit.⁶⁵

Combining Theory and Evidence on Minimum Wage Increases

While economic theory generally supports the idea that a minimum wage increase will result in a variety of unintended negative economic effects, the empirical evidence is more mixed. While empirical findings are not unanimous, particularly for the US, evidence suggests that minimum wages lead to a number of negative economic consequences in the long run for significant real inflation-adjusted minimum wage increases including a potential reduction in the number of jobs available to low-skill workers.

Next, the economic theory and existing empirical evidence discussed above will briefly be considered in terms of the proposed Long Beach healthcare minimum wage increase in the covered private healthcare facilities.

Applying Theory and Evidence on Minimum Wage Increases to the Long Beach Proposal

The Minimum Wage in the Context of the Healthcare Industry and Healthcare Labor

The 67 percent increase in the proposed minimum wage for covered healthcare workers is significant. This suggests that the economic effects of the proposed minimum wage will also be significant.

Demand response conditions in the healthcare industry relative to other sectors in the economy are such that significant changes in employee numbers as a response to a minimum wage increase may not be as pronounced as employment changes would be in other industries. In addition, long-run prohibition on

⁶² Lundstrom, S. M. 2014. "When is a Good Time to Raise the Minimum Wage?" *Contemporary Economic Policy* 35:1 (2017): 29–52. Sabia, J. 2014. "Minimum Wages: An Antiquated and Ineffective Antipoverty Tool." *Journal of Policy Analysis and Management* 33:4 (2014): 1028–1036.

⁶³ Sabia, J., and T. T. Nguyen. 2017. "Do Minimum Wages Really Reduce Public Assistance Receipt?" Working Paper.

⁶⁴ Neumark, D. 2018. "Employment Effects of Minimum Wages." IZA Institute of Labor Economics. <https://wol.iza.org/articles/employment-effects-of-minimum-wages/long>

⁶⁵ Neumark, D. 2018. "Employment Effects of Minimum Wages." IZA Institute of Labor Economics. <https://wol.iza.org/articles/employment-effects-of-minimum-wages/long>

certain labor market adjustments as outlined in the Long Beach minimum wage ordinance will dampen the negative effect of the proposed minimum wage on employment numbers.

However, some short run employment losses may still take place as will some longer-run employment losses as the result of the minimum wage. For example, in the long run, even with perfectly enforced labor market adjustment prohibitions in place, job losses may result due to employee quits and retirements that are not rehired as well as business closures and relocations due to the higher labor cost environment. Furthermore, in the long run, employee growth in the healthcare industry may be negatively affected.

The minimum wage increase may serve to attract more labor into affected healthcare occupations in the long run. In addition, the minimum wage increase may result in increased morale and productivity thus increasing labor demand by employers. This may serve to reduce possible negative impacts on future employment. However, all else equal, the increased cost of labor would likely reduce the quantity of labor demanded by employers resulting in an ambiguous net employment effect. In addition, it is possible that the positive effects of the minimum wage on morale and productivity are relatively short term and may erode over time as employees factor the new baseline wage into expectations.

Proponents of the minimum wage increase have claimed that the healthcare labor market is not competitive, resulting in significant market power to employers and wages below the competitive level for certain occupations. While employer market power for certain segments of the healthcare industry may be higher than for other sectors of the economy, such as for retail and for food services, employers in the covered healthcare sector still face considerable competition for labor from other Long Beach private healthcare businesses, public healthcare facilities, and healthcare employers in nearby cities. In addition, employers must compete for a labor pool that is also being attracted by employers in industries outside of healthcare. As a result, it is possible that the wages currently being paid to employees in occupations targeted by the Long Beach private healthcare minimum wage proposal are currently near competitive market wages.

If labor shortages were only the result of monetary wages sitting below their true competitive level, competition would drive employers to raise wages to attract workers away from competitors and eliminate the shortage of healthcare workers in certain occupations. In this way, profit-seeking employers could overcome labor shortages and provide more services to patients therefore increasing profits. The fact that this has not happened may indicate that there are other non-wage issues depressing labor supply for certain healthcare occupations that should also be considered, such as healthcare occupations' toll on mental health or insufficient nonmonetary benefits.

If enacted, low-wage employees in covered healthcare facilities that remain employed will enjoy an increase in their incomes. This will likely lead to higher living standards for these workers and their families. Additionally, both theory and empirical evidence state that low-income households spend a larger percent of their income than other groups, so a larger percentage of the increased income would be spent in the economy, as opposed to if higher wage workers were given additional labor income. However, these benefits may come at the cost of job losses for some employees.

The Minimum Wage and Non-Labor Adjustments

The above analysis of the proposed minimum wage's effect on the covered Long Beach private healthcare sector focused on labor markets. However, there will likely be other non-labor market adjustments made in the healthcare industry as a result of the proposed minimum wage increase.

A number of non-labor market adjustment mechanisms can be used to pay for the increased labor costs resulting from the minimum wage. For example, businesses may reduce service quality, increase prices, reduce access to patients, close or relocate, or may experience a reduction in business profits to offset the increase in labor costs and resulting increase in labor income to remaining covered employees. Each of these possible adjustments represent potential costs of the minimum wage policy. For example, a reduction in business profits may lead to business closures and relocations, reduced spending for consumption goods by business owners who would have spent some of the profits, and reduced investment that could have improved healthcare service provision. Even if business profit reductions were the primary mechanism by which increased labor costs were paid for, decreased profits could have a negative impact on patients since businesses generally finance investment and expansion through profits and loans that will eventually need to be paid back out of profits.

Affected facilities will not all react to the proposed minimum wage increase in the same way. It is highly likely that different facilities would make different adjustments to a minimum wage increase based on unique characteristics such as profitability, customer base, and type of healthcare service provided. For example, facilities with a significant portion of their patients on government provided plans will face a market situation where prices are relatively fixed. As a result, price adjustments to cover increased labor costs as a result of the minimum wage will be limited. These types of facilities will need to find other ways to effectively manage costs or risk relocation out of the city or even closure.

If fewer labor adjustments are made as a result of the minimum wage due to the measure's employment-adjustment prohibitions, adjustments will likely be concentrated in non-labor market reactions.

The Minimum Wage and Tradeoffs

The minimum wage proposal will likely involve a number of short and long term tradeoffs in terms of employment and non-employment variables. Economic theory and empirical evidence can provide us with some insight regarding potential tradeoffs in the Long Beach healthcare industry associated with the proposed minimum wage increase.

Benefits:

- Increased labor income to remaining low wage workers in covered healthcare facilities.
- Potential increase in labor supply and retention in certain covered healthcare occupations.
- Potential short run increase in morale and productivity for covered healthcare workers.

Risks:

- Short run employment losses, particularly for low wage workers.
- Potential long run employment losses and reduced future employment growth for covered occupations.
- Potential non-labor adjustments such as decreased business profits and quality/access reductions to pay for increased labor costs.

4. LONG BEACH INDUSTRY RISK ASSESSMENT

This section provides an industry risk assessment that creates a financial risk profile for Long Beach industry sectors. This vulnerability risk assessment will be used to determine whether businesses in the health care industry are relatively financially vulnerable which will help determine the industry risk associated with the proposed increase in the minimum wage. In addition, this industry risk assessment may help predict the manner in which increased labor costs due to the proposed minimum wage increase may be financed.

Contrary to popular belief, on average, private hospitals did not earn significant profits during the COVID-19 pandemic.⁶⁶ As a matter of fact, many actually faced financial hardship as a result. A 2022 study conducted by researchers from the Johns Hopkins Bloomberg School of Public Health found that hospitals overall lost an average of \$1.00 for every \$100.00 earned from patient care activities before the pandemic which translates to an operating margin of (-1) percent. In 2020, that loss increased to between \$7.00 and \$8.00 lost per every \$100.00 earned, translating to an operating margin of (-7.4) percent. The increased financial loss experienced during the pandemic is the result of a number of factors including deferral of elective procedures and non-emergency appointments and a consequent shift of resources towards COVID-19 patients, a significant percentage without insurance to pay for treatment. Furthermore, hospitals that served disadvantaged patients were most vulnerable to financial strain.

This industry risk assessment may help predict the manner in which increased labor costs due to the proposed minimum wage increase may be financed. If the Long Beach healthcare sector is relatively profitable, it is possible that increased labor costs resulting from the minimum wage may be paid in large part out of business profits. If, however, the Long Beach healthcare industry is relatively unprofitable, business reactions to labor costs are more likely to include adjustments such as price increases, quality decreases, and reduction in healthcare access. If facilities serving lower income areas are even less financially secure on average, there is a higher probability that cost increases may take these forms which will have a negative impact on lower income patients.

Include discussion in Section 5 using this analysis to determine likelihood increased labor costs will be financed by profit reductions vs other adjustment types.

⁶⁶ Abrahms, A., Shiralian, S. Wednesday, July 6, 2022. "Los Angeles Private Hospitals: A Minimum Wage Increase for Health Care Workers Will Likely Take Effect This Year." <https://www.natlawreview.com/article/los-angeles-private-hospitals-minimum-wage-increase-health-care-workers-will-likely>

5. ECONOMIC IMPACT OF THE PROPOSED HEALTHCARE MINIMUM WAGE

The proposed healthcare minimum wage will result in a combination of potential benefits and costs. Short run employment and future employment growth may be negatively affected. However, the minimum wage also has the potential to raise labor incomes for a significant number of low-wage workers in private healthcare.

This section will review the potential impact of the proposed minimum wage by estimating the impact of the minimum wage on short run employment and labor income.

As a disclaimer, one shortcoming of this section that must be pointed out at the onset is that it will review the potential impact of the proposed minimum wage on the Long Beach covered healthcare facilities using existing empirical evidence estimating the reaction of different economic actors as a result of minimum wage increases. These estimated reactions are not specific to the Long Beach healthcare sector. As a result, the more these estimated reactions differ from what would have held for the Long Beach private healthcare sector, the less accurate the estimates provided will be. In anticipation of this possibility, a range of estimated impacts are provided in the section. Due to the limitations of the analysis in this section, we recommend that a more rigorous economic impact report including estimates of labor market responses specific to the City of Long Beach's affected healthcare industry be conducted. This will provide policymakers and the general public with a more accurate understanding of the impact of the proposed healthcare minimum wage increase.

The Impact of the Proposed Minimum Wage Increase on Employment

Potential Short Run Economic Impact on Healthcare Employment

In the short run, there will likely be a number of economic adjustments made that will result in changes to industry employment. Employment losses or other compensating adjustments may take place before the minimum wage increase goes into effect, as well as in the first year when waivers can be claimed by businesses on the margin. No language in the measure prohibits making employment adjustments such as layoffs and hours reductions in anticipation of a new higher minimum wage during that period. Job losses may result in the short run due to employee exits without subsequent hiring. However, an increase in the minimum wage may attract workers to the industry and increase retention, therefore reducing the negative employment impact.

This section will focus on potential adjustments made in terms of short run employment figures. Short run labor adjustments made in terms of work hours or fringe benefits will not be analyzed although these may take place as well.

Exhibit X-X: Short Run Employment Effect of the Proposed Minimum Wage Increase

	Low Estimate	High Estimate
Number of Jobs	(-29)	(-58)

Source: Estimates by LAEDC

Using empirical estimates of labor market reactions to a minimum wage increase, an estimated 29 to 58 jobs may be lost in the short run as a result of the proposed minimum wage.⁶⁷ These job losses represent a loss in economic output, labor income, and tax revenue for the city. In the short run, estimated lost economic output as a result of these job losses is equal to \$4.4 - \$8.8 million. Estimated lost labor income totals \$2.4 - \$4.8 million. Lost state and local tax revenues are estimated to be \$70,000 to \$140,000 for the short run period under consideration.

The proposed increase in the minimum wage will also result in benefits to employees who keep their jobs and were previously making below \$25 per hour. Next, we will calculate this increase in labor income and its potential economic benefits and weigh it against the potential short run economic costs above.

Potential Short Run Impact of Labor Income Changes in Healthcare

One important potential benefit of the minimum wage increase is its positive impact on labor income for workers who remain employed and do not see their work hours reduced. The gain in labor income for low-income workers as a result of the minimum wage increase may exceed the labor income lost by workers who are no longer employed in Long Beach's private healthcare sector as a result of the minimum wage increase. If so, an increase in labor income may result in a number of positive effects on the local economy such as increased local tax revenues and economic output.

As estimated above, around \$2.4 - \$4.8 million in lost labor income to the Long Beach economy will result due to the job losses from the minimum wage. However, employees previously making below the minimum wage who did not lose their jobs will be making at least the new minimum wage. This direct increase in income is estimated to equal \$11.6 - \$12.1 million. This increase in labor income will result in a number of positive benefits for the economy including further increased labor income through indirect and induced effects.

Overall, the estimated \$11.6 - \$12.1 million direct increase in labor income resulting from the wage increase for employees previously making below the minimum wage who did not lose their jobs will result in indirect and induced effects that further increase labor income by \$110,000 - \$120,000. This gives a total resulting increase in labor income of \$11.8 million - \$12.3 million. Subtracting the lost

Exhibit X-X

Short Run Economic and Fiscal Impact of Proposed Minimum Wage Increase Long Beach (Low and High Estimates)

Total Economic Impact:	
Output (\$ millions)	(-8.8) - (-4.4)
Employment (jobs)	(-59) - (-29)
<i>Direct</i>	(-58) - (-29)
<i>Indirect and induced</i>	-(-1) - (0)
Labor income (\$ millions)	(-4.8) - (-2.4)
Total Fiscal Impact (\$ millions):	
State and local tax revenues	(-0.1) - (-0.07)
Federal tax revenues	(-0.6) - (-0.3)

Source: Estimates by LAEDC Using IMPLAN

Exhibit X-X

Short Run Economic and Fiscal Impact of Increase in Labor Income (Low and High Estimates)

Total Economic Impact:	
Output (\$ millions)	22.8 - 23.8
Employment (jobs)	2
<i>Indirect and induced</i>	2
Labor income (\$ millions)	11.8 - 12.3
Total Fiscal Impact (\$ millions):	
State and local tax revenues	0.35 - 0.37
Federal tax revenues	1.6 - 1.7

Source: Estimates by LAEDC using IMPLAN

⁶⁷ The empirical labor market reactions (elasticities) used in the analysis are not specific to the healthcare industry which may experience less of a negative employment reaction than other industries would.

income effect calculated above, the net short run increase in income as a result of the proposed minimum wage is \$7 million - \$9.9 million.

Exhibit X-X: Short Run Economic Impact on Income of the Proposed Minimum Wage Increase

	Low Reaction Estimate	High Reaction Estimate
Jobs Lost	(-29)	(-58)
Net Income Change	+\$9.9 million	+\$7 million

Source: Estimates by LAEDC

The minimum wage's impact on labor income may change over time if more employees enter occupations that are subject to the minimum wage increase or if employees currently in these occupations exit the Long Beach covered healthcare facilities as a result of the minimum wage increase.

This analysis does not investigate how the additional labor income is being paid for, which may be done through a combination of reduced business profits, increased prices, reduced quality, and real inflationary reductions in wages and salaries to higher paid employees whose pay is not raised to completely make up for increases in the cost of living. In fact, in the short run, research has found that in response to the minimum wage increase, few businesses fire workers, choosing to adapt their labor input to the new economic situation over time.⁶⁸ Instead, they tend to take non-employment actions in the short run to cover the resulting increase in labor costs. As a result, there may be economic consequences due to the minimum wage increase in terms of higher prices, reduced access, lower business profits, and quality reductions that may significantly reduce the estimated short run benefits. For example, reduced business profits may be associated with a number of negative economic consequences, both in the short and long term. Reduced business profits may translate to lower income to business owners and therefore lowered economic spending by them as consumers. Furthermore, reduced profits may result in lowered business investment that could have resulted in increased quality or quantity of healthcare services to patients. Finally, reduced business profits could prevent private healthcare businesses from hiring additional labor and could lead some businesses to close or relocate.

Some research suggests that in the short run, healthcare prices may not rise significantly as a result of the minimum wage increase.⁶⁹ As a result, other non-employment adjustments such as reduced access, lower business profits, and quality reductions may be the principal mechanism by which businesses adjust to higher labor costs. The attractiveness of the minimum wage increase to policymakers may depend on how the additional resulting labor income is being paid for. For example, policymakers may consider reduced business profits to be an acceptable way to pay for the increase in labor income while increased prices or reduced quality may not be deemed acceptable.

This analysis was conducted using short run reaction estimates before any significant number of longer-run adjustments to the minimum wage are made that may reduce employment such as closure and relocations of businesses as well as retirements and quits that are not rehired. Complete long run employment adjustments are not estimated in this analysis due to lack of empirical data estimating long-term reactions with employment prohibitions in place similar to the ones in the proposed measure. If prohibitions are not binding, these existing empirical estimates would be appropriate and may result

⁶⁸ Cooper, Preston. December 18, 2015. "What the Card-Krueger Study Tells Us about the Minimum Wage." Foundation for Economic Education.

⁶⁹ Fielder, M. April 2022. "What Does Economy-Wide Inflation Mean for the Prices of Healthcare Services (and Vice Versa)?" USC-Brookings Schaeffer Institute for Health Policy <https://healthpolicy.usc.edu/brookings-schaeffer/what-does-economy-wide-inflation-mean-for-the-prices-of-healthcare-services-and-vice-versa/>

in significant negative long term employment effects. However, this analysis will be assuming that the measure's prohibitions will be binding to some extent which will mean that negative long-term employment effects will not be as high as they otherwise would be.

It must be pointed out that the longer run may include some losses of currently employed workers in the private healthcare industry due to the minimum wage. On the other hand, in the long run, the minimum wage may result in increased attraction of employees into the occupations subject to the minimum wage increase. All else equal, as wages in an occupation increase, more labor is attracted to the occupation. In addition, exit of employees in occupations subject to the minimum wage may decrease as a result of the higher wages received. As a result of both potential negative and positive impacts on long run employment, the long-term net impact on jobs in the industry is ambiguous.

The Impact of the Minimum Wage Increase on Future Employment Growth in Healthcare

Some researchers argue that the employment effect of the minimum wage is more pronounced in terms of new employment growth compared to changes in current employment levels.⁷⁰ The minimum wage has been found to decrease net job growth, mostly through the effect on job creation by expanding businesses. These unseen employment losses compared to what otherwise would have been occur as new businesses do not open, some leave, and existing businesses do not hire as many employees as they would have without the minimum wage measure in place. As a result, the pace of new hiring in the Long Beach covered healthcare facilities may slow as a result of the minimum wage increase.

Growth in employment can be divided up into two opposing forces:

1. Diminishing forces such as employee retirements, job quits, and business relocations and closures.
2. Augmenting forces resulting from employment at new business establishments and new hires to existing businesses.

Economic Impact of the Minimum Wage Increase's Effect on Future Employment Growth

Reductions in future employment growth in the private healthcare industry below what otherwise would have been added would negatively affect several economic variables, including future labor earnings and local tax revenues. This negative effect is due to the fact that if these jobs were created, they would have added to labor income, economic output, and local tax revenue. These jobs therefore represent an opportunity cost in terms of foregone economic activity that should be considered a potential cost of the proposed minimum wage increase.

It is possible that the minimum wage increase will result in significant positive effects on healthcare labor supply due to increased attraction and reduced exit in the impacted occupations, accompanied by an increase in labor quality which will dampen negative labor demand effects.

⁷⁰ Meer, J., & West, J. 2016. "Effects of the Minimum Wage on Employment Dynamics." *Journal of Human Resources*. 51(2), 500-522.

Comparing Estimated Potential Employment Risks and Benefits

The proposed minimum wage will likely result in both costs and benefits. Here we will compare the proposed minimum wage increase's estimated economic impact from resulting estimated short run job losses (Risk) to its estimated economic impact due to directly increased labor income (Benefit).⁷¹

In the short run, considering only employment adjustments, the increase in labor income is estimated to have a net positive economic impact on a number of economic variables. However, short run job losses may take place as a result of the minimum wage increase that will result in reduced short run net total job figures in the industry. Looking at employment numbers, the short run job losses will exceed the indirect and induced job gains resulting from the net increase in labor income. Nevertheless, the economic impact in terms of increased economic output, labor income, and tax revenues of the increase in labor income to employees previously making less than the minimum wage more than makes up for the economic loss in terms of these variables resulting from lost jobs.

However, it must be noted that this short run economic impact analysis focuses only on employment effects and thus ignores other potential non-labor economic reactions resulting from the minimum wage such as increased prices, reduced profits, and declines in quality or access. While this economic impact analysis does not attempt to estimate the impact of the minimum wage on these other economic variables, it should be noted that these variables may be negatively affected as a result, making the overall economic impact of the minimum wage in the short run ambiguous.

Exhibit X-X

Net Short Run Economic and Fiscal Impact of Change in Income (Low and High Estimates)

Total Economic Impact:	
Output (\$ millions)	14.0 – 19.4
Employment (jobs)	(-57) – (-27)
Labor income (\$ millions)	7.0 – 9.9

Total Fiscal Impact (\$ millions):	
State and local tax revenues	0.25 – 0.3
Federal tax revenues	1.0 – 1.4

Source: Estimates by LAEDC Using IMPLAN

The long run is the most policy relevant period of time. The proposed minimum wage increase may significantly decrease future employment growth - a long run phenomenon. This decrease in employment growth will result in a long run decrease in output, employment, labor income, and tax revenues below what they otherwise would have been without the minimum wage increase.

In the long run, further adjustments may be made that could decrease current employment numbers. For example, retirements and quits may not be rehired or imperfect enforcement of prohibition may result in layoffs. On the other hand, if higher wages serve to attract labor entrants, reduce turnover, and improve labor quality/output thus dampening negative effects on the quantity of labor demanded by employers, the long run effect on employment may not be as pronounced. In order to isolate the effect of the minimum wage on employment in the long run, other factors in the economy must be held

⁷¹ The realized employment effects resulting from the proposed minimum wage increase will depend on both employer and employee reactions as a result of the minimum wage. The reactions estimated above use data on employment reactions specific to the overall labor market. It is possible that the healthcare industry would experience less of a negative employment adjustment than what was assumed in the analysis. However, additional methodological choices were made that will mute the estimated negative impact of the minimum wage on employment. The general direction of bias in employment impact estimates in this report is unclear.

constant that may affect employment in the industry above and beyond the wage effect caused by the minimum wage increase.

When considering tradeoffs in terms of employment, policymakers will need to weigh potential foregone employment growth and its foregone positive benefits in terms of economic activity against increased income to existing employees and the positive economic impact this increase provides.

This economic analysis has only considered economic impacts in terms of employment. However, this is not the complete story. The proposed minimum wage's impact on other variables of interest such as prices, quality measures, access, and business profits must also be considered. In addition, the City of Long Beach's Financial Management Department estimates that policy enforcement costs will total approximately \$1.2 million per year. Spending on enforcement represents an economic cost that would otherwise not have been incurred. This cost will need to be borne by the city taxpayers through either increased taxes, reduced quality or quantity of other city provided services, or a combination of the two. If enacted, enforcement costs will therefore serve to reduce some of the benefits from the proposed minimum wage.

In order to get a full picture of the economic impact of the minimum wage in the long run, long run employment reactions must be estimated including the minimum wage increase's potential impact on future job growth. This task is beyond the scope of this analysis but should be undertaken in a future study. In addition, the impact of the minimum wage on other important variables such as prices, profits, quality and access to care should be undertaken in a future study.

Potential Spillover Effects to Other Industries

A minimum wage increase for covered private healthcare workers may serve to raise the wages of healthcare workers in the noncovered side of the industry whose employers will need to compete with the covered private sector for labor. This may result in increased labor income for affected workers and therefore increased labor costs for employers. In addition to effects on the healthcare sector, the minimum wage increase in the healthcare industry may result in indirect spillover effects to other industries that may now need to pay higher wages for similar positions, such as security guards, in order to stay competitive in attracting labor. This spillover effect is not analyzed in this report. However, policymakers should keep the potential impact on other industries in mind.

Economic Impact: Additional Thoughts

The City of Long Beach's Financial Management Department estimates that policy enforcement costs will total approximately \$1.2 million per year. Spending on enforcement represents an economic cost that would otherwise not have been incurred. This cost will need to be borne by the city taxpayers through either increased taxes, reduced quality or quantity of other city provided services, or a combination of the two. If enacted, enforcement costs will therefore serve to reduce some of the benefits from the proposed minimum wage.

Enforcement of the measure's prohibition's will likely be imperfect and will likely be costly. It is almost impossible to conclusively prove that the minimum wage is a motivating factor in an employer's decision to respond to the minimum wage in any of the measure's prohibited ways. Adjustments such as terminations, reduced work hours, or reduced benefits may be made directly or indirectly due to the minimum wage after full implementation without being able to prove they are directly related to the

minimum wage. In the extreme, inability to effectively enforce the ordinance's prohibitions will serve to make the prohibitions effectively useless.

These enforcement limitations will serve to reduce the effectiveness of the measure's prohibitions, which may not be as constraining as policymakers intend them to be. As a result, longer-term employment impacts may include a significant number of prohibited adjustments. Studies find that unlike short run employment responses to a minimum wage increase, which can be limited, long-run responses to a relatively large permanent minimum wage increase may be high.

Even if the prohibitions were perfectly enforced, longer term employment losses as a result of the minimum wage increase could come from other sources such as from refusals to rehire for positions after an employee quits or retires or increased business exit over time. If certain labor adjustments do not take place due to the prohibition, other non-labor adjustments may take place that would not otherwise have such as price increases, lower profits, healthcare quality declines, and healthcare access declines. Increased labor costs as a result of the minimum wage will likely need to be paid somehow and by someone. Trying to prohibit one type of economic adjustment will result in an augmentation of other reactions that are not prohibited. As a result, instead of spreading out adjustments in many ways, adjustments may be concentrated in certain unprohibited changes such as in price increases and quality decreases. In addition, economic conditions in the healthcare industry may be such that relatively more non-labor adjustments and fewer adjustments to labor numbers would be made than in other industries even without labor adjustment prohibitions in place.

This impact analysis does not attempt to estimate price changes, changes in business profits, changes to patient access, or healthcare quality. However, it is possible that these variables will be negatively affected as a result of the minimum wage increase and prohibitions on employment adjustments. The negative effect on these non-employment variables would likely be further augmented the more the employment prohibitions in the measure are effectively enforced.

An interventionist policy such as a minimum wage increase will result in a number of tradeoffs which may or may not be judged acceptable by policymakers. For example, it may be that reduced business profitability may be deemed an acceptable policy tradeoff in exchange for increased income to employed low-wage workers.



6. STAKEHOLDER VIEWPOINTS

To understand the perspective of key healthcare stakeholders in the region, including healthcare workers, industry representatives, labor unions, and others, a questionnaire was publicly distributed that gauged sentiments about the minimum wage initiative, queried respondents on perceived risks and benefits, and provided an opportunity for open-ended feedback. The questionnaire was distributed online, using a mix of targeted outreach and snowball sampling, in English, Spanish, Khmer, and Tagalog. The English language questionnaire remained open between July 12 and July 25, while the questionnaire was made available in languages other than English shortly after the start date. No incentive was provided for the questionnaire and partial responses were recorded. To supplement information garnered from the questionnaire, interviews were held with key stakeholders, including the Hospital Association of Southern California and SEIU-UHW, that allowed participants to expound their views. Additionally, testimonials were gathered from the survey input and are featured at the end of each subsection; these testimonials were lightly edited for clarity and grammar, as well as translated if necessary.

Overall, among the 150 stakeholders that voiced their opinions, the opinion was split evenly, with 52.0 percent in support, 42.7 in opposition, and 5.3 percent being neutral. However, the questionnaire dissemination resulted in differing response totals from each stakeholder group, and as the results are unweighted, these results do not represent the public opinion within Long Beach. Instead, the questionnaire will be analyzed by self-identification into one of four stakeholder groups, to draw conclusions about the opinions of these groups based on the stated views. This section is divided into four parts, examining responses from healthcare workers, industry representatives, labor unions, and other respondents.

Healthcare Workers

Healthcare workers represented the bulk of responses to the questionnaire, 67 of the 150 respondents. This is a small portion of the total healthcare employment in Long Beach, resulting in a margin of error of 12 percent, nonetheless conclusions can be drawn among the respondents. The engaged healthcare workers were overwhelmingly in support of the initiative, with 76.1 percent voicing strong support and an additional respondent somewhat in support. Meanwhile, 3 percent of healthcare workers were neutral, 3 percent somewhat opposed the measure, and 16.4 percent were strongly in opposition.

