



CITY OF SIGNAL HILL

2175 Cherry Avenue • Signal Hill, California 90755-3799

THE CITY OF SIGNAL HILL
WELCOMES YOU TO A REGULAR
CITY COUNCIL MEETING
January 13, 2026

Final

The City of Signal Hill appreciates your attendance. Public interest provides the Council and Agency with valuable information regarding issues of the community. Regular meetings are held on the 2nd and 4th Tuesday of every month.

Regular meetings begin at 6:00 pm with the conduct of any business permitted to be conducted in closed session by the Brown Act (Government Code Section 54950, et seq.), if any, and with the public portion of the meeting beginning at 7:00 pm. There is a period for public comment on closed session matters at 6:00 pm prior to the closed session. In the event there is no business to be conducted in closed session, the Regular meeting shall begin at 7:00 pm. There is a public comment period at the beginning of the Regular meeting. Any person wishing to comment shall be allotted three minutes per distinct item. Any meeting may be adjourned to a time and place stated in the order of adjournment.

The agenda is posted 72 hours prior to each meeting on the City's website and outside of City Hall. The agenda and related reports are also available for review online at www.cityofsignalhill.org.

To view the meeting live at 7:00 p.m.:

- City of Signal Hill website at www.cityofsignalhill.org, select the City Council Meetings Link from the home page.
- Charter Spectrum Channel 74 or Frontier FiOS Channel 38.

To participate (closed session at 6:00 p.m. and regular meeting at 7:00 p.m.):

- In-person Participation:
Closed Session: Signal Hill Public Library, 1800 E. Hill Street, Signal Hill, CA
Regular Session: Signal Hill Park Community Center, 1780 E. Hill Street, Signal Hill, CA
- To make a general public comment or comment on a specific agenda item, you may also submit your comment, limited to 250 words or less, to the City Clerk at cityclerk@cityofsignalhill.org not later than 5:00 p.m. on Tuesday, January 13, 2026.

Written comments will be provided electronically to the City Council and attached to the meeting minutes. Written comments will not be read into the record.

City Council Members are compensated \$794.40 per month. City Clerk and City Treasurer are compensated \$482.04 per month.

(1) **CALL TO ORDER – 6:00 P.M.**

(2) **ROLL CALL**

MAYOR HANSEN
VICE MAYOR HONEYCUTT
COUNCIL MEMBER COPELAND
COUNCIL MEMBER JONES
COUNCIL MEMBER WOODS

(3) **CLOSED SESSION**

- a. A CLOSED SESSION WILL BE HELD PURSUANT TO GOVERNMENT CODE SECTION 54957(B)(1) REGARDING THE APPOINTMENT OF ONE (1) PUBLIC EMPLOYEE.

TITLE: COMMUNITY DEVELOPMENT DIRECTOR

(4) **PUBLIC BUSINESS FROM THE FLOOR ON CLOSED SESSION ITEMS**

(5) **RECESS TO CLOSED SESSION**

(6) **RECONVENE REGULAR MEETING – 7:00 P.M.**

(7) **PLEDGE OF ALLEGIANCE**

(8) **CLOSED SESSION REPORT**

(9) **PUBLIC BUSINESS FROM THE FLOOR ON ITEMS NOT LISTED ON THE AGENDA (SPEAKERS WILL BE GIVEN THREE MINUTES FOR EACH DISTINCT ITEM)**

(10) **PRESENTATIONS**

(13) **CITY MANAGER REPORTS**

- a. CONTRACT SERVICES AGREEMENT WITH VICTOR “VING” FUNG OF GREETINGS TOUR INCORPORATED. FOR THE DESIGN AND INSTALLATION OF OUTDOOR PUBLIC ART IN SIGNAL HILL’S AT HILLBROOK PARK

Recommendations:

Authorize the City Manager to execute the Contract Services Agreement with Victor “Ving” Fung of Greetings Tour Incorporated to design and install the final outdoor public art at Hillbrook Park, in an amount not-to-exceed \$30,000, in a

form approved by the City Attorney.

b. FARMERS MARKET RESEARCH UPDATE

Recommendation:

Provide staff with direction, as desired.

c. ANNUAL ADOPTION OF THE CITY'S INVESTMENT POLICY FOR PUBLIC FUNDS AND RESOLUTIONS FOR PARTICIPATION IN THE CALIFORNIA FINANCE INTERGOVERNMENTAL TRUST (CALFIT) INVESTMENT POOL

Recommendation:

City Council:

Adopt a resolution, entitled:

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SIGNAL HILL, CALIFORNIA, ADOPTING ITS INVESTMENT POLICY FOR PUBLIC FUNDS

Successor Agency:

Adopt a resolution, entitled:

A RESOLUTION OF THE CITY COUNCIL AS SUCCESSOR AGENCY OF THE CITY OF SIGNAL HILL, CALIFORNIA, ADOPTING ITS INVESTMENT POLICY FOR PUBLIC FUNDS

d. COUNCIL APPOINTMENTS TO VARIOUS ORGANIZATIONS

Recommendation:

Adopt the resolution, entitled:

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SIGNAL HILL, CALIFORNIA, AMENDING RESOLUTION NO. 2025-01-6857, CONFIRMING THE APPOINTMENT OF DELEGATES AND ALTERNATES AS OFFICIAL REPRESENTATIVES OF THE CITY

Strategic Plan Goal(s):

Goal No. 5 High-Functioning Government: Strengthen internal communication, recruitment, retention, systems, and processes to increase the effectiveness and efficiency of City services.

(14) CONSENT CALENDAR

The following Consent Calendar items are expected to be routine and non-controversial. Items will be acted upon by the Council at one time without discussion. Any item may be removed by a Council Member for discussion.

- a. WAIVE THE READING OF ORDINANCES IN FULL AND AUTHORIZE READING BY TITLE ONLY

Recommendation:

Waive the reading of all Ordinances. Wherein the titles appear on the public agenda; said titles shall be determined to have been read by title, and further reading is waived.

- b. SECOND READING AND ADOPTION OF AN OMNIBUS ORDINANCE AMENDING VARIOUS SECTIONS OF THE SIGNAL HILL MUNICIPAL CODE TO CLARIFY REGULATIONS, CONFORM TO STATE LAW, AND UPDATE PROVISIONS

Recommendation:

Staff recommends the City Council approve the proposed changes to the Signal Hill Municipal Code ("SHMC") by introducing for first reading the Ordinance entitled:

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF SIGNAL HILL, CALIFORNIA RECOMMENDING CITY COUNCIL APPROVAL OF AN ORDINANCE AMENDING SPECIFIED PROVISIONS OF TITLE 20 (ZONING) OF THE CITY'S MUNICIPAL CODE AND OTHER SPECIFIED MUNICIPAL CODE PROVISIONS PURSUANT TO THE CITY'S ANNUAL CODE UPDATE, TO CLARIFY REGULATIONS, BOLSTER EXISTING ONES, REMOVE UNNECESSARY OR REDUNDANT PROVISIONS, UPDATE REGULATIONS TO CONFORM TO STATE LAW AND MODERNIZE SAME; AND FINDING SAID ACTION EXEMPT FROM CEQA

- c. 2025-2027 COMMUNICATION PLAN

Recommendation:

Approve and adopt the updated 2025-2027 Communications Plan substantially in the form presented.

- d. ANNUAL REPORT ON DEVELOPMENT IMPACT FEES FOR FISCAL YEAR (FY) 2024-25

Strategic Plan Goals:

Goal No. 1 Financial Stability: Ensure the City's long-term financial stability and resilience.

Goal No. 3 Economic & Downtown Development: Improve the local economy, support local businesses, and create a vibrant downtown core.

Goal No. 4 Infrastructure: Maintain and improve the City's physical infrastructure, water system, and recreational spaces.

Recommendation:

Receive and file the annual financial report findings relating to the Traffic Impact Fees, Park and Recreation Impact Fees, and the Water System Impact Fees required under the California Mitigation Act (AB 1600).

- e. WARRANT REGISTER PRESENTED JANUARY 13, 2026

Recommendation:

Authorize payment of the Warrant Registers presented January 13, 2026.

(15) COUNCIL AGENDA--NEW BUSINESS

COUNCIL MEMBER WOODS
COUNCIL MEMBER JONES
COUNCIL MEMBER COPELAND
VICE MAYOR HONEYCUTT
MAYOR HANSEN

(16) ADJOURNMENT

Tonight's meeting will be adjourned to the next Regular meeting of the Signal Hill City Council to be held on Tuesday, January 27, 2026, at 7:00 p.m., in the Council Chamber of City Hall, 2175 Cherry Avenue, Signal Hill, CA 90755.

PUBLIC PARTICIPATION

Routine matters are handled most quickly and efficiently if contact is made with the City department directly concerned. However, if you would like to request that a matter be presented for City Council consideration, you may do so by writing to the City Council, City Clerk, or City Manager. The deadline for agenda items is 12 noon on the Tuesday preceding the Council and Agency meetings. The complete agenda, including back up materials, is available on the City website on the Friday preceding the meeting.

If you need special assistance beyond what is normally provided to participate in City meetings, the City will attempt to accommodate you in every reasonable manner. Please call the City Clerk's office at (562) 989-7305 at least 48 hours prior to the meeting to inform us of your particular needs and to determine if accommodation is feasible.



CITY OF SIGNAL HILL
STAFF REPORT

2175 Cherry Avenue • Signal
Hill, California 90755-3799

1/13/2026

AGENDA ITEM

**TO: HONORABLE MAYOR
AND MEMBERS OF THE CITY COUNCIL**

**FROM: CARLO TOMAINO
CITY MANAGER**

SUBJECT: CLOSED SESSION

Summary:

A closed session will be held pursuant to Government Code Section 54957(b)(1) regarding the appointment of one (1) public employee.

Title: Community Development Director

Recommendation:

Convene to conduct a closed session.



CITY OF SIGNAL HILL
STAFF REPORT

2175 Cherry Avenue • Signal
Hill, California 90755-3799

12/8/2025

AGENDA ITEM

**TO: HONORABLE MAYOR
AND MEMBERS OF THE CITY COUNCIL**

**FROM: CARLO TOMAINO
CITY MANAGER**

SUBJECT: CLOSED SESSION

Summary:

A closed session will be held pursuant to Government Code Section 54957(b)(1) regarding the appointment of one (1) public employee.

Title: Community Development Director

Recommendation:

Convene to conduct a closed session.



STAFF REPORT

1/13/2026

AGENDA ITEM

**TO: HONORABLE MAYOR
AND MEMBERS OF THE CITY COUNCIL**

**FROM: CARLO TOMAINO
CITY MANAGER**

**BY: YVETTE E. AGUILAR
PARKS, RECREATION, AND LIBRARY SERVICES DIRECTOR**

**ALYSSA CHRISTENSON
MANAGEMENT ASSISTANT**

**SUBJECT: CONTRACT SERVICES AGREEMENT WITH VICTOR “VING” FUNG OF
GREETINGS TOUR INCORPORATED FOR THE DESIGN AND INSTALLATION OF
OUTDOOR PUBLIC ART AT HILLBROOK PARK**

Summary:

The City has a history of incorporating art into parks and public facilities. With the completion of the renovation to Hillbrook Park in February 2025, the City Council expressed a desire to enhance the outdoor space with a mural that elevated and promoted creative expression. The City Council formed an Ad-Hoc Committee (“Committee”) to facilitate the process and approve issuance of a Request for Qualifications (“RFQ”). In response to the RFQ, the City requested that artists interested in designing and installing an outdoor mural for Hillbrook Park submit a portfolio consisting of ten (10) previous works of relevance to demonstrate their preferred media type, and artistic and creative style.

The City released the RFQ in August 2025 and received 15 submittals. Following review of proposals, the Committee selected five final artists to submit a visual rendering of the proposed artwork for Hillbrook Park, a narrative relating to the proposed artwork, a proposed project budget and proposed project schedule. After submitting their proposals, finalists were interviewed by the Committee. Upon conclusion of the process, the Committee selected and recommend Victor “Ving” Fung of Greetings Tour Incorporated to design and install the outdoor public art piece at Hillbrook Park.

Staff recommends the City Council approve a Contract Services Agreement with Victor “Ving” Fung of Greetings Tour Incorporated to design and install the final outdoor public art at Hillbrook Park in the amount not-to-exceed \$30,000; the estimated completion date for this project is Spring 2026.

Strategic Plan Goal(s):

Goal No. 1: Financial Stability: Ensure the City's long-term financial stability and resilience.

Goal No. 5: High-Functioning Government: Strengthen internal communication, recruitment, retention, systems, and processes to increase the effectiveness and efficiency of City Services.

Recommendations:

Authorize the City Manager to execute the Contract Services Agreement with Victor "Ving" Fung of Greetings Tour Incorporated to design and install the final outdoor public art at Hillbrook Park, in an amount not-to-exceed \$30,000, in a form approved by the City Attorney.

Fiscal Impact:

The total cost of the contract is a not-to-exceed amount of \$30,000. Funds for the proposed agreement will be drawn down from the approved CIP Project #80.25008, Hillbrook Park - Art Enhancement Project.

Background:

The City has historically incorporated public art into new City parks and facilities when feasible. Some examples of the City's existing public art include the Mist Tower and Gallery Windows at Hilltop Park; the Tribute to the Roughneck sculpture and Solar Interpretation of the summer solstice and winter equinox at Sunset View Park; the mural located at the basketball courts in Signal Hill Park; and, most recently, in the Zinna Courtyard at the Signal Hill Public Library.

Analysis:

With the renovation and re-opening of Hillbrook Park in February 2025, the City Council expressed an interest in continuing to incorporate an element of public art to enhance the newly updated outdoor space. The City Council appointed an Ad-Hoc Committee ("Committee") to facilitate the art selection process. The Committee identified the brick wall that borders the park on the north and western sides as a space that could be enhanced by incorporating an artistic mural. In August 2025, the City issued a Request for Qualifications ("RFQ") for the Hillbrook Park Wall Mural Art Project with qualifying packets and portfolios due on Thursday, August 28, 2025.

RFQ Circulation Process

The City received 15 responses by the August 28, 2025, deadline.

Evaluation Process and Artist Selection

The Committee reviewed the submitted packets and portfolios based on the City's requirements and the artist's ability to meet the following criteria:

- **Artistic Skill and Aesthetics:** Previous artwork projects must demonstrate artistic excellence, a high aesthetic quality, as well as demonstrate creativity and original concepts.
- **Artist Experience:** Artist/Artist Team must demonstrate experience with past works, if applicable please demonstrate large-scale public art projects.
- **Contextual Relevance:** Previous artwork projects must demonstrate the artist/artist team's ability to design artwork that is relevant to the respective location and demographics of the immediate community.
- **Durability:** Artworks must be comprised of durable and safe materials than can withstand long-term exposure in an outdoor environment, be resistant to vandalism, and mindful of maintenance requirements.
- **Technical Practicality:** Examples of previous artwork should demonstrate the artist/artist team's technical skill as it relates to the physical attributes of the site and structure's unique characteristics.
- **Prior Work Portfolio:** Quality of portfolio as it relates to this public art project. Five (5) to 10 images of your relevant work.
- **Letter of Interest:** Explain your artistic practice, background, process, and goals as it would relate to this project.
- **References/recommendations:** Provide three (3) professional references that positively attest to the artist's ability.

After a thorough review of the submitted packets, the Committee identified the top five artists as finalists in the process based on their professional portfolios and submittals. The City requested that the five (5) artists submit the following information:

- A visual proposal for the Hillbrook Park Wall Mural, including a rendering of the proposed artwork which should be detailed and include color concepts as it relates to the design of the mural.
- A narrative relating to the proposed artwork, including: the proposed artwork title, a brief description of concept and inspirations for the artwork, the color palette, description of materials, list of tools and equipment to be used, and a maintenance plan.
- The proposed project budget.
- The proposed project schedule.

The City invited the finalists to submit proposed artwork for the designated space and interview with the Committee on November 20, 2025, to discuss their vision and proposal concept. Upon evaluating the proposals and the interviews, the Committee determined that Victor “Ving” Fung of Greetings Tour Incorporated met the evaluation criteria, conveyed a logical approach and methodology for the scope of services requested, demonstrated the qualification and professionalism to complete the project, and was the best proposal for the space.

The scope of work for the final artwork includes the following:

- Submit a proposed visual rendering for the Hillbrook Park mural.
- Provide an explanation of artwork, and why the concept was proposed.
- Meet with the Committee to discuss feedback and further desired edits to the proposed artwork.
- Redraw artist concept using suggestions provided by the Committee.
- Incorporate feedback and present final concept to the Committee and City for staff approval.
- Present final concept drawing to City Council for approval.
- Install artwork to City specifications by deadline.

Victor “Ving” Fung demonstrated his vision, understanding of the community, his experience with similar projects in both scope and scale, as well as his ability to work with the Committee throughout the process. The Committee also met with Victor “Ving” Fung to ensure the final artwork is reflective of the original criteria. Additionally, Victor “Ving” Fung has experience working with other municipalities through public-private partnerships for public artwork in other states.

Staff recommends entering into a Contract Services Agreement with Victor “Ving” Fung of Greetings Tour Incorporated to design and install the final outdoor public art at Hillbrook Park, in an amount not to exceed \$30,000, the estimated completion date for this project is Spring 2026. Staff would request funding for the general maintenance of the artwork as part of the Parks, Recreation, and Library Services annual operating budget; this cost is estimated to be less than \$2,000 annually.

Reviewed for Fiscal Impact:

Siamlu Cox

Attachments:

- A. Notice Inviting Qualifications - Call For Artists
- B. Request for Qualifications
- C. Artist Proposal
- D. Artist Budget
- E. Professional Services Agreement and Exhibits

**CITY OF SIGNAL HILL
NOTICE INVITING QUALIFICATIONS
“CALL FOR ARTISTS”**

The City of Signal Hill ("City") will receive electronic submission packets only ("Packages") for the Hillbrook Park Wall Mural Art Project ("Services"), no later than 5:00 p.m. on Thursday, August 28, 2025. Packages shall be valid for 180 calendar days after the submission deadline.

Further, requests for clarification with regard to the services or the City's Request for Qualifications ("RFQ") must be submitted electronically no later than Wednesday, 20, 2025 by 5:00 p.m. through the City's PlanetBids system discussed in further detail below.

The Services consist of the design, installation and maintenance in relation to the Hillbrook Park Wall Mural Art Project, to include an original, site-specific outdoor mural painted and displayed on an outdoor brick wall at Hillbrook Park. The artwork must be two-dimensional, durable, low-maintenance, graffiti resistant, and suitable for placement on city-owned property.

Packages may be submitted in accordance with the City's Request for Qualifications ("RFQ"), which is available through the City's electronic bid management system, Planet Bids, at <https://pbsystem.planetbids.com/portal/36746/bo/bo-search> by selecting "Bids and Proposals" on the home page. The Contract Documents may be downloaded at no charge. Contract Documents will not be available for sale at City Hall. Packages must be submitted in electronic format through the City's electronic bid management system. The electronic bid management system will not accept late submissions. Electronic modifications to or withdrawal of packages may be made by the Respondent prior to the closing deadline. Modifications to the RFQ can be made only by written addendum issued by the City.

Determination of the best qualified contractor will be made solely by the City on criteria determined by the City. The decision of the City shall be final. In its discretion, the City may reject any submissions, abandon the project, or re-advertise. The City reserves the right to accept or reject any or all submitted packages, exceptions or changes to the Agreement or Request for Qualifications and to waive any informality or irregularity in any packages received by the City.

For further information, contact Alyssa Christenson, Management Assistant at achristenson@cityofsignalhill.org or at (562) 989-7328.