With most surveyed healthcare workers in support of the minimum wage initiative, more than three quarters also felt that each of its perceived benefits would be very or somewhat impactful to the Long Beach healthcare industry. Among healthcare workers, the largest consensus was that the initiative would be very or somewhat impactful in attracting workers to the healthcare industry, with 92.3 percent saying so. The next two most impactful benefits were tied, with 88.5 percent stating that the initiative would be very or somewhat impactful in improving the livelihoods of workers providing healthcare services and reducing job turnover/deferring retirements at private healthcare facilities. This was followed by increasing the morale of workers providing healthcare services and increasing the bargaining power of employees at private healthcare facilities, with 86.5 percent believing it would be very or somewhat impactful.

The perception of how impactful the initiative would be for low skill, low wage workers in private healthcare facilities was more muted, with 84.6 percent believing it would be very or somewhat impactful for morale and 80.8 percent in regards to those workers' livelihoods. Finally, 78.9 percent stated that the initiative would be very or somewhat impactful in reducing the racial/ethnic and gender wage gaps across the healthcare industry.

Other perceived benefits provided by healthcare workers included providing additional consumer spending to help the local economy; encouraging workers to keep showing up for work and reducing burnout; enabling healthcare workers to be able to live in Long Beach; reducing the need to work a second job; improving patient care and safety by addressing understaffing; allowing workers to invest more in their children; increasing the pay of those currently making above a \$25 wage; and providing workers a necessary pay increase to deal with increasing inflation, with many calling it an increase to a living wage.

Comparatively, fewer healthcare workers believed that the perceived risks would be very or somewhat impactful: none of the perceived risks had a higher proportion of respondents who felt it would be very impactful than the proportion who believed so for each of the perceived benefits. However, each subquestion still had at least 63 percent saying it would have a notable impact. The largest consensus was around the impact on increasing labor costs in private facilities, which 82.7 percent of healthcare workers felt the initiative would be very or somewhat impactful to the Long Beach healthcare industry.

Other impactful perceived risks were decreasing morale for workers at private facilities making close to \$25 per hour and the closure, exit, or decreased entry of new and relocating private facilities, with 69.3 percent each. Meanwhile, 67.3 percent stated the initiative would be very or somewhat impactful in increasing patient costs and reducing the future job growth of low skill, low wage workers at these facilities. Healthcare workers were also concerned about the initiative being very or somewhat impactful on the growth of healthcare occupations at these facilities, with 65.4 percent stating it would have such an impact. The same proportion also stated that the competitive disadvantage created for covered facilities would be very or somewhat impactful. Healthcare workers were only slightly less vocal about the effects outside of covered facilities, with 63.5 percent saying it would be very or somewhat impactful in creating worker shortages for public healthcare facilities and other industries.

Open ended responses also allowed healthcare workers who were not in favor of the initiative to explain why. One said, regarding the initiative, that "this is an unequitable measure that negatively impacts private hospitals at a time when their margins are already negative. It will increase inflation, healthcare costs, and will significantly impact small businesses. It is a terrible idea." Another said that "at first I think it will be great but then I feel it will cause a lot of friction and inequities amongst workers. A 10 dollar hike is just a lot. I feel that maybe we should of started lower more like a \$18-\$20 [wage] and go from there." Many also expressed fears about the impact of the initiative on smaller facilities within the City of Long Beach.

After the battery on perceived risks and benefits, respondents were asked to assess the impact the initiative would have on access and quality to healthcare services for patients. Most healthcare workers, 53.8 percent, believed that it would improve access, while 26.9 anticipating no impact and 19.2 percent believing that it would reduce access to services. The majority of healthcare workers also believed that it would improve quality of services: while 19.2 percent still believed it would reduce access, only 21.2

percent believed it would have no impact, leaving 59.6 percent who believed it would improve the quality of healthcare services offered to patients in the City of Long Beach.

Finally, respondents were asked if they believed the perceived benefits outweigh the perceived risks of the minimum wage initiative, or vice versa. As seen from the results, many healthcare workers acknowledged the impact of both the perceived benefits and perceived risks, seeing the tradeoffs presented by the passage of the initiative. Nonetheless, 71.2 percent believed that the benefits outweighed the risks regarding initiative, indicating that the majority support its enactment.

Testimonials from Healthcare Workers at St. Mary's Medical Center

"The economy is not in the best place right now, our wages don't match our hard work, or risks we are taking with this pandemic. And to top things off we aren't getting paid enough, our pay and cost of living is off. I think they need to remember that us healthcare workers also have families at home, to feed and look after, healthcare for our families is important to us along with keeping up with cost of living. We take many risks just to show up to work but still we do."

"I started working in health care at the peak of COVID-19 in 2020. Prior to that, I was working as a server in the restaurant industry. I am embarrassed to admit I actually made more money as a server as I do now working in the hospital. I love what I do. I love working with patients and healthcare, which is why I stay. However, it is unfortunate having to compromise on my wage especially since Long Beach has no rent control and gas prices have gone through the roof. I have a 7 month old baby and I would desperately be benefitting from getting \$25/hr. It would be amazing to be able to provide for my family as well as helping my community. I believe you should vote yes and pass the minimum wage increase. Many hospital workers are overworked and underpaid."

"Please pass it, as a single mom it's hard, and I barely make ends meet. I been at my facility for 25 years and I don't even make close to 25 dollars an hour, with everything going up on prices this can make a change for me and other people in my situation."

Industry Representatives

Representatives from industry were predominantly from private healthcare facility administration, with additional responses from public healthcare facility administration, medical/insurance providers, and healthcare industry associations, for a total of 45 industry respondents. An overwhelming majority, 77.8 percent, strongly opposed the initiative and an additional 4.4 percent somewhat opposed it, while 6.7 were neutral. Regarding those who supported the initiative, 8.9 percent somewhat did so while one respondent strongly supported it.

Among industry representatives, most representatives believed that the perceived benefits would have little to no impact on the Long Beach healthcare industry. The one exemption was the influence the initiative would have on attracting workers to the field, to which 47.1 percent responded that it would be somewhat impactful, with an additional 11.8 percent stating that it would very impactful. The next highest impact among perceived benefits was improving the livelihoods of healthcare workers at private healthcare facilities; 41.2 percent stated that it would be very or somewhat impactful, however the majority believed that the initiative would have little to no impact in this regard. These two perceived benefits were also among the top three believed to be most impactful by healthcare workers.

For the other perceived benefits, more than 60 percent of industry representatives felt that they would have little to no impact. Only 37.1 percent believed that it would have a sizeable impact on improving healthcare worker morale, with one respondent stating that the increase in morale will be short lived and could be realized with a lesser increase in the hourly wage. Regarding low skill, low wage workers, 35.3 percent felt that it would be impactful in improving their morale while 34.3 percent felt that it would be impactful in improving their livelihoods; however, over a third felt that these perceived benefits would have no impact at all, 35.3 percent and 40.0 percent, respectively.

About a quarter of industry respondents felt that the initiative would have a sizeable impact on reducing turnover in private healthcare facilities, while 45.7 percent stated it would have no impact at all. The impact of the initiative on increasing bargaining power for workers at these facilities was similar, with around a fifth of respondents believing it would be impactful and 41.2 percent feeling it would not create such a shift. In terms of reducing the racial/ethnic and gender wage gaps in the healthcare industry, a 52.9 percent majority felt it would have no impact at all, while only 8.8 percent believed that it would. One respondent also stated the potential effect it would have on raising income tax levels, given that the net effect between the total employment and wages per employee result in an increase in total labor income.

Industry representatives were much more vocal than surveyed healthcare workers about the impact of the perceived risks of the initiative, with each being considered very or somewhat impactful by over 80 percent of respondents. This was most fervently felt regarding the impact of the initiative on increasing labor costs at private healthcare facilities and the closure, exit, and/or decreased entry of new and relocating private healthcare facilities, with 97.1 percent of respondents answering that the initiative would have a sizeable impact in these regards and over 75 percent saying each would be very impactful. One respondent shared that while the cost of business will immediately increase, insurance reimbursements will remain stagnant, insisting that such a change to the minimum wage would put smaller establishments out of business and destabilize the large institutions: they recommended that such a change should only be passed if federal, state, and private sector reimbursement structure is aligned to compensate for the increased labor costs.

While it was also raised in several open-ended responses, 94.3 percent felt that the initiative would have an impact on increasing patient costs. Other impactful perceived risks included creating a competitive disadvantage for affected facilities (88.6 percent), reducing future healthcare worker job growth (85.7 percent), decreasing the morale of those making around \$25 an hour (85.3 percent), reducing future low skill, low wage worker job growth at private healthcare facilities (82.9 percent), and creating worker shortages for public healthcare facilities and other industries (82.4 percent).

Some of these perceived risks were highlighted in discussions with a regional hospital association. The representative shared that labor costs make up approximately 50 percent of costs for the industry, so it is likely that any increase in these costs would need to be passed on. Aside from the increase in labor costs that would occur as workers currently making under \$25 an hour are brought up to the new minimum wage, they also believed that labor costs would be further affected as those currently making just more than \$25 an hour would likely demand a wage increase. If not, the representative feared that it would negatively impact the morale of these workers. This unintended consequence was also raised by a representative from DaVita Kidney Care, which has a handful of facilities in Long Beach, who suggested that a prorated adjustment for all workers would help address these potential consequences.

However, the hospital association representative stated that regardless of this increase in labor costs, the ordinance as written does not permit covered facilities to reduce hours or staffing levels. Instead, they asserted that the likely offset will be on capital expenditures, which could have a negative impact on patient care in the long run because hospitals need to reinvest in new technology and treatment options for the well-being of the communities they serve.

Open ended responses from industry representatives largely asked the same basic question: where will the money come from to fund the increase in labor costs? Representatives believed that it would not be immediately possible via insurance reimbursements, as those will adjust slowly if at all. One suggested that the City of Long Beach fund grants to pay for the increased labor costs, assigning Recovery Act money for healthcare systems, doctors, dialysis clinics, and urgent care clinics to give wage increases.

Instead, most believed that patients would bear the brunt of the impact, seeing an increase in prices to fund the increased labor costs. Many also spoke about what they believed would be inevitable consequences, such as the chance that covered facilities close down or relocate outside of Long Beach, that workers would be laid off at smaller covered facilities, that public and non-covered private facilities will have to also increase their wage to stay competitive in staffing thereby increasing their labor costs as well, and that seniors will see an increase in their cost of living at covered facilities. Though hospital profits were mentioned in some responses, comments focused on maintaining profits, with no respondents indicating a willingness to pay for these increased labor costs out of those profits.

Opinions differed slightly regarding the impact the initiative would have on access to and quality of healthcare services. In terms of access, there was an overwhelming consensus of 84.8 percent who believed it would reduce access, while 6.1 percent felt it would have no impact and 9.1 percent felt it would improve access. Given the perceived impact of the initiative on the closure, exit, or decreased entry of facilities, this is consistent with the fears expressed by industry representatives. A majority also felt that it would reduce the quality of healthcare services, 69.7 percent, while 27.3 percent believed it would have no impact. Only one industry representative stated that it would improve the quality of healthcare services.

The feeling that the initiative would impact access more severely was echoed in open ended responses, where many industry representatives unequivocally stated that they believed they would see a decrease in the number of facilities serving the communities and the number of employees within them. One representative posited that underserved communities will likely suffer the most, as Federally Qualified Health Centers, residential care facilities, and skilled nursing facilities will see increases in labor costs without an adjustment in Medicaid reimbursement. If those costs are then passed on, it may result in financially prohibiting low-income patients from seeking out necessary care.

Unsurprising given their assessment of the perceived benefits and risks, 91.4 percent of respondents from industry felt that the perceived risks outweigh the perceived benefits of the initiative. This assessment varies by stakeholder group, with 100 percent agreement among the half dozen industry association and medical/health insurance representatives and 92 percent among the representatives from private healthcare facilities. Among the four public healthcare administration representatives, one perceived that the benefits outweighed the risks. The general sentiment among industry representatives

across all groups and questions is that the initiative would have a negative impact on the Long Beach healthcare industry and should not be passed.

Testimonial from Ocean View Psychiatric Facility

I am writing to you to express concerns regarding the \$25 minimum wage proposal before you.

Our facility provides acute psychiatric care to the most vulnerable people in our community. Our patients admit as a result of being a danger to self, danger to others, or gravely disabled servicing local emergency rooms, law enforcement, residential facilities, outpatient providers, and the community as a whole.

We have always considered our staff to be a work family. To us and to our patients, they are heroes. On the surface, this proposal might seem noble. However, this is not the answer to rising inflation rates. As with other local healthcare facilities, our average staff wages and other operating costs have continued to exponentially rise over the past 3 years.

Creating a minimum wage of \$25.00 per hour for privately owned hospitals such as ours will have a devastating impact on our financial viability, especially considering the difficulties we have already been facing throughout the COVID-19 pandemic. Many of our patients have Medi-Cal and Medicare. These rates are set by the state and federal governments and are not subject to negotiation. This will result in a budget deficit and could impact our ability to provide the best possible care to patients in dire need.

This wage increase proposal targets privately owned facilities. Public hospitals and clinics will be left untouched. The safety net that private health care facilities provide in our community will begin to fail and the public health system will be left with the financial and medical burdens. Because there is only so much public money available, taxpayers will ultimately pay the cost for this. Tax payers will continue to pay the cost of this as public health facilities will be forced to increase their minimum wage. Furthermore, increases in local private insurance contract rates will have a downstream financial impact on patients as premiums and out-of-pocket expenses will likely increase. This will add to the financial burden that would be placed on Long Beach residents if this measure passes.

I wanted to express our great concern about the impacts of this proposal on our ability to provide vital mental health services to patients. We, therefore, urge that you place this measure on the ballot, so that the people of Long Beach can express their opinion on an issue that could drastically impact access to vital health care services. Thank you.

Labor Unions

The minimum wage initiative was brought forth by SEIU-UHW, a labor union representing more than 100,000 healthcare workers, including many unionized healthcare workers in Long Beach. This section reviews the input of those who self-identified as closely affiliated to labor unions, including leadership at SEIU-UHW, a SEIU-UHW Executive Board member, and a union representative at Dignity Health, and others, including limited input from non-healthcare unions. Union opinion was overwhelmingly in favor of the initiative, with 100 percent of respondents strongly supporting it.

In line with this view, there is an understanding that each of the perceived benefits would have a sizable positive impact on the Long Beach healthcare industry. Among those affiliated with healthcare unions, all respondents felt that the following perceived benefits would be very impactful: increasing the morale and livelihoods of healthcare workers at private healthcare facilities; increasing the morale and livelihoods of low skill, low wage workers at these facilities; attracting workers to these facilities; and increasing the bargaining power of workers in these facilities. All but one respondent also stated that the initiative would be very impactful in reducing turnover and deferring retirements as well as reducing the racial/ethnic and gender wage gap across the healthcare industry.

SEIU-UHW shared that the initiative arose from the need to address staffing shortages and asserted that it would be very effective in reducing the turnover seen at hospitals, which has been exacerbated by the pandemic. They hope that this initiative, partnered with other workforce development efforts, will bolster the pool of healthcare workers seeking jobs at the covered facilities and retain workers who might otherwise leave. Representatives stated that this wage adjustment would result in workers being compensated fairly, providing a life changing raise for many low skill, low wage workers. Additionally, they shared that they initially sought to include all hospitals in Long Beach in the ordinance, however they were legally unable to institute a minimum wage for public hospitals, though they believe the ordinance will still provide pressure for these institutions and others outside of health care to also provide a higher wage to attract workers.

While representatives from SEIU-UHW believed that each of the perceived benefits would be very impactful, they also believed that none of the perceived risks would have any impact on the Long Beach healthcare industry. While they did not dismiss that the initiative would increase labor costs, they did not believe it would impact the industry, as covered facilities could compensate for the increase in labor costs by dipping into their profits. Additionally, representatives refuted the possibility of closure, exit, or decreased entry of new or relocating facilities often raised by industry representatives due to the provision in the ordinance that provides a process for a court to grant a one-year waiver to a facility at risk of closure.

Representatives also disputed that the labor costs would be transferred to patients, stating that due to the complex billing practices, there is not a direct link between input costs and costs for patients at these facilities. Citing a brief from the USC-Brookings Schaeffer Initiative for Health Policy about how healthcare costs have been slow to adjust to increased input costs due to inflation compared to other goods, they pointed to a passage which reads: “reductions in the prices that private insurers pay for hospital services might elicit less concern since those prices are far above hospitals’ marginal cost of delivering services.”⁷² This argument posits that the gap between the cost of the service for the hospital compared to what is paid by private insurers would be able to compensate for the increased labor costs. However, this argument is limited to private insurers, as the brief also states, “reductions in the real prices Medicaid pays for physician services might be of particular concern given the longstanding challenges that Medicaid enrollees face in accessing physician services.”

Other union representatives largely agreed with SEIU-UHW’s assessment, though some stated that increased labor costs and reduced future job growth for low skill, low wage workers could be impactful.

⁷² Fiedler, M. April 2022. “What Does Economy-Wide Inflation Mean for the Prices of Healthcare Services (and Vice Versa)?” USC-Brookings Schaeffer Initiative for Health Policy <https://healthpolicy.usc.edu/brookings-schaeffer/what-does-economy-wide-inflation-mean-for-the-prices-of-healthcare-services-and-vice-versa/>

SEIU-UHW refuted that there would be a reduction in hours or jobs for workers, drawing from experience with the state and county minimum wage increases that raised the minimum wage to \$15. Instead, they asserted that providing people with more money will stimulate spending and contribute to economic growth, especially regarding lower income persons, who spend a larger proportion of each dollar in income. Additionally, SEIU-UHW stated that the pay raise would not affect morale for those currently making close to \$25. Instead, it would encourage employers to increase wages across the board, which would have a positive effect on the morale of all workers. They stressed that these impacts would be felt by all workers, whether or not they were unionized.

Regarding the potential creation of a competitive disadvantage for covered facilities, SEIU-UHW asserted that, aside from the Veteran's Affairs Long Beach Healthcare System, there are no public hospitals within Long Beach, so the wage increase would not create a competitive disadvantage for private facilities due to the lack of competition for patients within the city. Regarding the competition for labor, they shared that many businesses in Long Beach, such as food service establishments and retail stores, are already paying workers close to this wage, so it would allow covered healthcare facilities to better compete for these workers in the labor market.

Finally, all labor respondents believed that it would improve both access to and quality of healthcare services in Long Beach. SEIU-UHW representatives shared that addressing the staffing shortage would be crucial in improving the quality of care, as their members have relayed to them that short-staffing prevents their ability to provide quality care to patients. Labor representatives largely agreed with the SEIU-UHW that the perceived benefits outweigh the perceived risks; SEIU-UHW representatives went on to state that the benefits do so for workers, jobs, healthcare jobs, and patients. With overwhelming support, the union viewpoint is that the passage of the initiative would be the right decision for workers, patients, and the wider economy.

Testimonial from SEIU-UHW

"Setting a healthcare worker minimum wage is a big step towards fixing the staffing shortages, burnout and overwork that we are all facing. Our employers refuse to take serious action to fully staff our facilities and are always looking to cut wages and benefits. The minimum wage helps us fight back: raising wages from the bottom puts pressure on employers to raise wages for all of us; it helps to retain workers who are considering leaving healthcare and recruit new ones — an critical part of fixing staffing shortages; it sets a wage standard that puts us in a strong position when we bargain our next contract; it's tied to inflation, so if the cost of living keeps rising, wages will too"

"Los Angeles County is one of the most expensive places to live in the nation. According to the MIT Living Wage Calculator, the living wage in a Los Angeles County household with two adults and two children is \$30.73 an hour for each adult. For a single parent with one child the living wage is \$44.57 an hour. With the current minimum wage at \$15, far below the living wage, families are under tremendous pressure to make ends meet. Inflation is at a 40-year high and workers face significant financial challenges paying for food, gas, childcare, and other expenses. Raising the minimum wage for healthcare workers will positively impact workers and their families, will strengthen the healthcare system by reducing shortages and worker turnover, and will improve the economy by giving workers more buying power."

Other Respondents

Other groups also responded to the survey, including two patient advocates, four members of the wider business community, nine members from the general public, as well as ten respondents who did not classify themselves in any other field, though some worked in the healthcare industry. This group was divided on their opinions on the initiative, perhaps due to the lack of unified stakeholder identity. While one patient advocate strongly supported the initiative, the other was strongly opposed to it. Among the other respondents in this category, 56.5 percent were against the initiative, 30.4 percent of them were in favor of the initiative, and 13.0 percent were neutral.

The majority of the group felt that both the perceived benefits and the perceived risks of the initiative would be somewhat or very impactful, with slightly more believing the risks would have such an impact. On average across the perceived risks, 80.6 percent felt that they would be very or somewhat impactful, compared to 75.7 percent across the perceived benefits.

Open ended input varied widely and often brought up points not broached by other stakeholder groups. While some respondents in the group said that workers need or deserve \$25 an hour, one felt that it would “create an inflationary [pay] scale in the local market.” In terms of other perceived risks, many maligned the impact they expect the initiative to have on the entry-level wages in other industries and the potential to cause staffing shortages elsewhere in the economy. Another respondent felt that the minimum wage should only be increased for those working in healthcare occupations. Many respondents used the term “living wage” to describe the increase, highlighting the role it could play in bettering the livelihoods of women workers, low-income families, and single parent households.

Of the 18 respondents who answered about the potential impact on access to and quality of healthcare services, the majority felt it would reduce both, with 66.7 percent and 55.6 percent, respectively. Across both questions, 16.7 percent believed there would be no impact while 16.7 percent believed it would improve access and 27.8 percent believed it would improve quality. Overall, 31.6 percent of respondents in this category believed that the benefits outweighed the risks, while 68.4 percent did not. No definitive conclusions can be drawn from this group about the opinions of patient advocates, the broader business community, or the general public. To understand general public opinion and the thoughts of the wider business community, a larger survey should be conducted.

Thoughts from Other Respondents

“The healthcare workers are a much needed system that deserves to have a wage increase.”

“Let the voters decide. Put it on the ballot.”

“This will affect all industries and put more pressure on salaries. It's not that I don't want people to earn more, but where does all the money come from? It must be passed on to more consumers and healthcare is already outrageously expensive.”

“I am unable to support this initiative and the lack of adequate reimbursement as it is now is presented. A proposal like this initiative should start with thoughtful reimbursement adjustment discussion at federal, state and health plan level and analysis for means to fund these increase across the board to hospitals, private, and public outpatient health providers.”

7. KEY FINDINGS AND CONSIDERATIONS

This section summarizes the study's key findings and provides a number of considerations to policymakers that are guided by the findings of the report.

Key Findings

- Economic theory generally supports the claim that implementation of a healthcare minimum wage will likely result in a number of unintended negative economic consequences that must be considered by policymakers and the general public.
- Empirical evidence regarding the economic impact of the minimum wage is more mixed than economic theory.
- Industries such as the healthcare industry characterized by consumer demand that does not significantly change due to price changes will experience fewer negative employment consequences from a minimum wage increase than industries with more responsive demand conditions.
- Trying to prohibit one type of economic adjustment will result in an augmentation of other reactions that are not prohibited. As a result, instead of spreading out adjustments in many ways, adjustments to the minimum wage increase may be concentrated in certain unprohibited changes such as in price increases, quality decreases, business entry reduction, business closure, and business relocation increases.
- An estimated 29 to 58 jobs may be lost in the short run as a result of the proposed minimum wage increase.
- The estimated net short run increase in labor income as a result of the proposed minimum wage is \$7 million - \$9.9 million.
- The short run economic impact in terms of increased economic output, labor income, and tax revenues of the increase in labor income to employees previously making less than the minimum wage more than makes up for the economic loss resulting from lost jobs *when considering only direct employment effects*. However, there are possible negative economic consequences not accounted for in this estimate that may result from the minimum wage increase in terms of higher prices, reduced access, lower business profits, and quality/access reductions that may cancel or exceed the estimated short run benefits. While this economic impact analysis does not attempt to estimate the impact of the minimum wage on these other economic variables it should be noted that these variables may be negatively affected as a result making the overall economic impact of the minimum wage in the short run ambiguous at best.
- The longer run may include some losses of currently employed workers in the private healthcare industry due to the minimum wage as well as job growth below what otherwise would have occurred.
- It is possible that in the long run the increase in the minimum wage will result in positive effects on healthcare labor supply due to increased attraction and reduced exit in the impacted occupations, accompanied by an increase in labor quality which will dampen negative labor demand effects.
- An interventionist policy such as a minimum wage increase will result in a number of tradeoffs which may or may not be judged as acceptable by policymakers. For example, it may be that

reduced business profitability may be deemed an acceptable policy tradeoff in exchange for increased income to employed low-wage workers.

Considerations

- Policymakers should carefully weigh the potential economic and social tradeoffs that will result due to the proposed minimum wage increase.
- A more rigorous economic impact report including estimates of labor market and business establishment responses specific to the City of Long Beach's affected healthcare industry and the effect of the proposed minimum wage on non-labor variables should be conducted. This will provide policymakers and the general public with a more accurate understanding of the impact of the proposed healthcare minimum wage increase.
- If the proposed minimum wage is enacted, the City of Long Beach should commission a five-year study reviewing the impact of the minimum wage on healthcare business establishments, healthcare workers, patients, and government revenues.

APPENDIX

Methodology

The estimates in the report assume real wages that are not eroded by inflation as a simplifying assumption. Since the measure language states that the minimum wage would be adjusted for inflation periodically, and will therefore be expected by future looking economic actors, this assumption is not expected to significantly affect the estimates.

Estimate of the Short Run Economic Impact of the Minimum Wage Increase on Industry Employment

Employment losses or other compensating adjustments may take place before the minimum wage increase goes into effect as well as in the first year when waiver can be claimed by businesses on the margin. No language in the measure contains a prohibition to making employment adjustments in anticipation of a new higher minimum wage during that period.

Data Used:

1. Lightcast occupation data that contains a percentile earnings breakdown for all occupations in Long Beach.
2. Lightcast data on staffing patterns in the Long Beach healthcare industry with employment figures.

Used 2 to figure out what occupations should be kept in 1 to get an earnings breakdown for only occupations in the Long Beach healthcare industry.

We deleted the any occupation percentiles that will not be subject to the minimum wage increase (anything \$25/hr or above). We assume that these employment figures will not be affected by the minimum wage which is a conservative assumption that will likely reduce the negative impact on employment in the private healthcare industry as a result of the minimum wage increase below what it otherwise would be.

We calculated the earnings percentage increase for each occupation earnings percentile that will be subject to the minimum wage increase. We are assuming that employees earn their occupation percentile's wage before the minimum wage is implemented.

We then calculated how many employees (using 2021 figures provided by Lightcast) are in the remaining earnings percentiles that will be subject to the increase.

We use low and high empirical short run response estimates⁷³ (elasticities) to calculate the estimated percentage change in employment:

Estimated Low and High Ranges of Short Run Employment Responses to Minimum Wage Increases After One Year:

⁷³ Sorkin I. 2015. "Are There Long-Run Effects of the Minimum Wage?" Rev Econ Dyn. 2015 Apr 1;18(2):306-333. doi: 10.1016/j.red.2014.05.003. PMID: 25937790; PMCID: PMC4415654.

Low Response: (elasticity of -0.05).

High Response: (elasticity of -0.1).

Use the following formula:

$\% \text{change labor Quantity} = (\% \text{change wages}) * \text{elasticity}$

We make the simplifying assumption that this response holds for the range of increase being considered in this analysis.

Using Census Bureau County Business Patterns data for California (2020) NAICS 62 indicates that around 58 percent of employees in the healthcare industry are private.

We adjust employee figures to keep only remaining private healthcare workers in earnings percentiles that will be subject to the increase. This adds a conservative bias to the estimate if, as is possible, non-private healthcare facilities may need to increase wages to compete with private healthcare employers for labor.

This response likely underestimates the employment loss response specific to low skilled labor lending a conservative bias to the estimates to follow. On the other hand, this response would be lower for an industry where consumer demand does not significantly response to the price of goods or services offered such as the healthcare industry.

Finally, we used Lightcast data by six-digit NAICS code and assigned a percentage for each six digit NAICS code that would be expected to be part of either a covered facility or Integrated Healthcare Delivery System. Our approach yielded an estimated 42 percent of jobs in private healthcare connected to affected private healthcare facilities as outlined in ordinance.

We then used IMPLAN to calculate the economic impact of lost employment using industry employment events for a region made up of Long Beach Zip Codes.

To do this we assume that Long Beach job losses are spread proportionally throughout region's IMPLAN Industry Codes 483-492 (which proxy for the affected 2017 NAICS codes) in accordance with region industry job proportions as provided by IMPLAN. This will likely exert an upward bias to the estimates since higher-skilled occupations are likely overrepresented in the employment groups that were used compared to the types of jobs that will likely be lost due to the minimum wage increase.

Potential Impact on Labor Income in the Healthcare Industry

We assume that all employees making below the minimum wage who keep their jobs make the \$25/hr minimum. In this analysis, to get yearly total Long Beach private healthcare labor income after a minimum wage increase, we multiply the number of employees for each occupation percentile who did not lose jobs as a result of the minimum wage that were previously making below \$25/hr by the new \$25/hr wage and then assume these workers work 38.2 hours per week to get the yearly total (sum all occupations). This approach serves to overestimate the income increase since we are not factoring in the one-year waiver which will mean that some remaining employees will not be making the new minimum wage in the short run.

BLS Labor Force Statistics from the U.S. Current Population Survey indicates that 38.2 hours per week is the average weekly work hours in Education and Health Services.⁷⁴ We assume that work hours are unaffected in the analysis.

This calculation will be made both for the high and low elasticity scenarios above. Assume this income increase holds for the foreseeable future although this may change if more employees in occupations subject to the minimum wage increase enter or exit as a result.

We are assuming that employees earn their occupation percentile's wage before the minimum wage is implemented. We calculated the increase from the median wage to new minimum for all remaining workers in each occupation to get labor income change. Then, we calculated the economic impact of the change in labor income using IMPLAN.

We are assuming that employees earn their occupation percentile's wage before minimum wage implemented. For the baseline case before the minimum wage, we multiply the existing private healthcare employee numbers in each percentile by that percentile wage for each occupation and add up to get total labor earnings.

We then compare the sum of estimated labor earnings before and after the minimum wage to find the policy's impact on total labor earnings.

We then used IMPLAN to calculate the economic impact of increased income using industry employee compensation events for a region made up of Long Beach Zip Codes.

To do this we assume that Long Beach income is spread proportionally throughout region's IMPLAN Industry Codes 483-492 in accordance with region industry employee compensation as provided by IMPLAN.

⁷⁴ <https://www.bls.gov/cps/cpsaat21.pdf>



MEMORANDUM

To: California Hospitals Committee on Issues: California Hospital Association
From: Mandy Asgeirsson, Greg Russo
Date: July 14, 2022
Subject: Assessing the impact of the proposed healthcare workers minimum wage ordinances

This memorandum summarizes the methodology and results of our analyses of the healthcare marketplace with respect to the proposed minimum wage ordinances ("proposed ordinances") in Anaheim, Baldwin Park, Duarte, Culver City, Downey, Inglewood, Long Beach, Los Angeles, Lynwood, and Monterey Park (collectively, "at-issue cities").¹ We have calculated the potential financial impact that the proposed ordinances would have on portions of the healthcare marketplaces in each at-issue city as well as the % of healthcare workers in each city that are covered and those excluded by the measure. This analysis considers the proposed ordinance's requirement that the minimum wage for certain employees of privately owned healthcare facilities increase to \$25 per hour.²

Summary of Findings:

- The ordinance is expected to have an inequitable impact on healthcare workers making less than \$25 per hour. The ordinance excludes approximately 65% of those making less than \$25 per hour across the ten (10) cities of interest. In some cities, more than 85% of healthcare workers would be excluded and not experience a minimum wage increase.
 - The ordinance excludes approximately 62% of healthcare workers making less than \$35 per hour across the ten (10) cities of interest. We expect the ordinance to not only impact those making less than \$25 per hour, but also those making less than \$35 per hour.

¹ A listing of the relevant ordinances can be found in Appendix A.

² For purposes of this analysis, "facilities" includes most facilities covered by the ordinances: licensed general acute care hospitals, licensed acute psychiatric hospitals, clinics that are conducted, operated, or maintained as an outpatient department of a general acute care or acute psychiatric hospital, licensed chronic dialysis clinics, and licensed psychiatric health facilities. These facilities are further denoted in this memo as "covered facilities." "Facilities" also includes some facilities not covered by the ordinances, such as skilled nursing facilities, intermediate care facilities, residential facilities, congregate living health facilities, community mental health centers, federally qualified health centers, health clinics, home health agencies, hospice, and rural health clinics. These facilities are further denoted in this memo as "non-covered facilities." "Facilities" does not include facilities that are part of an integrated healthcare delivery system, ambulatory surgery centers, or other healthcare entities such as physician offices. Facility types are further defined in Appendix B.

- The proposed ordinances would increase salary costs at covered facilities such as privately owned hospitals, psychiatric facilities, and renal dialysis facilities by between 4.5% and 17.4%.
 - The largest impact is in Baldwin Park, where salary costs are estimated to increase by \$2.9 million, or 17.4%.
 - In Los Angeles, the impact is approximately \$287 million, a 6.7% increase in salary costs.
 - Across the ten (10) cities, the ordinance is estimated to increase costs for the covered facilities by more than \$392 million per year, a 6.9% increase.
- Healthcare costs per encounter at covered facilities are expected to increase by approximately \$54.³
- The additional expense of the ordinance will cause added financial strain and/or the closure of facilities in at-issue cities due to increased costs and more pressure on the bottom line. Already, 26% of affected facilities are operating with a negative margin.

Summary of Methodology:

To measure the effects of the proposed ordinances, we completed the following four (4) steps:

1. Identify the current wages and number of hours worked for covered employees at covered and non-covered facilities in each at-issue city,
2. Calculate the additional cost to each covered and non-covered facility to comply with the proposed minimum wage of \$25 per hour,
3. Calculate the additional costs to each covered and non-covered facility for those employees that may be indirectly impacted and earn between \$25 and \$35 per hour,
4. Identify the impact that the proposed ordinances would have on patients, the healthcare industry in California, and healthcare practitioners.

The steps above address some of the financial impact of the proposed ordinances on the covered employees and the financial impact on the covered and non-covered facilities; however, this analysis does not encompass the totality of financial impacts that the proposed ordinances will have, if implemented. After discussing the points noted above, we provide some of the additional impacts of the proposed ordinances.

³ The definition of encounter varies based on the facility type. Appendix B has the definition of encounter by facility type. For CMHCs, FQHCs, health clinics, home health agencies, and rural health clinics, an encounter is defined as a patient visit. For Hospice, an encounter is defined as an individual hospital day. Encounters at renal dialysis facilities are defined as the number of treatments. Encounters at acute care hospitals include inpatient discharges and outpatient visits as reported in the HCAI data. Encounters at long term care facilities are defined as the number of discharges.

1. Identify the current wages and number of hours worked for covered employees at covered and non-covered facilities in each at-issue city

For hospitals and long-term care providers, we identified the current wages for employees using data from the California Department of Health Care Access and Information (“HCAI”).^{4,5} This data includes demographic information, financial information, and information on the wages of certain employee categories and their corresponding number of “productive hours.”⁶ For hospitals, relevant employee types from the HCAI data include: Aides & Orderlies, Clerical & Other, Environmental Services, Licensed Vocational Nurses (“LVNs”), Non-Physician Clinical, and Technical & Specialists.⁷ For long-term care providers, relevant employee types include: Activities, Administration, Ancillary Services, Dietary, Geriatric Nurse Practitioners, Housekeeping, Inservice Education Nursing, Laundry & Linen, LVNs, Nurse Assistants, Aides & Orderlies, Other, Plant Operations & Maintenance, Psychiatric Technicians, Registered Nurses, Social Services, and Technicians & Specialists.

In order to assess the impact that the ordinances will have on employees of these hospitals and long-term care facilities, we categorized the employee types into four (4) categories: (1) those that had an average hourly wage of less than \$25, (2) those between \$25 and \$29.99, (3) those between \$30 and \$34.99, and (4) those making \$35 an hour or more. We also used the HCAI data to identify the number of productive hours worked for each employee type. Employees are split into these four (4) categories because of the indirect effects that will likely occur if the minimum wage at these facilities is increased to \$25 per hour. First, we assume that the salaries of employees making less than \$25 per hour will be increased to \$25 per hour. Then, we assume that those that make between \$25 and \$29.99 per hour will experience an increase of 19%, those that make between \$30 and \$34.99 per hour will experience an increase of 9.5%, and those that make over \$35 per hour will not be impacted. More details on this methodology can be found in section 3.

⁴ Hospital Annual Financial Data – Selected Data & Pivot Tables, 2020-2021. *California Health and Human Services Open Data*, California Department of Health Care Access and Information.

https://data.chhs.ca.gov/dataset/hospital-annual-financial-data-selected-data-pivot-tables/resource/d30305d9-b150-43fb-8d99-2189fe5af87d?view_id=54997b30-65a2-4df0-8c01-0514ce098fe7.

2020 Selected File (As Submitted) - Long-Term Care Annual Financial Data - (November 2021). *California Health and Human Services Open Data*, California Department of Health Care Access and Information.

<https://data.chhs.ca.gov/dataset/long-term-care-facility-disclosure-report-data/resource/d8fb89b0-1f27-4333-aef9-118548ad4d3d>.

⁵ The HCAI hospital data includes information for short term acute care hospitals, acute psychiatric hospitals, children’s hospitals, and specialty hospitals. The HCAI long-term annual financial data includes information on skilled nursing facilities, intermediate care facilities, skilled nursing facility/residential facilities, and congregate living health facilities.

⁶ Productive hours are defined as “total hours actually worked, including paid time spent attending meetings and educational activities at or away from the hospital. Includes operating and non-operating cost centers. Included are hours for workers who do not receive a paycheck from the hospital’s payroll system, such as registry nursing personnel and other temporary personnel. Does not include non-productive hours or ‘on-call’ hours.”

⁷ Physicians, management and supervision, and registered nurse categories are excluded.

For other covered facility types, average hourly wages were not available from HCAI. However, the Centers for Medicare & Medicaid Services (“CMS”) publishes data through the Healthcare Cost Reporting Information System (“HCRIS” or “cost reports”).⁸ Similar to the HCAI data, cost reports include information on facility demographics, finances, and salaries by cost center. The cost reports are available for other covered facility types including renal dialysis centers, rural health clinic, hospice providers, home health agencies, health clinics, federally qualified health centers (“FQHCs”), and community mental health centers (“CMHC”). These facility types are defined in Appendix B. This data includes some wage information such as total salaries, but does not include average salaries, total hours or full-time employee equivalents (“FTEs”) are not available for every relevant employee type.

We are unable to identify a source containing wage data for employees that are part of an integrated healthcare delivery system. As such, these providers are not included in the analyses we completed unless the employees are captured in one of the facility categories listed below.

The proposed ordinances only apply to private facilities, and not public institutions. As such, only a portion of the covered facilities will be impacted by the proposed ordinances. The HCAI data and the cost report data includes information on whether a facility is private or public. There are also some areas, identified by zip code, in the Los Angeles area that are exempt from the proposed ordinance.⁹

The table below outlines the provider types for which data was available, and the number of providers that are subject to the proposed ordinances.¹⁰

⁸ “Cost Reports.” CMS, 11 Jun. 2022, <https://www.cms.gov/Research-Statistics-Data-and-Systems/Downloadable-Public-Use-Files/Cost-Reports/index.html>.

⁹ Information on the zip codes included vs. excluded from the ordinance was provided by the Hospital Association of Southern California.

¹⁰ The facilities included in the analysis are those found in the HCAI or Cost Report data based on where the relevant information was published. These data sources may not be inclusive of all facilities in the ten (10) cities at-issue.

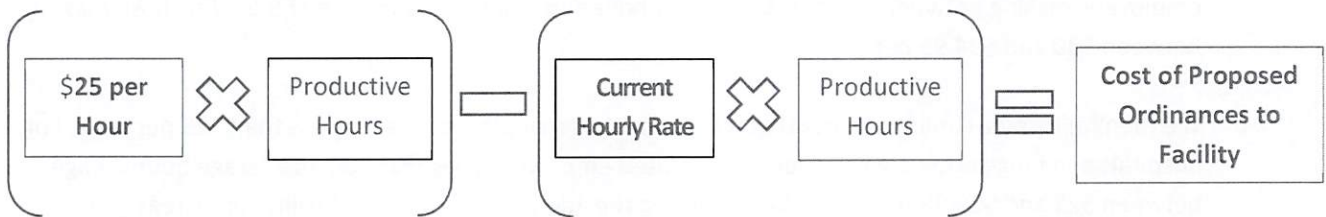
Table 1: Providers with Available Data by Source

Facility Type	Source Data	Number of Facilities	Number of Private Facilities	Covered Healthcare Facility
Home Health Agency	Cost Report Data	479	477	No
Hospice	Cost Report Data	269	269	No
Skilled Nursing Facility	HCAI Data	177	177	No
Renal Dialysis	Cost Report Data	99	99	Yes
Federally Qualified Health Center	Cost Report Data	76	72	No
Other Long-Term Care	HCAI Data	60	58	No
Acute Care Hospital	HCAI Data	56	53	Yes
Psychiatric Hospital	HCAI Data	8	8	Yes
Community Mental Health Center	Cost Report Data	1	1	No

The available data covers most facilities in the at-issue cities as detailed in the table above. We were able to assess the impact of the proposed ordinances on these provider types.¹¹

2. Calculate the additional cost to each covered and non-covered facility to comply with the proposed minimum wage of \$25 per hour

For hospitals and long-term care providers, we identified employee types with an average hourly wage of less than \$25. We calculated the additional cost to the covered facilities if the hourly wages were to be increased. If an employee type had an average hourly wage of less than \$15, we estimated that the employee type's average wage was \$15 due to the recently updated minimum wage requirements of \$15 in California.¹² Figure 1 below illustrates this calculation.

Figure 1: Hourly Rate Calculation for Employees Earning Below \$25 / Hour in HCAI Data

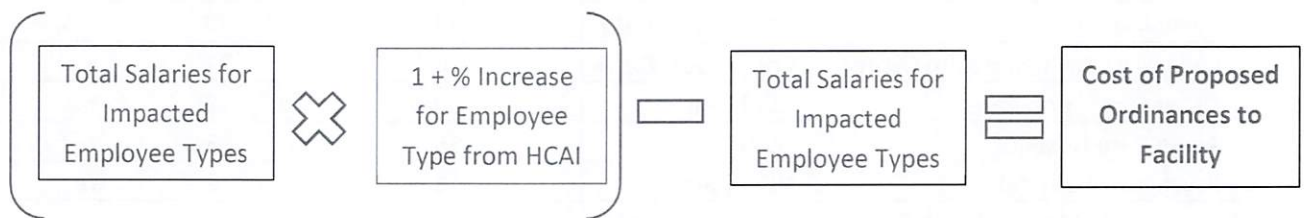
¹¹ The facility counts by facility type are based on the available data and the available data source. There may be facilities excluded from these counts, and therefore the analysis, if the facility did not submit a cost report or data to HCAI.

¹² "Minimum Wage". Labor Commissioner's Office, State of California Department of Industrial Relations.

https://www.dir.ca.gov/dlse/faq_minimumwage.htm.

To assess the additional cost that the proposed ordinances will have on other covered facility types (i.e., not the hospital or long-term care providers), we mapped each cost center from the cost report data to a similar employee type in the HCAI data. We then applied the weighted average percent increase by employee type from the HCAI data to the total salaries in the cost report data. Figure 2 below illustrates this calculation.

Figure 2: Hourly Rate Calculation for Employee Types Making Less Than \$25 / Hour Not in HCAI Data



3. Calculate the additional costs to each covered and non-covered facility for those employees that may be indirectly impacted and earn between \$25 and \$35 per hour

While the proposed ordinances identify that only employees earning less than \$25 per hour would be impacted, research indicates that employees earning a wage slightly higher than the proposed minimum wage will also be impacted. In a study conducted by the Washington Center for Equitable Growth, researchers found that increasing the minimum wage impacts wages for those earning an hourly wage that is less than the 25th percentile of hourly wages. Above the threshold of the 25th percentile, researchers found that the impact on wages is very small or non-existent.¹³ In order to assess the ripple effect that increasing the minimum wage has on other employees, we assumed that those making between \$25 and \$35 were also impacted by the increase in minimum wage. However, the study indicates that the ripple effect is not uniform across all employees. Those making more will see an increase that is lower than those making less. As such, we applied an increase of 19% to those employees making between \$25 and \$29.99 per hour and applied an increase of 9.5% for those making between \$30 and \$34.99 per hour.¹⁴

We then followed a similar process that we did for those employees making less than \$25 per hour. For hospitals and long-term care providers, we isolated employee types that had an average hourly wage between \$25 and \$29.99 per hour. We calculated the additional cost to the facility for increasing the

¹³ Zipperer, Ben. "How Raising the Minimum Wage Ripples Through the Workforce". Washington Center for Equitable Growth. Accessed June 11, 2022 at <https://equitablegrowth.org/raising-minimum-wage-ripples-workforce/>.

¹⁴ The study found that for a 10% increase, the ripple effect on wages would be approximately 2.9%. This minimum wage increase represents an increase of 66.7% from \$15 (as of the 2019-2020 data used in this memo), and in turn, we assumed that direct impact would be approximately 19% for those making between \$25 and \$29.99 per hour. We assumed this estimate would be cut in half for the next cohort and increased the wage by 9.5% for those making between \$30 and \$34.99 per hour.

average hourly wages for these employee types by 19%. We conducted a similar analysis for those earning between \$30 per hour and \$34.99 per hour, on average, but for these employees we increased the average hourly wage by 9.5%.

To assess the impact that the proposed ordinances will have on other covered facility types (not the hospital or long-term care providers), we used wage data from the cost reports and adjusted this data by the weighted average percent by employee type collected from the hospital and long-term care HCAI data.

This methodology assumes that only those earning less than \$35 per hour will be impacted by the proposed ordinances, and that those earning between \$25 and \$29.99 will be impacted at a higher rate than those earning between \$30 and \$34.99.

Table 2 includes a summary of the total change in salaries by at-issue city in which the proposed ordinance would be enacted. The adjusted salaries only relate to the covered facility types that are subject to the proposed ordinance and include adjustments for workers making less than \$35 per hour.

Table 2: Total Salaries and Adjusted Salaries Due to the Proposed Ordinances, In the First Year

City	Covered Facilities (Private Facilities Subject to Ordinance)			
	Total Salaries	Adjusted Salaries	Difference	% Difference
Anaheim	\$154,703,291	\$171,402,132	\$16,698,842	10.8%
Baldwin Park	16,711,248	19,625,265	2,914,017	17.4%
Culver City	7,654,792	8,544,703	889,910	11.6%
Downey	76,690,130	84,748,744	8,058,614	10.5%
Duarte	330,599,519	345,553,332	14,953,814	4.5%
Inglewood	93,403,999	102,036,780	8,632,782	9.2%
Long Beach	475,300,127	513,156,311	37,856,184	8.0%
Los Angeles	4,306,721,891	4,593,883,339	287,161,448	6.7%
Lynwood	139,546,501	146,261,032	6,714,531	4.8%
Monterey Park	92,676,870	101,268,102	8,591,231	9.3%
Total	\$5,694,008,367	\$6,086,479,740	\$392,471,373	6.9%

The overall salary expenses at covered facilities would increase overall by approximately 6.9%. In Baldwin Park, that increase is 17.4% whereas in Duarte the increase is only 4.5%. This increase in costs may result in pressure on covered facilities already struggling to stay in business. Of the covered facilities, 26% already report a negative operating margin. These costs cause an additional 7% to have a negative operating margin, putting the facilities at risk of closure or financial instability. Non-covered facility types are experiencing negative operating margins at an even higher rate (38%).

4. Identify the impact that this requirement would have on patients, the healthcare industry, and healthcare practitioners in California.

Inequitable Impact on Healthcare Workers

The proposed ordinances would impact only a portion of healthcare workers and healthcare facilities in the ten (10) at-issue cities. The proposed ordinances exclude portions of the healthcare industry, such as independent physician offices, publicly owned hospitals and clinics, and many community and outpatient health centers. The ordinances are inequitable in their impact on FTEs at the covered facilities. In order to assess the impact on FTEs, we used statistics of U.S. business data from the U.S. Census Bureau to identify all healthcare workers in the state. When considering all employees working in the healthcare marketplace, we find that 62% are included in the HCAI and/or Cost Report data used for our analyses.^{15,16} We used this proportion to understand the percent of healthcare workers in the state that were subject to the ordinance.

This analysis includes all FTEs at covered facilities and non-covered facilities, as well as the other healthcare providers for which we do not have data. However, we know that only a portion of employees are making less than \$35 per hour and are therefore impacted by the ordinance. Using the HCAI data for hospitals and long-term care providers, we identified that approximately 35% of employees are making less than \$25 per hour, and approximately 60% of employees are making less than \$35 per hour. We then used that proportion of employees to identify the FTEs that are employed at covered facilities, non-covered facilities, and the other healthcare providers making less than \$25 per hour and less than \$35 per hour. Table 3 includes the proportion of FTEs making less than \$25 per hour and less than \$35 per hour that are excluded from the ordinance, by facility type. We found that overall, 65% of employees making less than \$25 per hour are not covered by the ordinances and 62% of employees earning less than \$35 per hour are not covered by the ordinances, shown in Table 3.¹⁷

¹⁵ "Data by Enterprise Employments Size." 2019 SUSB Annual Datasets by Establishment Industry, U.S. Census Bureau. Accessed June 11, 2022 at <https://www.census.gov/data/datasets/2019/econ/susb/2019-susb.html>.

¹⁶ In order to estimate the percentage of FTEs in the covered and non-covered facilities as compared to all healthcare workers, we calculated the proportion of employees in the state of California using the six (6) digit North American Industry Classification System ("NAICS") codes. This includes FTEs for Office of Physicians, Dentist, and "Other Health" practitioners, Family Planning Centers, HMO Medical Centers, Freestanding Ambulatory Surgical and Emergency Centers, Medical and Diagnostic Laboratories, and Other Ambulatory Health Care Services. Using this information, we determined that 38% of healthcare FTEs are not employed at the covered and non-covered facilities analyzed.

¹⁷ In the hospital HCAI data, we estimated that 28% of FTEs were making less than \$25 per hour and 53% were making less than \$35 per hour. In the long-term care provider data from HCAI, 62% of FTEs were making less than \$25 per hour and 86% were making less than \$35 per hour. We then calculated a weighted average from the two (2) datasets and found that approximately 35% of employees were making less than \$25 per hour and approximately 60% were making less than \$35 per hour. In order to assess the other facility types for which we did not have this data, we assumed that 35% of FTEs were making less than \$25 per hour and 60% of FTEs were making less than \$35 per hour. We also assumed that the data used covered 62% of all FTEs making less than \$25/\$35 per hour, the same proportion of FTEs that were included in the analysis of all FTEs.

Table 3: Proportion of FTEs Making Less than \$25 or \$35 per Hour Excluded from the Ordinance

Facility Type	Covered Healthcare Facility	Estimated FTEs making < \$25 per hour		Estimated FTEs making < \$35 per hour	
		Private	Public	Private	Public
Acute Care Hospital	Yes	20,603	3,460	38,807	6,517
Skilled Nursing Facility	No	11,055	0	15,369	0
Federally Qualified Health Center	No	951	0	1,622	0
Home Health Agency	No	807	0	1,376	0
Renal Dialysis	Yes	804	0	1,371	0
Psychiatric Hospital	Yes	599	0	1,129	0
Other Long-Term Care	No	923	0	1,284	0
Community Mental Health Center	No	0	0	0	0
<i>Other Healthcare Providers</i>	<i>No</i>	22,298	2,158	38,029	4,066
Total		58,041	5,618	98,987	10,582
Facilities / Other Providers Not Covered by Ordinance		41,653		68,262	
% Not Covered by Ordinance		65%		62%	

While the main focus is on employees making less than \$25 or \$35 per hour, we also estimated the total FTEs that would not be included under the ordinance. We found that approximately 58% of the healthcare workers in the ten (10) at-issue cities are not covered by the ordinances. This analysis can be found in table 4.

Table 4: Proportion of FTEs Excluded from the Ordinance

Facility Type	Covered Healthcare Facility	Total FTEs	
		Private	Public
Acute Care Hospital	Yes	72,969	12,254
Skilled Nursing Facility	No	17,784	0
Federally Qualified Health Center	No	2,704	0
Home Health Agency	No	2,295	0
Renal Dialysis	Yes	2,287	0
Psychiatric Hospital	Yes	2,122	0
Other Long-Term Care	No	1,486	0
Community Mental Health Center	No	0	0
<i>Other Healthcare Providers</i>	<i>No</i>	63,412	7,644
Total		165,059	19,898
Facilities / Other Providers Not Covered by Ordinance		107,578	
% Not Covered by Ordinance		58%	

We also analyzed this statistic by city and found some variation across each at-issue city. Table 5 includes the percent of FTEs that are excluded from the ordinance by city.

Table 5: Percent of FTEs Making Less than \$25 per hour, and FTEs Making Less than \$35 per hour Excluded from the Ordinance

City	% of FTEs Not Covered by Ordinance	
	FTEs Making < \$25 per Hour	FTEs Making < \$35 per Hour
Anaheim	77%	73%
Baldwin Park	85%	81%
Culver City	82%	79%
Downey	79%	77%
Duarte	51%	48%
Inglewood	63%	59%
Long Beach	65%	61%
Los Angeles	65%	62%
Lynwood	57%	53%
Monterey Park	54%	51%
Total	65%	62%

Ordinances Impact Overall Cost of Care

In addition, the ordinances would increase the overall cost of providing care in the ten (10) at-issue cities. We identified the total number of encounters at each facility and calculated the additional salary expense per encounter.¹⁸ For covered facilities, the expenses per encounter would increase by about 2% (\$54). This 2% increase will have an impact on the covered facilities, particularly those that already have low margins. Table 6 shows the number of facilities that had a negative operating margin prior to the ordinance, as well as the estimated number of facilities that would have a negative operating margin if the ordinance was enacted. Of the covered healthcare facilities, 26% are already operating with a negative margin. If the ordinance were to be enacted, we estimate that an additional 7% of the covered facilities would be operating with a negative margin.

¹⁸ The definition of encounter varies based on the facility type. Appendix B has the definition of encounter by facility type. For CMHCs, FQHCs, Health Clinics, Home Health Agencies, and Rural Health Clinics, an encounter is defined as a patient visit. For Hospice, an encounter is defined as an individual hospital day. Encounters at renal dialysis facilities are defined as the number of treatments. Encounters at hospitals include discharges and outpatient visits as reported in the HCAI data. Encounters at long term care facilities are defined as the number of discharges.

Table 6: Operating Margin of Covered and Non-Covered Facilities

Provider Type	Covered Healthcare Facility	Operating Margin is Negative Pre and Post Ordinance	Operating Margin is Negative Post-Ordinance Only
Renal Dialysis	Yes	18	2
Acute Care Hospital	Yes	15	7
Psychiatric Hospital	Yes	6	1
Covered Healthcare Facilities Subtotal		39	10
% with Negative Margin		26%	7%
Home Health Agency	No	105	0
Hospice	No	100	0
Skilled Nursing Facility	No	81	0
Other Long-Term Care	No	13	0
Federally Qualified Health Center	No	0	0
Community Mental Health Center	No	0	0
Non-Covered Healthcare Facilities Subtotal		299	0
% with Negative Margin		38%	0%

At least 26% of covered facilities are experiencing low margins, making it difficult to absorb a 2% increase in costs. Alternatively, covered facilities could cut costs, which may impact patient quality and/or access to care. Additionally, increased costs will cause covered facilities to either reduce operating expenses or look to private insurers to increase reimbursements/payments, which requires a lengthy negotiating process that often takes months and may or may not be successful in raising rates. If a covered facility is successful in raising rates, then members' premiums and/or out of pocket expenses may be increased. Finally, many facilities that experience low margins have a high proportion of patients with a government payer, further resulting in low margins that are hard to increase.