Published on PlanetBids on:
Posted in accordance with S.H.M.C. Section 1.08.010 on or before

August 15, 2025
August 21, 2025

END OF NOTICE INVITING QUALIFICATIONS

**CITY OF SIGNAL HILL
REQUEST FOR QUALIFICATIONS**

PROJECT TITLE AND LOCATION

Hillbrook Park Wall Mural Art Project

Location:

Hillbrook Park
1865 Temple Ave.
Signal Hill, CA 90755

Approximate Artwork Size: Height 4'-0" to 5'-0"; Width 40'-0"

Location of Art:

Option #1: Entirely on North Wall (one continuous mural)

Option #2: Partially on North Wall and Partially on West Wall (one continuous mural)

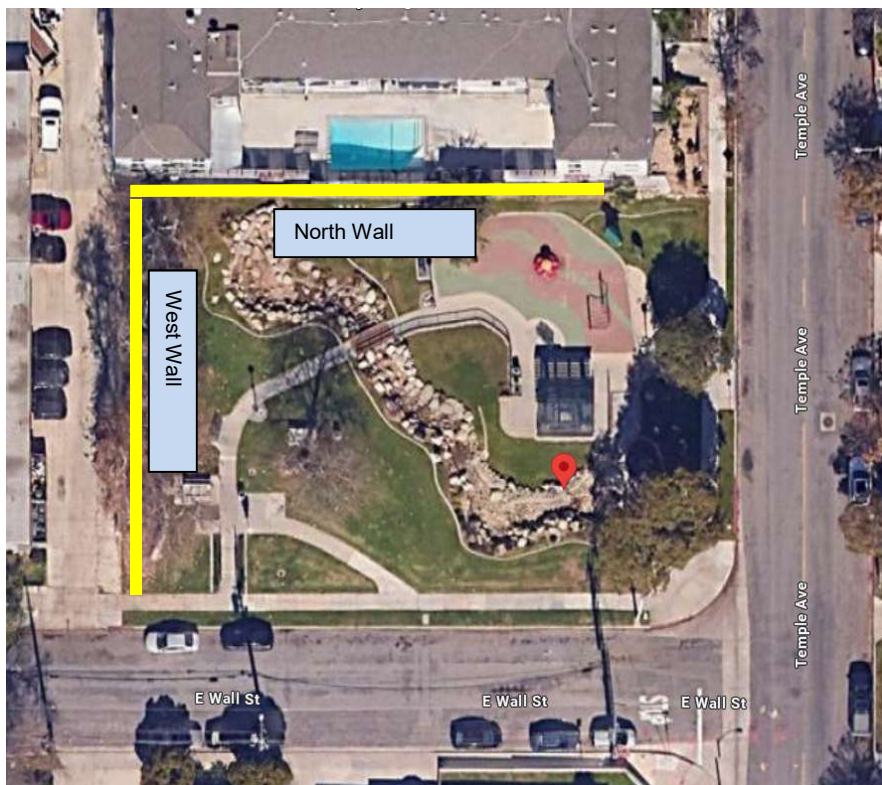


Figure 1 Hillbrook Park Location of Walls



Figure 2 Option #1 Mural Location

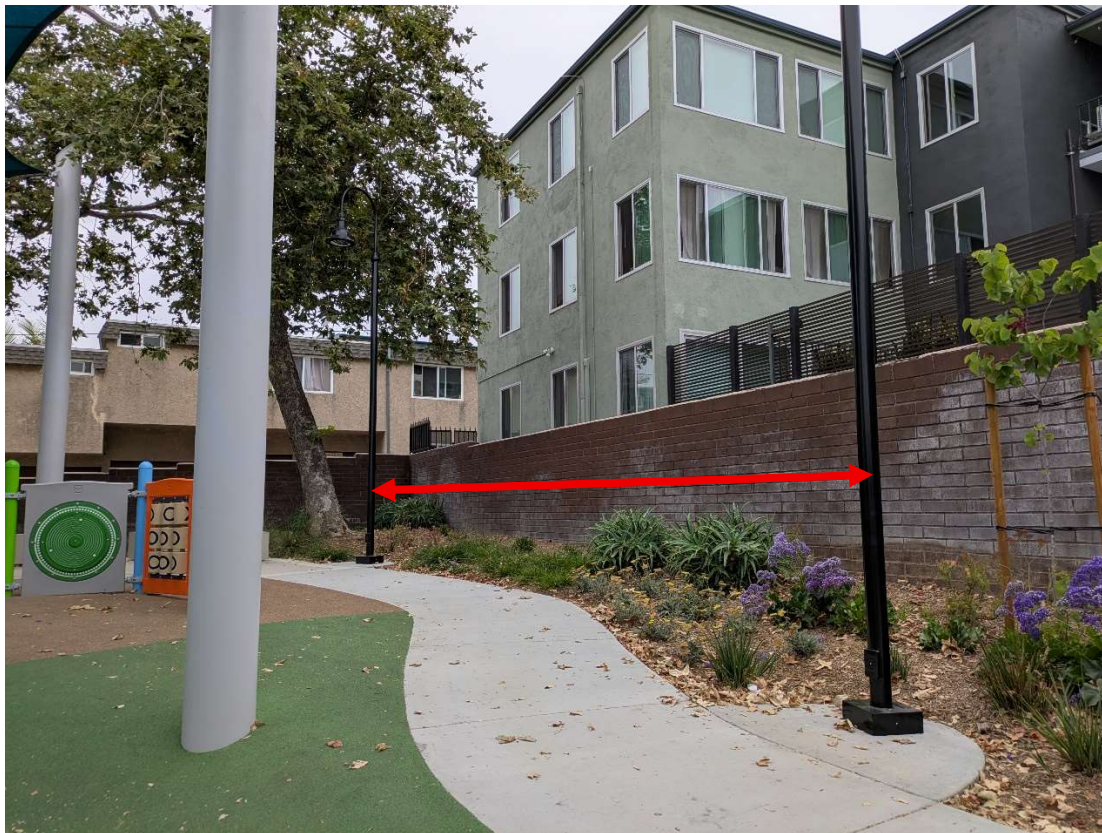


Figure 3 Option #1 Wall Photo

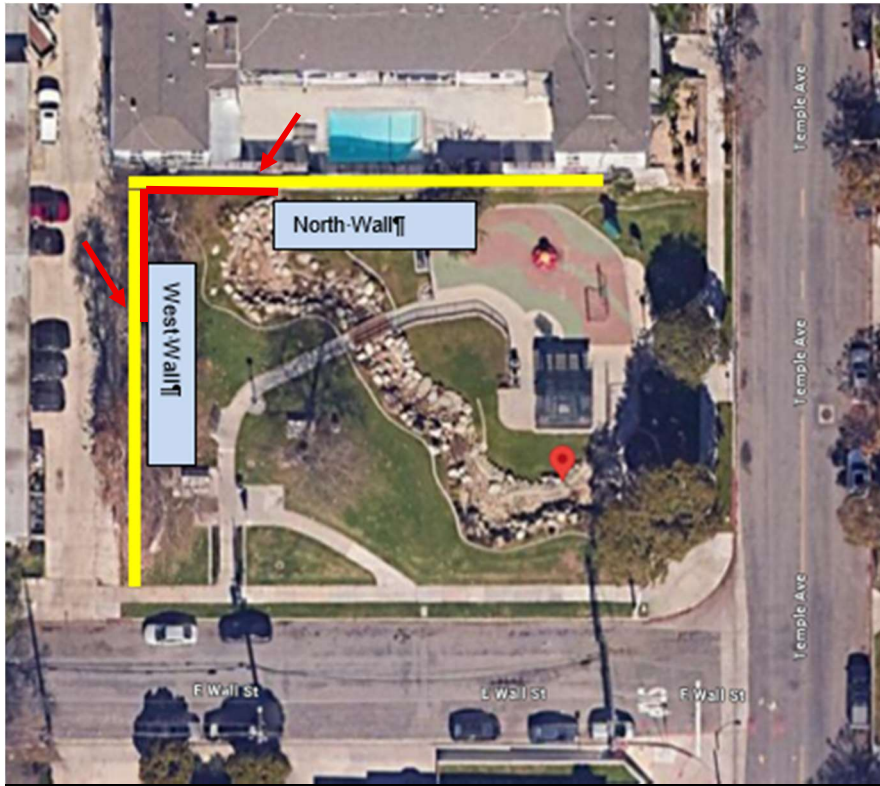


Figure 4 Option #2 Mural Location

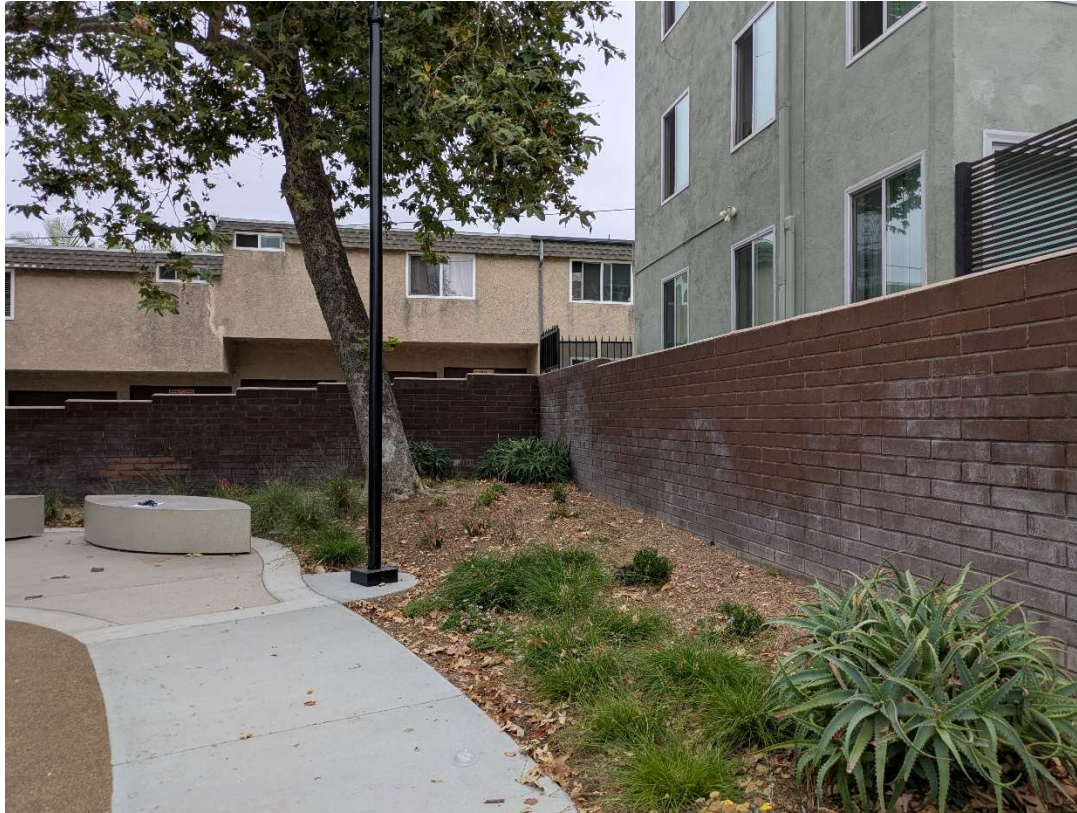


Figure 5 Option #2 Wall Photo

The artwork will be installed at Hillbrook Park either entirely on the north wall of the park (Figure 2) or on the north and west walls (Figure 3) as one continuous mural. With an approximate height of between 4'-0" and 5'-0", as well as a width of 40'-0". The artwork will be installed next to the newly installed park playground which is designed for children ages 5-12 years old. This neighborhood park is utilized frequently by community members of all ages.



Figure 6 Hillbrook Park (View Looking West)



Figure 7 Hillbrook Park (View Looking Northwest)



Figure 8 Hillbrook Park (View Looking Northwest)



Figure 9 Hillbrook Park (View Looking North/Northeast)



Figure 10 Hillbrook Park Playground (View Looking North)



Figure 11 Hillbrook Park Playground (View Looking North)



Figure 12 Hillbrook Park Playground (View Looking East)

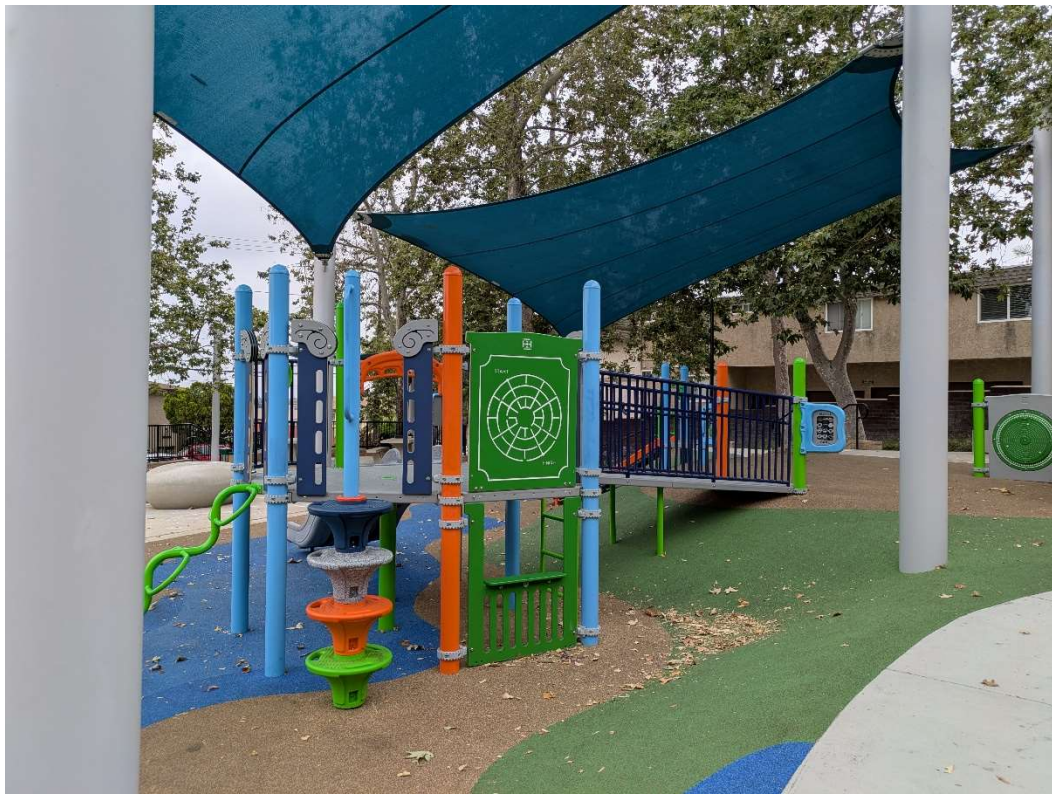


Figure 13 Hillbrook Park Playground (View Looking South/Southwest)



Figure 14 Hillbrook Park Playground (View Looking West/Southwest)

PURPOSE

The City of Signal Hill is seeking to commission an artist to create an original, two-dimensional, site-specific outdoor mural painting to be displayed on a brick wall at Hillbrook Park next to the playground. The artwork should be appropriate for public community spaces. Colors within the artwork must align with the playground, the images/designs must be family-friendly as determined by the reviewing committee and appropriate for all ages.

The artwork must be durable, low-maintenance, resistant to UV damage, graffiti resistant, and suitable for placement on city-owned property.

SUBMITTAL PROCESS

All interested artists will need to submit packages via the City's electronic bid system, PlanetBids,

Questions regarding the submission should be directed to Alyssa Christenson, Management Assistant, in writing to achristenson@cityofsignalhill.org by Wednesday, August 20, 2025 at 5:00 p.m.

REQUEST FOR QUALIFICATIONS HILLBROOK PARK MURAL ART PROJECT

OVERVIEW

The City of Signal Hill is issuing this Call for Artists (Request for Qualifications “RFQ”) to artists or artist teams for the design and painting of an outdoor wall mural which will need to be original, two-dimensional, durable, graffiti resistant, UV resistant, low-maintenance, and suitable for placement on city-owned property.

Completion of the project is expected to take place before the end of Spring 2026, subject to weather conditions. The City will work with the artist to set-up a specific timeline.

The reviewing committee will evaluate complete RFQ submittals and will select up to five (5) finalists to create proposed renderings for the Hillbrook Park Mural Art Project.

The deadline for the RFQ submissions is 5:00 p.m. Thursday, August 28, 2025.

PROJECT OBJECTIVE

This RFQ is intended to engage new or established artists/artist teams through an open qualification process. Colors within the artwork will need to align with the playground, the images/designs must be family-friendly and appropriate for all ages as determined by the reviewing committee.

The purpose of this project is to incorporate artwork that fosters a sense of community, as well as create visual pieces that become iconic and recognizable throughout the City. Another goal of this project is to highlight the City’s rich cultural diversity through art, and integrate the work of artists into public spaces.

The City desires that this art project should be a painted two-dimensional mural on an outdoor brick wall that must be able to tolerate weather conditions such as winds, rain and direct sunlight, as well as be resistant to graffiti. The finished dimension of the project is to be an approximate height of 4’-0” to 5’-0” x and width of 40’-0”. Exact specifications will be reviewed and provided to the selected artist once a final work is selected with an exact location along the wall. Artists are welcome to view the space in-person at their leisure during park hours.

There is no set theme. Generally, potential opportunities and considerations associated with the project may include:

- Foster a sense of beauty, multi-layered meaning, or have other compelling attributes;
- Be appropriate for a public space;
- Be durable, safe, and low maintenance; and
- Match the color aesthetic of the playground at Hillbrook Park

ELIGIBILITY

This opportunity is open to all professional artists/artist teams 18 years of age or older. The artists/artist team awarded the contract will be required to comply with the City of Signal Hill's insurance and liability requirements.

I. ARTIST'S RESPONSIBILITY

1. The artist will be responsible for the completion of all artwork as well as any additional work that may be required.
2. The design and artwork installation is subject to review and acceptance by the City, and must be revised by the artist without additional charge to the City until found satisfactory and accepted by City.

II. CITY'S RESPONSIBILITY

1. The City will attend design meetings and provide feedback and final approval.

III. SCHEDULE

RFQ Release	Friday, August 15, 2025
Written Comments Due	Wednesday, August 20 by 5:00 p.m.
Reply to Comments	Monday, August 25, 2025
Qualifications/Submission Packages Due	Thursday, August 28, by 5:00 p.m.
Review of Submittals	Mid-September 2025
Interviews of Selected Artists	End of September 2025
Finalists to submit proposals	Early October 2025
Anticipated Final Selection	October/November 2025
City Council - Award of Contract	November/December 2025
*All dates tentative and subject to change as necessary.	

IV. SUBMISSION TIME, PLACE AND FORMAT

Only electronic submissions via the City's bid system, PlanetBids, will be accepted. Any submission packages need to be submitted through PlanetBids and received no later than 5:00 p.m. on **Thursday, August 28, 2025.**

Submissions received after the date indicated in the RFQ Schedule will be rejected. The applicant is solely responsible for "on time" submission of their electronic package. The City will only consider submission packages that have been transmitted successfully.

A. Required materials include:

- Letter of Interest – Letter outlining artist desire to create this specific artwork, your goals should you be the artist selected to execute the project, a narrative explaining your ability to collaborate with the City if selected for this project, and a brief description of projects of similar scope and complexity artist successfully completed in the past.
- Resume - A professional resume, including name, address, city, state, zip code, home and mobile number, website (if available) and email address of the artist;
- Five (5) to 10 digital images of artist's previous work in JPG Format, 72 DPI, each no larger than 10" x 14" and no smaller than 8" x 10", and 1 MB or smaller, with each file numbered 01 through 10.
- Annotated Image List, in PDF format, corresponding to each of the images, including thumbnail image of artwork, artwork title, dimensions, media, year of completion, and a brief description of each image, commissioning and/or funding agency, project location, and total project amount.
- References – Provide list of at least three references from past and current clients within the last five years. Public sector clients are preferred, but not required. Please verify accuracy of contact information.

B. Work Schedule

- Completion of the project is expected to take place before the end of Spring 2026, subject to weather conditions. The City will work with the artist to set-up a specific timeline.

V. GENERAL TERMS AND CONDITIONS

- A. By submitting a package, applicants certify that such proposal constitutes their full and complete written response to the RFQ and evidences their acknowledgement that additional written material outside of such proposal shall not be considered by the City in connection with this RFQ, unless the City provides a written request that they submit additional written materials. Absent such written request, proposers are instructed to not submit to the City written or other materials outside of the proposal, either in a subsequent interview or otherwise. Incomplete applications will not be considered.
- B. Submission of a package does not constitute an offer to contract and does not guarantee any minimum amount of business.

- C. The package submitted in response to this RFQ may be incorporated as part of the selected artist's final contract.
- D. Insurance - applicant's submission packages and/or proposals that are selected for exhibition are subject to the City of Signal Hill's insurance requirements including general liability, auto insurance, and, if applicable, workers compensation.
- E. The cost of preparing any responses to the RFQ shall be borne by the applicant and shall not be reimbursed by the City.
- F. The City reserves the right to reject any or all submitted packets, waive any errors or omissions in any submissions received.
- G. Artists may withdraw their proposals, without prejudice, prior to the date and time specified for proposal submission, by sending a written request to Alyssa Christenson, Management Assistant at achristenson@cityofsignalhill.org. No proposal received after the closing date will be considered.
- H. The City also reserves the right to cancel and/or modify this RFQ at any time and/or to solicit and re-advertise other proposals.
- I. The City reserves the right to photograph, videotape, and distribute images of the artwork installation for noncommercial purposes. The City reserves the right to remove and/or relocate all artwork commissioned as a result of this RFQ.