Shortage of Workers Could be Exacerbated at Non-Covered Facilities

According to a study conducted by Avalere Health, a shortage of workers in the healthcare market impacts both clinical staff (nurses and primary care physicians) and lower-wage healthcare positions such as hospital support staff and home health workers.¹⁹ As only some facilities are subject to the proposed ordinances, there is a potential for lower wage workers to leave the non-covered facilities (e.g., publicly-owned hospitals) to work at covered facilities where the minimum wage will be increased to \$25 per hour. If employees seek employment at covered facilities, the non-covered facilities will have

¹⁹ Beveridge, R. et al. "How Healthcare Staffing Shortages Are Changing the Labor Market". Avalere Insights & Analysis. <https://avalere.com/insights/how-healthcare-staffing-shortages-are-changing-the-labor-market>.

difficulty hiring employees or will be forced to increase wages to be competitive with covered facilities. This will likely exacerbate the shortage of low wage workers at places like clinics and physicians' offices.

Potential Impacts for Other Industries or Small Businesses

Many of the healthcare workers impacted by this ordinance (i.e., those that work in covered facilities and make less than \$25 per hour) do not have a clinical background. The employees working in maintenance, laundry, security, food services, etc. are impacted by the proposed increased wages. As such, the proposed minimum wage of \$25 per hour may attract workers from other industries to instead apply for work in the healthcare industry. This will put pressure on non-covered facilities, industries with similar workers, and small business in the region. These other industries will have to either increase wages or cope with a smaller workforce.

Monitoring Compliance Would Cost the At-Issue Cities

The cost of ensuring compliance with the proposed ordinances is a real cost that will be borne by the at-issue cities and its taxpayers. Our work has not sought to quantify the financial impact of this on the State.

Conclusion

The proposed ordinances will have a material impact on the healthcare marketplaces in the at-issue cities. The proposed ordinances will affect the wages of those earning less than \$25 per hour, as is dictated by the proposed ordinances. However, the impacts will go beyond just affecting the wages. The proposed ordinances will also affect the wages of those earning close to but greater than \$25 per hour. As a result of wage increases, the costs at covered facilities will increase. Since these are low margin businesses, we question how the healthcare facilities will cope with the increased costs. The covered facilities may try to pass that cost along to payers/insurers and if successful, may in turn pass those increased costs along to the patient or reduce operating expenses, which could reduce patient services. Finally, the ordinances inequitably impact only a portion of the healthcare marketplace, excluding 65% of employees making less than \$25 per hour and over 58% of full-time employees.

Appendix A: Ordinance Source by City

City	Ordinance Source
Anaheim	Anaheim BallotTitle_Summary_Healthcare Facility Employee Minimum Wage Initiative.pdf
Baldwin Park	Baldwin Park – Notice of Intent.pdf
Duarte	Ballot Initiative Title and Summary – Healthcare Workers Minimum Wage (1)CityofDuarte.pdf
Culver City	Culver City Potential Text for Healthcare Worker's Minimum Wage Ordinance Initiative.pdf
Downey	Downey Notice of Intent – Healthcare Workers Minimum Wage Ordinance.pdf
Inglewood	Indlewood Initiative Petition.pdf
Long Beach	Long Beach ballot-title-and-summary-for-minimum-wage-for-healthcare-workers.pdf
Los Angeles	Los Angeles PUBLIC Request for Title and Summary_Min Wage.pdf
Lynwood	Lynwood Ordinance – Healthcare Workers Minimum Wage.pdf
Monterey Park	Proponent PublicationNoticeofIntentMontereyPark.pdf

Appendix B: List of Facility Types Tracked

Type of Facility	Definition	Encounter Definition
Acute Care Hospital²⁰	These can be short-term or long-term and can be further divided into four categories based on the preponderance of care provided at the hospital: General - hospitals which provide general acute care; Children's - hospitals which primarily treat children; Psychiatric - hospitals which emphasize psychiatric care; and Specialty - specialty hospitals, such as chemical dependency recovery hospitals and rehabilitation hospitals.	Number of outpatient visits and inpatient discharges
Community Mental Health Center²¹	An entity that provides outpatient services, including specialized outpatient services for children, the elderly, individuals who are chronically mentally ill, and clients of its mental health service area who have been discharged from inpatient treatment at a mental health facility; provides 24-hour-a-day emergency care services; provides day treatment or other partial hospitalization services, or psychosocial rehabilitation services; provides screening for patients being considered for admission to State mental health facilities to determine the appropriateness of this admission; meets applicable licensing or certification requirements for CMHCs in California; and provides at least 40 percent of its services to individuals who are not eligible for benefits under title XVIII of the Social Security Act.	Number of visits
Federally Qualified Health Center²²	This category includes Community Health Centers, Migrant Health Centers, Healthcare for the Homeless Health Centers, Public Housing Primary Care Centers, and outpatient health programs/facilities operated by a tribe or tribal organization or by an urban Indian organization.	Number of visits
Health Clinics²³	This category includes both Independent Rural Health Clinics and Freestanding Federally Qualified Health Centers.	Number of visits
Home Health Agency²⁴	An agency or organization which is primarily engaged in providing skilled nursing services and other therapeutic services; has policies established by a group of professionals (associated with the agency or organization), including one or more physicians and one or more registered professional nurses, to govern the services which it provides. This does not include any	Number of visits

²⁰ "Hospital Annual Financial Data Selected File Documentation." pg. 14. State of California Office of Statewide Health Planning and Development, Sep. 2005. <https://data.chhs.ca.gov/dataset/hospital-annual-financial-data-selected-data-pivot-tables/resource/842c8bcb-bfac-4aa9-9de8-b11eb049f6de>

²¹ "The Certification Process." *State Operations Manual* pg. 232-233. CMS, 11 Mar. 2022. <https://www.cms.gov/Regulations-and-Guidance/Guidance/Manuals/Downloads/som107c02.pdf>

²² "Rural Health Clinic (RHC) and Federally Qualified Health Center (FQHC) Services." *Medicare Benefit Policy Manual* pg. 9. CMS, 26 Apr. 2021. <https://www.cms.gov/Regulations-and-Guidance/Guidance/Manuals/downloads/bp102c13.pdf>

²³ "Health Clinic 222-1992 form." CMS, 1 Dec. 2021. <https://www.cms.gov/Regulations-and-Guidance/Guidance/Manuals/downloads/bp102c13.pdf>

²⁴ "Home Health Providers." CMS, 6 May 2022. <https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/CertificationandCompliance/HHAs>

Type of Facility	Definition	Encounter Definition
	agency or organization which is primarily for the care and treatment of mental diseases.	
Hospice ²⁵	A facility that is primarily engaged in providing care and services to terminally ill patients. This includes the following services to reduce pain or disease severity and manage the terminal illness and related conditions: services from a hospice-employed physician, nurse practitioner (NP), or other physicians chosen by the patient, nursing care, medical equipment, medical supplies, drugs to manage pain and symptoms, hospice aide and homemaker services, physical therapy, occupational therapy, speech-language pathology services, medical social services, dietary counseling, spiritual counseling, individual and family or just family grief and loss counseling before and after the patient's death, short-term inpatient pain control and symptom management and respite care.	Number of days
Other Long-Term Care ^{26, 27, 28}	Includes Intermediate Care Facilities (ICF); Skilled Nursing/Residential facilities (SNF/RES); and Congregate Health Living Facilities (CHLF). An ICF is a facility that primarily provides nursing and supportive care for patients who are ambulatory or semi-ambulatory and have a recurring need for skilled nursing supervision and supportive care but who do not require continuous nursing care. SNF/RES facilities are licensed for skilled nursing care but are an integral part of a residential care facility. A CHLF is typically a small facility which provides care to patients with terminal or life-threatening illnesses, catastrophic and severe injury, or residential treatment for eating or other disorders.	Number of discharges
Renal Dialysis Facility ²⁹	An entity that provides outpatient maintenance dialysis services, or home dialysis training and support services, or both. A dialysis facility may be an independent or hospital-based unit that includes a selfcare dialysis unit that furnishes only self-dialysis services.	Number of treatments

²⁵ "Hospice." CMS, 14 Mar. 2022. <https://www.cms.gov/Medicare/Medicare-Fee-for-Service-Payment/Hospice>

²⁶ "Documentation – Selected Data – Long Term Care Facility Annual Financial." pg. 17. State of California Office of Statewide Health Planning and Development, Oct. 2013. https://data.chhs.ca.gov/dataset/long-term-care-facility-disclosure-report-data/resource/5d8c2a00-88b4-43cb-8f16-b4a72e35212c?inner_span=True

²⁷ "Documentation – Selected Data – Long Term Care Facility Annual Financial." pgs. 10, 12. State of California Office of Statewide Health Planning and Development, Oct. 2013. https://data.chhs.ca.gov/dataset/long-term-care-facility-disclosure-report-data/resource/5d8c2a00-88b4-43cb-8f16-b4a72e35212c?inner_span=True

²⁸ "Documentation – Selected Data – Long Term Care Facility Annual Financial." pg. 49. State of California Office of Statewide Health Planning and Development, Oct. 2013. https://data.chhs.ca.gov/dataset/long-term-care-facility-disclosure-report-data/resource/5d8c2a00-88b4-43cb-8f16-b4a72e35212c?inner_span=True

²⁹ "Part 494 Conditions for Coverage for End-stage Renal Disease Facilities" pg. 7. CMS, 7 May 2014.

<https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/GuidanceforLawsAndRegulations/Downloads/esrdpgmguidance.pdf>

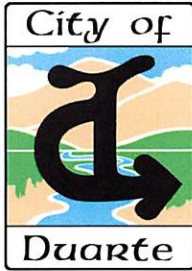
July 14, 2022

Re: Assessing the impact of the proposed healthcare workers minimum wage ordinances

Type of Facility	Definition	Encounter Definition
Rural Health Clinic ³⁰	A clinic that is in a rural area designated as a shortage area and is not a rehabilitation agency or a facility primarily for the care and treatment of mental diseases.	Number of visits
Skilled Nursing Facility ³¹	A facility that provides a level of nursing and supportive care provided by licensed nurses to patients who need 24 - hour nursing service on an extended basis.	Number of discharges

³⁰ "Rural Health Clinics." CMS, 1 Dec. 2021. <https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/CertificationandCompliance/RHCs>

³¹ "Documentation – Selected Data – Long Term Care Facility Annual Financial." pgs. 10, 12. State of California Office of Statewide Health Planning and Development, Oct. 2013. https://data.chhs.ca.gov/dataset/long-term-care-facility-disclosure-report-data/resource/5d8c2a00-88b4-43cb-8f16-b4a72e35212c?inner_span=True



Agenda Item:	_____
CM Review:	<i>[Signature]</i>
Fiscal Review:	_____

AGENDA REPORT

MEETING DATE: October 11, 2022

TO: Mayor and Members of the City Council

FROM: Larry Breceda, Public Safety Manager

SUBJECT: Amendments to the Duarte Municipal Code (“DMC”) to enhance public safety measures and tools for compliance with the DMC, as well as improving City processes, due process and compliance with State law.

RECOMMENDATION: Conduct a public hearing and approve the introduction of Ordinance No. 912 for first reading that will amend the DMC to provide for additional tools to enhance public safety, improve City processes and due process, and to comply with State law, to be read by number and title only, and waive further reading of the Ordinance.

FISCAL IMPACT: There is no fiscal impact resulting from these changes to the Duarte Municipal Code. The cost to enforce the amended codes and provide staff training has been included in the annual department budget.

BACKGROUND

The Duarte Municipal Code (“DMC”) contains certain provisions that regulate behaviors that are detrimental to community safety, health, welfare and quality of life. However, since the adoption of these code provisions, staff has received calls from members of the community and have encountered additional dangerous or otherwise unsafe behaviors in the City that necessitate modifications to the DMC to provide additional protections for the community against such conduct, as well as enhancing administrative and civil tools to enforce the DMC. Changes to State law also necessitate updates to certain provisions of the DMC in order to comply, and otherwise improve due process and City processes.

DISCUSSION/ANALYSIS

The recommended changes to the DMC address certain quality-of-life issues within the City from conduct that are not adequately addressed by California State law or current DMC provisions. They are intended to respond to calls from members of the community to the Public Safety Department reporting concerns about such behaviors, and to allow the City to take action to address these public safety concerns. In addition, changes were made to reflect State laws authorizing the City to adopt such ordinances, such as recovery of abatement costs relating to graffiti. Other changes will enhance City enforcement tools by clearly providing that such violations are a nuisance that may be enforced by any legal means, including specifically, administrative and civil means, in addition to the already-existing criminal penalties. The City seeks to benefit from having the ability to enforce and prevent continuing violations by application of the legal mechanism best suited to the violation and circumstances at issue, rather than being limited to a specific type of

enforcement remedy. In addition, changes to State law since the DMC's adoption have required updates to help ensure ongoing compliance with the law, including regarding storage of personal property and due process for owners of such property. This ordinance is intended to provide the City with improved mechanisms to ensure and improve public safety, health, welfare and quality of life. It addresses specific issues staff have encountered since the DMC was last updated in this regard. The specific policy areas addressed in the ordinance are discussed below.

Possession and Drinking of Alcohol

The City's regulations of possession of open alcoholic containers were updated to more clearly prohibit drinking alcohol in public areas and public property, and on-site of any business not licensed to sell alcoholic beverages in compliance with State law.

Vandalism and Graffiti

Amendments to Chapter 9.18 address the continuing issues with vandalism and graffiti within the City. As authorized by State law, Government Code section 38772, this section adds to and amends various sections of Chapter 9.18 to prohibit vandalism and the application of graffiti within the City, and provides additional civil and administrative penalties, including cost recovery for abatement of graffiti. As also authorized by State law, the amendments allow the City to impute liability for abatement costs to remove vandalism by minors to the parents or legal guardians. As further authorized by State law, the amendments also provide for treble damages from a second or subsequent judgment of responsibility for vandalism in violation of the DMC.

Storage and Removal of Personal Property

The ordinance also adds Chapter 12.22 to the DMC to address the storage of personal property in rights of way and to improve City processes and due process as required by State law. The additions and amendments codify already existing policies and procedures utilized by the City related to the removal of abandoned or illegally-stored personal property from City roads, sidewalks, parks, parking lots, public buildings, or any other area of the City. The amendments also provide procedures for providing notice prior to removal, a process for removal of such personal property, including providing notice, impounding of personal property, processes for the owner of impounded property to reclaim it, and disposal of unclaimed personal property. Exceptions are provided for any contraband, any dangerous material, any property that constitutes evidence of a crime, or any property that is reasonably believed to be trash.

Aggressive Panhandling

The ordinance also updates the City's regulations involving aggressive panhandling—a situation in which an individual accosts, threatens, assaults or intimidates member(s) of the community for purposes of panhandling—to reflect recent legal decisions and to provide content-neutral, time, place and manner restrictions regarding aggressive panhandling only on public property,. The ordinance does not prohibit non-aggressive panhandling, as this is a constitutionally-protected right, is narrowly-tailored to meet the needs of the community as reflected in calls for service to public safety, and ensures constitutional rights to free-expression are respected. Other jurisdictions, including in Los Angeles County, have adopted similar ordinances, and as legal changes necessitate, the City may need or desire to amend this ordinance to ensure compliance.

Public Nudity, Trespassing, and Other Behaviors

Further, the ordinance prohibits other behaviors negatively impacting the community that have been reported to Public Safety, such as public nudity (with certain listed exceptions) and trespassing on private property and within businesses or City property, except as permitted by law. This section does not apply to public camping, which is separately regulated. Fighting on public property and fighting in the City with a weapon are prohibited as are urinating and defecating in public.

Catalytic Converters

Finally, to address the significant uptick in thefts involving catalytic converters, the ordinance includes a prohibition on unlawful possession of catalytic converters, which is intended to thwart those who illegally obtain or sell stolen catalytic converters.

All of these ordinance amendments are reflective of State law, are examples from other similarly situated cities, and have been narrowly tailored to reflect the issues facing Duarte and the needs of the community, as well as to improve upon the existing DMC.

RECOMMENDATION

Conduct a public hearing and approve the introduction of Ordinance No. 912 for first reading that will amend the DMC to provide for additional tools to enhance public safety and quality of life, improve City processes and due process, and to comply with State law, to be read by number and title only, and waive further reading of the Ordinance.

FISCAL IMPACT

There is no fiscal impact resulting from these changes to the Duarte Municipal Code. The cost to enforce the amended codes and provide staff training has been included in the annual department budget.

ATTACHMENTS

A. Ordinance No. 912.

ORDINANCE NO. 912

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF DUARTE, CALIFORNIA, AMENDING PROVISIONS OF THE DUARTE MUNICIPAL CODE TO COMPLY WITH STATE LAW, IMPROVE CITY ENFORCEMENT OF MUNICIPAL CODE VIOLATIONS AND DUE PROCESS, AND TO ENHANCE PUBLIC SAFETY, HEALTH AND WELFARE

WHEREAS, the City of Duarte (“City”) is authorized by California Constitution, Article XI, Section 7 to make and enforce within its limits all local, police, sanitary and other ordinances and regulations not in conflict with general laws and that serve and protect the health, safety or welfare of the public; and

WHEREAS, Government Code section 38771 authorizes the City to declare what constitutes a public nuisance; and

WHEREAS, Government Code section 38772 authorizes the City to provide for the abatement of graffiti in the City, as well as penalties for such nuisances and a method to recover costs of clean up and the abatement process; and

WHEREAS, the preservation of City community safety, health, welfare, aesthetics and character requires amendments to the Duarte Municipal Code to regulate and provide for enforcement of behaviors and conditions that negatively impact community health, safety and welfare, as well as public peace; and

WHEREAS, disturbances to public peace and safety, and damage to public and private property through vandalism and other behaviors diminish enjoyment of the community and public spaces, harm residents and businesses, and cause the City and its residents damage and financial costs, as well as emotional harm; and

WHEREAS, the City Council finds and declares that current provisions of the Duarte Municipal Code do not adequately provide tools to enable the City to address current problems facing the community, as well as protecting public peace, health and safety, requiring specific amendments to the Duarte Municipal Code in order to accomplish these goals; and

WHEREAS, changes in state and federal statutes and case law require updates to the Duarte Municipal Code in order to comply with changes in the law; and

WHEREAS, the City desires to continue improving its processes to provide for effective, fair and efficient enforcement of the Duarte Municipal Code to enhance public health, safety and welfare, and to preserve the community.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF DUARTE, CALIFORNIA, DOES HEREBY ORDAIN AS FOLLOWS:

SECTION 1: The Recitals above are true and correct and incorporated herein by this reference.

SECTION 2: The following sections of the Duarte Municipal Code are amended to read as follows:

...

9.24.025 – Possession of open container of an alcoholic beverage container

- (a) No person who has in his or her possession any bottle, can or other receptacle containing any alcoholic beverage which has been opened, or a seal broken, or the contents of which have been partially removed, shall enter, be, or remain in any public area, including, but not limited to, any roadway, sidewalk, parking lot, or on the posted premises of, including the posted parking lot immediately adjacent to, any retail package off-sale alcoholic beverage licensee licensed pursuant to Division 9 (commencing with Section 23000) of the Business and Professions Code, or on any area immediately adjacent to the licensed and posted premises, or on the premises of, or immediately adjacent to, any business not licensed to sell or consume alcoholic beverages.
- (b) As used in this section, “posted premises” means those premises which are subject to licensure under any retail package off-sale alcoholic beverage license, the parking lot immediately adjacent to the licensed premises and any public sidewalk immediately adjacent to the licensed premises on which clearly visible notices indicate to the patrons of the licensee and parking lot and to persons on the public sidewalk, that the provisions of this section are applicable. This section does not apply to possession an alcoholic beverage on-site of a properly licensed facility in compliance with State law.

...

9.24.090 – Enforcement

Any violation of this chapter is a public nuisance that may be abated by any means provided in this Code, including administrative citations, and is also punishable as provided in sections 1.04.090 and 1.04.100 of this Code.

SECTION 3: Chapter 9.18 of the Duarte Municipal Code is amended to read in its entirety as follows:

Chapter 9.18 – DAMAGE TO PROPERTY

9.18.010 – Legislative purpose

The City Council finds that there is a threat to the public health, safety and welfare in that local property owners and public facilities are experiencing incidents of graffiti and other damage to property which are costly to remove and create a negative image of the City. Neither the City nor private property owners have sufficient resources to constantly remove the graffiti

or repair other damage, and the measures contained in this chapter are necessary to reduce the negative impact of increased graffiti and other damage, and to deter such violations.

9.18.020 - Definitions

For the purposes of this chapter the following definitions shall apply:

“Bona fide evidence of majority and identity” means any document evidencing the age and identity of an individual which has been issued by a federal, state or local government entity, and includes, but is not limited to, a motor vehicle operator's license, a registration certificate issued under the Federal Selective Service Act, or an identification card issued by a member of the armed forces.

“Etchers” means any tool, device and/or other mechanism including, but not limited to, glass etchers, metal etchers, cutting instruments, drill bits or any other instrument that is capable of permanently scratching or otherwise marking any surface including, but not limited to, glass, mirrors, windows, steel, aluminum, brass, tin, fiberglass, wood, plastic, concrete or any other surface.

“Graffiti” means any unauthorized inscription, symbol, design and/or configuration of letters and/or numbers written, drawn, scribed, etched, marked, painted, stained, stuck on or adhered by any means whatsoever, to any surface whether publicly or privately owned, including but not limited to, trees, signs, mailboxes, poles, fixtures, utility boxes, trash containers, walls, windows, roofs, paths, fences, walks, streets or pavement, under/overpasses, tunnels, bridges, trestles, drainage facilities, buildings and/or the interior or exterior of any other structure or surface. The term “graffiti” shall include the commonly used term “tagging” and those two terms shall be interchangeable as used in this Chapter.

“Minor” means any person under the age of eighteen (18) years old.

“Paint stick” means any device which contains any substance, solid or liquid, including, but not limited to, any form of any substance commonly known as paint, stain, ink, wax, epoxy and/or any other similar substance which can be applied to any surface by such means as applying pressure to and/or contacting any surface in such a way as to leave any visible mark, which at its broadest width is greater than one-eighth (1/8) inch or which leaves a mark of at least one-eighth (1/8) inch.

9.18.030 – Damaging property in the City

It is unlawful and a public nuisance to willfully mar, injure, damage, destroy or deface, or aids in the marring, injuring, damaging, destroying or defacing of any building or structure whether publicly or privately owned within the City.

9.18.040 – Graffiti prohibited

No person shall place or caused to be placed graffiti on any public or privately-owned property, building or structure, including natural and manmade objects, within the City.

9.18.050 – Determination of liability

Liability of a minor or of any other person for placement of graffiti may be determined by any confession or admission, or any guilty plea, nolo contendere plea, or conviction regarding any violation of the Penal Code relating to graffiti or any other federal, state or local graffiti law relating to graffiti.

9.18.060 – Removal of graffiti

Graffiti may be removed by any of the following methods:

A. Any person who applies graffiti within the City shall have the duty to remove the same within forty-eight (48) hours after notice by the City or the owner of the property involved. The failure of any person to so remove said graffiti shall constitute a violation of this chapter. Where graffiti is applied by anyone under the age of eighteen (18) years, the parent, parents, or legal guardian shall be responsible for such removal or for the payment for removal.

B. The Director of Public Safety or designee is authorized to remove graffiti or other inscribed material from any and all structures and property owned or maintained by the City.

C. Whenever the Director of Public Safety or designee determines that graffiti is located on property within the City and is within view of the public or adjoining properties, he or she is authorized to provide for the removal of the graffiti at the City's sole expense, without reimbursement from the property owner upon whose property the graffiti has been applied, after securing consent from the property owner.

D. If the City is unable to obtain the property owner's consent to remove the graffiti pursuant to subsection C of this section, the City may commence abatement proceedings pursuant to chapter 9.32 of this Code, including seeking costs as provided in that chapter.

9.18.070 – Parental and minor liability

Pursuant to California Civil Code Section 1714.1(b) and Government Code Section 38772, each parent or legal guardian having custody and control of a minor who places graffiti on any public or privately owned structure, building, or property, including natural and manmade objects within the City, shall be jointly and severally liable with such minor for any and all costs incurred in connection with the removal of any graffiti caused by the minor, including all abatement costs, attorneys' fees, court costs, removal costs, costs of repair and/or replacement, and the law enforcement costs incurred by the City in identifying and apprehending the minor. The liability of each parent or guardian shall not exceed the amount set by the California Judicial Council in accordance with California Civil Code Section 1714.1(c). Such liability shall be a

personal obligation of each parent or guardian and shall constitute a lien or special assessment on property owned by each parent or guardian pursuant to chapter 9.32 of this Code. The City is authorized to initiate legal action to enforce this section, or to recover these costs by any other means provided by law. Disposition of a criminal prosecution relating to placement of graffiti does not preclude the City from seeking full cost recovery as provided herein.

9.18.080 – Liability of nonminors

Pursuant to Government Code Section 38772, any person who places graffiti on any public or privately owned structure, building, or property, including natural and manmade objects within the City, shall be personally liable for any and all costs incurred in connection with the removal of any graffiti caused by that person, including all abatement costs, attorneys' fees, court costs, removal costs, costs of repair and/or replacement, and the law enforcement costs incurred by the City in identifying and apprehending the person. Such liability shall be a personal obligation and shall constitute a lien or special assessment on property owned by such person pursuant to chapter 8.50 of this Code. The City is authorized to initiate a legal action to enforce this section, or to recover these costs by any other means provided by law.

9.18.090 – Enforcement

A. Any violation of this chapter is a public nuisance that may be abated by any means provided in this Code, including administrative citations, civil action and injunctive relief, and is also punishable as provided in sections 1.04.090 and 1.04.100 of this Code.

B. Any person who violates this chapter, shall be liable for a civil penalty not to exceed one thousand dollars (\$1,000.00) for each violation. The civil penalty prescribed may be sought in addition to any other remedy, including administrative fines. The City is authorized to seek recovery by any means authorized by law. The parent or legal guardian having custody and control of the minor offender shall be jointly and severally liable with the minor.

C. The remedies provided in this chapter are intended to be cumulative. Nothing in this chapter shall be deemed to prevent the City from commencing any other action or proceeding to enforce this chapter in addition to or as alternatives to the proceedings set forth herein.

9.18.100 – Treble damages for second or subsequent judgment.

Upon entry of a second or subsequent civil, administrative or criminal judgment within a two (2) year period finding an owner of property, minor or other person is responsible for a violation of this chapter, the City shall be entitled to treble damages pursuant to Government Code section 38773.7.

9.18.110 – Rewards

The City Council may, in its sole discretion, by resolution, establish a reward for information leading up to the identification, apprehension and conviction of any person who violates this chapter. Said resolution may require that the offender reimburse the City for any

reward paid, and place responsibility for reimbursement upon the parent(s) or legal guardian(s) of any minor so convicted.

SECTION 4: Sections 11.04.061 and 11.04.062 of the Duarte Municipal Code are deleted in their entirety.

SECTION 5: Chapter 12.22 of the Duarte Municipal Code is added to read as follows:

CHAPTER 12.22 – STORAGE OF PERSONAL PROPERTY IN PUBLIC AREAS

12.22.010 – Storage of personal property.

It is unlawful for any person to dump, place, deposit, or store personal property in or on any public space, property or right-of-way including, but not limited to, sidewalks, easements, private and public City streets and highways and parks, except as otherwise expressly permitted by this Code or state law.

12.22.020 – Definitions

For the purposes of this chapter the following definitions shall apply:

- (a) “Abandoned personal property” means any personal property that the owner surrenders, relinquishes, or disclaims, or, to a reasonable person, appears to be personal property that the owner surrenders, relinquishes, or disclaims.
- (b) “Park” means any park, reservation, playground, recreation center or any other area in the City owned, maintained, or used by the City for the purpose of public rest, play, enjoyment, active or passive recreation, or assembly, and shall include all buildings, parking spaces, and structures located thereon or therewith.
- (c) “Personal property” means tangible personal belongings. Tangible personal belongings include any movable or tangible thing that is subject to ownership; property or chattels that can be seen, weighed, measured, felt, or touched, such as tents, tarpaulins, bedding, sleeping bags, carts, hammocks, household items, luggage, backpacks, cooking utensils, money, legal or prescribed medication, documents, clothing, and books.
- (d) “Public area” means and includes all property that is owned, managed or maintained by the City and shall include, but is not limited to, any street, alley, park, public right-of-way, recreational area, any place open to the public view or other place to which the public has access.
- (e) “Public property” means any building, parking structure, parking lot, utility lot, right-of-way, park, or space, owned or maintained by the City, the County of Los Angeles, the State of California, the United States government or other public entity.

- (f) “Right of way” means the surface and space in, on, above, through and below any real property in which the City has a legal or equitable interest, whether held in fee or any other estate or interest, or as a trustee for the public, including, but not limited to, any street, boulevard, road, highway, freeway, lane, alley, court, sidewalk, curb, parkway, river, tunnel, viaduct, bridge, public easement, or dedicated easement.
- (g) “Store,” “stored,” “storing” or “storage” means to put personal property aside or accumulate for use when needed, to put for safekeeping and/or to place or leave in a public area. Personal property is stored if, on a daily or regular basis, the property is within 500 feet of the same location, including the former location of the personal property.
- (h) “Street” shall include every highway, avenue, lane, alley, court, place, square, sidewalk, parkway, curb, bikeway, or other public way in this City which has been or may hereafter be dedicated and open to public use, or such other public property so designated in any law of this State.
- (i) “Unattended” means no person is present with the personal property who asserts or claims ownership over the personal property. Conversely, property is considered “attended” if a person is present with the personal property and the person claims ownership over the personal property.
- (j) “Unclaimed personal property” means personal property that is within the custody of the City and that has not been claimed within a period of ninety days by its owner or finder.

12.22.030 – Prohibition on the storage of personal property

- (a) It is unlawful and a public nuisance for any person to store personal property in any of the following areas, except as otherwise approved by the City manager or designee or as permitted by this Code or state law:
 - (1) Any public or private street or right-of-way, including sidewalks, bus stops, and public landscaping; or
 - (2) Any public property improved or unimproved; or
 - (3) Any parking lot, yard, building setback, vacant land, open space, park, or any other area open to, accessible to, or controlled by the public.
- (b) Any violation of this chapter is a public nuisance that may be abated by any means provided in this Code, including administrative citations, civil action and injunctive relief, and is also punishable as provided in sections 1.04.090 and 1.04.100 of this Code.
- (c) Personal property stored in violation of this section is subject to impoundment and disposal as provided in this chapter.

12.22.040 – Notice, impound, reclamation, and disposal process

- (a) Any personal property identified by any law enforcement officer, Code enforcement officer, or the City Manager or designee, that is unattended or stored in violation of this chapter may be seized, impounded, and stored in accordance with the following procedure:
 - (1) Pre-Removal Notice: Pre-removal notice will be deemed as provided if a written notice is provided to the person who is storing or claims ownership of the personal property, or is posted conspicuously on or near the personal property. The notice shall contain the following:
 - (A) A general description of the personal property to be removed;
 - (B) The location from which the personal property will be removed;
 - (C) The date and time the notice was posted;
 - (D) A statement that the personal property is being stored in violation of section 12.22.030;
 - (E) A statement that the personal property will be removed and impounded if not removed within 24 or 48 hours;
 - (F) A statement that moving the personal property to another location in the public area will not constitute a removal of the personal property;
 - (G) The contact information for any City designee to answer questions regarding the stored personal property, including claiming such property; and
 - (H) A statement warning the owner that the personal property may be discarded if not claimed within 90 days of removal.
 - (2) 24/48-Hour Pre-Removal Notice: Any personal property stored in any right-of-way will be subject to removal 24 hours after the pre-removal notice is posted. Any personal property stored in any prohibited area not in a right-of-way will be subject to removal 48 hours after the pre-removal notice is posted.
 - (3) Post-Removal Notice: Upon removal of personal property stored in violation of this chapter, written notice of the removal and impoundment of the personal property shall be conspicuously posted in the area where the personal property was removed or provided to the owner of the personal property. The written notice shall contain the following:
 - (A) A general description of the personal property removed;

- (B) The date and approximate time the personal property was removed;
 - (C) A statement that the personal property was stored in violation of section 12.22.030;
 - (D) The location where the removed personal property can be retrieved, including the address, telephone number, and an internet website address, if available, from which the owner may obtain information as to the removal and reclamation of the personal property; and
 - (E) A statement that the personal property may be discarded if not reclaimed within 90 days of the removal and impoundment.
- (b) The owner of personal property that has been removed and impounded will be permitted to retrieve the impounded personal property.
 - (1) The owner of impounded personal property is permitted to reclaim their personal property by contacting the City through one of the contact methods provided in the Pre-Removal and Post-Removal Notices to make arrangements for the retrieval of their property.
 - (2) The owner of the personal property may repossess the personal property upon submitting satisfactory proof of ownership during the 90 day holding period. A person may establish ownership by, among other methods, describing the location where the personal property was found and providing a specific and detailed description of the personal property, and providing valid proof of identity if that is required to determine ownership. If ownership cannot be determined to the satisfaction of the Director of Public Safety or designee, he or she may refuse to return the personal property until ordered to do so by a court of competent jurisdiction; however, the City shall continue to hold the personal property until such a determination is made.
 - (3) Reasonable accommodations will be made if the owner of impounded personal property is unable to reclaim their personal property within the 90 day period provided in this chapter.
- (c) The City may impound personal property seized in any manner designed for safe keeping of such personal property.
- (d) After the passage of 90 or more days, the property may be appropriated to the City for the City's use upon order of the City manager or designee, or the City may dispose of unclaimed personal property. The City shall not be required to undertake any search for, or return, any impounded personal property stored for longer than ninety days. The City shall maintain records of the dates impounded personal property was removed and discarded.

12.22.050 – Evidence of crimes, contraband, and hazardous waste

- (a) Section 12.22.040 does not apply to any personal property that constitutes evidence in a crime, such as weapons, ammunition, controlled substances, stolen property, or any other property which constitutes evidence of a crime, and such property may be seized without notice. The nature of the property and its location will be documented, and possession of such property may be transferred to local law enforcement for processing and investigation.
- (b) Section 12.22.040 does not apply to any unattended personal property which presents an immediate threat to public health or safety, is contraband, is hazardous waste, or which clearly constitutes waste, refuse or trash, and may be disposed of without notice.
- (c) Section 12.22.040 does not apply to any unattended personal property that is reasonably believed to be intentionally abandoned or discarded, or reasonably believed to be trash, refuse, waste, litter, junk, debris, detritus or rubbish, and such property may be disposed of without notice.
- (d) Section 12.22.040 does not apply to any medical waste, including, but not limited to, syringes, medical waste, medical cutting instruments, or any items whose cleanliness or condition of sanitation pose a threat to the health and safety of individuals in contact with such material.

12.22.060 – Costs of seizure and disposal

The City may require the owner of impounded personal property to pay the reasonable costs of storage of such personal property seized pursuant to this chapter. The owner of impounded personal property may submit a request for a waiver of such costs due to a financial hardship. Payment of any reasonable costs pursuant to this section is not a prerequisite for the return of impounded personal property.

SECTION 6: Chapter 9.21 of the Duarte Municipal Code is added to read in its entirety as follows:

Chapter 9.21 – AGGRESSIVE PANHANDLING

9.21.010 – Purpose and Intent

(a) It is the intent of the Council in enacting the ordinance codified in this chapter to preserve and improve the quality of life for those in the City, and to protect the safety of the general public against certain abusive conduct of persons engaged in aggressive panhandling by imposing reasonable restrictions on aggressive, intrusive, or unsafe panhandling while respecting the constitutional rights of free speech for all citizens.

(b) This ordinance is not intended to, and does not, prohibit non-aggressive panhandling and is limited to aggressive panhandling on public property.

(c) Aggressive and intrusive panhandling includes unwanted physical contact of pedestrians and others or the intentional blocking of pedestrian and vehicular traffic. The City Council finds that an increase in aggressive panhandling in the City has become extremely disturbing and disruptive to residents and businesses, and contributes to the loss of access to and enjoyment of public places, and to an enhanced sense of fear, and disorder. Aggressive panhandling unquestionably threatens the public's safety and welfare. Aggressive panhandling also undermines the public's inherent right to use and enjoy public places without being accosted by or be in reasonable apprehension of persons demanding money or goods in a forceful manner. The actions of individuals engaged in aggressive panhandling likewise can create a climate of intimidation and anxiety among members of the public, who when confronted, reasonably and legitimately fear harm if they refuse to give in to the solicitations of individuals engaged in this type of conduct. Aggressive panhandling also reflects behaviors that are otherwise illegal, such as assaulting persons, and is unrelated to the content of speech, or are these regulations intended to regulate in any manner the content of speech.

(d) Aggressive panhandling usually includes approaching or following pedestrians, the use of abusive language, unwanted physical contact, or the intentional blocking of pedestrians. Such activity often carries with it an implicit threat to both person and property.

(e) The City Council further finds that restricting aggressive panhandling on public property will provide a balance between the rights of panhandlers and the rights of persons who wish to decline or avoid such aggressive panhandlings and will help avoid or diminish the threat of violence in such unwarranted and unavoidable confrontations while allowing all members of the public to peacefully utilize and enjoy public property.

(f) The restrictions contained herein are neither overbroad nor vague and are narrowly tailored to very specific conduct occurring on public property and focused to serve a substantial governmental interest. Furthermore, in enacting this legislation, the City Council recognizes the inherent availability of warnings and alternative administrative and civil remedies which may be appropriate remedies for violations of this law.

9.21.020 – Definitions

For the purpose of this chapter, the words set out in this section shall have the following meanings:

(a) "Aggressive panhandling" means any of the following:

- (1) Approaching or speaking to a person, or following a person before, during or after soliciting, if that conduct is likely to cause a reasonable person to:
 - a. Fear bodily harm to oneself or to another, damage to or loss of property, or
 - b. Otherwise be intimidated into giving money, goods, or other things of value;

- (2) Intentionally touching or causing physical contact with another person or an occupied vehicle without that person's consent in the course of soliciting, asking or begging;
 - (3) Intentionally blocking or interfering with the safe or free passage of a pedestrian or vehicle by any means, including unreasonably causing a pedestrian or vehicle operator to take evasive action to avoid physical contact in the course of soliciting, asking or begging;
 - (4) Using violent or threatening gestures toward a person before, during or after soliciting; or
 - (5) Persisting in closely following or approaching a person, after the person solicited has been solicited and informed the solicitor by words or conduct that such person does not want to be solicited or does not want to give money or any other thing of value to the panhandler.
- (b) "Bona fide charity" or "charity" means any social, religious, educational, sports, arts, or other similar bona fide non-profit organization not engaged in any criminal activity or enterprise for which financial donations are collected.
 - (c) "Panhandling" means to ask for or solicit money, property, or other favor, regardless of value.

9.21.030 – Aggressive panhandling

- (a) It shall be unlawful for any person to engage in any aggressive panhandling on any public property, including any City park, City building, and public street, highway, sidewalk, or public right of way.
- (b) This chapter does not apply to any bona fide charity or person that engages in panhandling that is not aggressive, as defined in this chapter.
- (c) This chapter does not apply to protected speech activities or other activity protected by law.

9.21.040 – Enforcement

Any violation of this chapter is a public nuisance that may be abated by any means provided in this Code, including administrative citations, civil action and injunctive relief, and is also punishable as provided in sections 1.04.090 and 1.04.100 of this Code.

SECTION 7: Chapter 9.22 of the Duarte Municipal Code is added to read in its entirety as follows:

Chapter 9.22 – PUBLIC NUDITY

9.22.010 – Definitions

For the purposes of this chapter, the following additional definitions shall apply:

- (a) “Nudity,” “nude,” and “nudity” means exposure of the genitals, pubic area, anus, or buttocks with less than a fully opaque covering; or exposure of a female breast below a horizontal line across the top of the areola at the areola’s highest point with less than a fully opaque covering.
- (b) “Public property” means any property owned or controlled by the City, including, but not limited to, any building, street, sidewalk, right of way, bike path, alley, parking lot, plaza, park, playground, pool, body of water, open space or other place open to the public owned or maintained by the City, the County of Los Angeles, the State of California, the United States government, or other public entity.

9.22.020 – Public nudity prohibited

- (a) No person shall be nude upon public property or upon any portion of private property that is visible from public property.
 - (1) Exceptions. This section shall not apply to:
 - (2) Children under the age of ten (10) years;
 - (3) The exposure of a breast while breastfeeding a nursing child;
 - (4) Nudity within a fully enclosed structure intended to allow brief nudity, such as a bathroom, locker room, dressing room, or changing room;
 - (5) As expressly approved in writing by the City in conformance with this Code; and
 - (6) Otherwise as permitted by applicable law.

9.22.030 – Enforcement

Any violation of this chapter is a public nuisance that may be abated by any means provided in this Code, including administrative citations, civil action and injunctive relief, and is also punishable as provided in sections 1.04.090 and 1.04.100 of this Code.

SECTION 8: Chapter 9.23 of the Duarte Municipal Code is added to read in its entirety as follows:

Chapter 9.23 – TRESPASSING AND FIGHTING

9.23.010 – Definitions

For the purposes of this chapter, the following additional definitions shall apply:

- (a) “Public property” means any building, parking structure, parking lot, utility lot, right-of-way, park, or open space, owned or maintained by the City, the County of

Los Angeles, the State of California, the United States government, or other public entity.

- (b) “Trespass” and “trespassing” means to enter, occupy, or encroach upon any building, structure, open space, enclosed or unenclosed land, without the consent of the owner or person in lawful possession of said property.

9.23.020 – Trespassing Prohibited

- (a) No person shall remain upon any private property or business premises, after being notified by the owner, owner’s agent, lessee, or by a peace officer acting at the request of any of the above to remove themselves and their possessions therefrom. For purposes of this section a lessee includes a tenant in lawful possession of real property and a licensee.
- (b) No person, without permission from the owner, owner’s agent, or lessee, shall enter upon the private property or business premises after having been notified by the owner, owner’s agent, or lessee to keep off or keep away therefrom.
- (c) No person shall enter or remain upon posted private property without the permission of the owner, owner’s agent, or lessee of such posted property or premises.
- (d) No person shall enter or remain upon any City property, building, yard, parking lot, or other City owned or operated facility except during business hours, or upon request or invitation of any City employee or agent acting within the capacity of a City employee or agent, or after being informed by any City employee or a peace officer acting on behalf of the City to remove themselves and their possessions therefrom.
- (e) Exceptions. This section shall not apply in any of the following instances:
 - (1) Where its application results in a violation of law or where preempted by law;
 - (2) Where its application would result in an interference with or inhibition of lawful peaceful labor picketing or other lawful labor activities;
 - (3) Where its application would result in an interference with or inhibition of any other exercise of a constitutionally protected right of freedom of speech such as (but not limited to) peaceful expressions of political or religious opinions, not involving dangerous or hazardous personal conduct;
 - (4) Where the person who is in or upon another’s private property or business premises is there under a legal right, including but not limited to landlord-tenant disputes, marital disputes, child custody disputes or visitation disputes; or

- (5) Public camping, which is separately regulated by this Code and State law.
- (f) As used in this section, “posted property” means any property at each corner of which, at each entrance to which, a sign is posted three feet above grade and said sign is composed of wood, metal or other equally substantial material, the face of which is not less than one square foot in area, and upon which, in legible letters not less than one inch in height, appear the words “PRIVATE PROPERTY – NO TRESPASS.” In addition, the sign may contain such other words as may be desired, indicating that trespassers are subject to prosecution. Where the area of such property exceeds one acre, the notice shall also be posted at multiple locations which are at intervals of not more than 300 feet along or near the boundaries thereof.

9.23.030 – Continuing Trespass Enforcement Authorization

The owner or responsible party of real property located within the City may request continuing enforcement of section 9.23.010 in their absence. Such request shall be made in writing to the Los Angeles County Sheriff’s Office or Duarte Public Safety Department pursuant to that office’s procedures.

9.23.040 – Fighting in Public Prohibited

It is unlawful for any person to engage in any physical fight, disorderly conduct, or altercation with any other person on any public property or upon the premises of another within the City, while in immediate physical possession or any concealed firearm, knife, dirk, bludgeon, or other weapon.

9.23.050 – Fighting on Public Property Prohibited

It is unlawful within the City for any person to engage in fighting on public property.

9.23.060 – Enforcement

Any violation of this chapter is a public nuisance that may be abated by any means provided in this Code, including administrative citations, civil action and injunctive relief, and is also punishable as provided in sections 1.04.090 and 1.04.100 of this Code.

SECTION 9: Chapter 9.25 of the Duarte Municipal Code is added to read in its entirety as follows:

Chapter 9.25 – PUBLIC URINATION AND DEFECATION

9.25.010 – Prohibited

It is unlawful for any person to urinate or defecate in a public place or publicly owned property other than a restroom, or in a place open to public view, or upon the private property of another without the consent of the owner or person in lawful possession.

9.25.020 – Enforcement

Any violation of this chapter is a public nuisance that may be abated by any means provided in this Code, including administrative citations, civil action and injunctive relief, and is also punishable as provided in sections 1.04.090 and 1.04.100 of this Code.

SECTION 10: Chapter 9.26 of the Duarte Municipal Code is added to read in its entirety as follows:

Chapter 9.26 – POSSESSION OF CATALYTIC CONVERTERS

9.26.010 – Purpose

Federal law requires catalytic converters on all motor vehicles, and due to their high costs, catalytic converters have been the subject of significant theft and an attractive target for thieves. The victims of catalytic converter theft in the City experience significant financial hardship, a loss of security, and the inconveniences of not having access to their automobile while their catalytic converters are replaced. The purpose and intent of this chapter is to prohibit unlawful possession of catalytic converters within the City to protect citizens and their vehicles from potential damage and loss of their use and enjoyment of their vehicles stemming from this criminal activity.

9.26.020 – Unlawful possession of catalytic converters prohibited

- (a) It is unlawful to possess any catalytic converter that is not attached to a vehicle unless the possessor has valid documentation or other proof to verify they are in lawful possession of the catalytic converter.
- (b) For purposes of this section, “lawful possession” includes being the lawful owner of the catalytic converter, the vehicle from which it came, or in possession of the catalytic converter with the lawful owner’s written consent. It is not required to prove the catalytic converter was stolen to establish the possession is not a “lawful possession.”
- (c) For purposes of this section, “documentation or other proof” means written document(s) that clearly identify the vehicle from which the catalytic converter originated and includes but is not limited to the following document types: bill of sale from the original owner identifying the catalytic converter, documentation from an auto-body shop proving the owner relinquished the catalytic converter to the auto-body shop, verifiable electronic communication from the previous owner to the possessor relinquishing ownership of the catalytic converter, vehicle registration associated with the catalytic converter containing an etched associated license plate number or vehicle identification number. The validity of documentation or other proof is based on the totality of the circumstances.

9.26.030 – Enforcement

- (a) Any violation of this chapter is a public nuisance that may be abated by any means provided in this Code, including administrative citations, civil action and injunctive relief, and is also punishable as provided in sections 1.04.090 and 1.04.100 of this Code.

- (b) Each and every violation of this chapter, including each catalytic converter that is unlawfully possessed, shall constitute a separate violation, a public nuisance, and shall be subject to all remedies and enforcement measures authorized by this Code.

SECTION 11: If any section or provision of this Ordinance is for any reason held to be invalid, unconstitutional, illegal, or unenforceable by any court of competent jurisdiction, or contravened by reason of any preemptive legislation, then such section or provision shall be severed and shall be inoperative, and the remainder of this Ordinance shall remain in full force and effect. The City Council declares that it would have adopted each section of this Ordinance independent of the other sections.

SECTION 12: The City Council finds that this ordinance is not subject to the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines, California Code of Regulations, Title 14, Chapter 3, Sections 15060(c)(2) and 15060(c)(3) because the activity will not result in a direct or reasonably foreseeable indirect physical change in the environment, the activity is not a project as defined in Section 15378 of the CEQA Guidelines, and the ordinance has no potential for resulting in physical change to the environment, directly or indirectly. Therefore, no environmental assessment is required or necessary.

SECTION 13: This Ordinance shall become effective thirty (30) days following its second reading.

THE FOREGOING ORDINANCE IS PASSED, APPROVED, AND ADOPTED by a vote of no less than a majority of City Council at a regular meeting of the City Council of the City of Duarte held on the 25th day of October, 2022.

Margaret Finlay
Mayor

APPROVED AS TO FORM:

Thai Viet Phan
City Attorney

ATTEST:

Annette Juarez
City Clerk

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

I, Annette Juarez, City Clerk of the City of Duarte, County of Los Angeles, State of California, hereby attest to the above signature and certify that Ordinance No. 912 was adopted by the City Council of said City of Duarte at a regular meeting of said Council held on the 25th day of October 2022, by the following vote:

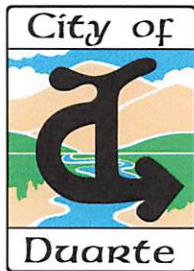
AYES:

NOES:

ABSTAIN:

ABSENT:

Annette Juarez
City Clerk



Agenda Item:	_____
CM Review:	<u> <i>JS</i> </u>
Fiscal Review:	_____

AGENDA REPORT

MEETING DATE: October 11, 2022

TO: Mayor and Members of the City Council

FROM: Stephanie Sandoval, Public Works Manager
Kristen Petersen, Assistant City Manager

SUBJECT: 2022 Fish Fire Emergency Response Plan

RECOMMENDATION: It is recommended that the City Council: 1) Authorize emergency purchases pursuant to DMC Section 2.36.050; 2) Authorize the City Manager to enter into a cooperative agreement with U.S. Department of Agriculture – Natural Resources Conservation Service (NRCS); and 3) Authorize the purchasing officer to execute all contracts and purchase orders related to any emergency-related clean-up of debris and the implementation of the NRCS Agreement; and 4) Approve a budget amendment in the amount of \$466,000 .

FISCAL IMPACT: Budget amendment in the amount of \$466,000 in account numbers 1205-7615, 1205-7781, 1205-7980, 1205-8100, 1405-7980, 1405-8100, 1410-7630, 1410-7900.

BACKGROUND

The 2016 Fish Fire burned over 5,000 acres directly above the City of Duarte. As a result of the fire, it was estimated by Los Angeles County Public Works (LACPW) that there was approximately 87,000 cubic yards of debris from the burn areas. Such debris created an increased risk of flooding and debris flows into the residential neighborhoods below. Following the fire, the City of Duarte, with the assistance of LACPW, Los Angeles Flood Control, and the United States Department of Agriculture – National Resources Conservation Services (NRCS), conducted assessments of the burn area and developed an emergency response plan. The plan included the installation of approximately 4,000 linear feet of K-rail in the streets at higher risk to maintain most debris in public right of way, traffic control, sandbag program, signage and communication plan, and plans for debris clean-up following each rain event.

Between December 2016 and February 2017, Duarte endured at least seven substantial storms that resulted in flooding, debris and mudflow. During each of these events, the City activated the Emergency Operations Center (EOC), opened the Community Center as an evacuation site, and conducted mud and debris removal from the impacted area. Two of these events were more serious and residential evacuation was required. The response to these storms cost approximately

\$233,000 in equipment rental, food, Animal Control, debris cleanup and removal, and staff overtime.

The 2022 Fish Fire began June 12, 2022, burning approximately thirty-five (35) acres in the Fish Canyon and Opal Canyon area, and it was contained June 13, 2022. While this fire was much smaller than the 2016 fire that impacted the area, the fire burned in some of the same area just north of Mel Canyon that previously generated the most mudflow. As a result, given the experience of the 2016-2017 flooding and in an abundance of caution, the City is preparing for a potential risk of associated mudflow in this same area during rain events that may occur over the coming months and beyond. To prepare for the mitigation response, this Staff report outlines recommended mitigation methods, emergency purchasing and budget amendments.

DISCUSSION/ANALYSIS

After the 2022 fire, the City conducted a field reconnaissance meeting with LACPW and the NRCS. LACPW developed a model which estimates the potential maximum volumes of debris of approximately 16,730 cubic yards that could flow off the burned area. Using past experience of the 2016 Fish Fire emergency plan, records of actual debris from rain events following the 2016 fire, and the model information provided by LACPW, the City is developing a plan for the mitigation of mud and debris flow onto Melcanyon Road, Brookridge Road and Valley View Elementary School which includes the following:

- Installation of up to approximately 3,220 linear feet of K-rail for mud and debris flow diversion
- Sandbag program and procurement
- Temporary traffic control
- Clean-up labor and equipment agreement
- Street signage installation

In July 2022, the City submitted a request for federal assistance to the NRCS for qualifying construction costs towards the mitigation and diversion of mud and debris flow. The importance of having the NRCS involved in the assessment is that they provide Federal technical and financial assistance for up to 75 percent of the construction costs for installing eligible emergency treatments in Cities such as Duarte through their Emergency Watershed Protection (EWP) Program. A Damage Survey Report (DSR) is in the final stages of completion by NRCS. Upon approval of the application and DSR, the City will enter into a formal cooperative agreement with NRCS and must complete any construction within 10 days from the day program funds are allocated to the NRCS State Conservationist for the recovery measures.

Like in the installation of 2016, K-Rail would be bolted to the ground and will help with keeping debris flow on the street. Prefilled sandbags will be purchased by the City and be available for residents in the affected area by request. The sandbags would be delivered prior to a rain event. On-call debris clearing and sweeping agreements with companies will support the City's response when there is a need to clear and open the streets for residents to access their properties. For any mudflow event, City staff will activate and work at the EOC, assist with street closures, cleanup and debris removals and staff the Community Center evacuation site as needed. One element that is different than 2016 is that the City will be assessing annually whether or not the K-Rail should

remain or be removed, thereby potentially lessening the period of time the K-Rail must remain in place.

While the K-Rail installation, sandbag and signage portion of the mitigation plan is a fixed cost, the traffic control, clean up and EOC activation costs are based on how much mud flow occurs, so Staff has included an estimate that is based on half the number of mudflow events experienced in 2017. The resulting cost estimate for these mitigation measures is approximately \$466,000, as listed in the table below. (Please note that Items 1-4 on the list will qualify for 75% reimbursement.) Staff will continue to update the City Council on the status of any mudflow events and will request additional resources if needed.

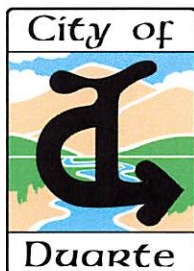
ITEM	DESCRIPTION	FUNDING SOURCE	QUANTITY	UNITS	UNIT COST	SUB TOTAL
1	DSR - MOBILIZATION	75% NRCS 25% CITY	1	LS	\$ 10,000.00	\$ 10,000.00
2	DSR - K-RAIL PLACEMENT (ROADWAYS)	75% NRCS 25% CITY	3,220	LF	\$ 60.00	\$ 193,200.00
3	DSR - TRAFFIC CONTROL INCLUDES BARRIERS AND REFLECTORS	75% NRCS 25% CITY	1	LS	\$ 15,000.00	\$ 15,000.00
4	DSR - CONTINGENCY (10%)	75% NRCS 25% CITY	1	10%	\$ 21,820.00	\$ 22,000.00
5	SANDBAG PROCUREMENT PROGRAM	CITY	2,000	EA	\$ 5.00	\$ 10,000.00
6	SIGNAGE INSTALLATION PARKING RESTRICTIONS	CITY	1	LS	\$ 800.00	\$ 800.00
7	CITY - DEBRIS REMOVAL AGREEMENTS	CITY	1	LS	\$ 160,000.00	\$ 160,000.00
8	CITY - STREET SWEEPING AGREEMENTS	CITY	1	LS	\$ 10,000.00	\$ 10,000.00
	CITY – SPECIALIZED EQUIPMENT RENTAL	CITY			20,000.00	20,000.00
	CITY – STAFF OVERTIME	CITY			25,000.00	25,000.00
ESTIMATED TOTAL COSTS						\$466,000.00

RECOMMENDATION

It is recommended that the City Council: 1) Authorize emergency purchases pursuant to DMC Section 2.36.050; 2) Authorize the City Manager to enter into a cooperative agreement with U.S. Department of Agriculture – Natural Resources Conservation Service (NRCS); and 3) Authorize the purchasing officer to execute all contracts and purchase orders related to any emergency related clean-up of debris and the implementation of the NRCS Agreement; and 4) Approve budget amendment in the amount of \$466,000 .