VI. REPRESENTATION AND WARRANTIES

An applicant submitting a proposal warrants that:

- A. The artwork, and any part thereof, is original in concept, design, and execution. By applying, you represent and warrant that your artwork, is your original work, meaning that it was copied from another work, photograph, illustration (including a painting, graphic, or advertisement) or website. Any entry that violates the foregoing will not be accepted.
- B. Submitting a proposal in response to this RFQ guarantees the artwork does not contain copyright protected material that would require consent of any third party; it does not violate any copyright, trademark, publicity right, privacy right, or any other right of any third party, and that artist has all the rights necessary to submit the proposal and to assign the rights in the proposal.
- C. By submitting a proposal, artist agrees to release, forever discharge, indemnify, and hold the City, its affiliates, parents, subsidiaries, and divisions, and all of their officers, directors, employees, and agents harmless from any and all claims, demands, liabilities, losses, and damages of any kind arising in whole or in part, directly or indirectly, from artist's, artist's heirs,

representatives, executors, administrators or another person acting on artist's behalf or the behalf of artist's estate, participation in this RFQ.

- D. If selected by the City, the applicant shall grant the City a perpetual, royalty free, non-exclusive right to copy and make, and to authorize the making of, photographs and other reproductions of the artwork for any City related purposes, including, but not limited to, educational, advertising, marketing, public relations, promotion, and any documentation of the artwork or other noncommercial purposes. Reproductions by City are not required to contain a credit to artist, nor any form of copyright notice. Artist is not required to give credit to City in any public showing under artist's control or in reproductions of the artwork.
- E. You further agree that the City shall have the right, but not the obligation, to use your name and/or photograph for the same purposes.
- F. Artist shall retain all copyrights and other intellectual property interests in the artwork, drawings, sketches, prototypes and other materials for the artwork except ownership and possession and as otherwise provided in the agreement to be executed with the City.
- G. The City and its assigns are not responsible for any third party infringement of artist's copyright and for protecting the intellectual property rights of artist. Any registration of a copyright under the State's Register of Copyrights shall be the sole responsibility of the artist, and the costs of such registration shall be borne by the artist.
- H. The artist has obtained written consent from all individuals whose image or likeness appears in the artwork, and that they have obtained the necessary rights, licenses, consents, and permissions to use all material, including but not limited to, images, text and other content in the proposal. Artist further affirms that they are prepared to provide reliable documentation of any and all such consents, licenses, etc., upon request. Failure to obtain such rights, license consents, and permissions may result in the disqualification of the proposal at the City's sole and absolute discretion.
- I. Because artwork will be displayed on City property it is vital that there is no risk that the artwork tarnishes the City's reputation or gives the appearance that the City endorses particular views. In furtherance of this discreet and limited objective, the City retains strict control over the nature of the artwork accepted under the Program. Entry shall not contain obscenity, explicit sexual material, nudity, vulgarity, profanity, graphic violence, calls or incitement to violence, or commercial advertising.

VII.PROJECT CONTACTS

Questions concerning this project or Request for Proposal shall be directed in writing to Alyssa Christenson, Management Assistant,

achristenson@cityofsignalhill.org by 5:00 p.m. on Wednesday, August 20, 2025.

VIII. SELECTION OF ARTIST/ARTIST TEAM FINALISTS

Artists are being solicited through open call and by invitation. The reviewing committee will evaluate submissions and will identify up to five finalists who will design a rendering for the Hillbrook Park Wall Mural Art Project. From those finalists the Committee will seek to make a recommendation to the City Council for award of contract for one artist.

The artist proposals will be scored using the criteria shown in the table below:

CRITERIA	POINTS
Artistic Skill and Aesthetics: Previous artwork projects must demonstrate artistic excellence, a high aesthetic quality, as well as demonstrate creativity and original concepts.	15
Artist Experience: Artist/Artist Team must demonstrate experience with past works, if applicable please demonstrate large-scale public art projects.	10
Contextual Relevance: Previous artwork projects must demonstrate the artist/artist team's ability to design artwork that is relevant to the respective location and demographics of the immediate community.	15
Durability: Artworks must be comprised of durable and safe materials than can withstand long-term exposure in an outdoor environment, be resistant to vandalism, and mindful of maintenance requirements.	15
Technical Practicality: Examples of previous artwork should demonstrate the artist/artist team's technical skill as it relates to the physical attributes of the site and structure's unique characteristics.	15
Prior Work Portfolio: Quality of portfolio as it relates to this public art project. Five (5) to 10 images of your relevant work.	15
Letter of Interest: Explain your artistic practice, background, process, and goals as it would relate to this project.	5
References/recommendations: Provide three (3) professional references that positively attest to the artist's ability.	10
TOTAL	100

Based on this criterion, up to five (5) finalists may be selected for interviews with the reviewing committee. A stipend of up to \$1,000 will be issued to each finalist selected to create a proposed rendering of the outdoor wall mural for Hillbrook Park. The Committee will then decide if they would like to move forward with any one artist and would recommend that artist to City Council for consideration.

The selected artist will be required to enter into an agreement with the City of Signal Hill for the agreed-upon service. Upon selection, the artist and City will finalize the scope of work, time schedule, and fee.

Please note, the reviewing committee may decide not to select from the short list of finalists if the final submitted packets are not deemed within the City's vision for this project. The City retains the right to reject any late or incomplete submissions, and all submitted packages for whatever reason.

IX. FUTURE RFP PROCESS

A. Preliminary Scope of Services:

The preliminary scope of services is the minimum scope of services intended to be performed on the project. Each artist submitting a package should consider the project scope, and demonstrate their understanding and experience in the completion of similar services. It is anticipated that the City and selected artist will work together to craft a more defined and final scope of services.

B. Artists Selected for RFP Process:

The reviewing committee will evaluate all submitted packages and subsequently determine up to five finalists. A stipend up to \$1,000 will be issued to each finalist to create a proposed rendering of the outdoor wall mural for Hillbrook Park. The Committee will then decide if they would like to move forward with one artist and recommend that artist to City Council for consideration.

If selected as a Finalist the artist/artist team will be responsible for the following:

A. Create a visual proposal for the Hillbrook Park Wall Mural, including:

- A visual rendering of the proposed artwork which should be detailed and include color concepts as it relates to the design of the mural. The images can be hand drawn or a computer-generated simulation.

B. Narrative relating to the proposed artwork, including:

- Proposed artwork title
- Brief description of concept and inspirations for the artwork
- Color palette
- Materials description and product cut sheets
- List of tools and equipment to be used (including storage if required)
- Maintenance plan

C. Proposed project budget including:

- Artist(s) Design Fees including concept refinement and construction coordination
 - Materials and Tools
 - Equipment Rentals (if any)
 - Site Preparation and Installation
 - Site Clean-up
 - Travel (if any)
 - Insurance
 - Ongoing Maintenance Costs
- D. Proposed project schedule including:
- Design coordination and artwork finalization
 - Installation schedule – hours per day, number of days, interim days (if any for drying time or other similar breaks in on-site installation time).
- E. Meet with members of reviewing committee to examine the artwork design and other items including :
- Provide explanation of artwork, and why the concept is being proposed.
 - Discuss what the Committee would like to add to current ideas and what they would like removed.
 - Discuss the materials proposed for use.
 - Discuss proposed project timeline for implementation.
- F. Incorporate any final feedback and present final concept to reviewing committee and City staff for approval.
- G. Present final concept drawing before the City Council prior to installation.
- H. Install art piece during agreed upon times, with a timeline that has art ready for implementation during the hours of 8:00 AM – 5:00 PM Monday through Friday.

Greetings Tour Inc.
Mural Painting Contractor
C-33 License #1138334

V I C T O R V I N G

HILLBROOK PARK MURAL PROJECT SIGNAL HILL, CA

v **2.0** 10/16/2025

CANVAS / WALL

MURAL LOCATION

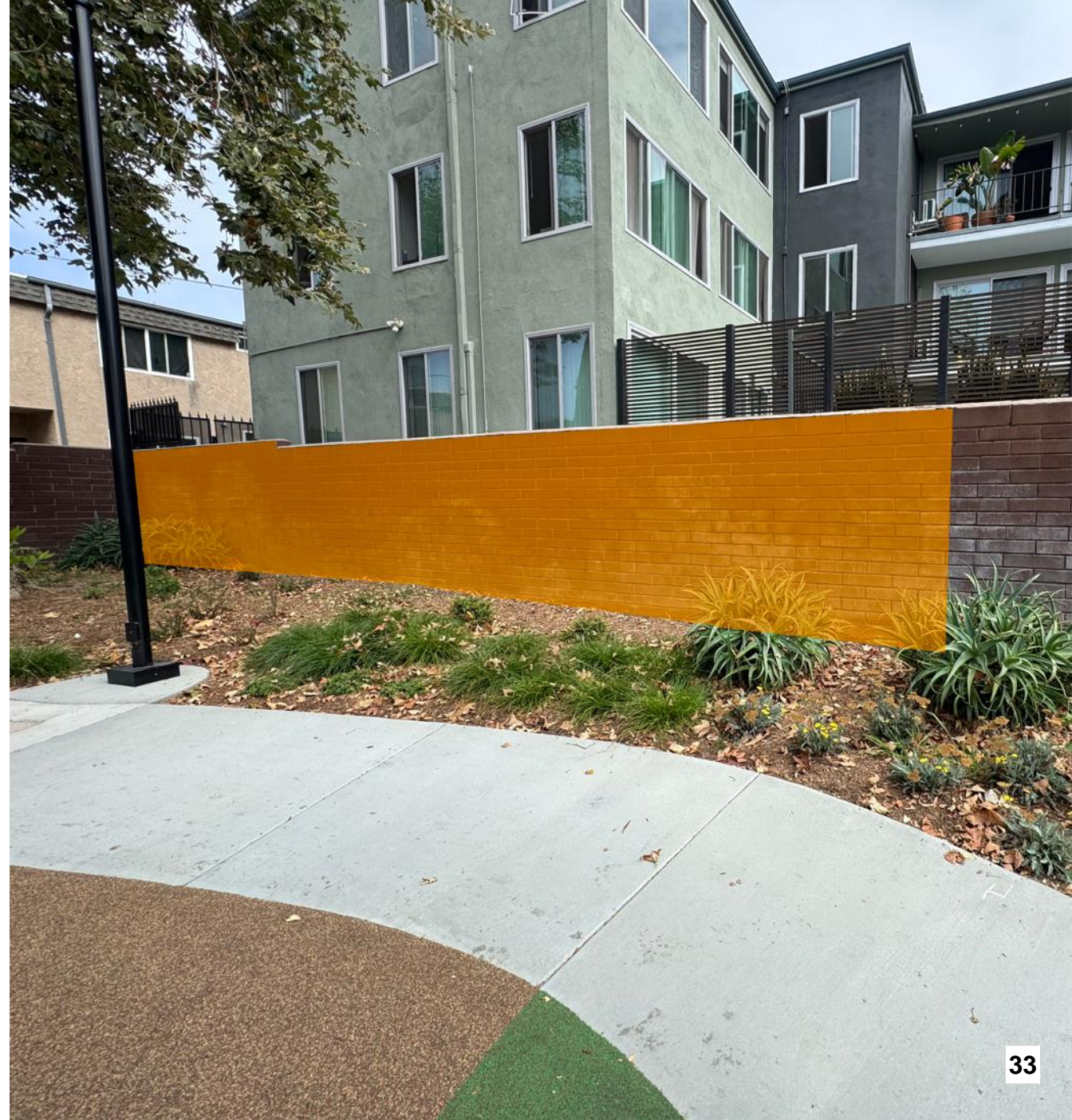
Location: 1865 Temple Ave. Signal Hill, CA 90755

Size: 40' W x +/-5.5 - 6' H

Surface: Brick (Masonry) Uncoated

Facing: South (North Wall)

Notes: Grade & wall height variations
Minor plant obstructions
Wall coping needs minor repair
Efflorescence visible on lower areas of wall

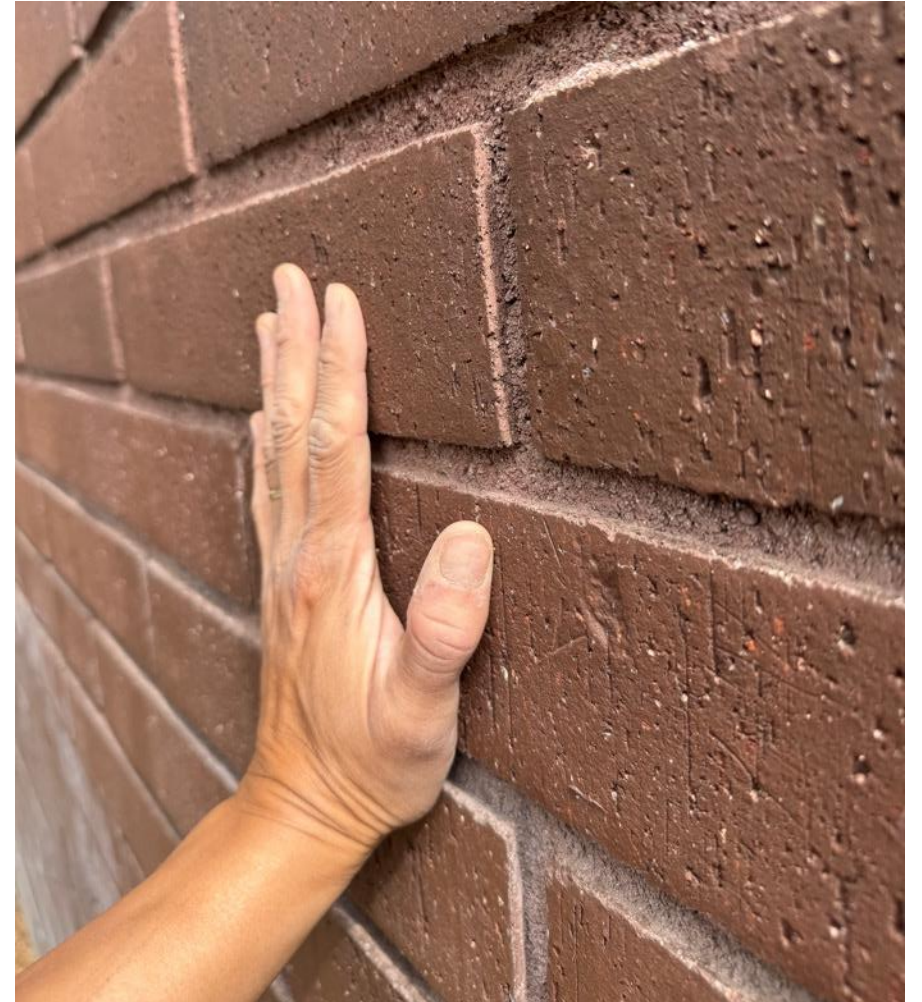


ADDITIONAL VIEWS

MURAL LOCATION



Grout texture in brick



WALL CONDITION REPORT

REPAIRS & PREPARATION

Signs of efflorescence throughout wall that requires a TSP wash before priming
(Are sprinklers spraying wall?)



Corner aloe plants to be
Removed or relocated

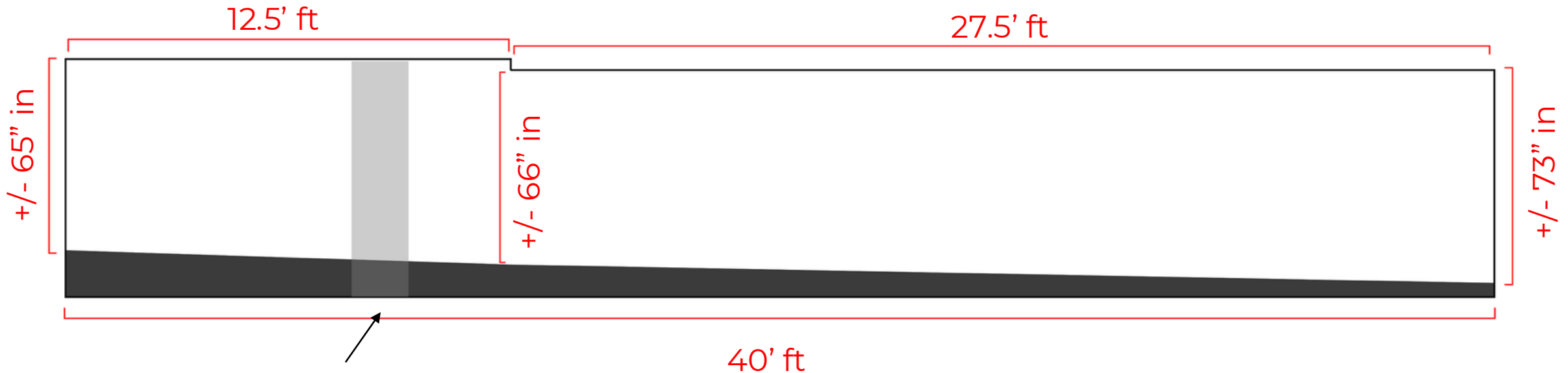


Existing coping damage
(repair recommended)



CANVAS / WALL LAYOUT

DETAILED DIMENSIONS

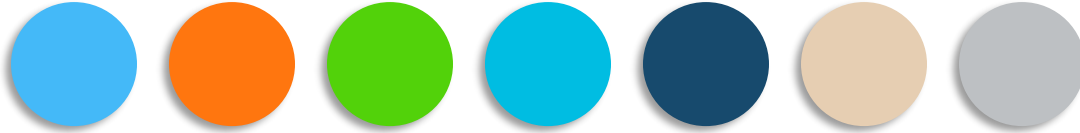


Base of trees (view obstructions)

- Elevation change due to slight grade variation. Keep at least 1' ft design safety space at bottom of mural.
- Note view obstruction from tree on left side of wall
- City to note any additional placements that may cause obstructions for design consideration.

COLOR INSPIRATION

*Ties into playground structure as requested



REFERENCES



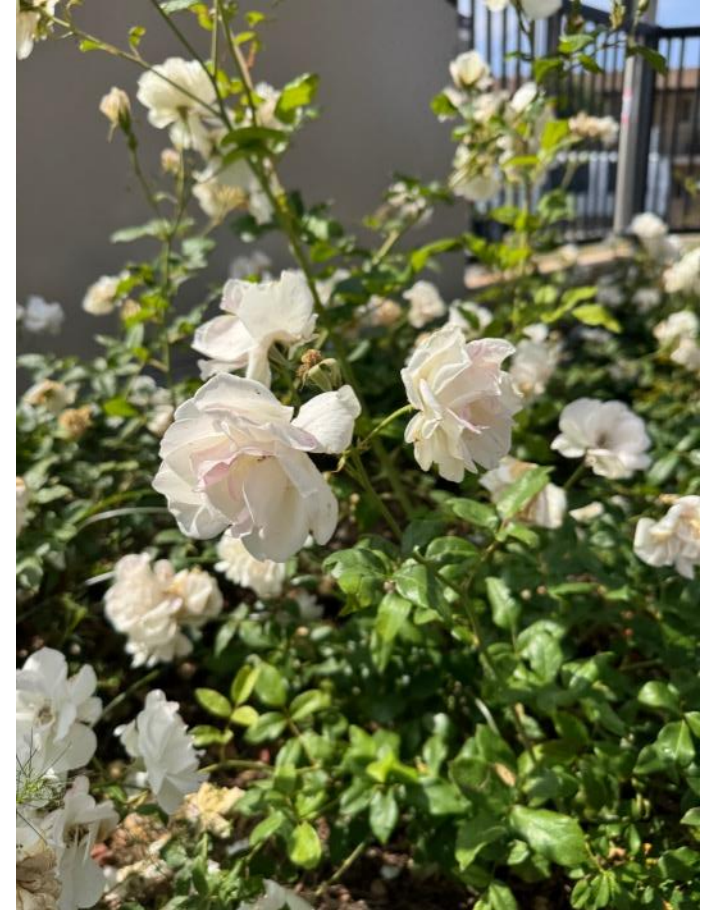
Playground & Earth Tones



PARK ELEMENTS & SHAPES



PARK LANDSCAPING (PLANTS)

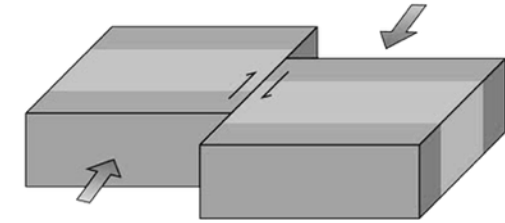
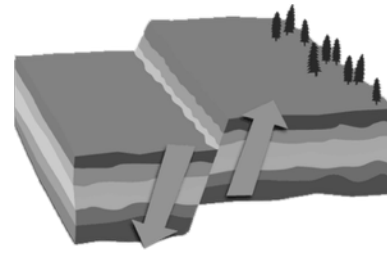


BACKGROUND CONCEPT

Signal Hill, California, sits on a unique geological structure formed by two (right-lateral strike-slip) faults that pushed the land upward. This raised area traps oil underground, making it a major oil-producing site.