FISCAL IMPACT

Budget amendment in the amount of \$466,000 in account numbers 1205-7615, 1205-7781, 1205-7980, 1205-8100, 1405-7980, 1405-8100, 1410-7630, 1410-7900.



Agenda Item:	_____
CM Review:	_____ 
Fiscal Review:	_____

AGENDA REPORT

MEETING DATE: October 11, 2022

TO: Mayor and Members of the City Council

FROM: Daniel Jordan, City Manager

BY: Victoria Rocha, Assistant to the City Manager

SUBJECT: Approval of Amendment No. 1 to the Professional Services Agreement with Tripepi Smith & Associates, Inc. to Provide Ongoing Communications Support from November 1, 2022, to October 31, 2025

RECOMMENDATION: It is recommended that the City Council:

1) Approve Amendment No. 1 to the Agreement for Professional Services by and between the City of Duarte and Tripepi Smith & Associates, Inc., to extend the Agreement by three years for the amount of \$134,960 in the first year of the contract, then an annual contract amount increase by either four percent (4%) or the annual increase in the Consumer Price Index, whichever is less, starting in the FY 2023-24; and adjusting the scope of work as follows:

- Maintain current number of social media posts and articles
- Project manager from Tripepi Smith to become a business analyst instead of a senior business analyst
- Cease quarterly planning meetings with department heads
- Designing Duarte City News until December 31, 2022
- Starting January 1, 2023, conduct ongoing Public, Education, and Government (PEG) channel management, including a one-time project to develop PEG channel usage policies; and

2) Authorize the City Manager to execute the Agreement

FISCAL IMPACT: The FY 2022-23 budget included \$106,300 for communication support services, \$63,000 for the City's PEG channel, and \$35,600 for City News design in the General Fund (1020-7712, 1020-7720, 1020-7718) for a total budget of \$204,900. The total costs for the first year of the amendment (November 1, 2022-October 31, 2023) are \$134,960, with \$128,440 of that amount as a part of the FY 2022-23 budget, and therefore, a budget amendment is not required.

BACKGROUND

Communication Support Services

Beginning in July 2020, in the height of the COVID-19 pandemic stay-at-home Orders and a restructuring of the City Manager's Office staff, Tripepi Smith was contracted to strategically support staff in effective and streamlined communications. The City was familiar with Tripepi Smith's work as they had performed ad hoc services since 2014, although not to the scale as was requested for the months of June through August 2020. In three months, Tripepi Smith created a comprehensive social media and editorial calendar, as well as content that proved strategic and engaging.

After an extensive request for proposals process for communication support services that included four applicants, City Council approved a two-year contract with Tripepi Smith that included the services listed below:

- Manage social media - across common digital platforms such as Facebook, Twitter, Hootsuite, LinkedIn, and YouTube;
- Draft up to four news articles/press releases per month;
- Maintain an editorial calendar for City stories and newsletter;
- Conduct an audit of current communication tools and streamline current and/or develop other effective communication tools that will help in a variety of media formats regarding activities, programs, projects and strategic initiatives;
- Assist, in year one of the contract, in the selection and implementation of a new City website that included proposal review, interface design input, and staff training;
- Provide up to ten hours of website work that may include page creation, refreshing, and updating of content;
- Measure and report communication outcomes;
- Design and layout quarterly print newsletter "Duarte City News"

DISCUSSION/ANALYSIS

Communication Support Services

In the last two years, Tripepi Smith has transformed City of Duarte communications both in process and product which has resulted in measurable positive results. This has included the creation of a City of Duarte Style Guide, which - standardized colors based on new City signs, rebranded City letterhead, and cleaned up City seal and logos, including the Public Safety logo. Style Guide parameters were also incorporated into the design of the new City website.

Other notable accomplishments over the last two years include:

- Publishing over 4,200 social media posts on four platforms (Facebook, Instagram, Twitter, and LinkedIn)
- Increasing the number of followers of the City's social media platforms particularly across the City's most active profiles Facebook and Instagram which both saw an increase of over 30 percent
- Drafting and distributing nearly 100 news releases about City services, issues, projects, and events
- Due to the consistent well-branded social media posting and distribution of news items, and responsive staff, the City has seen monthly, if not nearly weekly coverage in different media outlets

- Assisting with specialized communications needs like COVID-19 webpage development, emergency communications templates for disasters, and on-call assistance with the passing of Councilmembers Bryan Urias and Tzeitel Paras-Caracci
- Extensive assistance in website design recommendations, content development, and content migration for the new City website that launched on June 1, 2022
 - Historically, Duarte eNews, a monthly digest of current City news, would see between two and four unsubscribing per week
 - Due to a well-designed website that places sign-up buttons for Duarte eNews and Nixle more prominently, Duarte eNews has had, on average, four new subscribers per week. Nixle has also gained more followers, but that is likely a mix of website and social media advertising; these subscribers also increase more when the City is monitoring a fire

Given these successes, staff is recommending that the City continue its engagement with Tripepi Smith over the next three years on citywide communications services. Attachment A includes the proposed agreement with Tripepi Smith for these services. The scope of services in the agreement includes:

- Weekly check-in calls with City staff that includes communications planning
- Social media management with average of 10 posts per week on four platforms
- Four articles or press releases per month
- Monthly dashboard metrics report (the August report is attached to this report as Attachment C)
- Creation of the Winter 2022 City News issue
- Ad-hoc work as requested

City staff and Tripepi staff have developed an efficient and effective working relationship over the last two years that allow some cost-savings measures to be put into place including the City Manager's staff handling content development with department heads and discontinuing quarterly planning meetings, and the Tripepi Smith project manager moving from a Senior Business Analyst to a Business Analyst already working on the Duarte account.

Additionally, the City's quarterly print and digital publication for news and recreation information, Duarte City News, will migrate to the Parks and Recreation department as the lead project manager. Given that 50 percent of the publication is Parks and Recreation content, staff believe it is more efficient to have the publication be developed within the Parks and Recreation department.

BACKGROUND

Public, Education, and Government (PEG) Channel Support Services

As a part of Charter/Spectrum's franchise agreement with the City of Duarte for cable television services, Charter/Spectrum provides a cable access channel pursuant to federal regulations under 47 USC Section 531 of the Cable Communication Policy Act of 1934 as amended by the Cable Communications Policy Act of 1984, the Cable Television Consumer Protection Act of 1992 (The Act") and the Telecommunications Act of 1996.

Public, Education, Government (PEG) channels are not mandated by federal law, rather they are a right given to the franchising authority, which it may choose to exercise. The decision whether to require the cable operator to carry PEG channels is up to the local franchising authority. If the franchise authority does require PEG channels, that requirement will be set out in the franchise agreement between the franchising authority and the cable operator.

Prior to 2006, cable broadcasting franchise agreements were completely executed within cities and often stipulated large PEG channel requirements including equipment and studio space. The 'P' in the "public" part of the channels were run by community non-profits, and there was often greater funding and community support in PEG channel efforts.

The passage of Assembly Bill 2987 or "The Digital Infrastructure and Video Competition Act of 2006" (DIVCA), changed the laws by which cable TV companies operate, namely making the California Public Utilities Commission the main franchising body for cable television providers. However, PEG television remained under the purview of city and county governments but with greatly limited ability to lay out PEG channel funding requirements in local franchise agreements. DIVCA regulations on PEG channels include:

- Cable operator must provide a PEG channel if the franchiser requests it
- State franchise holder shall provide an additional PEG channel when the non-duplicated locally produced video programming televised exceeds 56 hours
- PEG channels shall be used only for noncommercial purposes
 - However, advertising, underwriting, or sponsorship recognition may be carried on the channels for the purpose of funding PEG-related activities
- A local entity may, by ordinance, establish a fee to support PEG channel facilities that cannot exceed one percent of the franchisee's gross revenues
- Revenue from this fee can only be used on capital expenditures by federal statute

Limiting cities to only one percent of the franchisee's gross revenue for PEG channel funding, all of which has to be used on capital expenditures, meant that cities either had pay for the PEG channel operator's operating costs out of General Funds and/or if the operator was a non-profit, greater emphasis was placed on fundraising.

Due to decreased General Fund budgets during the Great Recession beginning in the mid-2000s and declining PEG fees from a decline in cable customers, many cities, including most of Duarte's neighboring cities, are operating all aspects of their PEG channels - Public, Education, Government - by either City staff or contractors, or a hybrid thereof. Very few cities have kept the original model of local non-profits as the cable access operators, given the quickly changing technological needs of cities and a lack of non-profit fundraising due to limited viewership.

DISCUSSION/ANALYSIS

Public, Education, and Government (PEG) Channel Support Services

Duarte Community Television, Inc. (DCTV) has been the main non-profit cable access programming provider since 1986. The station and signal were located at 1634 Third Street until 2017. This property was developed into what is now Orange Blossom Park, whereas the broadcast signal was moved to City Hall and some City-owned film equipment, including large editing equipment, was moved to Duarte High School. As a part of the agreement with DCTV, youth at

Duarte High School were to receive training on the equipment for the purpose of making PEG channel content. Additionally, DCTV was also contracted to film City events.

Given that Duarte High School is a closed campus and could not be opened to allow the public to film, a neighboring non-profit, Community Media of the Foothills (CMF), contracted with the City, whereby the City subsidized the public's ability to be trained on equipment and use the equipment and studio to film. Any content created by the public would then be turned over to DCTV to broadcast.

Since 2017, seven students have been trained, about 16 special events and government/educational programs were filmed by DCTV, and no outside fundraising was reported to support DCTV's work. As a result, DCTV relies solely on City funding for an operating budget of \$27,600.

CMF has supplied over 400 public access programs with 90 percent of those being filmed by Monrovia residents, despite marketing to Duarte organizations through the Duarte Community Coordinating Council and on City platforms. CMF's 2020 revenues totaled \$277,332 with \$24,500 of that being from the City of Duarte and the remainder from grants, fundraising and other government contracts.

Given the operational and fundraising challenges for DCTV and limited usage of Duarte's subsidy to CMF by Duarte residents, City Staff issued a request for proposals in March of 2022 for PEG Channel Content Creation and Management.

The Scope of Services requested applicants to submit up to three price structures based on their ability to meet requirements for each component of the PEG channel - Public component, Education component, and Government component, understanding that a local entity does not have to offer all three components.

DCTV and CMF did not respond to the RFP. CMF informed Staff -that they wanted to apply but were dealing with low-staff issues caused by the COVID pandemic. DCTV did not provide a reason.

Two organizations – Tripepi Smith and Studio Spectrum – submitted proposals which were then reviewed by the Public Services Commission in April 2022 and applicants were interviewed by the Commission in May 2022. The Public Services Commission recommended Tripepi Smith for content management of the PEG channel. The Public Services Commission also recommended that City Council consider the baseline retainers for all three components (Public - \$1,200 per month, Education - \$525 per month, Government - \$2,255 per month).

Given that the baseline retainer for the school district would most likely be out of the school district's budget, it was determined through multiple meetings that baseline retainer was not necessary. Duarte High School, Mt. Olive High School, and CS-Arts SGV all have modern film programs that do not need supplemental support and City staff is able to be the liaison with the school district to procure programming created by students to broadcast on the City's PEG channel. The current City-owned equipment can be donated to the high school if the school district would like to keep this equipment and the City Council is interested in such a donation. That said, the

City's IT staff notes that the equipment is already outdated despite being purchased in 2017 given the pace of evolving technology. If the school district does not want the donated equipment, the City should retire the equipment.

The Government baseline retainer is being recommended by City staff which would include:

- Developing a media channel plan to schedule content for the PEG channel and upload of content provided by City staff and the school district
- Broadcast equipment audit and maintenance
- YouTube channel maintenance - this may either be the City's YouTube channel or a channel specifically for Public and Education content, depending on Council's guidance regarding the Public component of the channel
- Monthly PEG channel metrics report and quarterly staff reflection meeting

The Public baseline retainer would include Tripepi Smith hosting quarterly classroom style training sessions for anyone within the Duarte community who wishes to learn about producing video. Sessions would be held at a predetermined public facility and would cover the fundamentals of videography, teaching the pre-production process, how to use available equipment and how to process footage through editing software, such as Premiere Pro within the Adobe Creative Suite. Tripepi Smith would notify the public of the class through preferred City channels.

In addition to the \$1,200 per month retainer for this component, Tripepi Smith also proposed offering on a first-come, first-serve basis the use and assistance to the public to create programs to broadcast on the channel. Tripepi Smith estimates each instance of public request for access to produce a video will cost approximately \$1,460. Tripepi Smith would provide video production equipment sufficient for a basic production setup, such as a camera, audio recording equipment and lights for a member of the public to create a video. Additionally, they would provide a laptop for video editing that would be stored at a City facility for constituent use. This laptop would contain a full Adobe Creative Suite license. Access to the equipment would require both a daily rate equipment fee and one TS crew member to shadow the production to monitor equipment use, assist the member of the public and ensure the safe return of the equipment. Given that Tripepi Smith is proposing this service on a time and materials basis, if no member of the public elects to leverage this offering, then the City will not accrue any costs above the fixed fee components noted above for public access to production services.

City staff is not recommending the Public baseline retainer for several reasons:

- An additional added cost of \$14,400 just for the baseline retainer, then the City Council would need to decide a budget for the potential production use by the public at an estimated \$1,460 per request
- A historic lack of interest by Duarte residents in creating content as evidenced by the lack of production use offered at Community Media of the Foothills as subsidized by the City of Duarte
- Many people and non-profits now use phones and tablets to create video content that is often shared on YouTube channels and other social media

Instead, City staff is recommending a fixed-cost, one-time project for this contract with Tripepi Smith to draft appropriate policies, guides, and procedures for the public and the school district to

request broadcasting on the City's PEG channel. This will include defining "public" whether that be any individual member of the public or defined as a local non-profit. These policies would allow the PEG channel to be operated in a more efficient and cost-effective way that still allows for the Public and Education components of the channel with overburdening the City financially in the content development, and equipment purchasing and maintenance. Tripepi Smith will work with City staff and the City's legal counsel to ensure a compliant policy. These policies would also be reviewed by the Public Services Commission prior to coming before Council for adoption.

RECOMMENDATION

It is recommended that the City Council:

- 1) Approve Amendment No. to the Agreement for Professional Services by and between the City of Duarte and Tripepi Smith & Associates, Inc., to extend the Agreement by three years for the amount of \$134,960 in the first year of the contract, then an annual contract amount increase by either four percent (4%) or the annual increase in the Consumer Price Index, whichever is less, starting in the Fiscal Year 2023-24; and adjusting the scope of work as follows:
 - Maintain current number of social media posts and articles
 - Project manager from Tripepi Smith to become a business analyst instead of senior business analyst
 - Cease quarterly planning meetings with department heads
 - Designing Duarte City News until December 31, 2022
 - Starting January 1, 2023, conduct ongoing Public, Education, and Government (PEG) channel management, including a one-time project to develop PEG channel usage policies
- 2) Authorize the City Manager to execute the Agreement

FISCAL IMPACT

The FY 2022-23 budget process included \$106,300 for communication support services, \$63,000 for the City's PEG channel, and \$35,600 for City News design in the General Fund (1020-7712, 1020-7720, 1020-7718) for a total budget of \$204,900. The total costs for the first year of the amendment are \$134,960 (November 1, 2022-October 31, 2023), with \$128,440 of that amount as a part of the FY 2022-23 budget, and therefore, a budget amendment is not required.

ATTACHMENTS

Attachment A – Amendment No. 1 to the Agreement for Professional Services by and between City of Duarte and Tripepi Smith & Associates, Inc.

Attachment B – Tripepi Smith & Associates, Inc. General Communication, City News Design, and PEG Channel Management Services Proposal

Attachment C - City of Duarte August 2022 Monthly Dashboard Communications Metrics Report

**AMENDMENT NO. 1 TO AGREEMENT BETWEEN THE CITY OF DUARTE AND
TRIEPEI SMITH & ASSOCIATES, INC.**

This Amendment No. 1 to the agreement for professional services by and between CITY OF DUARTE and TRIPEPI SMITH & ASSOCIATES, INC. ("Amendment No. 1") is entered into by and between the CITY OF DUARTE, a municipal corporation ("City"), and TRIPEPI SMITH & ASSOCIATES, INC., a California corporation ("Consultant"), as follows:

RECITALS:

A. On November 1, 2020, the City and Consultant entered into a Professional Services Agreement to execute work related to resident and business communications including social media content development and management, website support, City newsletter redesign and ongoing City newsletter creation, and an express communications assessment and style guide creation ("Existing Agreement").

B. City and Consultant desire to enter into the Agreement No. 1 to the Existing Agreement as set forth below.

AMENDMENT:

NOW, THEREFORE, for good and valuable consideration, the sufficiency and receipt of which are hereby acknowledged, that City and Consultant agree as follows:

Section 1. Amendments to Existing Agreement. The Existing Agreement is amended as follows:

A. Replace Section 1. **TERM** in the Existing Agreement with following:

This Agreement shall commence on the effective date and be extended from the Effective Date and shall remain and continue in effect until October 31, 2025, unless sooner terminated pursuant to the provisions of the Agreement. The term may be extended upon execution of a written amendment between the parties.

B. Replace Section 2. **SERVICES AND PERFORMANCE** in the Existing Agreement with the following:

Consultant shall provide the City **with** services described in the Scope of Work attached hereto as Exhibit "A."

C. Replace Section 3(A). **COMPENSATION** in the Existing Agreement with the following:

Subject to subparagraph (b) in the Existing Agreement, the City shall pay for such services in accordance with the Schedule of Charges attached hereto as Exhibit "A."

D. No other Amendments. Except as set forth above, the Existing Agreement shall remain in full force and effect.

[end-signature page follows]

IN WITNESS WHEREOF, the parties hereto have executed and entered into this Amendment No. 1 to be effective as of the date approved by City's City Council.

CONSULTANT

Date: _____

By: _____

Ryder Todd Smith, President

CITY OF DUARTE

Date: _____

By: _____

Daniel Jordan, City Manager

ATTEST:

Annette Juarez, City Clerk

APPROVED AS TO FORM:

Thai V. Phan, City Attorney

EXHIBIT A

SCOPE OF SERVICES & FEE SCHEDULE

November 1, 2022 – October 31, 2025

Consultant shall execute work related to resident and business communications, as follows:

CONTRACT DELIVERABLES

The contract will consist of three retainers and a fixed one-time element. The Consultant will provide:

Retainer 1: General Communication Services (\$9,030 per month)

- Project management, check-in calls, online living agenda, pre/post call documentation (weekly)
- Social media management, monitoring and promotion strategy in collaboration with City staff (averaging 10 posts per week) posted on Facebook, Instagram, Twitter and occasionally LinkedIn
- Monthly dashboard reporting communication metrics
- News articles or press releases (four articles per month) of up to 600 words each article for website and/or newsletters
 - Maintain an editorial calendar for City stories and newsletter

Retainer 2: Public, Education, and Government Channel Management (\$2,255 per month)

- Content management of the City's Public, Education, and Government (PEG) channel (Spectrum Channel 3) and YouTube page
- Development of a monthly PEG metrics report
- Facilitation of quarterly staff reflection meeting
- Equipment audit with a limit to drafts of the audit report
- Two hours per month of technical support (with a limit of up to four hours a month rolling over to the next month if hours are not used in the current month)

This work will begin January 1, 2023.

Retainer 3: City Newsletter Design (\$1,300 per month)

- Design, layout and print vendor coordination (excludes printing fees by City's chosen vendor)

This work will end on December 31, 2022.

The above items are defined as “in scope work” hereunder and will be delivered on a regular monthly bases for a total of \$10,330 per month for November 1, 2022, to December 31, 2022), then \$11,285 per month for January 1, 2022, to October 31, 2025.

Additionally, Consultant will provide the below one-time services in the first year:

PEG Public Access Policy Development (\$1,450 one-time fixed)

Consultant will draft appropriate policies, guides, and procedures to manage the equipment and the process of requesting access to equipment by the public, such as local non-profits and Duarte Unified School District. Tripepi Smith will work with City staff and City legal counsel to ensure a compliant policy.

FEE SCHEDULE

Consultant will invoice the City on a monthly cycle. Consultant invoice will specify in-scope work versus ad hoc or “out of scope” work on invoice. Ad hoc or “out of scope” work will include a detailed report that indicates the amount of budget spent on each task.

For any work outside of the above-defined “in scope work,” Consultant shall perform the following services, as and when authorized by the City, at the following rates.

AD HOC RATES (IF ON RETAINER)

Title	Hourly - Retainer
Principal	\$300
Director	\$185
Art Director	\$185

Senior Business Analyst	\$150
Business Analyst	\$100
Junior Business Analyst	\$80
Senior Videographer/Animator	\$150
Senior Photographer	\$135
Photographer/Videographer	\$100
Senior Graphic Designer	\$135
Graphic Designer	\$100
Junior Graphic Designer	\$80
Web Developer	\$150
Drone Operator	\$150
A/V Operator and Technician	\$80

BILLING

Time at Tripepi Smith is billed in 15-minute increments – i.e., Tripepi Smith invoices their time in the following examples: 1.25, 0.75, 4.0 or 6.5 hours.

ANNUAL COST ADJUSTMENT

Tripepi Smith will increase the hourly rates and retainer fees for all resources each year on the anniversary of the contract by either four percent (4%) or the annual increase in the Consumer Price Index, whichever is less, starting in Fiscal Year 23-24. If the annual increase in the Consumer Price Index exceeds four percent (4%), Tripepi Smith may petition the City Manager in writing for a rate increase more than four percent (4%) annual rate cap.

SPECIAL EQUIPMENT FEES

Certain equipment required for video production work will be charged by Consultant, subject to prior approval by City as follows:

Drone Fee: \$500 per day

One Day Video Equipment Fee (more than four hours onsite time): \$550

Half-Day Video Equipment Fee (four hours or less onsite time): \$350

FIXED FEE PROJECTS

When mutually agreed upon in writing by the City and Consultant, in lieu of ad hoc hourly rates, Consultant may charge a fixed price on defined projects.

TRAVEL COSTS

Travel costs must be pre-authorized and then will be reimbursed by the City for any requested travel. Travel costs to be covered are for airfare, lodging and rental car. Requests to be onsite, invoice for travel time will be at half rate of the resources' retainer hourly rate.

PAYMENT

Consultant's in scope work will be invoiced on the 15th of each month. Consultant will separately invoice for ad hoc work on the last day of each month for that month's ad hoc work. Terms are net 60 days. Milestone fees will be billed as milestones are hit.

INSURANCE

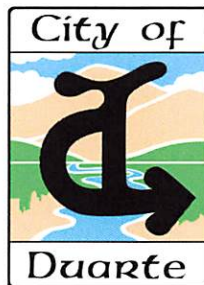
Consultant will provide required certificates of insurance prior to signing a contract.

SERVICE FEES

Any charges for print costs, digital advertising, media placement, and/or voiceover/captions work shall be invoiced directly to the City when possible and is preferred. Such charges may be billed through Consultant with a ten percent (10%) handling or overhead charge by Consultant. Such use of Consultant Agency Fees must be authorized by City.

Response submitted for:
General Communication, City News Design
& PEG Channel Management Services

CITY OF DUARTE



Submission Date: September 26, 2022
VALID FOR 60-DAYS
By: Ryder Todd Smith, Co-founder and
Saara Lampwalla, Senior Business Analyst

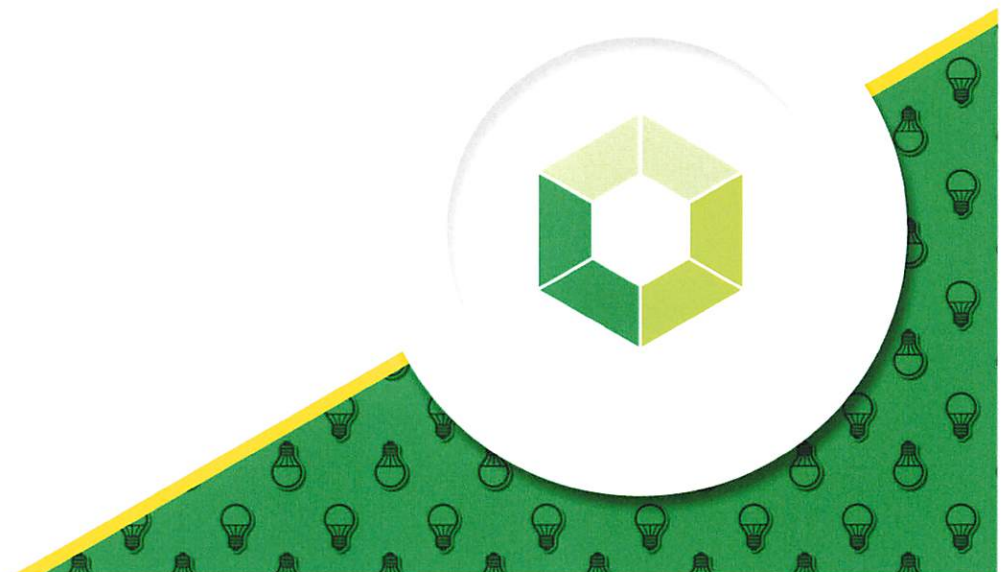
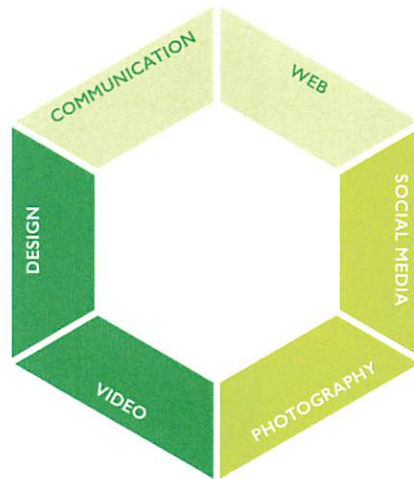




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SECTION 1: COVER LETTER

Attn: Victoria Rocha – Assistant to the City Manager/Public Information Officer
City of Duarte, California

Thank you for this opportunity to continue providing strategic communications support services to the City of Duarte. This statement identifies Tripepi Smith's qualifications to provide comprehensive communication services for the City. Our professional, highly trained team is well-positioned to help the City execute on its public information and outreach activities.

Tripepi Smith has a strong record of working with public agencies throughout California to better engage and connect with residents. We have been providing such support to Duarte since 2014. This work includes evaluating existing communication platforms, developing strategic messaging, producing videos, delivering on stock photography shoots, executing public relations strategies, developing and maintaining social media platforms and working alongside City Staff to ensure community messaging is reaching and engaging residents to educate and promote involvement.

Our current agreement with the City is set to expire on October 31, 2022. In preparation, City Staff has requested that Tripepi Smith develop a proposal for the continuation of the current scope of services with two service modifications, as well as a proposed scope of services for management of its PEG Channel operations. Note that Tripepi Smith submitted a proposal for the latter when the City put out an RFP for these services earlier this year. Since proposing, Tripepi Smith has met with Staff to better understand the desired scope with this proposal reflecting the outcome of that discussion.

Authorization

As co-founder and president of Tripepi Smith, I am qualified to enter into agreements with the City of Duarte and to make the statements below on behalf of the firm. This proposal is valid for sixty (60) days following the submission of this letter.

Ryder Todd Smith, Co-Founder & President
Tripepi Smith
PO Box 52152, Irvine, CA 92619
ryder@tripepismith.com
(626) 536-2173



SECTION 2: CONSULTANT TEAM

For the City's general communication support, **Claire Torza**, Junior Business Analyst, will continue as the City's project management lead, handling logistics and coordination. Senior Business Analyst **Saara Lampwalla** will continue as account management lead, making leadership presentations, providing strategic oversight and actively participating with senior staff in ideation and brainstorming. President **Ryder Todd Smith** will also be available to make leadership presentations, facilitate community discussions and provide crisis communication support as needed. Junior Business Analysts **Amy Gallagher** and **Molly Alvarado** will continue providing agenda management, editorial calendar maintenance, social media coordination, writing support, metric dashboard creation and other duties as assigned. Execution of City News will be led by Senior Graphic Artist **Kjerstin Wingert**, who will also be available to provide photography and graphic design services. Junior Business Analyst/Graphic Artist **Sophie Doane** will also support City News.