Each “section” would focus on a theme that includes:

History, Nature, Landmarks & Culture.



**Right-Lateral Strike-Slip*



Abstract background concept based on geology of Signal Hill, CA

**Optional to include a pump jack
in place of the water tower*

HISTORY

I wanted to illustrate the story of the Tongva who lived in villages throughout the region. Signal Hill's higher elevation gave it a clear line of sight across the Los Angeles Basin and up to 26 miles out to Santa Catalina Island, making it ideal for visible smoke signals hence giving the city it's current name. Added a tribute to the Deni family water tower sitting above the reservoir of water.



NATURE

Highlight native plants and animals that hold meaning in the region. Coast live oaks and poppies—reflect the local landscape. I chose the red-tailed hawk as a symbol because of its high flight and sharp vision, representing perspective, ancestral connection, resilience, and the enduring spirit of Signal Hill.



Hawk and flowers will be hand painted and feel more organic.



LANDMARKS

Incorporate modern-day landmarks that locals and visitors instantly recognize. The vibrant 360-degree sunset views from Signal Hill are a major source of inspiration. Notable features to include are the iconic palm trees at Hilltop Park, and the park's public sculptures being enjoyed by locals and visitors.



CULTURE

A butterfly would symbolize the city's transformation & growth over time. The kids playing at the Hillbrook Park playground are positioned like the iconic "Roughnecks" sculpture in a more whimsical style—blending history with playful energy to reflect the spirit of the park today. An airplane from the nearby airport symbolizes the theme of global connection. Lastly, a girl is blowing bubbles that float beyond the edges of the mural.



*Bubbles will float onto the raw brick area.
May consider adding text into the bubbles (TBD)*



MOCK-UP

*Adding words (TBD) within bubbles...



ARTWORK NARRATIVE

“Signal Hill: The View from Here” (working title)

I plan to create a mural that bursts with color and life — a vibrant reflection of Signal Hill’s diversity. Sections of the mural will honor the many cultures, stories, and generations that have shaped this small city atop the Los Angeles Basin. Bright tones and familiar whimsical imagery — native flowers, local wildlife, and landmarks — will invite families and children to connect with the work, finding a sense of belonging within it.

The mural will unfold like layers of time. It begins with the land itself — the Tongva people who first lived and signaled from this hill — moves through the city’s oil-boom transformation, and arrives in the present day, where Signal Hill thrives as a mosaic of global influences and shared community pride.

To me, diversity is not limited to cultural background — it’s found in the layers of this community: the people, the history, the land, and even the daily rhythms of the park itself. Signal Hill’s beauty lies in how these differences coexist and uplift one another.

To create the mural, I’ll mainly use Montana Gold acrylic enamel spray paint, which works especially well on brick and reaches into the deeper grout lines. I’ll also incorporate Golden Acrylic Mural Paint for detail work where needed.

HAND PAINTED VS. DIGITAL SKETCH

A friendly reminder that sketches are not meant to be full rendered artwork on a small scale. While some realistic elements (hawk, flowers & butterfly) may have a bit of a “clip art” feeling in the sketch, the artistic creation will happen on the wall. Examples of past hand painted birds and flowers for reference:



**I am flexible to create the imagery in a more graphic style as well.*

PROJECT SCHEDULE

TBD – Artist selected & consolidated feedback received

+2 weeks – Round 1 revision delivered

TBD – Consolidated feedback given

+1 weeks – Round 2 revision delivered

TBD – Final approval of artwork

+2-3 weeks – Offsite pre-production work (pounce, supply order, etc.)

+3 days - Wall prep (wash, repair, prime, consolidant, etc.)

+7 days – Mural painting (with 2 assistants) **weather dependent*

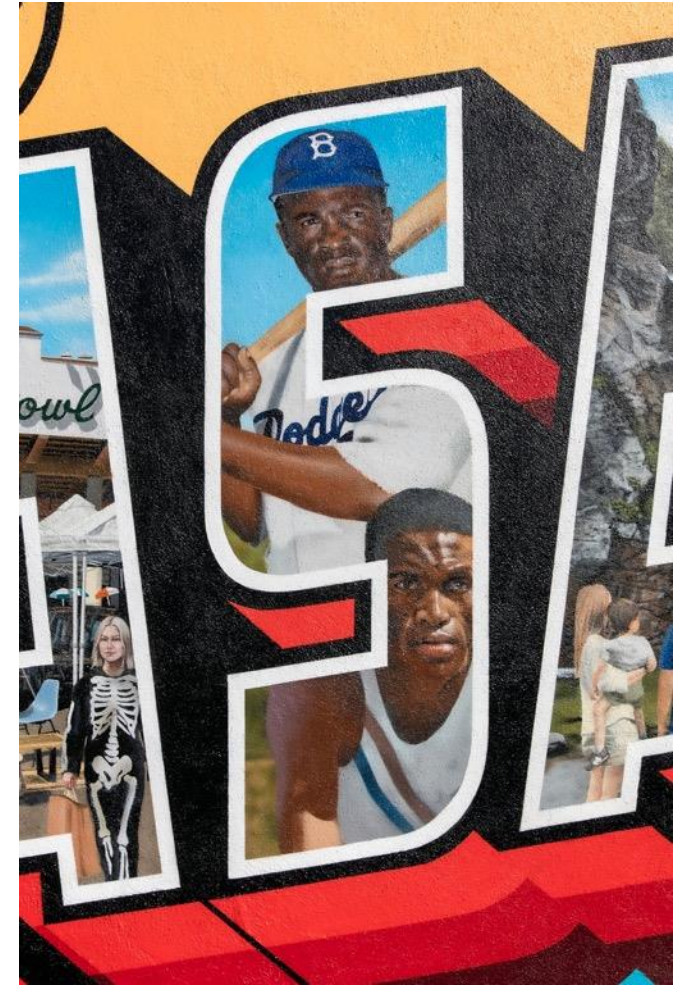
+1 day – UV consolidant, anti-graffiti coating (done 3 days after completion)

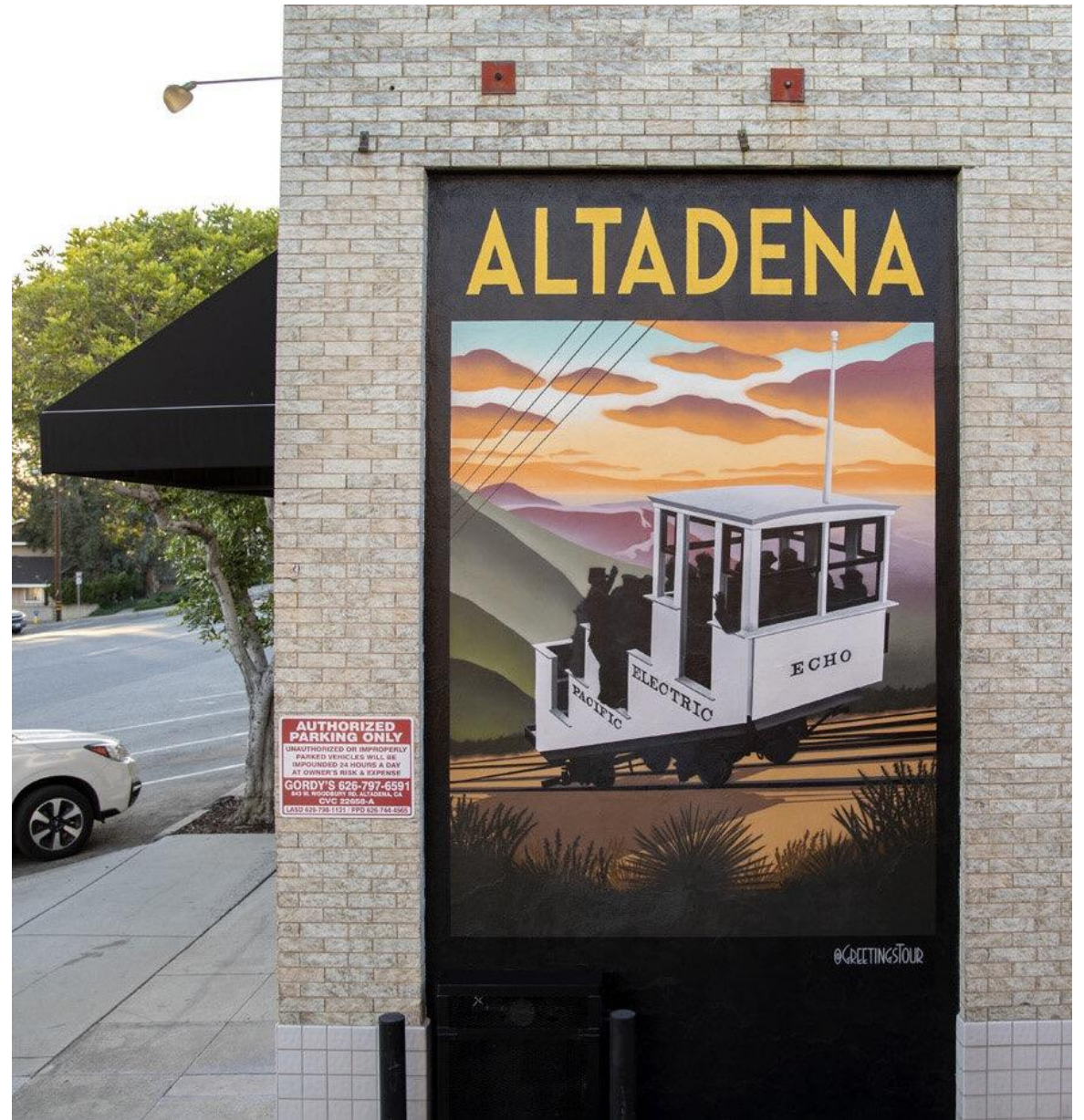
**On-site workdays from 8-5pm and weather dependent*

PORTFOLIO

PAST WORK EXAMPLES

PAST WORK DETAIL VIEWS







BRICK TEXTURE MURALS

TECHNICAL PRACTICALITY



DURABILITY

PREPARATION & PROTECTION

WALL PREPARATION

CLEANING & PRIMING SURFACE

A properly prepared wall will ensure a vibrant & longer lasting mural. The paint that we use is top quality exterior enamel for commercial purposes. Please keep in mind that there's a lot of longevity factors based on different types of build materials, colors, directional face and environments. We recommend having walls fully prepped at least one week prior to the mural start date due to the unknown factor of weather.

A detailed blog post about wall preparation steps can be found on our website:

<https://www.greetingstour.com/mural-wall-prep>



MURAL PROTECTION

UV & ANTI-GRAFFITI COATINGS

We use the highest quality materials to create our murals since they are meant to be timeless landmarks. Once our mural has been painted, you can go the extra step to add protection to extend the longevity of the artwork.

“MuralColors provides a comprehensive solution for artists, mural programs, and building owners.

Our flagship product line is the MuralColors™ Preservation System. ColorShield™ UV Paint Preserver and OverCoat™ UV Paint Protector work together to maximize protection for painted surfaces, from murals to monuments, acrylic to aerosol, and canvases to concrete walls. ColorShield™ and OverCoat™ exceed public art commission requirements for conservation-grade semi-sacrificial coatings.”



TOUCH UPS

MAINTENANCE

Due to the nature of any public artwork, there's always the chance that it will need to be repaired and touched up at some point. We would be happy to do so at an hourly rate specified in our contract.

In addition, we document and detail the background colors of our murals if clients want to handle this internally with other qualified contractors. We note the color codes used if more paint needs to be ordered in the future.

PAINT SPECS

- Sherwin Williams
- Exterior Grade
- Satin Finish
- **Duration** (Brand)

CONTACT

Isaac Sherwin-Williams #703440
4441 45th Street S
Fargo, ND 58104
Phone: (701) 281-1185
sw3440@sherwin.com



MAINTENANCE PLAN

Our recommended partner vendor (LA based) to do the maintenance work below is **Mural Colors**

Email: hello@muralcolors.com Text or Call: 323-601-5000

To remove any vandalism, we would recommend using **BuffOff**

Instructions at the website below:

<https://www.muralcolors.com/products/buffoff-paint-remover>

Every few years (dependent on environmental conditions), we would recommend washing the wall with **MuralWash Detergent** followed by a new application of **OverCoat** to ensure longevity:

<https://www.muralcolors.com/products/muralwash-detergent-overcoat-remover>

<https://www.muralcolors.com/products/overcoat-paint-protector>



E M A I L

info@greetingstour.com

W E B S I T E

greetingstour.com

P H O N E

718-350-7671

S O C I A L

@greetingstour



Cost	Qty	Subtotal	Item
\$27.00	3	\$ 81.00	3M Scotch Contractor Masking Tape Packs 1.88" - 6 pack 1.41" - 6 pack .94" - 6 pack
\$4.50	1	\$ 4.50	Masking Paper - 12" in. - 180 ft.
\$20.00	1	\$ 20.00	Masking Plastic - 12" in. - 180 ft.
\$99.00	1	\$ 99.00	Hand Masker Dispenser
\$27.00	2	\$ 54.00	Drop Cloths - 4x12 Grip
\$6.00	2	\$ 12.00	Blade / Hobby Knife
\$7.50	1	\$ 7.50	Scissors
\$66.00	1	\$ 66.00	Work Platform 47.25 in. x 12 in. x 20 in. Aluminum Slim-Fold Work Platform, 300 lbs. Load Capacity
\$6.00	1	\$ 6.00	Brush Cleaner Tool
\$40.00	2	\$ 80.00	Storage Bins - 45 Gallon w/ Wheels
\$11.00	3	\$ 33.00	Milk Crate (Spray Paint Storage)
\$20.00	1	\$ 20.00	Reflectix (Keeps Cans Cool for Low Pressure)
\$27.00	2	\$ 54.00	Rolling Tool Kit or Dolly
\$20.00	1	\$ 20.00	Gloves - Gorlla Grip 4 Pack
\$42.00	2	\$ 84.00	Respirators/Masks - Includes Cartridge
\$25.00	1	\$ 25.00	Extension Cord(s) - HDX - 100' ft
\$5.00	1	\$ 5.00	Multi Outlet Plug Adapter
\$500.00	1	\$ 500.00	Short Throw - Projector w/ Cables
\$2.50	10	\$ 25.00	Sketch Print Outs -Fed Ex/Kinkos - 11x17 Full Color
\$44.00	1	\$ 44.00	Acetate or Lamination 25" in x 12 ft.

\$20.00	1	\$	20.00	Level / 48"
\$39.00	1	\$	39.00	Tape Measure - 35' ft
\$100.00	5	\$	500.00	Studio Rental of Pounce Setup for Burning Patterns. Hourly Rate - Max \$500/day - Includes Electropounce Machine
\$2.50	2	\$	5.00	Black Chalk for Pouncing - 8 oz.
\$4.00	1	\$	4.00	Pencils / China Markers - 2 Pack (Black & Red)
\$8.00	3	\$	24.00	Empty 5 Gallon Bucket(s) w/ Lid
\$16.00	2	\$	32.00	Brushes - 3 Pack Basics (Rough Surfaces)
\$6.00	4	\$	24.00	Roller Cover Brushes 3/4" - Rough Surface N
\$7.00	1	\$	7.00	Roller Handle(s) - 9 in.
\$31.00	1	\$	31.00	Roller Pole(s) - 4-8 ft. extension
\$4.00	1	\$	4.00	Paint Tray
\$7.00	1	\$	7.00	Paint Tray Liners - 10 Pack
\$0.00	5	\$	-	Mixing Sticks
\$0.00	2	\$	-	Paint Can Opener
\$13.00	1	\$	13.00	Paint Cup/Holder - 1 qt
\$6.00	1	\$	6.00	Paint Cup/Holder Disposable Liners - 6 Pack
\$35.00	1	\$	35.00	Spray Paint Caps: Gray Dots - 120 pack + shipping (pickup not available)
\$35.00	1	\$	35.00	Spray Paint Caps: Skinny Pro (Black) - 120 pack + shipping (pickup not available)
\$35.00	1	\$	35.00	Spray Paint Caps: Skinny Cream - 120 pack + shipping (pickup not available)
\$125.00	3	\$	375.00	Krewline: Steel Stencil Caps 2mm / 4mm / 6mm
\$45.00	1	\$	45.00	Krewline: Paint Holder Belt
\$0.75	5	\$	3.75	Spray Shield/Cardboard
\$6.00	2	\$	12.00	Artist Brush Set - 4 Pack
\$26.00	1	\$	26.00	Acetone - 1 Gallon

\$13.00	1	\$ 13.00	Goof Off Spray (Cleaner)
\$27.00	1	\$ 27.00	Paint & Cleaning Rags - Bag of 50 - Lint Free
\$19.00	1	\$ 19.00	Contractor Trash Bags - 20 ct / 42 gallon
\$17.00	1	\$ 17.00	Dixie Cups - 300/pack 3 oz
\$600.00	1	\$ 600.00	UV & Anti-Graffiti Coating - Color Shield 2 gallons - Overcoat 3 gallons - Shipping (ground to lower 48 states)
\$10.00	35	\$ 350.00	Spray Paint (Montana Gold)
\$75.00	4	\$ 300.00	Latex Paint - High Quality Exterior / Satin
\$650.00	1	\$ 650.00	Handheld Cordless Airless Sprayer (Graco TC Pro)
\$25.00	1	\$ 25.00	Graco TC Pro 42oz Container
\$9.00	1	\$ 9.00	42oz Flex Liner (3 pack)
\$15.00	1	\$ 15.00	Graco TC Pro Mesh Filters
\$25.00	25	\$ 625.00	Vinyl Stencils
		\$ 5,172.75	SUPPLIES/EQUIPMENT - SUBTOTAL
\$75.00	50	\$ 3,750.00	Labor: Design - Creative Brief / Discussion - Lettering Layout - Initial Sketches - Up to 2 Rounds of Revisions
\$75.00	16	\$ 1,200.00	Labor: Pre-Production - Sourcing Supplies - Prep Work (Pouncing/Burning Patterns) - Stencils - Acetate & Prepare Scaled Print Outs - Site Visits (when applicable) - Mixing Custom Colors (when applicable)
\$150.00	75	\$ 11,250.00	Labor: Production (on-site) - Sketching on Wall - Painting
		\$ 16,200.00	LABOR - SUBTOTAL
\$1,000.00	1	\$ 1,000.00	Pressure wash wall & priming - Labor + Supplies

\$750.00	1	\$ 750.00	Full day labor (5 coats) UV & anti-graffiti + clean up
\$200.00	5	\$ 1,000.00	Travel: Accomodations - Local Airbnb or hotel 1 week
\$100.00	5	\$ 500.00	Travel: Per Diem - \$50 per day per artist (2)
		\$ 3,250.00	TRAVEL, PREP, COATING - SUBTOTAL
		\$ 24,622.75	TOTAL
		\$ 2,462.28	10% CONTINGENCY FEE
		\$ 27,085.03	GRAND TOTAL

**COMMISSION AND PROFESSIONAL SERVICES AGREEMENT FOR THE
DESIGN AND INSTALLATION OF ARTWORK IN THE
CITY OF SIGNAL HILL**

This Commission and Professional Services Agreement for the Design and Installation of an Artwork in the City of Signal Hill (“Agreement”) is made and entered into this ___ day of ___, 2025 (“Effective Date”) by and between the City of Signal Hill a California municipal corporation and charter city with its principal place of business located at 2175 Cherry Ave, Signal Hill, CA 90755 (“City”), and Victor Ving Fung, Sole Proprietor with his principal place of business located at 590 Douglas Street, Pasadena, CA 91104 (“Artist”). City and Artist are individually referred to herein by name or as “Party” and collectively as “Parties.”

RECITALS

WHEREAS, City owns Hillbrook Park located at 1865 Temple Ave., Signal Hill, California, 90755, which includes an outdoor brick wall on the northern side of the park near the playground located (“Site”); and

WHEREAS, on August 15, 2025, the City issued a request for qualifications/proposal seeking to commission an artist to create an original two-dimensional, site-specific outdoor mural painting to be displayed at the Site (“RFQ”)(attached hereto and incorporated by reference as Exhibit “A”); and

WHEREAS, of the proposals submitted in response to the RFQ, the proposals were narrowed to five (5) finalists, of which Artist was selected by the City as the winning proposal (Artist proposal attached hereto and incorporated by reference as Exhibit “B”); and

WHEREAS, the City wishes to commission Artist to design and install a mural (“Artwork”) at the Site upon the terms and conditions of this Agreement; and

WHEREAS, Artist is in the business of designing and installing artwork, including but not limited to murals, suitable for outdoor display in or upon exteriors of public facilities and buildings; and

WHEREAS, the purpose of the Artwork is to foster a sense of community, and commemorate the City’s rich and cultural diversity, create visual artwork that become iconic and recognizable throughout the City.

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which are acknowledged, the Parties agree as follows:

AGREEMENT

1. **TERM.** This Agreement shall continue in full force and effect for a period commencing on the Effective Date and ending on the date the Artwork is removed, unless earlier terminated in accordance with Section 13 (“Term”).

2. **SCOPE OF ARTIST’S SERVICES.**

a. Subject to the terms and conditions of this Agreement, the City hereby commissions Artist to design and install the Artwork (the “Services”) at the Site. The Services shall include Artist’s furnishing of all supplies, materials, outside expenses, and equipment necessary for the Services. The Services shall be performed in a professional manner, and in strict compliance with all the terms and conditions in this Agreement. Artist shall be responsible for complying with all Federal, State and local laws, ordinances, statutes, and regulations and for obtaining all required licenses, permits, or other similar authorizations applicable to the performance of the Services under this Agreement. Artist shall meet and confer with City representatives in good faith as needed, including attending City meetings, to complete the Services.

b. To the extent reasonably practicable as determined by Artist, and in coordination with City, the Artist shall engage with members of the public during Artist's installation of the Artwork, which shall include but is not limited to describing the design and features of the Artwork to members of the public during Artist's installation of the Artwork. The City may organize events intended to promote, exhibit, and advertise the Artwork. The City will promptly provide advanced notice of the date of such events to the Artist in writing. Artist, shall engage in his best efforts to attend such events at the City's request, and promptly confirm Artist's attendance in writing.

3. ARTIST'S COMPENSATION.

a. City will pay Artist the total not to exceed amount of thirty thousand dollars (\$30,000.00) for Services by Artist in accordance with the payment schedule set forth in paragraphs (i)-(ii) of this Section 3(a). City will remit payment, made payable to Greetings Tour Inc., by check to the address indicated in Section 17 'Notices' of this Agreement. Artist shall provide City with Artist's Tax Identification Number and any proof of such number, as requested.

i. Initial Payment. City will remit to the Artist an initial payment of thirty percent (30%) of the not to exceed amount of thirty thousand dollars (\$30,000.00) to pay for Artists' services associated with the preliminary work of the Artwork, that includes but is not limited to: procuring necessary materials and equipment in connection with the Artwork ("Initial Payment").

ii. Final Payment. Upon completion of the Artwork, Artist shall submit a statement to City which indicates the work has been completed ("Notice of Completion"). The statement shall describe the services provided and the final amount due. City shall retain five percent (5%) of the not to exceed amount of thirty thousand dollars (\$30,000.00) payable to Artist pursuant to this Agreement, that shall not be made available to Artist for services rendered under this Agreement, until thirty (30) days after the City's Final Acceptance of the Artwork (as defined below).

4. DESIGN.

a. The design of the Artwork ("Design") is attached hereto and incorporated by reference as Exhibit "C". The Design shall take into consideration and incorporate all pertinent material guidelines; Site attributes; maintenance and safety criteria; all State and Federal requirements, including but not limited to the Americans with Disabilities Act ("ADA") and the Uniform Federal Accessibility Standards as published in the Federal Register; and, if applicable, the rules governing national, state and local historic sites.

b. The Design must be able to tolerate and maintain its design integrity through various weather conditions such as winds, rain and direct sunlight. The Artwork must be durable, low-maintenance, resistant to UV damage, graffiti resistant, and suitable for placement on city-owned property. The Site is open to the public for general use and contains a playground. Therefore, the Artwork should be appropriate for public community spaces, family-friendly, and appropriate for all ages. The Design of the Artwork should embody a day in the life of a park representing all walks of life connecting in the shared space. The mural should incorporate Signal Hill's diversity, as well as its essence of unity as a community. Also, colors within the Design must align with the playground.

c. Artist shall complete installation of the Artwork no later than March 31, 2026.

5. SITE AND INSTALLATION. City will be responsible for all expenses, labor, and equipment necessary to prepare the Site for the Artwork installation ("Installation"). During Installation, City will ensure the Site is clean and free from obstructions and will advise all other trades people, material people, and workpeople not involved with Installation to remain clear from the area of the Site designated for Installation. Artist and Artist's designated assistant(s) will have free access to such portions of the Site at all reasonable times as needed for Installation. Artist will be responsible for inspecting the Site prior to Installation to verify that the Site has been properly prepared to receive and display the Artwork for the time period provided for by this Agreement. By installing the Artwork, Artist accepts the Site as prepared and in the

condition at the time of such Installation. Artist is responsible for complying with all rules, orders and directives for the Site provided by City, including but not limited to those issued by the City's Public Works and Parks, Recreation and Library Services Department in connection with the Installation of the Artwork at the Site.

6. FINAL APPROVAL AND ACCEPTANCE. Upon the City's receipt of Artist's Notice of Completion of the Artwork, City will have a reasonable opportunity to inspect the Artwork for defects and for inconsistencies with the Design or any other provision of this Agreement prior to final approval and acceptance. Upon determining that (i) the Artwork is in conformance with the specifications detailed in this Agreement and its Exhibits; and (ii) Artist is in substantial compliance with the other terms of this Agreement, which City has not waived in writing, City will accept the Artwork ("Final Acceptance"). If, within ten (10) business days from the day Artwork is complete and City is notified in writing that such Installation is complete, City has not raised any objections to the Artwork as installed, the Artwork will be deemed to have received Final Acceptance. If, within ten (10) business days from the day Artwork is complete and City are notified in writing that such Installation is complete, City raises any objections to the Artwork as installed stating that the Artwork or the Installation is defective and/or does not conform in some way to the terms as set forth in this Agreement, Artist will have a reasonable opportunity to cure any defects to the satisfaction of City. In such event, Final Acceptance shall not occur until Artist has cured all such defects to the satisfaction of the objecting Party(ies).

7. REPRESENTATIONS AND WARRANTIES.

a. Artist's Warranties. Artist warrants that:

i. Artist is the sole author of the Artwork, that Artist is the sole owner of any and all copyrights pertaining to the Artwork or has obtained the appropriate permissions and licenses to incorporate the works of others into the Artwork, and that Artist has the full power to enter into and execute this Agreement.

ii. The Artwork is unique and an edition of one (1) and that Artist will not execute or authorize another party to execute another work of the same or substantially similar design and dimension as the Artwork commissioned pursuant to this Agreement. Artist may create works that use or incorporate various individual art elements that comprise the Artwork, so long as the work using or incorporating such elements (1) does not consist predominantly of such elements (2) is not the same or substantially similar in image, design, dimensions, and materials as the Artwork, and (3) is not displayed in an environment that is the same or substantially similar to the environment in which the Artwork is to be displayed at the Site. Artist warrants that the Artwork does not infringe upon any copyright or rights of any person and is free and clear of any liens or disputes related to property, intellectual or any other rights

iii. The Artwork is fabricated in materials for which the safety and durability has been communicated to City and that the Artwork is designed, fabricated, and installed to last for the duration of the Term.

iv. The Artwork will be free of defects in workmanship and materials. In the event that any defects become apparent in the workmanship or materials within the first six (6) months after the Final Acceptance, Artist will remedy within a commercially reasonable timeframe any such defects at Artist's sole expense.

v. The Artwork will not pose a danger to public health or safety in view of the possibility of misuse, if such misuse in the manner that was reasonably foreseeable at any time during the term of this Agreement.

vi. General routine cleaning will maintain the Artwork within an acceptable standard of public display, taking into consideration foreseeable exposure to foot traffic and general wear and tear.

vii. No person has been employed or retained to solicit or secure this Agreement for commission, percentage, brokerage or contingent fee and that no member of the City has any interest, financially or otherwise in the Artist's business.

b. City's Warranties. City warrants that:

- i. The Site will be prepared for Installation as provided in this Agreement.
- ii. City will inform Artist of any and all requirements for Installation of the Artwork at the Site.

8. INTELLECTUAL PROPERTY OWNERSHIP.

a. General. Except as provided in this Agreement, Artist retains all copyrights and other intellectual property interests in the Artwork and in the Design, drawings, sketches, prototypes and other materials for the Artwork except ownership and possession and as otherwise provided in this Agreement. Artist may place a copyright notice on the Artwork and may, at Artist's option, register the copyright with the Library of Congress. Artist's copyright shall not extend to utilitarian aspects of the Artwork such as landscaping, furnishings, or other similar objects. The City and its assigns are not responsible for any third party infringement of Artist's copyright and for protecting the intellectual property rights of Artist. Any registration of a copyright under the State's Register of Copyrights shall be the sole responsibility of the Artist, and the costs of such registration shall be borne by the Artist.

b. Reproductions. Artist hereby grants to and licenses to City the exclusive right to make, and to authorize the making of, photographs and other two-dimensional reproductions of the Artwork for any City related purposes, including, but not limited to, educational, advertising, marketing, public relations, promotion, any documentation of the Artwork or other noncommercial purposes ("License"). This License shall begin as of the date of Final Acceptance and terminate five (5) years thereafter ("License Term"). The License does not include the right to create three-dimensional works or to reproduce the Artwork for merchandising purposes. Unless provided otherwise in this Agreement, any rights to reproduce the Artwork three-dimensionally or to merchandise the Artwork must be established pursuant to a separate agreement with the Artist. To the extent this provision constitutes a transfer of the right to reproduction, this Agreement is intended to be and shall be deemed to constitute the document in writing required by California Civil Code section 982(c). Reproductions by City are not required to contain a credit to Artist, nor any form of copyright notice. Artist is not required to give credit to City in any public showing under Artist's control or in reproductions of the Artwork.

9. CREDITS.

a. Label. A label, provided by Artist at Artist's expense, identifying only Artist, the title of the Artwork, and the year the Artwork was completed may be publicly displayed in the area adjacent to the Artwork on a plaque of reasonable dimensions approved by City.

b. Artist's Credit. Subject to the terms of this Agreement, City agrees that all formal references to the Artwork will credit the Artwork to Artist. In so doing, the City may use the Artist's name, likeness, and biographical information in connection with the display and print reproductions of the Artwork.

c. City's Credit. Artist agrees that all formal references to the Artwork will include the following credit line: "From the collection of 'The City of Signal Hill.'"

10. MAINTENANCE, REMOVAL, AND WAIVER.

a. City will be responsible for the routine inspection and maintenance of the Artwork at the Site until the Artwork is removed. Except for the two years following Final Acceptance of the Artwork, Artist shall have no right to enforce this obligation to maintain and inspect the Artwork as against City.

b. If the City reasonably determines that the Artwork is in such a state of disrepair so as to be an eyesore, or both, City may authorize the removal (including painting over) of the Artwork without prior approval of the

Artist and Artist hereby waives and releases any claim against the City for such removal. However, if such state of disrepair so as to be an eyesore occurs through no fault of Artist, Artist retains the right to disavow authorship of the Artwork with written notice to the City.

c. If the City reasonably determines that the Artwork is in a state of disrepair, the Artist, shall upon the City's request in writing, perform certain repairs to the Artwork as specified by the City, to restore the Artwork to its original condition, as determined by the City, regardless of the cause of the state of disrepair. However, Artist shall be solely responsible for performing restorative repairs, if the source of disrepair occurs through fault or neglect of the Artist. The Artist shall perform such repairs to restore the Artwork to its original condition, as determined by the City, subject to an agreed upon fee by the Parties.

d. If the City reasonably determines that the Artwork presents imminent harm or hazard to the public, the City may authorize the removal of the Artwork without the prior approval of the Artist and Artist hereby waives and releases any claim against the City for such removal. However, if such event occurs through no fault of Artist, Artist retains the right to disavow authorship of the Artwork with written notice to the City.

e. To the broadest extent allowed by law, Artist and Artist's agents, heirs, successors and assigns hereby waive all rights and claims they may have against the City, their elected officials, board of directors, employees, volunteers, and agents under the Visual Artists' Rights Act ("VARA"), the California Art Preservation Act ("CAPA") and any other local, State, Federal or international laws that convey rights of the same nature as those conveyed under the United States Code and California Civil Code or any other type of moral right protecting the integrity of works of art ("Moral Rights Laws") with respect to the Artwork (see Exhibit "C") and its display, removal from display, exhibition, installation, conservation, storage, alteration and any other activities conducted by the City, their elected officials, board of directors, employees, volunteers, agents, contractors, licensees, successors or assigns. As the Artwork is incorporated into a building such that it cannot be removed from the building without physical defacement, mutilation, alternation, distortion, destruction, or other modification (collectively, "Modification") of the Artwork, Artist waives any and all such claims under any Moral Rights Laws arising out of or against any current or future owners of the site, and its agents, officers and employees, for Modification of the Artwork. City has the absolute right to change, modify, destroy, remove, relocate, move, replace, transport, repair or restore the Artwork, in whole or in part, in City's sole discretion. City has no obligation to pursue claims against third parties for modifications or damage to the Artwork. However, City may pursue claims against third parties for modifications or damage or to restore the Artwork if the work has been modified without the City's authorization. In the event that the City pursues such a claim, it shall notify the Artist, and Artist shall cooperate with the City's efforts to prosecute such claims. This Subsection 10(e) of this Agreement is intended to replace and substitute for all such rights of the Artist.

f. As a material part of the waivers and releases made by this Section 10 of this Agreement, Artist acknowledges by initialing below that Artist has read and waives all rights and protections Artist would otherwise have but for this Section 10 and that are otherwise available to Artist under California Civil Code § 1542, which provides:

A GENERAL RELEASE DOES NOT EXTEND TO CLAIMS WHICH THE CREDITOR DOES NOT KNOW OR SUSPECT TO EXIST IN HIS OR HER FAVOR AT THE TIME OF EXECUTING THE RELEASE, WHICH IF KNOWN BY HIM OR HER MUST HAVE MATERIALLY AFFECTED HIS OR HER SETTLEMENT WITH THE DEBTOR.

Artist's Initials

g. The provisions of this Section 10 shall survive termination or expiration of this Agreement.

11. TRANSFER OF TITLE. Ownership of the Artwork will pass to City upon Final Acceptance.

12. INSURANCE. Artist agrees to carry for the duration of this Agreement and any extensions thereof, at Artist's expense, insurance in the kinds and amounts as listed below. The required insurance shall be the primary coverage and cover the Artist and Artist's employees, agents, contractors and subcontractors and the City's insurance will not contribute. Proof of such insurance shall be provided to the City prior to undertaking any work under this Agreement and contain a provision that the policy shall not be canceled or reduced in coverage without thirty (30) days written notice to the City. The Artist must provide proof of renewal or replacement for any policy(s) that expire during the term of the Agreement. Failure of Artist to maintain or provide proof of insurance shall be considered a breach of this Agreement and the City shall have the right to terminate this Agreement without any financial or contractual obligation and reserves the right to select another Artist to complete the Services. Artist shall submit to City, along with the certificate of insurance, a Waiver of Subrogation endorsement in favor of City, its officers, agents, employees, and volunteers.

a. General Liability: Commercial general liability with insurance at least as broad as Insurance Services Office for CG 00 01 with a combined single limit of no less than \$1,000,000 dollars per occurrence and \$2,000,000 general aggregate, written on a form acceptable to the City and including protection against claims arising from bodily and personal injury, including death resulting therefrom, broad form property damage, contractual liability and cross liability. If such insurance contains a general aggregate limit, such limit shall apply separately to each project Artist performs for City. Such insurance shall name the City, its appointed and elected officials and its employees as additional insured. The coverage shall not contain any special limitations on the scope of protection afforded the City. The policy must include contractual liability that has not been amended. Any endorsement restricting standard ISO "insured contract" language will not be accepted.

b. Should the Artist be a sole-proprietor and not subject to Labor Code requirement to maintain workers' compensation insurance. Concurrent with execution of this Agreement, Artist shall submit to the City an Exemption from Workers' Compensation form.

c. Artist shall maintain automobile insurance covering bodily injury and property damage for all activities of the artist arising out of or in connection with work to be performed under this Agreement, including coverage for any vehicle used in the performance of services under this agreement, in an amount not less than \$500,000 Per Each Occurrence for Bodily Injury Liability and not less than \$100,000 Property Damage Liability.

d. Worker's Compensation: Artist shall maintain Workers' Compensation Insurance in accordance with the statutory requirements of the State of California for all employees of the Artist, and Employer's Liability insurance (with limits of at least \$1,000,000).

13. TERMINATION. If a Party to this Agreement willfully or negligently fails to fulfill in a timely and proper manner or otherwise violates any of the covenants, agreements, or stipulations materials to this Agreement, another party shall have the right thereupon to terminate this Agreement by giving written notice to the defaulting Party of its intent to terminate and, specifically, the grounds for termination. The defaulting party shall have thirty (30) days after receipt of the notice to cure the default. If default is not cured, this Agreement shall terminate. In the event of City's default, City shall promptly compensate Artist for all Services performed by Artist prior to termination. In the event of Artist's default, all products prepared and submitted or prepared for submission by Artist under this Agreement shall at City's option become City's property; Artist shall not be relieved of liability to City for damages sustained by City by virtue of Artist's breach of this Agreement. In addition, the City shall retain the right to have the Artwork completed; however, the Artist shall retain the copyright in the Artwork to the extent it has become fixed in the applicable medium by the Artist allowing for completion of the Artwork by another party in the event of default, Artist is agreeing to share copyright in the completed work with the completing party.

14. INDEPENDENT CONTRACTOR. Artist is furnishing the Services as an independent contractor, and nothing in this Agreement creates any association, partnership or joint venture between the Parties or any employer-employee relationship with City.

15. INDEMNIFICATION. Artist shall indemnify, protect, defend and hold harmless the City, their, officials (elected and appointed), employees and agents from and against all liabilities, obligations, losses, damages, judgments, costs or expenses, including attorney's fees, court costs and other litigation costs (collectively "Loss") arising from, in connection with or caused by any personal injury or property damage caused, directly or indirectly, by any act or omission of Artist, or any infringement of patent copyright, trademark, trade secret or other proprietary right caused by Artist or Artist's employees, agents, contractors, or subcontractors, or in connection with the Artwork or this Agreement. The provisions of this Section 15 shall survive termination or expiration of this Agreement.
16. ASSIGNMENT. Artist will not assign, transfer or subcontract the creative and artistic portions of the Artwork to another party without the prior written consent of City.
17. NOTICES. All notice, submittals, requests, and reports required under this Agreement will be hand delivered or sent by certified mail (with copies via email as practicable) as follows:

For Artist: Greetings Tour Inc.
590 Douglas Street
Pasadena, CA 91104

For City: City of Signal Hill
2175 Cherry Ave.
Signal Hill, CA 90755

Notice is deemed to have been received either upon the date recipient signs the return certificate, or five (5) days after the notice is mailed to recipient, whichever is sooner. A change in the designation of the person or address to which submittal, requests, notices and reports will be delivered is effective when the other party has received notice of the change by certified mail. Because there may be situations following the completion of this Agreement pursuant to which City wish to notify Artist, it is Artist's responsibility to ensure that City has current contact information on file for Artist for at least ten (10) years following the Final Acceptance of the Artwork.

18. GOVERNING LAW; JURISDICTION. This Agreement and all matters pertaining thereto will be construed and enforced according to the laws of the State of California. Any litigation or other court proceeding shall take place in the state or federal courts located in the State of California, and the Parties will accept the exclusive jurisdiction of these courts. Venue shall be in the County of Los Angeles, California.
19. ATTORNEY FEES & COSTS. The prevailing Party in any action or proceeding concerning any claim arising from the breach of this Agreement shall be entitled to receive from the other Party all costs and expenses, including reasonable attorneys' fees, incurred by the prevailing Party in connection with such action or proceeding.
20. ENTIRE AGREEMENT. This Agreement constitutes the entire agreement between the Parties and supersedes all previous agreements in this matter. There are no other written or oral agreements, representations or understandings with respect to the subject matter of this Agreement. This Agreement and its terms may be amended, modified, or waived only by written agreement, signed by the Parties. The persons executing this Agreement on behalf of their respective Parties represent and warrant that they have the authority to do so under law and from their respective Parties.
21. EXECUTION OF AGREEMENT. This Agreement may be executed in any number of counterparts each of which when so executed shall be deemed to be an original and all of which taken together shall constitute one and the same agreement.

/SIGNATURES ON THE FOLLOWING PAGE/

**SIGNATURE PAGE FOR COMMISSION AND PROFESSIONAL SERVICES
AGREEMENT FOR THE DESIGN AND INSTALLATION OF ARTWORK IN
THE CITY SIGNAL HILL**

IN WITNESS WHEREOF, the Parties have executed this Agreement as of the date first written above.