As for the City's PEG channel operations, Junior Business Analyst/Videographer/A/V Operator **Josh Hernandez** will be the day-to-day project manager and oversee the content management of the PEG Channel. Josh will collaborate with Studio Technician **Eric Lowy** to develop operations policy and procedure. Junior Business Analysts/Videographers/A/V Operators **Josiah Solis** and **John Balliet** will also provide production support and be onsite as needed. Claire will be the management contact who will oversee the PEG engagement with both Saara and Senior Business Analyst **Melanie James** also being available on an as-needed basis.



Ryder Todd Smith



Saara Lampwalla



Melanie James



Kjerstin Wingert



Claire Torza



Molly Alvarado



Amy Gallagher



Josh Hernandez



Josiah Solis



John Balliet



Sophie Doane



Team Details

(See Resumes showing full professional experience, education and degrees)

Team Member	Role Description
Ryder Todd Smith Principal <i>Role: Strategy</i>	Ryder has a mixed background in the worlds of government relations, technology and marketing. He served as the SVP of Operations and Chief Information Officer for a software-as-a-service startup in the financial services sector. Prior to that, he was the technology manager for a regional staffing firm. Ryder leads Tripepi Smith and is the ultimate project owner on all work handled by the firm. He is the creator of the City Internet Strategies Study, publisher of the Civic Business Journal, publisher of PublicCEO and a frequent speaker on the local government circuit. His insights have been published in Western City and PM magazines. He volunteers his time as vice chair of the Rose Institute of State and Local Government Board of Governors and previously served as a Planning Commission for the City of Tustin. Ryder graduated from Claremont McKenna College with a Bachelor of Arts in Philosophy, Politics, Economics and a dual degree in Economics.



Saara Lampwalla

Senior Business Analyst

Role: Strategy and Quality Assurance, Account Lead

Saara has been a Junior Business Analyst, Business Analyst and Senior Business Analyst at Tripepi Smith, giving her opportunities to deliver on the spectrum of Tripepi Smith's offerings, from full communication assessments and video productions to full-scale public education campaigns and event planning. She now leads engagement and advises on strategy having gleaned experience from collaborating with dozens of private and public sector clients including the City of Culver City, City of Duarte, City of Baldwin Park, City of Westlake Village, City of Hercules, California Contract Cities Association, Institute for Local Government, League of California Cities, Orange County City Managers Association, San Gabriel Valley City Managers' Association and Climatec. In her tenure, Saara acted as Tripepi Smith's own marketing manager for three years. She now acts as a business development manager for the firm, and also serves as managing editor for Tripepi Smith's California local government news publication, PublicCEO.

Saara is certified in Constant Contact, Hootsuite Social Marketing, Hubspot Inbound Marketing and Google Analytics. She also completed the University of California, Irvine Public Policy Making Academy II in 2020. Saara has her bachelor's degree in public relations from California State Polytechnic University, Pomona, with minors in marketing management, journalism and philosophy.

Melanie James

Senior Business Analyst

Role: PEG Channel Support

Melanie is a talented graphic artist, expert on the WordPress platform, a skilled project manager and a lead for Tripepi Smith's cablecasting and videography services. She has managed and delivered dozens of successful website development projects and has a full suite of creativity skills rooted in her formal graphic arts education. Her skills cover the full Adobe Creative Suite and into HTML and CSS. In addition, she has managed an array of projects ranging from robust digital advertising campaigns to comprehensive video production projects. Her clients include City of Tracy, City of Daly City, City of Bellflower, City of Huntington Beach, City of Fullerton, City of La Cañada Flintridge, City of Menifee, City of Paramount, Santa Clara County Fire Department, Rowland Water District, and Placer Mosquito Vector Control District. Melanie is a certified Hootsuite Social Marketing Professional and Constant Contact Certified Solutions Provider and has completed the University of Southern California Executive Education Forum for Local Leaders and the University of California, Irvine Public Policy Making Academy II.



Kjerstin Wingert
Senior Graphic Artist
Role: Design Lead

Kjerstin is a skilled graphic artist with formal graphic arts education from Golden West College in Huntington Beach. She has advanced knowledge of various creative platforms including Adobe Illustrator, Adobe Photoshop and Adobe InDesign. Kjerstin has experience leading an array of creative projects, including layout, graphic design, illustration and creative concept development. Her clients include City of La Cañada Flintridge, Inland Empire Utilities Agency, City of Culver City, City of Walnut, City of Cupertino, City of Saratoga, City of Livermore and the California Joint Powers Insurance Authority.

Claire Torza
Junior Business Analyst
Role: Project Lead

Claire is a talented writer and researcher with a background in several industries, such as public affairs, legal studies and non-profit. She graduated from Claremont McKenna College in 2020 with a B.A in Philosophy, Politics and Economics. She developed her writing skills as a PPE major at Claremont McKenna through extensive reading of complex works of literature and subsequent analysis of such pieces. She continued writing and developing her research skills while working as both a law clerk intern and a legal assistant at Public Counsel, the largest non-profit law firm in the nation, as well as gained extensive non-profit experience and knowledge. Claire is certified in Hootsuite Social Marketing and Sprout Social. Her client work includes City of Duarte, Culver City, the California JPIA, California Urban Forest Council, West Coast Arborists, Inc., HSITAG, City of Lakeport, Trackdown Management and Napa County.

Molly Alvarado
Junior Business Analyst
Role: Client Support

Molly brings a cheerfully collaborative supporting role to the Tripepi Smith team with a background in several industries such as finance, cosmetology and non-profit organizations. She graduated from California State University, Los Angeles (CSULA) with a Bachelor of Arts in Communication with an emphasis in Organizational and Applied Communication. During her time in college, she developed her craft of public speaking and creative writing via her participation in publication clubs and community outreach programs. While working towards her degree, Molly worked for small business companies that leveraged significant growth because of her public speaking, event planning, creative writing and content creation input. Molly is a certified Hootsuite Social Marketing professional. Her client work includes City of Benicia, City of Martinez, City of Manteca, Costa Mesa Sanitary District, City of Duarte, CCMF-Online Professional Toolkit, and ICMA Reputation Management Solutions.



Amy Gallagher

Junior Business Analyst

Role: Client Support

Amy is a detail-oriented individual with a background in journalism, photography and social media management. She graduated from California State University, Long Beach with a Bachelor of Arts in Journalism. During her time in college, she gained experience with writing, photojournalism and content creation. She developed her marketing skills through her internship at Segerstrom Center for the Arts where she worked alongside the Center's marketing team to effectively communicate with their audience through social media. Amy is a certified Hootsuite Social Marketing professional. Her clients include the City of Culver City, City of Manteca, City of Duarte, California City Management Foundation, ICMA and ICFA.

Josh Hernandez

Junior Business
Analyst/Videographer/A/V
Operator

Role: PEG Project Lead,
Video Production Support

Josh is a driven creative professional with over 7 years of experience in the audio/visual and TV production industry. Josh attended Saddleback College where he participated in the Cinema/Television/Radio Department to strengthen his skills in TV production, directing, storytelling and video editing. He started his career in local government as a graphic designer for the City of Aliso Viejo and then furthered his experience in council meeting broadcasts with the City of Santa Ana and the City of Huntington Beach. He has also practiced his skills for companies, like Microsoft, Paul Mitchell, School First and the Boys and Girls Clubs. Josh is a certified Hootsuite Social Marketing professional. His clients include the City of Huntington Beach, City of Bellflower, City of Paramount and City of Menifee

Josiah Solis

Junior Business
Analyst/Videographer/AV
Operator

Role: Video Production Support

Josiah is a graduate of Biola University where he earned a Bachelor of Arts in Cinema and Media Arts. During his time at Biola, Josiah learned valuable skills in directing, writing and video editing. Josiah is passionate about communicating the stories of clients in the most visually compelling way. Josiah has visited five different countries to provide videography services on behalf of humanitarian efforts. Josiah also has experience as a digital imaging technician and editor for an independent motion picture in Gonaives, Haiti, where he learned cross-cultural skills while working with American and Haitian industry professionals. Josiah is a certified Hootsuite Social Marketing Professional. His clients include the City of Fullerton, City of La Cañada Flintridge, and City of Paramount.



John is a certified Hootsuite Marketing Professional. His clients include: Climatec, City of Huntington Beach, City of Fullerton and contracted SB 1383 work.

Sophie is fluent in German and is a Hootsuite Social Marketing Professional. She will be working on creative projects with various clients.



TRIEPI SMITH
marketing • technology • public affairs



Tripepi Smith Complete Personnel

	Ryder Todd Smith Co-founder & President		Nicole Smith Co-founder & CFO	
CREATIVE SERVICES	Katherine Griffiths, APR Principal		Jennifer Nentwig, APR Principal	
	Jon Barilone Principal			
	Kevin Bostwick Art Director	Cameron Grimm Director	Jennifer Vaughn Director	Karen Villaseñor Sr. Business Analyst
	Kjerstin Wingert Sr. Graphic Artist	Melanie James Sr. Business Analyst	Saara Lampwalla Sr. Business Analyst	Kaitlyn Wu Sr. Business Analyst
	Sara Madsen Sr. Business Analyst	Hannah Lebiga Business Analyst	Sydni Overly Business Analyst	Allison Torres Business Analyst
	Anne Jang Jr. Business Analyst	Nolan Voge Jr. Business Analyst	Danielle Rodriguez Business Analyst	Kaetlyn Hernandez Business Analyst
	Josh Hernandez Jr. Business Analyst	Josiah Solis Jr. Business Analyst	Kevork Kurdoghlian Business Analyst	Kylie Benzing Jr. Business Analyst
	Eldon Shih Jr. Business Analyst	John Balliet Jr. Business Analyst	Skyler Addison Jr. Business Analyst	Charlie Mounts Jr. Business Analyst
	Molly Alvarado Jr. Business Analyst	Sophie Doane Jr. Business Analyst	Kalee Cummings Jr. Business Analyst	Claire Torza Jr. Business Analyst
	Kayla Cao Jr. Business Analyst	Melanie Moore Jr. Business Analyst	Cailyn Thompson Jr. Business Analyst	Jacob Lyle Jr. Business Analyst
	Alyson Nichols Jr. Business Analyst	Morgan Mock Jr. Business Analyst	David Gushue Jr. Business Analyst	Amy Gallagher Jr. Business Analyst
		Brooke Hager Jr. Business Analyst	Olivia Moore Jr. Business Analyst	Amanda Avery Jr. Business Analyst

 Graphic Design Services
  Creative Management Experience

Additionally, sometimes for printing, mailing or voiceovers, we may use subcontractors. These are often determined at the time of the need, so it is difficult to predict who that will be. However, here is a list of potential firms or people we routinely subcontract with:

-  InfoSend – Print and Mail House Services
-  DLS Printer Services – High-end Printing for Collateral
-  Emily Baker – Voiceover Work



SECTION 5: PROPOSED SCOPE OF WORK

The City has requested a wide range of services and potential add on services. Per guidance from staff, Tripepi Smith is providing our hourly rates (both standard ad-hoc and discounted retainer) and a fixed price for each of the services requested.

Our estimates, particularly on regarding general communication and City News elements are based upon our experience over the past 2.5 years supporting the City's communication efforts. We have discovered that the communication goals for the City are quite robust and the level of activity, particularly in relation to sheer volume of social media posts, reflects an engagement more akin to some of our larger city engagements. Additionally, Staff's dedication to high caliber work product, namely on City News, requires additional time from a senior graphic resource who can meet desire for custom artwork. Therefore, we have adjusted our pricing to reflect these experiences. Lastly, please note that Tripepi Smith is actively involved with the City already with a monthly retainer arrangement encompassing both general communication and City News design, but the scope Staff requested is a significant expansion on the work we are doing by way of PEG channel management.

We have broken down the scope of the bid into three retainer areas with fixed cost and time & materials elements that empower the City to "ramp up" or "ramp down" services according to budget and priorities, as well as public use of PEG channel offerings.

Fixed (One-Time) Services

PEG Public Access Policy Development

Tripepi Smith will draft appropriate policies and guides and procedures to manage the equipment and the process of requesting access to equipment by the public, such as local non-profits and Duarte Unified School District. Further, these policies will be intended to equitably allocate available equipment across the members of the public such that should a spike in requests create contention for available equipment and staff, a method for choosing a priority request will be determined. Tripepi Smith will work with City Staff and City legal counsel to ensure a compliant policy.

Retainer (Ongoing) Services

General Communication Retainer, which includes social media management averaging 10 posts a week across digital platforms of Facebook, Twitter, LinkedIn and YouTube; drafting up to four articles/press releases each month of up to 600 words, a weekly account review and planning phone call and a monthly report on metrics about the City's communication.

City News Design Retainer, which includes graphic design time to layout the “Duarte City News.” We have assumed here that the City will write all content for the newsletter aside from stories Tripepi Smith is already



generating by way of the General Communication Retainer scope. Tripepi Smith will make our resources available on an ad hoc basis to assist with additional content writing. This component of a new agreement would end January 1, 2023.

PEG Channel Management Retainer services have been scoped to provide a fixed monthly fee for the ongoing management of the City's Public Education Government and YouTube channels, development of a monthly PEG metrics report, facilitation of quarterly staff reflection meeting, equipment audit and two hours per month of technical support (with a limit of up four hours a month rolling over to the next month if hours are not used in the current month). This work would begin in January 1, 2023.

SECTION 6: COST PROPOSAL

We have broken down the cost proposal by the three retainers and fixed element cost, as well as added estimated time & materials costs for other deliverables the City may be interested in. Should the City determine Tripepi Smith is the most qualified responsive vendor, but has a budget number that must be hit, then Tripepi Smith remains open to collaborating with City Staff to narrow the scope engagement or refine our understanding of the scope needs and will modify our pricing accordingly.

Scope Element	Price	Payment Type
FIXED (ONE-TIME)		
PEG Public Access Policy Development	\$1,450	One-Time Fixed
RETAINER (MONTHLY) COST		
General Communication Services	\$9,030 / Month	Monthly Retainer
City Newsletter Design	\$1,300 / Month	Monthly Retainer
PEG Channel Management	\$2,255 / Month	Monthly Retainer



Time and Materials Services and Direct Costs

Tripepi Smith will use the following information, rates and more to price any additional work with the City. Note that the proposed retainer costs qualify the City access to Tripepi Smith's discount hourly retainer rates.

Title	Hourly - Ad Hoc	Hourly - Retainer
Principal	\$330	\$300
Director	\$220	\$185
Art Director	\$220	\$185
Senior Business Analyst	\$175	\$150
Business Analyst	\$120	\$100
Junior Business Analyst	\$95	\$80
Senior Videographer/Animator	\$175	\$150
Senior Photographer	\$160	\$135
Photographer/Videographer	\$120	\$100
Senior Graphic Designer	\$160	\$135
Graphic Designer	\$120	\$100
Junior Graphic Designer	\$95	\$80
Web Developer	\$175	\$150
Drone Operator	\$175	\$150
A/V Operator and Technician	\$95	\$80

Billing

Time at Tripepi Smith is billed in 15-minute increments – i.e., we invoice our time in the following examples: 1.25, 0.75, 4.0 or 6.5 hours.

Annual Increase

Tripepi Smith will increase the hourly rates and retainer fees for all resources each year on the anniversary of the contract by either four percent (4%) or the annual increase in the Consumer Price Index, whichever is less, starting in the Fiscal Year 2023-24. If the annual increase in the Consumer Price Index exceeds four percent (4%), Tripepi Smith may petition the City Manager in writing for a rate increase more than the four percent (4%) annual rate cap.

Pricing Estimates for Add-On Communication Support

Add-On Element	Price	Notes
Quarterly Photoshoot	\$4,020-\$5,120 / Shoot	Inclusive of scope detailed below.



Graphic Design	Website Hero Image - \$125	Limited to three drafts/item.
	Print/Digital Short Format Quarterly Newsletter - \$975	
	Print/Digital Banner - \$835	
	Print/Digital Flyer - \$1,095	
PEG Quarterly Public Training Session	~ \$875	Inclusive of scope detailed below.
PEG Public Production Shadowing	~\$1,460 Instance	The City will only accrue costs for this service should any qualifying member/organization in the community wish to use it.
PEG Channel Website	\$12,780	Inclusive of design/build and one-year unlimited technical support.
Branding Refresh	~\$2,025	Inclusive of scope detailed below.
Drone Operations	~\$1,425 / Shoot	Inclusive of scope detailed below.
Video Production	~\$4,325 / Video	Inclusive of scope detailed below.
Small-Scale Event Production	\$1,300-\$1,600 / Event	Inclusive of scope detailed below.
Large-Scale Event Production	\$15,000-\$23,000 / Event	Inclusive of scope detailed below.
Media Intelligence Services	\$450-\$750	Details listed below.

Detailed Description of Add-On Services

Quarterly Photoshoot

Assume an eight-hour event, with one-hour pre-planning, travel time, post-shoot photo editing, delivery to client photo portal. This includes all equipment fees – except drone work – and uses a Photographer or Senior Graphic Artist/Photographer to complete the work.

Graphic Design

Tripepi Smith uses Canva extensively for basic social media graphics and therefore can use our Junior Business Analyst resources for that work. Where more extensive design is required, Tripepi Smith has an Art Director, Senior Graphic Artists, and Graphic Artists. In our experience, these costs can vary widely based on iteration count, number of pages of content to layout or desired number of logo options or extent of a



particular branding process. In all cases we assume written content is being provided and estimate is for design costs only.

Quarterly Public Training Sessions

Once a quarter, Tripepi Smith will hold classroom style training sessions for anyone within the Duarte community who wishes to learn about producing video. Sessions will be held at a pre-determined public facility, such as the Duarte Community Center, Duarte City Council Chamber, etc. The training will cover the fundamentals of videography, teaching the pre-production process, how to use available equipment and how to process footage through an editing software, such as Premiere Pro within the Adobe Creative Suite. Tripepi Smith will notify the public of the class through preferred City channels.

PEG Public Production Shadowing

Tripepi Smith will provide video production equipment sufficient for a basic production setup, such as a camera, audio recording equipment and lights for a member of the public to create a video. Additionally, we will provide a laptop for video editing that will be stored at a City facility for constituent use due to liability and FAA licensing issues. This laptop will contain a full Adobe Creative Suite license. Access to the equipment will require both a daily rate equipment fee and one TS crew member to shadow the production to monitor equipment use, assist the member of the public and ensure the safe return of the equipment. Access to equipment does not include a Tripepi Smith drone.

Tripepi Smith estimates each instance of public request for access to produce a video will cost approximately \$1,460. Please note that Tripepi Smith will not provide a drone for public use. Because Tripepi Smith is proposing this service on a time & materials basis, if no member of the public elects to leverage this offering, then the City will not accrue any costs above the fixed fee components noted above for public access to production services.

PEG Channel Website

Tripepi Smith will build, host and maintain a dedicated website for the Duarte PEG channel (name and URL to be determined). The website will consist of a form for constituents to submit content and requests, display a live video/stream channel and provide background info on the Operations & Procedure Policy as well as PEG channel contributors to foster transparency and ensure public access. Annual website hosting fee will be \$600 a year plus domain name fees at \$30 a domain name. This includes SSL Certificate for the website. Hosting fees are paid annually.

Branding Refresh

Tripepi Smith estimates up to \$2,025 T&M to refresh current branding assets used for Duarte's PEG Channel and YouTube Channel. This includes static graphics for intro/outro/closed session for cablecast system and cohesive branding elements to be used on content for each channel. Most of the time will be billed at the retainer graphic artist rate of \$100.



Drone Video Production

Tripepi Smith estimates \$1,550 T&M for a up to 4 hours of a Drone Operator to capture up to 4 locations. This cost also includes prep time and a drone equipment fee. It is anticipated that Tripepi Smith can repurpose drone shots from the last State of the City videos produced, therefore the City would not need a full-day drone video shoot. If the City needs to capture more than 4 locations, the price may increase.

- Tripepi Smith suggests “flying over Duarte” content that we drop to as our “filler” when the PEG channel is not otherwise broadcasting prepared content. This rolling and available content can highlight key features and generally remind resident of the beautiful community that they live in.

Video Production

Tripepi Smith has capacity to create PSAs. We break these engagements into:

- **Pre-Production:** Scripting, writing interview questions, shot list development, edits; logistics/scheduling of video shoots and overall project management; meeting(s) with stakeholders for direction, content review and logistics. Note: *All interview schedules, b-roll location logistics and shot lists will need to be mapped out prior to onsite filming to ensure efficiency and on time delivery of the project.*
- **Production/Filming:** Videographer(s) onsite filming scheduled interviews (*TS recommends no more than 4 locations per day for interviews and 1-2 people interviewed for a 3-minute video, and no more than 4-5 people for a 5-minute video*). Videographer(s) onsite capturing b-roll at specified locations (*TS recommends: Up to 6-7 locations per day. If locations are within walking distance of each other, more locations can be captured. It is also anticipated prior footage captured last year can be repurposed, where applicable*). Equipment fees for onsite production.
- **Post-Production:** Videographer to organize footage, editing of all video segments with graphics/music/captions. Review by client, revisions per feedback, up to 3 revisions per video, render and delivery of final files for day of event.

Event Production

The City of Duarte has requested event video production, such as State of the City Address, Independence Day Fireworks Show, annual City Picnic, Holiday Tree Lighting and more. We break these engagements into:

- **Rehearsal:** Videographer(s) onsite for rehearsal meeting prior to event to test video playback and audio, run through event schedule, and provide tech support as needed
- **Day-of-Event Production:** Videographer(s) onsite to handle audio and video production of the event to ensure smooth transitions and video playback. Tripepi Smith will also record the event and render out to be posted to the PEG Channel and YouTube.

Pricing varies by size of the event. We estimate \$1,300-\$1,600 per small-scale event production (e.g., Ribbon Cutting – 1 hour event with video recap), and \$15,000-\$23,000 per large scale event production (e.g., State of the City – 4-6 videos and day-of A/V event production and final video).



Media Intelligence Services

As media and technology are constantly evolving, organizations are trying to find the latest and greatest ways to tell their stories and find out what others are saying about them. To stay ahead of the curve, Tripepi Smith invested in Meltwater, an enterprise-class comprehensive media monitoring solution. Meltwater enables communications professionals and organizations to streamline their media monitoring, reporting, analytics and more.

Meltwater allows users to monitor media mentions, create newsletter summaries and share summary reports on insights—all in one platform. Whether you want to keep track of news articles mentioning your organization or find a list of media contacts, a combination of Tripepi Smith professionals and the Meltwater tool can meet your needs.

In addition to the customization of searches and convenient content newsletters, Tripepi Smith can use Meltwater to create digestible and comprehensive insight reports on the sentiment, location and top sources of content you are monitoring. These reports can help inform decision-making on communication matters within your organization.

	BASIC PACKAGE	EXTENSIVE PACKAGE
Monthly Cost	\$450	\$750
Custom Content Streams – News	1	3
Custom Content Streams – Social Media	1	3
Automated Media Digest Frequency	Weekly	Daily
Analytics Dashboard Frequency	Monthly	Weekly

Additionally, offers add-ons including:

 **Additional Content Stream: \$250/ month**

 **Services for non-Meltwater subscribers: \$300 base + add-on service(s) cost**

Learn more about our media intelligence services at www.Tripepismith.com/Media-Intelligence

Other Costs

Because Tripepi Smith offers a broad set of services, including extensive content production, we have some other content production-related fees that may come up during our engagement that we want to tell you about.



Travel Costs

Travel costs must be pre-authorized and then will be reimbursed by the Town for any requested travel. Travel costs to be covered are for airfare, lodging and car rental. If Tripepi Smith is requested to be onsite, we will invoice for travel time at half rate of the resource's Standard Hourly Rate.

Equipment Costs

Tripepi Smith offers some services that require equipment, such as drone operations and video production. As such, in those cases, the following rates apply:

	Half Day	Full Day
Video Equipment	\$350	\$550
Drone Equipment	N/A	\$500

- Five-hundred-fifty dollars (\$550) for a full day of video equipment use (includes full set of video equipment). Full day is defined as a shoot lasting four (4) or more hours.
- Three-hundred-fifty dollars (\$350) for a half day of video equipment use. Half day is defined as anything under four (4) hours of video production. All such expenses will be authorized by the Town prior to fee being assessed.
- Five-hundred dollars (\$500) per day drone fee applies and is not inclusive of the drone operator time (Drone Operator rate).

Service Fees

	Client Pays Directly	Client Reimburses TS
Print costs, digital advertising, media placement, voiceover/captions	No Fees	10%

Typically, Tripepi Smith prefers to have service providers bill the client directly to avoid additional administrative costs and because we have no economic interest in the service provider selection. If Tripepi Smith is asked to pay the bill for the client, we will apply a ten percent (10%) agency fee to the reimbursement expense. Typical services include, but are not limited to:

Print Costs: Tripepi Smith is happy to use a printer of the client's choosing for print production work, or to recommend a printer with whom we have experience.

Digital Advertising: Tripepi Smith is a Google Partner and Constant Contact Solution Provider and has Facebook Certified staff. We consider digital platforms to be a cornerstone element of any outreach strategy; often this comes with digital advertising fees.

Media Placement: Tripepi Smith can help liaise on behalf of the Town for advertising space within various mediums, such as newspapers, magazine or websites.



Voiceover, Translation and Closed Caption Fees: Tripepi Smith occasionally uses third-party resources to record voiceovers for videos, generate closed captions for videos, and for non-English language translations.

Tripepi Smith Partnerships

Tripepi Smith has financial interest in certain related entities. These partnerships allow Tripepi Smith to offer clients extra media reach or additional services at partner pricing. Partnerships include:

PublicCEO

- digital news about public affairs, reaching over 10,000 California government executives

<https://www.publicceo.com>

Civic Business Journal

- digital interest stories about the people in local government

<https://www.civicbusinessjournal.com>

FlashVote

- planning, implementing, measuring civic surveys

<https://www.flashvote.com>

TS Talent Solutions

- talent search services for local government and related agencies

<https://tstalentsolutions.com>



Duarte August 2022 Dashboard

August 2022





Included in this Report

 @CityofDuarte

 city_of_duarte

 City of Duarte, City Hall



Comprehensive Overview

The total number of published posts, impressions and engagements for all platforms, including YouTube, Nixle and Constant Contact for August 2022 are:

- Published Posts: 228
- Impressions: 293,965
- Engagements: 8,962

Analytics by Platform

Instagram Performance Summary

View your key profile performance metrics from the reporting period.

 Profile  Reporting Period  city_of_duarte

Impressions

120,830  4%

Engagements

2,594  2%

Profile Actions

330  10.4%

Instagram Audience

August 2022 Instagram followers: 5,085

July 2022 Instagram followers: 5,057



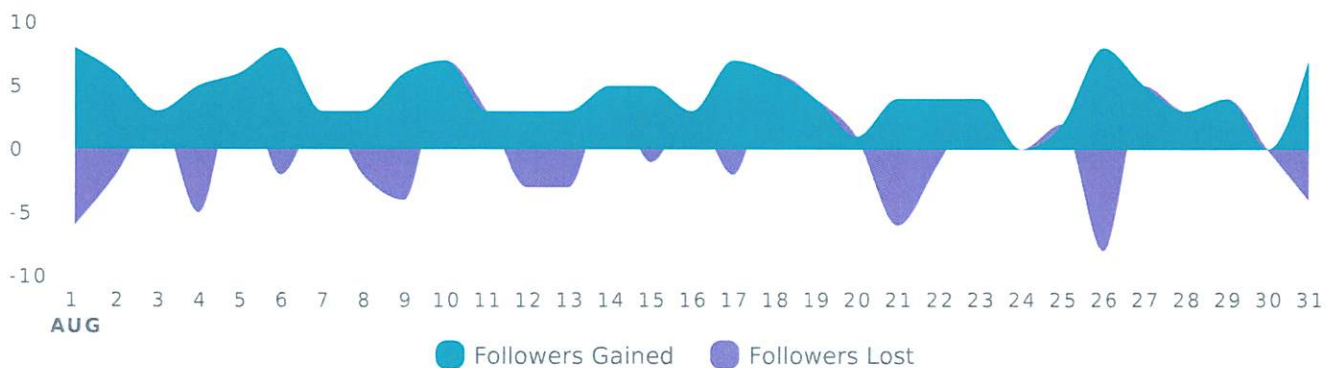
In August, there was a total of 52 posts and 34 Instagram Stories.

Instagram Audience Growth

See how your audience grew during the reporting period.