CITY OF SIGNAL HILL

ARTIST

Approved By:

Carlo Tomaino
City Manager

By: _____

Printed Name: _____

Approved as to Form:

City Attorney

Attested By:

Daritza Perez
City Clerk

EXHIBIT A
REQUEST FOR QUALIFICATION

**CITY OF SIGNAL HILL
REQUEST FOR QUALIFICATIONS**

PROJECT TITLE AND LOCATION

Hillbrook Park Wall Mural Art Project

Location:

Hillbrook Park
1865 Temple Ave.
Signal Hill, CA 90755

Approximate Artwork Size: Height 4'-0" to 5'-0"; Width 40'-0"

Location of Art:

Option #1: Entirely on North Wall (one continuous mural)

Option #2: Partially on North Wall and Partially on West Wall (one continuous mural)

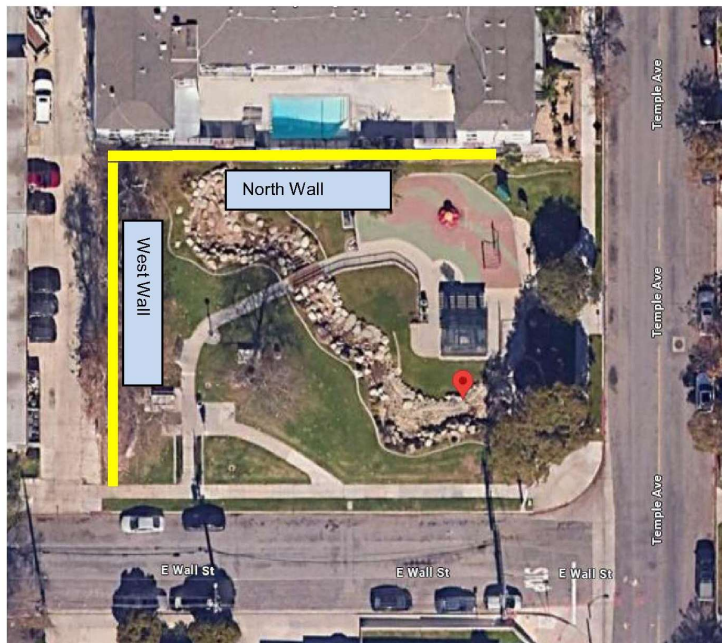


Figure 1 Hillbrook Park Location of Walls

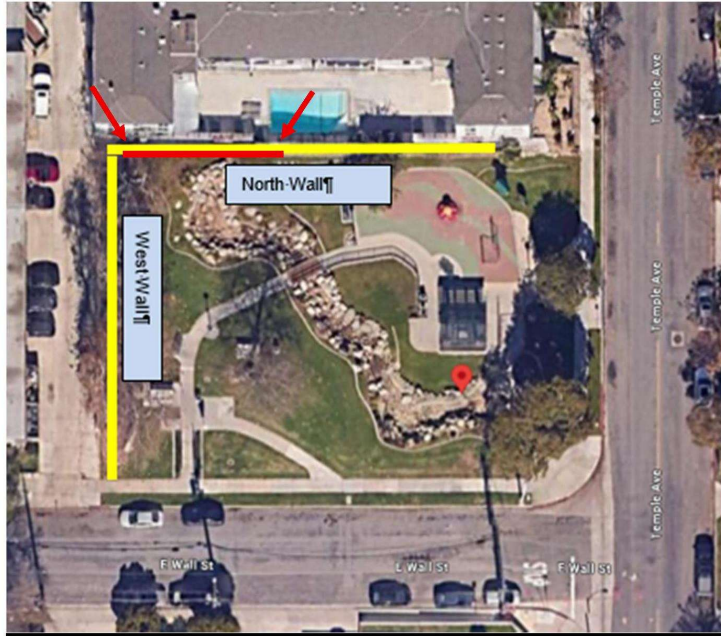


Figure 2 Option #1 Mural Location

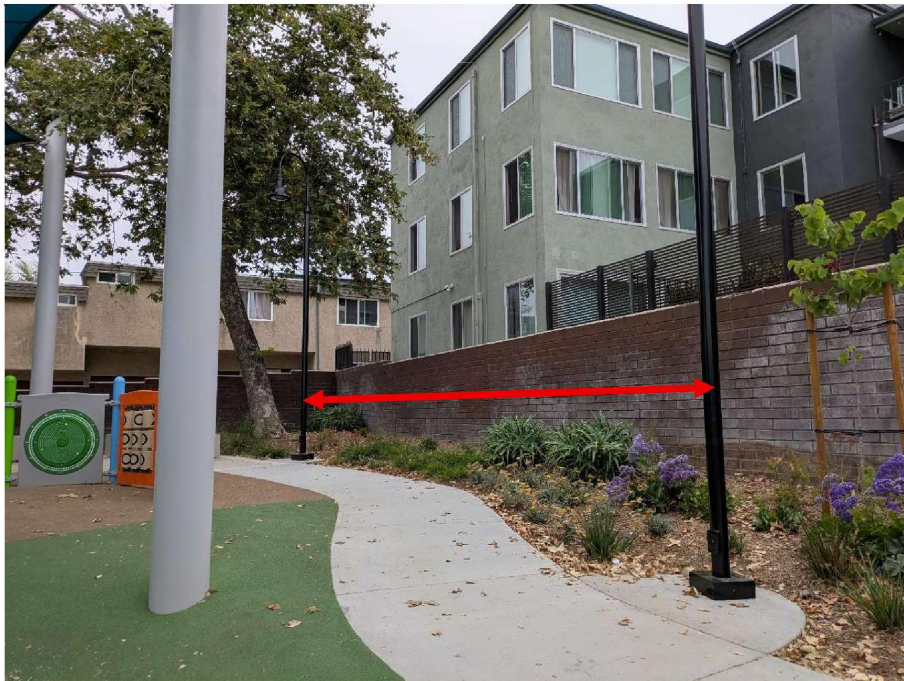


Figure 3 Option #1 Wall Photo

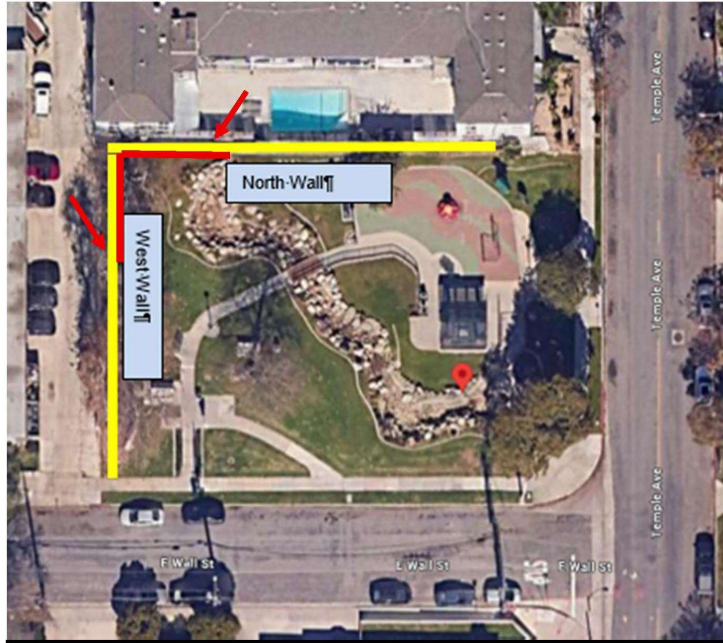


Figure 4 Option #2 Mural Location

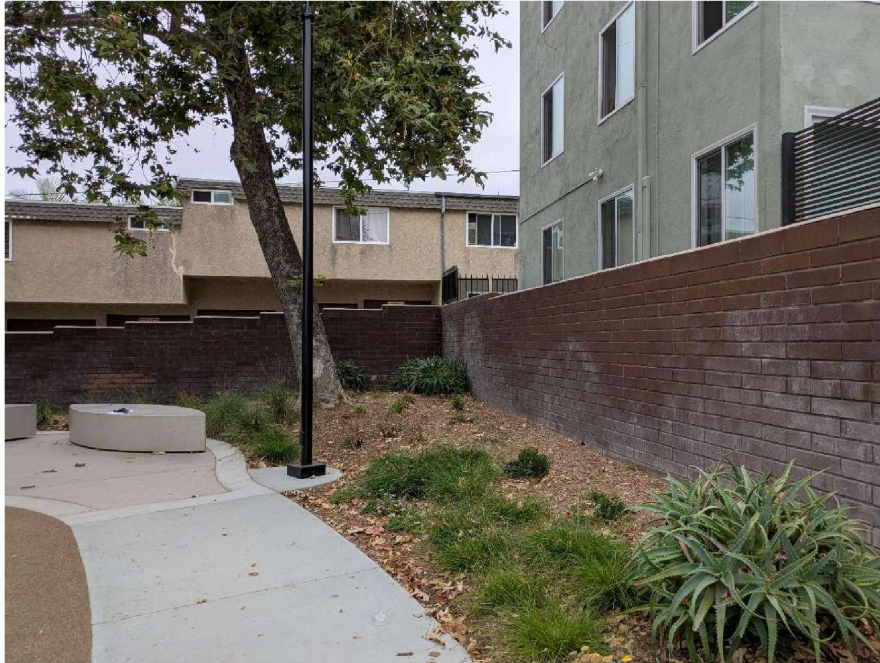


Figure 5 Option #2 Wall Photo

The artwork will be installed at Hillbrook Park either entirely on the north wall of the park (Figure 2) or on the north and west walls (Figure 3) as one continuous mural. With an approximate height of between 4'-0" and 5'-0", as well as a width of 40'-0". The artwork will be installed next to the newly installed park playground which is designed for children ages 5-12 years old. This neighborhood park is utilized frequently by community members of all ages.



Figure 6 Hillbrook Park (View Looking West)



Figure 7 Hillbrook Park (View Looking Northwest)



Figure 8 Hillbrook Park (View Looking Northwest)



Figure 9 Hillbrook Park (View Looking North/Northeast)



Figure 10 Hillbrook Park Playground (View Looking North)



Figure 11 Hillbrook Park Playground (View Looking North)

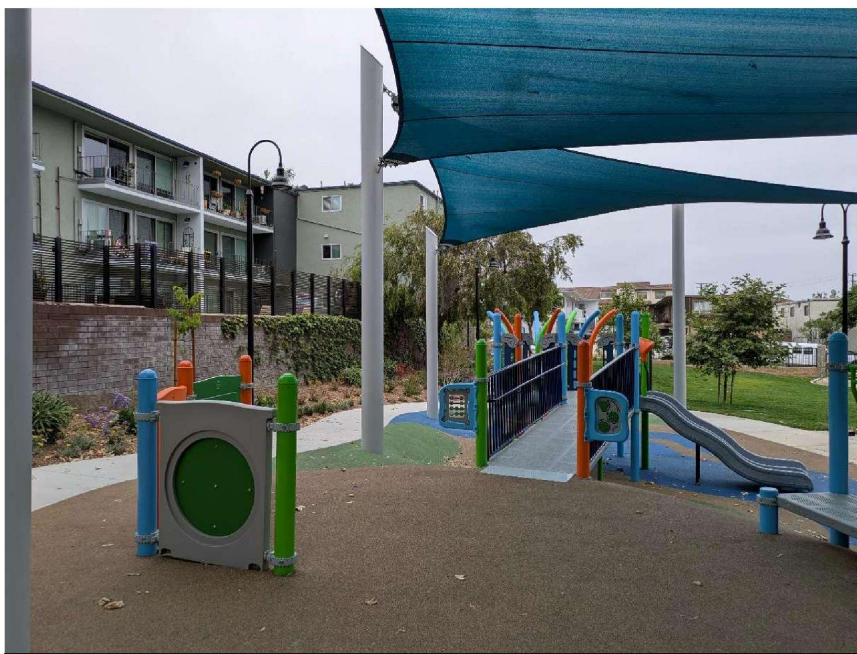


Figure 12 Hillbrook Park Playground (View Looking East)

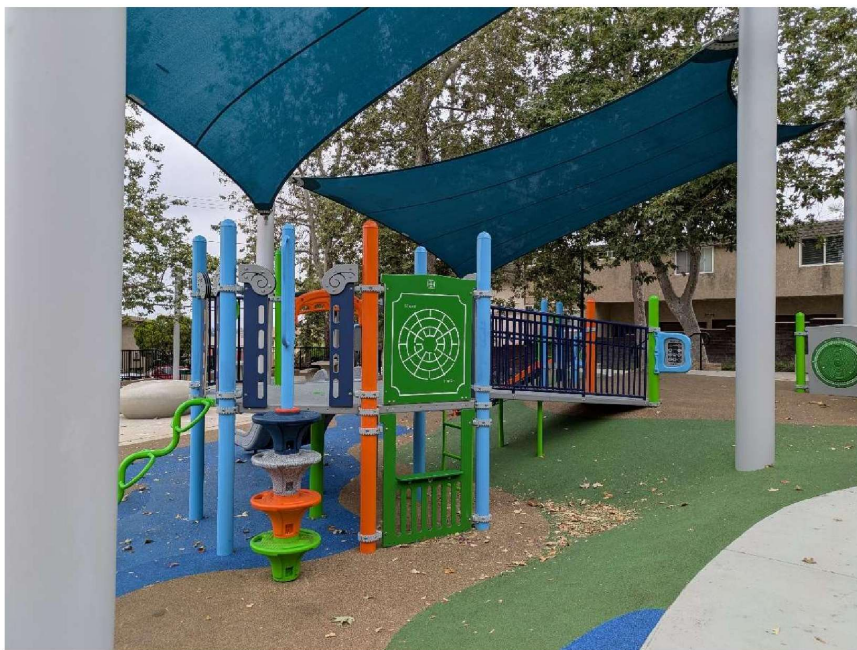


Figure 13 Hillbrook Park Playground (View Looking South/Southwest)



Figure 14 Hillbrook Park Playground (View Looking West/Southwest)

PURPOSE

The City of Signal Hill is seeking to commission an artist to create an original, two-dimensional, site-specific outdoor mural painting to be displayed on a brick wall at Hillbrook Park next to the playground. The artwork should be appropriate for public community spaces. Colors within the artwork must align with the playground, the images/designs must be family-friendly as determined by the reviewing committee and appropriate for all ages.

The artwork must be durable, low-maintenance, resistant to UV damage, graffiti resistant, and suitable for placement on city-owned property.

SUBMITTAL PROCESS

All interested artists will need to submit packages via the City's electronic bid system, PlanetBids,

Questions regarding the submission should be directed to Alyssa Christenson, Management Assistant, in writing to achristenson@cityofsignalhill.org by Wednesday, August 20, 2025 at 5:00 p.m.

REQUEST FOR QUALIFICATIONS HILLBROOK PARK MURAL ART PROJECT

OVERVIEW

The City of Signal Hill is issuing this Call for Artists (Request for Qualifications “RFQ”) to artists or artist teams for the design and painting of an outdoor wall mural which will need to be original, two-dimensional, durable, graffiti resistant, UV resistant, low-maintenance, and suitable for placement on city-owned property.

Completion of the project is expected to take place before the end of Spring 2026, subject to weather conditions. The City will work with the artist to set-up a specific timeline.

The reviewing committee will evaluate complete RFQ submittals and will select up to five (5) finalists to create proposed renderings for the Hillbrook Park Mural Art Project.

The deadline for the RFQ submissions is 5:00 p.m. Thursday, August 28, 2025.

PROJECT OBJECTIVE

This RFQ is intended to engage new or established artists/artist teams through an open qualification process. Colors within the artwork will need to align with the playground, the images/designs must be family-friendly and appropriate for all ages as determined by the reviewing committee.

The purpose of this project is to incorporate artwork that fosters a sense of community, as well as create visual pieces that become iconic and recognizable throughout the City. Another goal of this project is to highlight the City’s rich cultural diversity through art, and integrate the work of artists into public spaces.

The City desires that this art project should be a painted two-dimensional mural on an outdoor brick wall that must be able to tolerate weather conditions such as winds, rain and direct sunlight, as well as be resistant to graffiti. The finished dimension of the project is to be an approximate height of 4’-0” to 5’-0” x and width of 40’-0”. Exact specifications will be reviewed and provided to the selected artist once a final work is selected with an exact location along the wall. Artists are welcome to view the space in-person at their leisure during park hours.

There is no set theme. Generally, potential opportunities and considerations associated with the project may include:

- Foster a sense of beauty, multi-layered meaning, or have other compelling attributes;
- Be appropriate for a public space;
- Be durable, safe, and low maintenance; and
- Match the color aesthetic of the playground at Hillbrook Park

ELIGIBILITY

This opportunity is open to all professional artists/artist teams 18 years of age or older. The artists/artist team awarded the contract will be required to comply with the City of Signal Hill's insurance and liability requirements.

I. ARTIST'S RESPONSIBILITY

1. The artist will be responsible for the completion of all artwork as well as any additional work that may be required.
2. The design and artwork installation is subject to review and acceptance by the City, and must be revised by the artist without additional charge to the City until found satisfactory and accepted by City.

II. CITY'S RESPONSIBILITY

1. The City will attend design meetings and provide feedback and final approval.

III. SCHEDULE

RFQ Release	Friday, August 15, 2025
Written Comments Due	Wednesday, August 20 by 5:00 p.m.
Reply to Comments	Monday, August 25, 2025
Qualifications/Submission Packages Due	Thursday, August 28, by 5:00 p.m.
Review of Submittals	Mid-September 2025
Interviews of Selected Artists	End of September 2025
Finalists to submit proposals	Early October 2025
Anticipated Final Selection	October/November 2025
City Council - Award of Contract	November/December 2025
*All dates tentative and subject to change as necessary.	

IV. SUBMISSION TIME, PLACE AND FORMAT

Only electronic submissions via the City's bid system, PlanetBids, will be accepted. Any submission packages need to be submitted through PlanetBids and received no later than 5:00 p.m. on **Thursday, August 28, 2025.**

Submissions received after the date indicated in the RFQ Schedule will be rejected. The applicant is solely responsible for "on time" submission of their electronic package. The City will only consider submission packages that have been transmitted successfully.

A. Required materials include:

- Letter of Interest – Letter outlining artist desire to create this specific artwork, your goals should you be the artist selected to execute the project, a narrative explaining your ability to collaborate with the City if selected for this project, and a brief description of projects of similar scope and complexity artist successfully completed in the past.
- Resume - A professional resume, including name, address, city, state, zip code, home and mobile number, website (if available) and email address of the artist;
- Five (5) to 10 digital images of artist's previous work in JPG Format, 72 DPI, each no larger than 10" x 14" and no smaller than 8" x 10", and 1 MB or smaller, with each file numbered 01 through 10.
- Annotated Image List, in PDF format, corresponding to each of the images, including thumbnail image of artwork, artwork title, dimensions, media, year of completion, and a brief description of each image, commissioning and/or funding agency, project location, and total project amount.
- References – Provide list of at least three references from past and current clients within the last five years. Public sector clients are preferred, but not required. Please verify accuracy of contact information.

B. Work Schedule

- Completion of the project is expected to take place before the end of Spring 2026, subject to weather conditions. The City will work with the artist to set-up a specific timeline.

V. GENERAL TERMS AND CONDITIONS

- A. By submitting a package, applicants certify that such proposal constitutes their full and complete written response to the RFQ and evidences their acknowledgement that additional written material outside of such proposal shall not be considered by the City in connection with this RFQ, unless the City provides a written request that they submit additional written materials. Absent such written request, proposers are instructed to not submit to the City written or other materials outside of the proposal, either in a subsequent interview or otherwise. Incomplete applications will not be considered.
- B. Submission of a package does not constitute an offer to contract and does not guarantee any minimum amount of business.

- C. The package submitted in response to this RFQ may be incorporated as part of the selected artist's final contract.
- D. Insurance - applicant's submission packages and/or proposals that are selected for exhibition are subject to the City of Signal Hill's insurance requirements including general liability, auto insurance, and, if applicable, workers compensation.
- E. The cost of preparing any responses to the RFQ shall be borne by the applicant and shall not be reimbursed by the City.
- F. The City reserves the right to reject any or all submitted packets, waive any errors or omissions in any submissions received.
- G. Artists may withdraw their proposals, without prejudice, prior to the date and time specified for proposal submission, by sending a written request to Alyssa Christenson, Management Assistant at achristenson@cityofsignalhill.org. No proposal received after the closing date will be considered.
- H. The City also reserves the right to cancel and/or modify this RFQ at any time and/or to solicit and re-advertise other proposals.
- I. The City reserves the right to photograph, videotape, and distribute images of the artwork installation for noncommercial purposes. The City reserves the right to remove and/or relocate all artwork commissioned as a result of this RFQ.

VI. REPRESENTATION AND WARRANTIES

An applicant submitting a proposal warrants that:

- A. The artwork, and any part thereof, is original in concept, design, and execution. By applying, you represent and warrant that your artwork, is your original work, meaning that it was copied from another work, photograph, illustration (including a painting, graphic, or advertisement) or website. Any entry that violates the foregoing will not be accepted.
- B. Submitting a proposal in response to this RFQ guarantees the artwork does not contain copyright protected material that would require consent of any third party; it does not violate any copyright, trademark, publicity right, privacy right, or any other right of any third party, and that artist has all the rights necessary to submit the proposal and to assign the rights in the proposal.
- C. By submitting a proposal, artist agrees to release, forever discharge, indemnify, and hold the City, its affiliates, parents, subsidiaries, and divisions, and all of their officers, directors, employees, and agents harmless from any and all claims, demands, liabilities, losses, and damages of any kind arising in whole or in part, directly or indirectly, from artist's, artist's heirs,

representatives, executors, administrators or another person acting on artist's behalf or the behalf of artist's estate, participation in this RFQ.

- D. If selected by the City, the applicant shall grant the City a perpetual, royalty free, non-exclusive right to copy and make, and to authorize the making of, photographs and other reproductions of the artwork for any City related purposes, including, but not limited to, educational, advertising, marketing, public relations, promotion, and any documentation of the artwork or other noncommercial purposes. Reproductions by City are not required to contain a credit to artist, nor any form of copyright notice. Artist is not required to give credit to City in any public showing under artist's control or in reproductions of the artwork.
- E. You further agree that the City shall have the right, but not the obligation, to use your name and/or photograph for the same purposes.
- F. Artist shall retain all copyrights and other intellectual property interests in the artwork, drawings, sketches, prototypes and other materials for the artwork except ownership and possession and as otherwise provided in the agreement to be executed with the City.
- G. The City and its assigns are not responsible for any third party infringement of artist's copyright and for protecting the intellectual property rights of artist. Any registration of a copyright under the State's Register of Copyrights shall be the sole responsibility of the artist, and the costs of such registration shall be borne by the artist.
- H. The artist has obtained written consent from all individuals whose image or likeness appears in the artwork, and that they have obtained the necessary rights, licenses, consents, and permissions to use all material, including but not limited to, images, text and other content in the proposal. Artist further affirms that they are prepared to provide reliable documentation of any and all such consents, licenses, etc., upon request. Failure to obtain such rights, license consents, and permissions may result in the disqualification of the proposal at the City's sole and absolute discretion.
- I. Because artwork will be displayed on City property it is vital that there is no risk that the artwork tarnishes the City's reputation or gives the appearance that the City endorses particular views. In furtherance of this discreet and limited objective, the City retains strict control over the nature of the artwork accepted under the Program. Entry shall not contain obscenity, explicit sexual material, nudity, vulgarity, profanity, graphic violence, calls or incitement to violence, or commercial advertising.

VII. PROJECT CONTACTS

Questions concerning this project or Request for Proposal shall be directed in writing to Alyssa Christenson, Management Assistant,

achristenson@cityofsignalhill.org by 5:00 p.m. on Wednesday, August 20, 2025.

VIII. SELECTION OF ARTIST/ARTIST TEAM FINALISTS

Artists are being solicited through open call and by invitation. The reviewing committee will evaluate submissions and will identify up to five finalists who will design a rendering for the Hillbrook Park Wall Mural Art Project. From those finalists the Committee will seek to make a recommendation to the City Council for award of contract for one artist.

The artist proposals will be scored using the criteria shown in the table below:

CRITERIA	POINTS
Artistic Skill and Aesthetics: Previous artwork projects must demonstrate artistic excellence, a high aesthetic quality, as well as demonstrate creativity and original concepts.	15
Artist Experience: Artist/Artist Team must demonstrate experience with past works, if applicable please demonstrate large-scale public art projects.	10
Contextual Relevance: Previous artwork projects must demonstrate the artist/artist team's ability to design artwork that is relevant to the respective location and demographics of the immediate community.	15
Durability: Artworks must be comprised of durable and safe materials than can withstand long-term exposure in an outdoor environment, be resistant to vandalism, and mindful of maintenance requirements.	15
Technical Practicality: Examples of previous artwork should demonstrate the artist/artist team's technical skill as it relates to the physical attributes of the site and structure's unique characteristics.	15
Prior Work Portfolio: Quality of portfolio as it relates to this public art project. Five (5) to 10 images of your relevant work.	15
Letter of Interest: Explain your artistic practice, background, process, and goals as it would relate to this project.	5
References/recommendations: Provide three (3) professional references that positively attest to the artist's ability.	10
TOTAL	100

Based on this criterion, up to five (5) finalists may be selected for interviews with the reviewing committee. A stipend of up to \$1,000 will be issued to each finalist selected to create a proposed rendering of the outdoor wall mural for Hillbrook Park. The Committee will then decide if they would like to move forward with any one artist and would recommend that artist to City Council for consideration.

The selected artist will be required to enter into an agreement with the City of Signal Hill for the agreed-upon service. Upon selection, the artist and City will finalize the scope of work, time schedule, and fee.

Please note, the reviewing committee may decide not to select from the short list of finalists if the final submitted packets are not deemed within the City's vision for this project. The City retains the right to reject any late or incomplete submissions, and all submitted packages for whatever reason.

IX. FUTURE RFP PROCESS

A. Preliminary Scope of Services:

The preliminary scope of services is the minimum scope of services intended to be performed on the project. Each artist submitting a package should consider the project scope, and demonstrate their understanding and experience in the completion of similar services. It is anticipated that the City and selected artist will work together to craft a more defined and final scope of services.

B. Artists Selected for RFP Process:

The reviewing committee will evaluate all submitted packages and subsequently determine up to five finalists. A stipend up to \$1,000 will be issued to each finalist to create a proposed rendering of the outdoor wall mural for Hillbrook Park. The Committee will then decide if they would like to move forward with one artist and recommend that artist to City Council for consideration.

If selected as a Finalist the artist/artist team will be responsible for the following:

A. Create a visual proposal for the Hillbrook Park Wall Mural, including:

- A visual rendering of the proposed artwork which should be detailed and include color concepts as it relates to the design of the mural. The images can be hand drawn or a computer-generated simulation.

B. Narrative relating to the proposed artwork, including:

- Proposed artwork title
- Brief description of concept and inspirations for the artwork
- Color palette
- Materials description and product cut sheets
- List of tools and equipment to be used (including storage if required)
- Maintenance plan

C. Proposed project budget including:

18

- Artist(s) Design Fees including concept refinement and construction coordination
 - Materials and Tools
 - Equipment Rentals (if any)
 - Site Preparation and Installation
 - Site Clean-up
 - Travel (if any)
 - Insurance
 - Ongoing Maintenance Costs
- D. Proposed project schedule including:
- Design coordination and artwork finalization
 - Installation schedule – hours per day, number of days, interim days (if any for drying time or other similar breaks in on-site installation time).
- E. Meet with members of reviewing committee to examine the artwork design and other items including :
- Provide explanation of artwork, and why the concept is being proposed.
 - Discuss what the Committee would like to add to current ideas and what they would like removed.
 - Discuss the materials proposed for use.
 - Discuss proposed project timeline for implementation.
- F. Incorporate any final feedback and present final concept to reviewing committee and City staff for approval.
- G. Present final concept drawing before the City Council prior to installation.
- H. Install art piece during agreed upon times, with a timeline that has art ready for implementation during the hours of 8:00 AM – 5:00 PM Monday through Friday.

EXHIBIT B
ARTIST PROPOSAL

Greetings Tour Inc.
Mural Painting Contractor
C-33 License #1138334

VICTOR VING

HILLBROOK PARK MURAL DESIGN FEEDBACK/REVISION

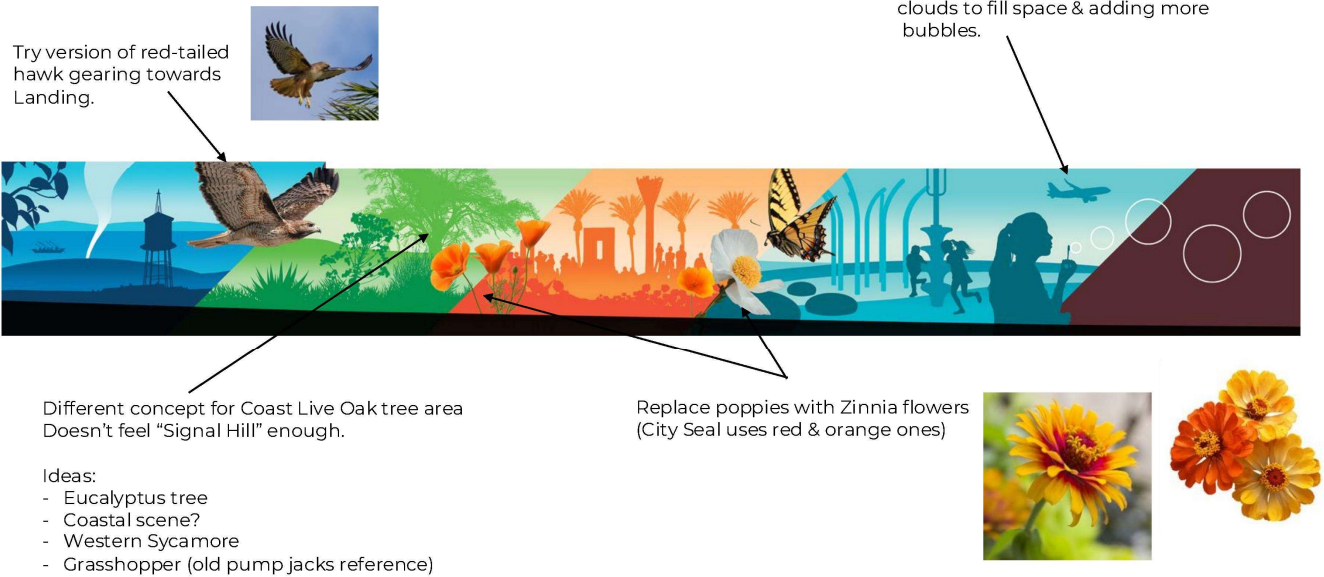
11/30/2025

MOCK-UP

*Adding words (TBD) within bubbles...



FEEDBACK RECAP




WORDS IN BUBBLES

Trying a different font? Any references?

Words will be provided.

*Limiting to 3-4 bubbles max within budget

Font ideas:

- A. **FONT**
- B. **FONT**
- C. **FONT** 
- D. **FONT**
- E. **FONT**

Personally, I feel **B makes the most sense as a bubble. Also, I can play with text orientation based on the # of letters so there's less negative space.*



UPDATED PROJECT SCHEDULE

- 12/17** – Present revised artwork to committee (in-person)
- 12/19** – Provide final comments & finalize design
- 12/22** – (Ideally before Christmas) receive final approval
- 12/29-1/9** – Offsite pre-production work (pounce, supply order, etc.)
- 1/14-1/17** - Wall prep (wash, prime, consolidant, etc.)
- 1/19-1/26** – Mural painting (with 2 assistants) **weather dependent*
- 1/29 (TBD)** – UV consolidant, anti-graffiti coating (done 3 days after completion)

**On-site workdays from 8-5pm and weather dependent*

MURAL REVISION - A

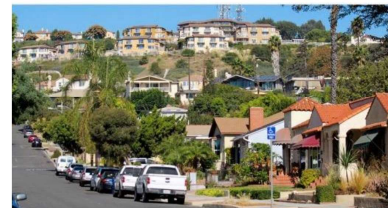
Abstract clouds references the fog when rolling in from the ocean. Signal Hill has access to unique views when above the fog layer in surrounding areas.

Having some of the clouds go beyond the border
Helps soften the edges against the brick.



Paying tribute to the residential side of Signal Hill with the houses on the hill. This wouldn't really flow with the original "nature" concept for the green area except there's enough nature throughout the piece already!

A snippet of the antennas illustrates the modern-day use of the hill for "signals"



MURAL REVISION - B

Mix of Zinnia (right) and California Poppies (left)



Alternate concept: An aerial abstract topographical map of Signal Hill. This also plays into some of the organic shapes found within the park.



EMAIL

greetingstour@gmail.com

WEBSITE

greetingstour.com

PHONE

718-350-7671

SOCIAL

@greetingstour



EXHIBIT C

6

MURAL REVISION - A

Abstract clouds references the fog when rolling in from the ocean. Signal Hill has access to unique views when above the fog layer in surrounding areas.

Having some of the clouds go beyond the border
Helps softens the edges against the brick.



Paying tribute to the residential side of Signal Hill with the houses on the hill. This wouldn't really flow with the original "nature" concept for the green area except there's enough nature throughout the piece already!

A snippet of the antennas illustrates the modern-day use of the hill for "signals"





CITY OF SIGNAL HILL

STAFF REPORT

2175 Cherry Avenue • Signal
Hill, California 90755-3799

1/13/2026

AGENDA ITEM

**TO: HONORABLE MAYOR
AND MEMBERS OF THE CITY COUNCIL**

**FROM: CARLO TOMAINO
CITY MANAGER**

**BY: CARLOS LUIS
ACTING COMMUNITY DEVELOPMENT DIRECTOR**

**SUSANA MARTINEZ
ASSOCIATE PLANNER**

SUBJECT: FARMERS MARKET RESEARCH UPDATE

Summary:

On May 27, 2025, the City Council directed staff to research the requirements to establish a potential farmers' market in Signal Hill. Staff researched, compiled information, and prepared an overview of three operational models including a City operated market, a market on public property, and a market on private property. Staff identified a total of five existing farmers' markets within a 3.1-mile radius of the City. Staff also considered the potential costs associated with various operational models along with the level of financial participation and resource constraints on the City. Based on the analysis conducted thus far, staff recommends a privately operated model, as it has the least financial and staff impact on the City while having the potential to attract new consumers to local shopping centers in Signal Hill. The City Council could request that the Sustainable City Committee initiate the process of discussing a private market with a local operator and work with the local business community to identify a suitable location.

Strategic Plan Goal(s):

Goal No. 1: Financial Stability: Ensure the City's long-term financial stability and resilience.

Goal No. 3: Economic & Downtown Development: Improve the local economy, support local businesses, and create a vibrant downtown core.

Goal No. 5: High-Functioning Government: Strengthen internal communication, recruitment, retention, systems, and processes to increase the effectiveness and efficiency of City services.

Recommendation:

Provide staff with direction, as desired.

Fiscal Impact:

There is minimal fiscal impact associated with the recommended action; any one-time or ongoing fiscal impact would be determined by the City Council's direction and incorporated into the budget as appropriate.

Background:

In the mid-1990s, the City hosted a privately operated weekly farmers' market that remained active for approximately one year. According to information gathered through conversations with former City staff, the market included seven to ten vendors that offered a range of locally produced goods. The City initially authorized the operation through a Temporary Use Permit; subsequently, the operator requested to incorporate the farmers' market into the site's Conditional Use Permit to formalize the activity and provide a clearer regulatory framework for continued operation. Although the market ultimately concluded after its first year, its operational history offers valuable insight into the permitting process, vendor participation levels, and community interest, and provides useful context if the City considers supporting similar market opportunities in the future.

The Sustainable City Committee (SCC) initially discussed the concept of a farmers' market at its meeting of February 2021, and again more recently in May 2025. The discussion was centered on providing residents with sustainable locally grown food. In addition, farmers' markets were seen as additional food purchasing options for the community. Through these discussions, the SCC formed a subcommittee to further research the topic and presented this information to the entire SCC. The SCC subcommittee includes two City Council Representatives, Council Member Robert Copeland, and Council Member Lori Woods.

At the May 13, 2025, City Council Meeting, Council Member Woods made a motion, and seconded by Mayor Jones, to further discuss the potential of a farmers' market. The City Manager added this initial discussion item to the May 27, 2025, agenda, for City Council discussion. The City Council discussed possible locations, potential market saturation, and estimated costs. The City Council referenced the City's previous farmers market as a basis for additional research. The City Council directed staff to conduct more research regarding the opportunity for a farmers' market and provide an updated report at a later date.

Analysis:

Establishing a farmers' market requires comprehensive research and planning to ensure the market meets community needs, attracts vendors, and operates sustainably. According to the "Starting a New Farmers Market" guide, prepared by University of California Small Farm Center, startup activities for the farmers market include articulating a vision and forming a core group of partners to assessing the feasibility of the market (Attachment A). Gathering key information and framework

development is critical to starting a farmers' market, including assessing the need, feasibility, and impact in the community. The section below highlights staff's efforts to conduct initial research including the management of a farmers' market, evaluating certified and non-certified markets, site selection criteria, and discussing three operating models for further consideration by the City Council.

Vendors and Management

A market manager generally oversees the day-to-day operations of the farmers' market and manages vendor relations. The market manager coordinates with State, County, and Local agencies to obtain required licenses and permits, ensuring ongoing regulatory compliance. Market managers are responsible for recruiting and onboarding vendors, monitoring product diversity, addressing vendor concerns, and enforcing the market rules. A capable manager from the start can establish a clear system, build vendor relationships, and lay the foundation for a successful sustainable market. The structure of the market's management will vary on the operational model selected.

Certified and Non-Certified Markets

The California Department of Food and Agriculture (CDFA) regulates Certified Farmers' Markets (CFMs) to ensure product integrity, transparency, and support for local agriculture. CFMs are authorized under Title 3, California Code of Regulations (CCR) Section 1392. Both the CDFA and the Los Angeles County Agricultural Commissioner inspect and certify markets and producers. Farmers must obtain a Certified Producer's Certificate (CPC), which lists the California-grown products they intend to sell. The Agricultural Commissioner verifies that each producer grows the crops listed on their CPC, and market managers check documentation at the market to enforce compliance.

According to the CDFA regulations, certified farmers may only sell products they personally grow in California. Certified markets benefit small farmers by creating a farmer-to-consumer pipeline, increasing profit margins. For these reasons, establishing a certified market is often more favorable, as it ensures that products are locally grown, sourced within California, and fully traceable. Non-certified markets operate outside the CDFA certification process. Vendors sell various goods, including crafts, imported foods, baked goods, or resold produce. Unlike certified markets, non-certified markets do not require vendors to grow their own products or to source them within California.

Market Viability

Staff conducted a preliminary review of local farmers' markets and identified five markets within 3.1-miles from City Hall, with the nearest farmers' market being located within 2.0 miles (Attachment B). The products offered by each market range from produce, nuts, herbs, prepared foods, artisan crafts, and other specialty items. According to the California Farmers' Markets Association (CMFA), a farmers' market should have access to a minimum of 30,000 households within three miles for a market offering 25 to 55 vendors. The CMFA recommends establishing a market at 'a good neighbor distance' from any nearby farmers markets but does not specify measurement. According to the United States Census Bureau the City has approximately 4,676 households.

Based on criteria from the CMFA, there appears to be a high concentration of existing markets within the area; therefore, the need for a farmers' market may be conceivably met by the existing markets that serve the broader area. Oversaturation is important to evaluate given that when a market cannot

be supported by the surrounding population, it will compete with established markets which may diminish its long-term viability. To further assess demand for a farmers' market in Signal Hill, the City would need to conduct a more formal feasibility study to evaluate location, schedule, vendor mix, required infrastructure, community feedback, and funding models. The cost of a feasibility study could range up to \$50,000 depending on the complexity and level of analysis requested.

Location and Site Criteria

Farmers' markets require locations and sites that provide centrality, market visibility, attendance, parking, and operational efficiency. Other factors to consider include whether the location would be used on a temporary or permanent basis. A temporary location could be a way of assessing the success of the market and work by contracting a site for a predetermined period, usually one year, to determine if the location is suitable for long-term use. Farmer's markets can operate on both publicly owned and private property. Factors to consider for markets on City owned property include staff time and City resources. In either case of a public or private farmer's market, the site operator needs to consider capacity, and site needs as described below.

Operational efficiency is key for site selection, including ensuring the site would accommodate all vendors and their merchandise. Standard farmers' market booths are typically 10 feet by 10 feet, though some vendors may require larger combined spaces, while others may need smaller 6-by-6-foot booths. As such, the site must be able to support these varying booth sizes, with 10-by-10 feet as the baseline. In addition to providing space for vendors' products, the location of booths should allow for vendors to load and unload their merchandise and goods. The goal with the set-up logistics is to minimize setup time and allow for the safe transport of goods without disrupting surrounding traffic and causing congestion. The proposed site should have the necessary infrastructure, including water access for produce cleaning and handwashing stations, restrooms for vendors and patrons, electricity for refrigeration and vendor equipment.

Public transit accessibility and sufficient parking for patrons are important for site consideration. The City does not have specific parking standards for farmers' markets; however, the County of Los Angeles (County) has set a minimum parking standard. The County parking standards require one parking space for each vendor plus one parking space for each vendor stall. The City could allow for a reduction in parking if the market is within half a mile of transit. The City would also need to consider parking requirements along with other standards when establishing a farmers' market to ensure a potential site does not create challenges for patrons or nearby businesses or residences.