Profile **Reporting Period** city_of_duarte

Net Follower Growth Breakdown by Followers Gained/Lost, by Day



Audience Metrics

Totals

% Change

Net Follower Growth

87 **26.3%**

Followers Gained

136 18.1%

Followers Lost

49 2.1%



Instagram Impressions

Review how your content was seen by the Instagram community during the reporting period.

Profile **Reporting Period** city_of_duarte

Impressions, by Day



Impression Metrics

Totals

% Change

Impressions

120,830

↗ 4%

Average Daily Impressions per Profile

3,897.74

↗ 4%

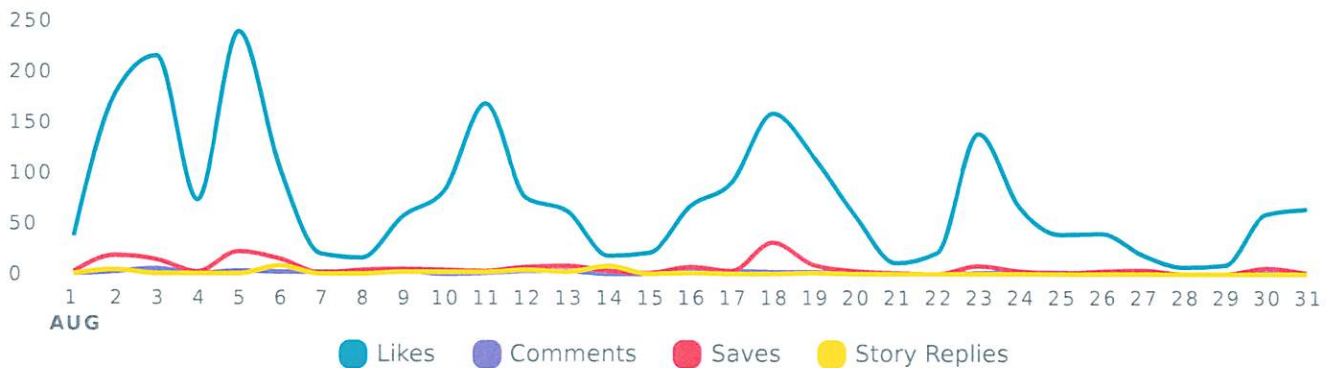


Instagram Engagement

See how people are engaging with your posts, stories, and reels during the reporting period.

Profile Reporting Period city_of_duarte

Likes, Comments, Saves, Story Replies Comparison by Engagement Type, by Day



Engagement Metrics	Totals	% Change
Total Engagements	2,594	↘2%
Likes	2,327	↘2.7%
Comments	44	↘12%
Saves	189	↗8.6%
Story Replies	34	↗6.3%

Notes on Instagram Impressions and Engagements

Impressions



The City received 120,830 total impressions in August. This number is calculated in Sprout Social by multiplying the average daily impressions with the number of days in the current month. Sprout Social uses this calculation to capture how the City performed excluding outliers, or particularly low or high performing days during the month. This number provides a holistic view of how the City's accounts perform on a daily basis.

In July, the City's Instagram account totaled 116,176 daily impressions showing an increase of 4,651 daily impressions in August from July. This spike can largely be attributed to the high-performing post on August 2 alerting the public of a mountain lion sighting. Other high-performing posts from the month include several popular summer events including the annual City Picnic, Duarte Under the Stars, and the Touch-a-Truck event. The announcement of the residential food waste program also performed well.

Engagement

In August, engagement slightly decreased compared to July numbers. The number of engagements in July totaled 2,647, which correlates to a 2% decrease in August. This is likely due to repeated content and advertising events that had already been publicized.

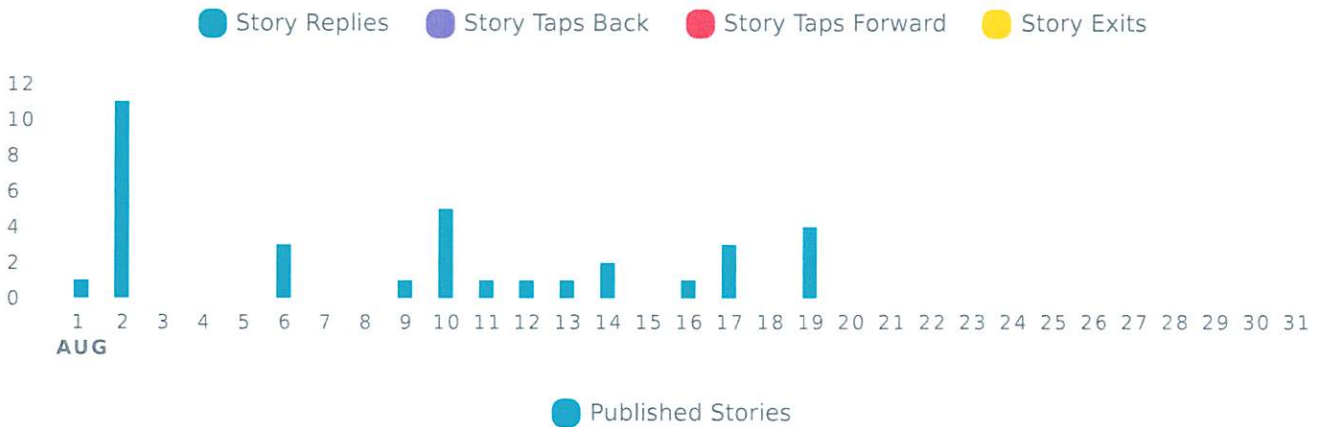
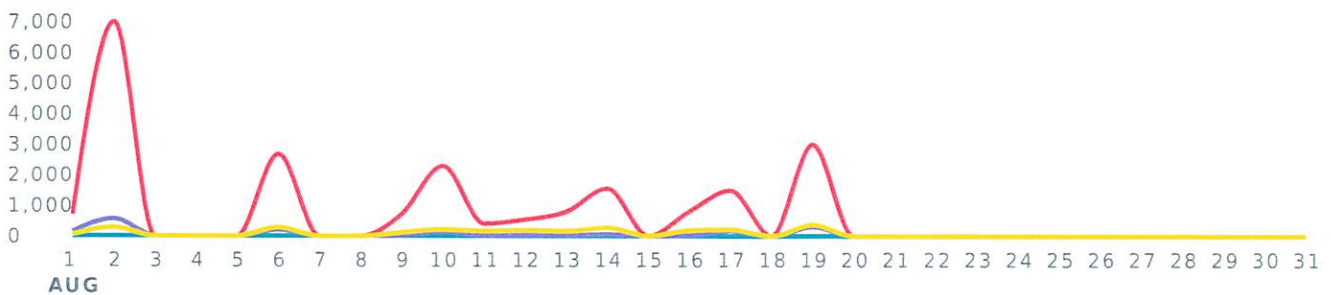


Instagram Stories Performance

Review how people are viewing and interacting with the stories that you published during the selected date range.

Profile Lifetime city_of_duarte

Story Replies, Story Taps Back, Story Taps Forward, Story Exits by Day



Story Metrics	Totals	% Change
Published Stories	34	↗9.7%
Story Replies	34	↗6.3%
Story Taps Back	1,701	↗13.9%
Story Taps Forward	21,865	↘4%
Story Exits	2,471	↗4.3%



Notes on Instagram Stories Performance

August 2022 Metrics:

Instagram Stories Impressions: 26,576

Instagram Stories Engagements: 34

July 2022 Metrics:

Instagram Stories Impressions: 27,640

Instagram Stories Engagements: 32

The City produced a high number of Instagram stories in August due to popular City summer events including Touch-a-Truck and the National Preparedness Fair. Stories advertised the event and shared images of community engagement during the event. Several stories were also created to showcase best practices and share community resources to help manage the effects of the statewide heatwave.

Instagram story reach continued its upward trend in August due to several stories of community members at popular summer events. The highest performing story showcased the City's Touch-a-Truck event and received 1,115 impressions.

The reported engagement metric looks different than previously reported numbers because the current metrics only note replies as a engagement metric. Previous engagement metrics included replies, story tap forwards, and story tap backs.

The City received 34 story replies in August and 32 replies in July. Engagements including replies, tap forwards and tap backs in July totaled 1,526 and totaled 1,735 in August. The story with the most taps back highlighted the National Night Out event, and the stories with the most replies congratulated the Duarte 66ers and the swim team on their recent victories.



Instagram Top Posts

Review your top posts, stories, and reels published during the selected time period, based on the post, story, or reel's lifetime performance.

📌 Post 📌 Lifetime 📌 city_of_duarte

Descending by Lifetime Impressions



📌 city_of_duarte

Wed 8/17/2022 4:00 pm...

Celebrate Duarte's 65th year of incorporation with the Route 66 Classic Car Show ...



Impressions **3,145**



📌 city_of_duarte

Fri 8/5/2022 2:00 pm PDT

🌲 Don't miss #Duarte Under the Stars family campout at Encanto Park (751 Encanto...



Impressions **3,092**



📌 city_of_duarte

Tue 8/2/2022 12:31 pm ...

A mountain lion has been spotted in the 2700 Block of Starpine Drive in Duarte. As...



Impressions **3,084**

Notes on Instagram Top Posts

In August 2022, the City's highest performing post on Instagram announced the upcoming annual City Picnic and Car Show. The two second highest performing posts notified residents of the Duarte Under the Stars event and a mountain lion spotting. Updates that effect daily commutes continue to stay in the City's top 5 monthly posts with the 5th highest performing post in August highlighting the projected high levels of traffic on Highland and Central Avenue during the school year.



6 of the top 12 posts advertised an upcoming summer event or recapped a summer event with images of the community. Community events and images continue to perform well on Instagram and contribute to the City's higher levels of reach and engagement during busier months. 3 out of 4 of the posts discussing the residential food waste program posted in August were included in the top 12 posts.

Facebook Performance Summary

View your key profile performance metrics from the reporting period.

Profile Reporting Period City of Duarte, City Hall

Impressions

157,952 ↘ 15%

Engagements

5,732 ↘ 40.4%

Post Link Clicks

795 ↗ 36.6%

Facebook Audience

August 2022 Facebook followers: 5,084

July 2022 Facebook followers: 5,087

In August, the City produced 69 Facebook posts.

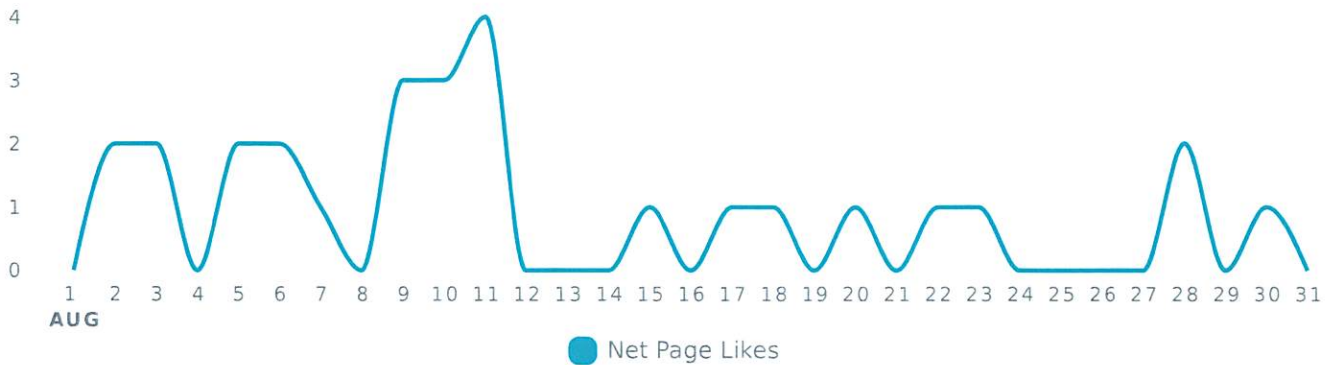


Facebook Audience Growth

See how your audience grew during the reporting period.

Profile **Reporting Period** City of Duarte, City Hall

Net Page Likes, by Day



Audience Metrics

Totals

% Change

Net Page Likes

28

↘ 50.9%

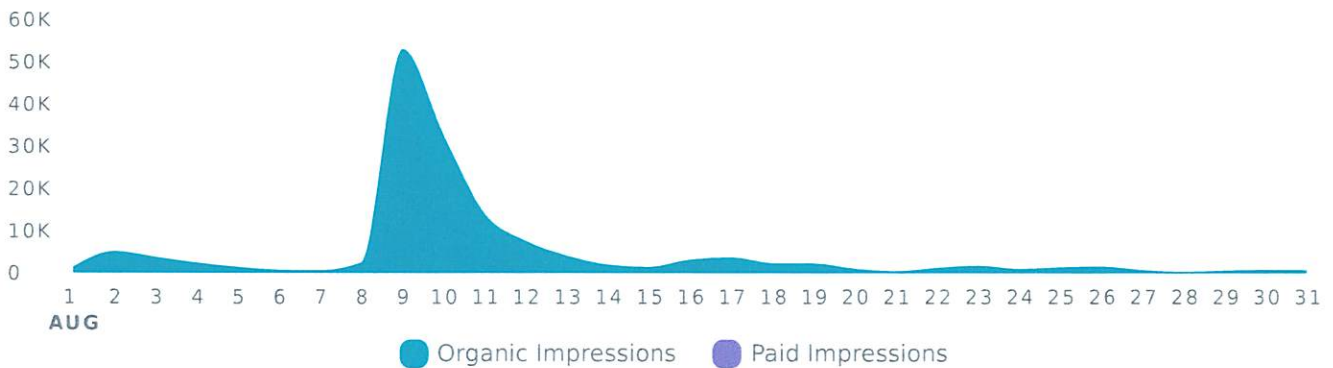


Facebook Impressions

Review how your content was seen by the Facebook community during the reporting period.

Profile **Reporting Period** City of Duarte, City Hall

Impressions Breakdown by Organic/Paid, by Day



Impression Metrics

Totals

% Change

Total Impressions

157,952 **15%**

Organic Impressions

157,070 14.9%

Paid Impressions

0 → 0%

Average Daily Impressions per Page

5,095.23 **15%**

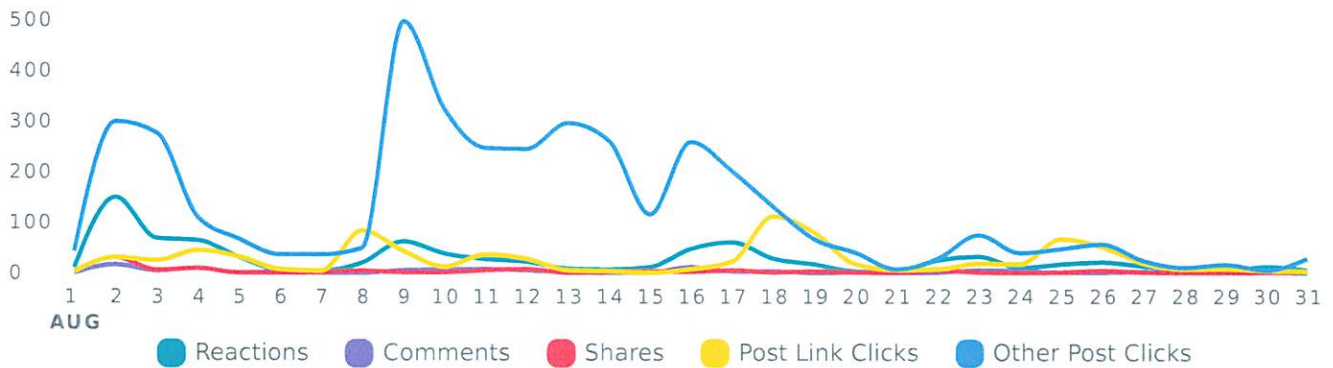


Facebook Engagement

See how people are engaging with your posts during the reporting period.

Profile Reporting Period City of Duarte, City Hall

Reactions, Comments, Shares, Post Link Clicks, Other Post Clicks Comparison by Engagement Type, by Day



Engagement Metrics

Totals

% Change

Total Engagements

5,732 ↘ 40.4%

Reactions

831 ↘ 31.9%

Comments

88 ↘ 60%

Shares

98 ↘ 11.7%

Post Link Clicks

795 ↗ 36.6%

Other Post Clicks

3,920 ↘ 47.6%

Notes on Facebook Impressions and Engagements

Impressions



Similar to Instagram, the number you see for Facebook impressions is the calculated average daily impressions per page multiplied by the number of days in the month. This number is different than previously reported numbers due to the fact that this dashboard shows an overview of metrics as opposed to specific breakdowns of data.

In August, the number of impressions slightly decreased compared to July with 157,952 daily impression in August and 185,771 in July. This is likely due to the decrease in popular community events during the month of August compared to July, which usually perform well on Facebook. In the month of July, the City advertised and recapped many popular events including the Independence Day Event, the Red White & Pool Party and the Dive-In movie night. The top three posts from July all reached over 2,200 impressions, whereas only one post in August reached over 2,200 impressions. In August, we see the excitement over summer events slow.

Engagements

The number noted for August engagements provides metrics for all engagements of the Facebook profile itself in August, not just engagements on individual posts. This is a different number than previously reported which calculated engagements only on posts. In the month of August, the number of post engagement was 4,175 and slightly decreased compared to July, which had 4,741 post engagements.

The total number of engagements in July was 9,617 which correlates to a 40% decrease in August. This is likely due to the decrease in the number of posts with images of the community at local events, which typically receive high levels of engagement on Facebook. Last month, there was an influx of popular events such as the Summer Concert in the Park series and the Dive-In Movie event, which lead to increased levels of engagement we did not see in August.



Facebook Top Posts

Review your top posts published during the selected time period, based on the post's lifetime performance.

Post **Lifetime** **City of Duarte, City Hall**

Descending by Lifetime Impressions



City of Duarte, ...

Tue 8/2/2022 2:17 pm PDT

Great coverage about the Duarte Boxing Club and upcoming annual Boxing...

Duarte Boxing Club a...



Impressions

2,649



City of Duarte, ...

Mon 8/1/2022 2:01 pm P...

#StaySafeDuarte! This fire season, protect your home and family from wildfires by...

Wildfire?

Prepare this season by hardening your home



Impressions

1,990



City of Duarte, ...

Thu 8/4/2022 2:00 pm PDT

Don't miss #Duarte Touch-a-Truck this Saturday, August 6, at the Civic Center parking l...



Impressions

1,928

Notes on Facebook Top Posts

In August, the City's highest performing post on Facebook announced the Duarte Boxing Show. The two second highest performing posts highlighted tips on wildfire safety and the popular Duarte Touch-a-Truck event. Recaps of events and announcements of community events continue receive high levels of attention on Instagram and Facebook.

6 of the top 12 posts provided community updates, including the I-210 closures. Updates that effect daily commutes typically receive high levels of attention on Facebook.



Twitter Performance Summary

View your key profile performance metrics from the reporting period.

 **Profile**  **Reporting Period**  **@CityofDuarte**  **All Twitter Post Types**

Impressions

12,321 ↗1.1%

Engagements

615 ↗6.8%

Post Link Clicks

237 ↗71.7%

Twitter Audience

August 2022 Twitter followers: 4,247.

July 2022 Twitter followers: 4,223

In August, the City produced 59 tweets.

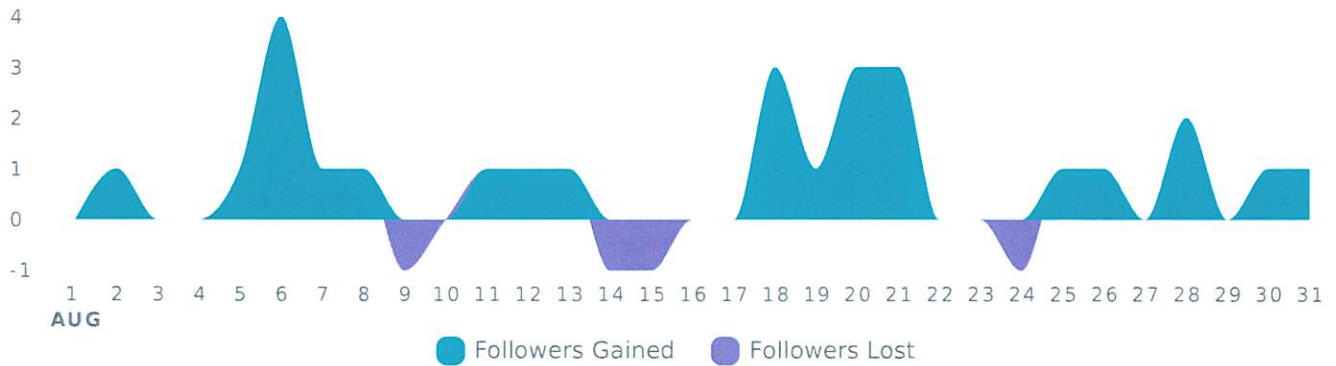


Twitter Audience Growth

See how your audience grew during the reporting period.

Profile Reporting Period @CityofDuarte All Twitter Post Types

Net Follower Growth Breakdown by Followers Gained/Lost, by Day



Audience Metrics

Totals

% Change

Net Follower Growth

23 ↗ **21.1%**

Followers Gained

27 ↗ 17.4%

Followers Lost

4 → 0%

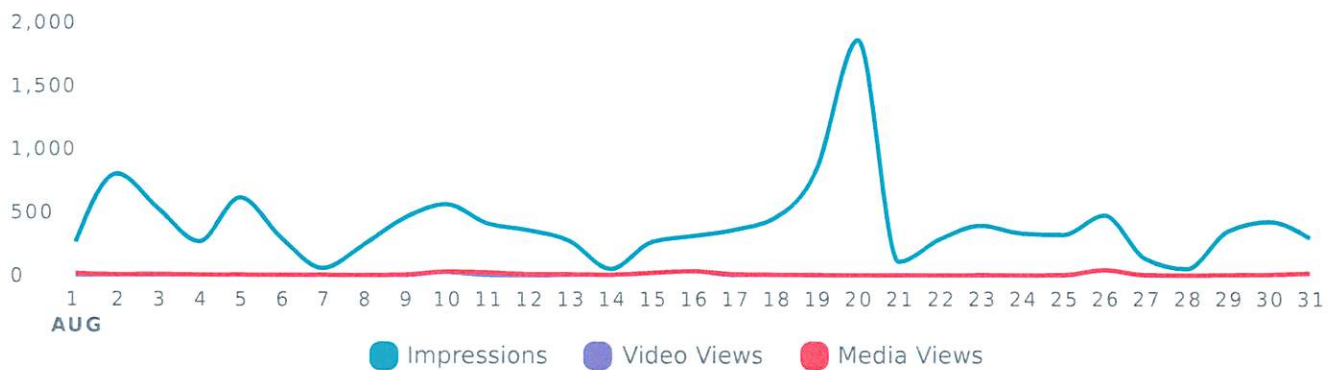


Twitter Impressions

Review how your content was seen by the Twitter community during the reporting period.

Profile **Reporting Period** @CityofDuarte All Twitter Post Types

Impressions, Video Views, Media Views, by Day



Impression Metrics	Totals	% Change
Impressions	12,321	↗ 1.1%
Video Views	159	↗ 165%
Media Views	243	↗ 41.3%

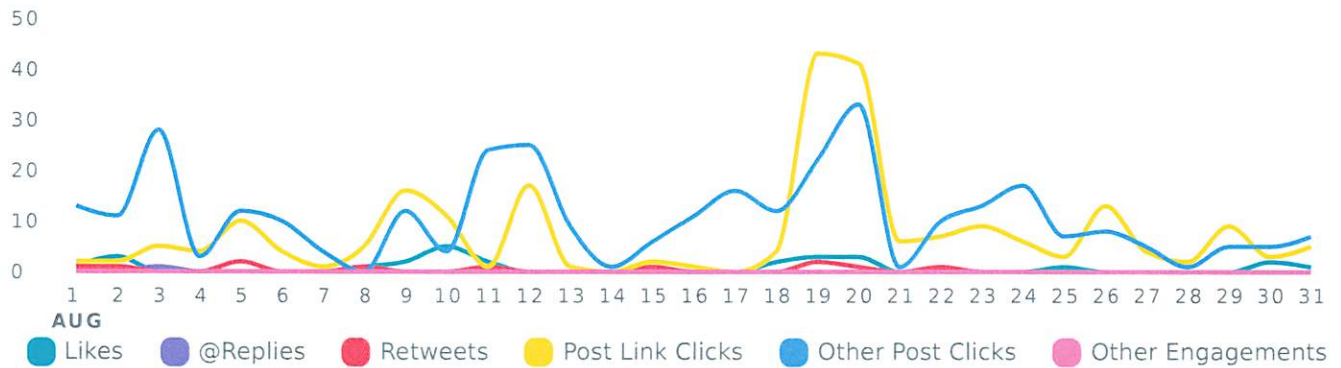


Twitter Engagement

See how people are engaging with your posts during the reporting period.

Profile Reporting Period @CityofDuarte All Twitter Post Types

Engagements Comparison by Engagement Type, by Day



Engagement Metrics

Totals

% Change

Total Engagements

615

↗ 6.8%

Likes

30

↘ 30.2%

@Replies

2

↘ 33.3%

Retweets

11

↘ 26.7%

Post Link Clicks

237

↗ 71.7%

Other Post Clicks

335

↘ 11.1%

Other Engagements

0

→ 0%

Notes on Twitter Impressions and Engagements



Impressions

In August, the number of impressions on Twitter increased by 5.3%. The top performing tweet by a wide margin in August was the announcement of the Azusa fire with 1,216 impressions. Outside of this tweet, no other tweet received over 600 impressions.

August tweets contained very few community tags and mentions which often contribute to higher levels of impressions.

Engagements

Engagements increased in August from July numbers. Although there was general decrease in the number of likes, replies, retweets and other post clicks, the number of post link clicks increased by 73.9%, which largely contributed to this engagement increase. The majority of post link clicks came from the tweet regarding the Azusa fire.

Emergency announcements and preparedness tips continue to be the City's most popular content on Twitter.



Twitter Top Posts

Review your top posts published during the selected time period, based on the post's lifetime performance.

Post **Lifetime** @CityofDuarte All Twitter Post Types

Descending by Lifetime Impressions



@CityofDuarte

Sat 8/20/2022 12:50 am...

5:45 PM update -
Azusa fire forward
progress stopped,
avoid Encanto Park
for the next hour for
breakdown

<https://t.co/ntB5jeYb>

Impressions

1,230



@CityofDuarte

Tue 8/2/2022 12:00 am ...

Join us for a Boxing Show at
the [#Duarte](#) High School gym
(1565 E. Central Avenue) on...



Impressions

560



@CityofDuarte

Fri 8/19/2022 10:55 pm ...

Fire in Azusa (no
threat to Duarte) -
L.A. County Fire using
Encanto Park for
firefighting efforts
<https://t.co/o0ly0tUl>



Impressions

482

Notes on Twitter Top Posts

In August, the top three tweets included the announcement of the annual Duarte Boxing Show and two updates regarding the Azusa fire.

9 of the top 12 posts alerted the public of fire updates, road closures, and upcoming programs coming to the community. Announcements regarding timely updates that affect daily life including street closures and fires typically receive high levels of attention on Twitter.



YouTube Metrics

August 2022 Metrics:

Number of posts: 1 - Duarte Residential Food Waste Program
Impressions: 2,349
Watch Time (hours): 5.9
Subscribers: 152

July 2022 Metrics:

Number of posts: 2
Impressions: 3,235
Watch Time (hours): 226.1
Subscribers: 151

YouTube Watch Time dropped in August from July numbers. This is likely due to the length of the video posted in July, Honoring the Life of Mayor Pro Tem Tzeitel Paras-Caracci, which had a run time of 2:14:04. This month's video, the Duarte Residential Food Waste Program, only had a watch time of 1:30.

Nixle Metrics

August 2022 Metrics:

Number of posts: 10
Subscribers: 3,911

July 2022 Metrics:

Number of posts: 6
Subscribers: 3,909

Constant Contact Metrics



August 2022 Metrics:

Number of posts: 3

Open Rate: 45%

Click Rate: 7%

July 2022 Metrics:

Number of posts: 3

Open Rate: 44%

Click Rate: 4%

Click rate reached a 5-month high in August following two popular campaigns regarding the City Council Duarte Farmers Market Week Proclamation with a 52% open rate and the Falling into Fun in Duarte with a 57% open rate.