Coordination with the Signal Hill Police and Public Works Departments and the Los Angeles County Fire Department would be required for safety. Staff confirmed with the Signal Hill Police Department that a minimum of 20-50 feet of space is required at street intersection and vendor access points to install safety barriers, such as K-Rails; installation of these barriers would prevent vehicle intrusions. In addition, the market would need to provide a 20-foot fire lane for access, providing sufficient access for pedestrian traffic and fire access in the event of an emergency.

The SCC Subcommittee conceptually discussed potential public locations including Jessie Nelson Circle. Jessie Nelson Circle measures approximately 410 linear feet, with a street width of about 30 feet and a wider area in the cul-de-sac. Based on booth sizes, minimum emergency access, and pedestrian entrance requirements, Jessie Nelson Circle could potentially accommodate 28 to 30 vendors. The SCC subcommittee also discussed potential market days including a market on

Sunday. Additional considerations include the frequency, day of the week, access to restrooms, and accommodation for accessibility. As noted below, staff's preliminary research indicates that a farmer's market on City property would require substantial resources from Public Works and the Library, Parks, and Recreation Department.

Alternatively, private property must be able to accommodate space for farmer's market vendors, vendor and attendee parking, as well as parking for existing businesses. Utilizing private property would require discussions with and permission from the property owner. The City would be interested in evaluating the potential impacts to existing uses on private property, including parking and site circulation. If a market operator desired to establish and operate on private property, the City would review each on a case-by-case basis and involvement would be limited to permitting and regulations for safety.

Farmer's Market Models

Staff evaluated three different operational models discussed below. The first model is the City-Operated (Public) Model, where the City assumes full responsibility for the administration, planning, and operational costs of the market. The second model is the Public-Private Partnership Model, where the City partners with a non-profit or private operator to manage the day-to-day operations. Under this model, the City supports the market through contributions, partial funding, or the use of City-owned land and services. The third is the Privately Operated Farmers' Market, where the City supports the farmers' market through permitting on private property. There are various considerations associated with each model.

City-Operated Market

In the City-Operated model, the City assumes full responsibility for planning, managing, and operating the farmers' market. City staff coordinates every aspect of the market, including site preparation, vendor recruitment, scheduling, on-site logistics, promotions, and ensuring compliance with federal, state, and local laws, including health code regulations. To successfully manage the market, the City would need to designate a department to manage and collaborate with other City departments to support the planning, set up, and ongoing operation of the market. This model provides the most oversight and accountability for the City, by directing programming, such as selecting vendors, and would require additional staff hours outside of the current budgeted allocation to allow for thorough review, research, preparation, and time to successfully launch and maintain operations.

A farmers' market coordinator would remain onsite during each market, and staff would assign a point of contact to manage day-of operations and resolve troubleshooting needs. For a monthly weekend farmers' market with thirty vendors, staff estimates a first-year operating cost of \$150,000 to \$200,000 for a City-operated market. This range reflects the cost of creating new positions, allocating staff hours, obtaining permits from outside agencies, and purchasing one-time equipment such as a trailer, a three-compartment sink, electrical infrastructure, and other necessary market supplies. After the first year, staff projects an ongoing annual cost of \$100,000 to \$150,000. Start-up and annual costs would vary depending on the size, location, and equipment requirements of the market.

The success of a City Operated Farmers' Markets requires a coordinated effort across multiple City services. The Public Works Department would be essential for site preparation, including cleaning,

setting up infrastructure (tents, tables, and waste disposal), as well as ensuring the overall accessibility of the market site. The Parks, Recreation, and Library Services would also play a role in coordinating use of public space and would need to assist with community engagement and programming. The Police Department would oversee public safety, including crowd control, traffic management, and ensure the market complies with local safety standards. Community Development would assist with review of application permitting and ensuring that all structures comply with the California Building Code. Finally, the Economic Development Division may assist with marketing efforts, identifying sponsorships, and working to attract vendors that align with the City's Vision for the market.

Other agency requirements/approvals would include the Los Angeles County Department of Health, which would inspect food vendors to ensure compliance with health and safety regulations, including food handling and sanitation. The Los Angeles County Fire Department would review fire safety plans and ensure emergency access, especially if cooking or food preparation is taking place on-site. This model would have the most impact on the City financially, given the amount of staff time necessary to operate a farmers' market. Staff does not recommend the City take on the amount of ongoing cost of potential liability associated with this model.

Public-Private Partnership

In a Public-Private Partnership Model, the City would provide essential infrastructure such as location, permits, and other resources (i.e. restrooms and street closures). The private operator would handle the day-to-day operations, including vendor recruitment, marketing, and event management. Public-Private markets typically attract a wider range of vendors due to moderate vendor fees, which are generally higher than those in public markets but lower than those in fully private markets. Similar to a City Operated Farmers' Market model, a public-private farmers' market model would continue to rely on coordinated efforts across multiple City departments. City staff would remain responsible for key functions such as site preparation, public safety, street closures, traffic control, permitting, and community engagement.

Representatives from a local operator presented at two SCC meetings, where they discussed details such as location, parking, market operating hours, and required resources. The operator initially quoted a \$56,000 City contribution to cover the startup costs; however, the operator indicated it would provide staffing for setup, takedown, and during market hours, utilizing its own team to manage tasks such as assembling bathrooms and running the event. Additionally, the operator would take on liability insurance for the market. The operator would require the City's support to provide public bathrooms. The approximate annual cost to the City potentially could be up to \$50,000 annually given that there would still be costs related to Public Works and Library Service hours related to the reoccurring activities.

Privately Operated Market

Privately operated farmers' markets are managed by individuals, businesses, or nonprofit organizations that bring entrepreneurial expertise and a strong focus on financial sustainability in a privately owned location. For example, a market operator may enter into an agreement with the owner of a large shopping center to setup the market. The shopping center owner and the market operator would present a shared proposal to the City to establish operating standards that include site plan, days and hours of operation, and addressing the site's parking requirements usually

through a temporary use permit and reduces the need for the City to engage its resources or create potential exposure for the market activity. This model is also market driven and would most likely produce a market that is financially sustainable. Another advantage of this model is that the market could generate new consumer traffic for the shopping center and attract more business to the area.

There are other advantages to this model in that private operators provide flexible management practices allowing the market to respond to changing vendors, consumer, and industry trends. This flexible management allows for timely decisions regarding vendor selection, hours of operation, branding, layout, and programming, resulting in a customer focused market. Furthermore, private markets can invest more into marketing and special events to elevate the market experience and attract consumers at a regional level. Private markets have the ability to secure sponsorships, pursue partnerships, and seek funding opportunities to strengthen the market's financial position.

A private model provides operational efficiency by assuming responsibility for vendor coordination, fee collection, logistical planning, and on-site management. The private market manager would follow CFMA's certification requirements, food handling regulations, and safety requirements ensure that markets operate consistently. The City can maintain regulatory oversight of privately operated farmers' market by establishing specific standards within the municipal code. Staff would explore developing standards that address vendor eligibility, permitted hours of operation, market layout, waste management, safety protocols, on-site staffing expectations, and location minimums. As result, a private operator can provide a high quality, financially sustainable market that advances community priorities without placing additional operational responsibilities on the City.

Conclusion

While farmers' markets provide some benefits for the community, several key considerations must be addressed. Initially, the City would need to better understand the potential saturation in the current environment for farmers' markets. Similar to any other business operation, an oversaturated market could yield an underperforming asset that may require further public subsidy that would otherwise not succeed through its own economic initiative. The market would also compete with established regional markets for both customers and vendors, which may impact attendance and sales in the initial years. As noted previously, there are currently other markets within a short radius of Signal Hill, which could largely satisfy current demand. Table 1 below provides a comparison of the farmer's market operational models during its initial year.

TABLE 1

Model Comparison Summary			
Model	City Role	Estimated Cost to City	Level of Control
City Operated	High	\$150,000 to \$200,000 \$100,000 to \$150,000	Full
Public-Private Partnership	Moderate	\$50,000/annually	Shared
Privately Owned	Low	Minimal (Permitting)	Limited

As noted above, startup costs and annual operating expenses can be significant, particularly if the

City is fully responsible for management and expenses. Recruiting and retaining a diverse group of vendors requires ongoing oversight, as vendors must comply with licensing and permitting requirements. Logistical challenges include securing an appropriate site, ensuring adequate parking and accessibility, and addressing impacts on surrounding neighborhoods such as traffic and noise. Ongoing staffing and marketing would be essential to build and maintain patron engagement. Finally, long-term viability requires consistent monitoring, adaptation, and community support, as farmers' markets evolve with customer demand and economic conditions to succeed.

Staff also examined the ownership and management models, such as creating a public, private, or public-private partnership to determine the approach that best balances City oversight, operational efficiency, and financial sustainability for both the startup of the market and annual establishment. Given this information, should the City Council direct staff to pursue a farmers' market, the privately operated model would have the least financial and staff impact on the City. Staff would recommend the City Council task the SCC with identifying a potential operator for a market on private property and work with one of the local shopping centers to establish a pilot-market under a temporary permit.

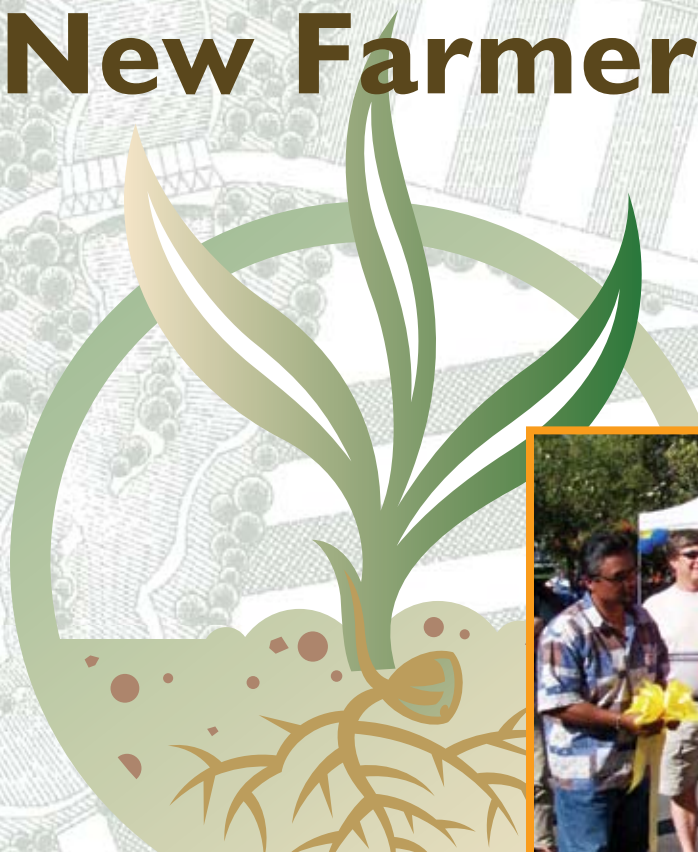
Reviewed for Fiscal Impact:

Siamlu Cox

Attachment(s):

- A. "Starting a New Farmers Market" guide prepared by UC Small Farm Center
- B. Farmers' Markets Comparison Map

Starting a New Farmers Market



Desmond Jolly, Editor

The Farmers Market Management Series • Volume 1

Starting a New Farmers Market

Series Editor and Project Developer

Desmond Jolly

Director, UC Small Farm Center and Series Editor

Extension Economist, University of California Dept. of Agricultural and Resource Economics

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Management Agency.

An Introduction to Farmers Markets

This chapter will enable you to:

- ▶ Understand the history of farmers markets and their past and present roles in communities.
- ▶ Be aware of the ways farmers markets can benefit consumers, farmers, and communities.
- ▶ Begin thinking about the kind of farmers market you want for your community.

Farmers Markets and Communities—Past and Present

Trading and food markets are probably as old as agriculture itself, likely developing in ancient Mesopotamian and Nile Valley civilizations. As soon as communities of people moved away from subsistence farming and began specializing in agriculture and engaging in trade, the marketplace became an essential feature of community life. In the United States, Governor John Winthrop of Boston established the first recorded market in the English colonies in 1634 and President Thomas Jefferson is reported to have attended a market in Georgetown in 1806 to buy beef, eggs, and assorted vegetables. Like most other people of his time, he relied on farmers markets for his daily supply of fresh food.

Farmers markets reached their peak of popularity in the nineteenth century before beginning a decline that continued through much of the twentieth century. After World War II, the

development of suburbia and the ascendancy of supermarkets, chain stores, and convenience shopping were especially damaging to farmers markets. However, even during this time, many towns maintained their markets, preserving the close tie between their communities and local farmers. For example, in Lancaster, Pennsylvania, the Central Market has been held in the same location since the 1730s.

During the 1970s and 1980s, the United States witnessed a nationwide resurgence of interest in local farmers markets that stemmed in part from the “Back to the Land” movement of the 1960s and 1970s. This movement favored self-sufficiency and local food production. Cities, com-



Starting a New Farmers Market

munity groups, and farmers began to establish marketplaces for selling farm products directly to consumers.

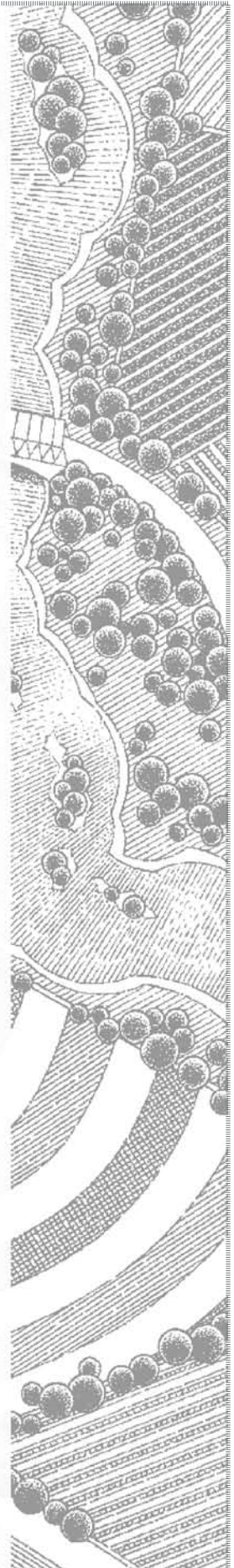
Currently, farmers markets are enjoying an upsurge in popularity. The number of markets in the U.S. has grown rapidly. The markets' rapid growth and success has impressed community planners, historic preservationists, town council members, economic developers, and farmers alike.

Farmers markets are seen as one solution to the multifaceted problem of our culture's growing isolation—from other people, from the environment, and from the sources of our food. People perceive farmers markets as gathering places where families can bond with neighbors and visit with friends. Farmers markets also provide a medium by which people can get closer to their food sources. Many consumers feel good about supporting local farmers. They also tend to distinguish the produce offered at farmers markets as higher in quality, more flavorful, fresher, and more healthy than the produce typically found in other outlets. Farmers, in turn, can interact directly with their customers, building relationships and fostering customer loyalty while potentially generating greater profits than if they sell their produce wholesale.

Types of Markets

Today's farmers markets come in a variety of types and sizes. The essential meaning of "farmers market" has become somewhat diluted as many supermarket chains and flea markets have adopted the term and closely follow the same design concept. Certified farmers markets, by definition, are sites where local farmers participate in selling direct to consumers. Certification means that a government agency or official—in California, it is the county agriculture commissioner—has certified that the market's vendors have grown what they sell at the market and that the market includes only farmers who are certified producers. The National Farmers Market Association recognizes only farmers markets that:

- offer locally grown produce (grown within a thirty- to fifty-mile radius of the market);
- are sold by "principal producers" (the stall is operated by someone directly involved in production);
- are operated in accordance with trading standards, environmental health regulations, licensing, charters, and other relevant legislation; and
- have criteria for market rules and policies that do not conflict with the main principles set by the National Farmers Market Association.



At a certified farmers market, all vendors sell “direct from the farm” items such as fruits, vegetables, nuts, herbs, and flowers. Some farmers markets include meat, eggs, and dairy products. Farmers market managers often encourage the sale of value-added items such as salsas, jams, specialty oils, and nut butters and incorporation of local handicrafts and artisans. Depending on state regulations and the market bylaws, vendors may be required to grow all of what they sell or they may be able to bring in a percentage of items that they did not produce but sell on behalf of other growers. During the start-up process, it will be necessary to research and follow the regulations that apply in your state, region, and locality.

Some smaller markets can be informal affairs consisting of a small group of farmers selling produce straight from the backs of their trucks. Other markets are open year round and have permanent buildings with more than a hundred vendors. In California, certified farmers markets vary in size and numbers of vendors, and farmers are required to produce what they sell. California certified farmers markets are the focus of this book. However, most of the information is pertinent to markets throughout the United States.

Benefits of Farmers Markets

There are many reasons why farmers markets have been successful and why so many communities support them. Farmers markets provide significant benefits to consumers, farmers, and the communities they serve.

Benefits to Consumers

Consumers flock to farmers markets for two main reasons: the wide selection of fresh, affordable produce and specialty food items such as honey and artisanal cheeses and the opportunity to gather with friends. Maureen Kelley, a customer

who shops at the Sonora, California, farmers market says, “Oh, I get food. But mainly I go to see my friends. It has become sort of a tradition to meet there and it is the only chance in the week I have to talk with people I do not otherwise see.”

At many markets, buying direct from the farmer means lower prices and a large variety and selection of produce, as well as access to primary producers



Starting a New Farmers Market

who can answer questions about their growing methods and food preparation. Farmers markets also make it easier for people interested in home processing to purchase large quantities of produce at affordable prices.

Benefits to Farmers

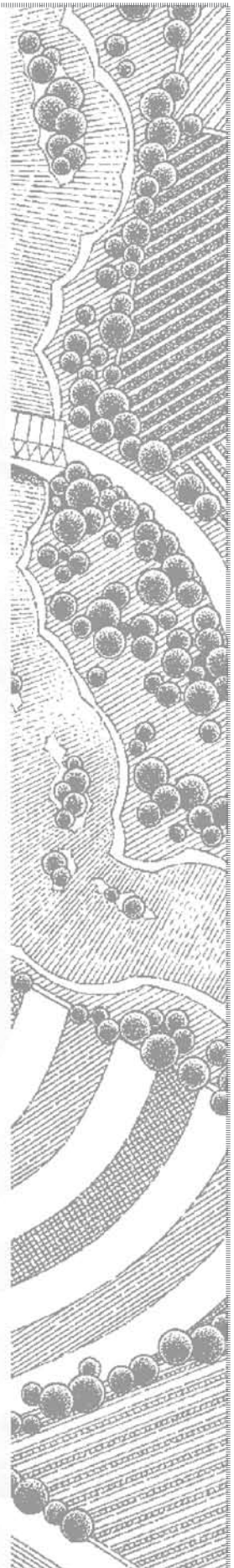
Selling direct to consumers through farmers markets allows farmers to produce and sell in a way that provides more income and consumer contact than would be possible selling through other channels. Farmers markets are particularly good outlets for small-scale farmers who have relatively small volumes of produce. Many growers also use farmers markets as an opportunity to experiment with small amounts of exotic or new products that would be risky to produce in large quantities for wholesale distribution. Farmers markets allow them to develop their product marketing methods according to consumer needs and buying behavior and get feedback on new products directly from consumers.

Farmers markets can also serve as launching pads for farm-based small businesses. A recent study of California farmers markets found that, from 2000 to 2003, approximately 21 percent of vendors had expanded their operations to offer produce to secondary and tertiary farmers markets, community supported agriculture (CSA) groups, and/or direct sales to restaurants. Half of the market managers polled had seen an increase in the amount of value-added products offered. Farmers markets have acted as a vehicle by which farmers can increase their profitability by diversifying their product base, expanding direct marketing efforts, and developing their business skills.

Vendors have the opportunity to set their own prices and may receive other market-related benefits as well. Benefits can include market-generated promotional materials and exemptions from certain marketing requirements. After a day of selling at a farmers market, they have the satisfaction of seeing the immediate cash return with no accounts receivables pending. Above all, by selling direct, farmers have the opportunity to interact with their customers.

Benefits to Communities

Farmers markets can serve as building blocks for stronger communities and also encourage and enhance the preservation of farmland. A well-planned market can create a safe, festive, and healthy atmosphere in which all members of the community can participate. In urban areas, farmers markets provide a link between



food consumption and production, allowing residents to get a better sense of their foods' origins.

Farmers markets address the needs of many low-income communities, where access to quality produce is severely limited. Corner markets and convenience stores in low-income communities oftentimes are the primary providers of fresh produce. Quality at these markets is mostly poor and prices are often higher than those in retail grocery stores. Families are subsequently left with very few options for creating a balanced, healthy diet without spending considerable time and money to travel outside their neighborhoods.

Farmers markets are an excellent way for these communities to address their nutritional needs by making available a more diverse and affordable selection of fresh produce. In Hartford, Connecticut, the Latino population comes largely from predominantly rural Puerto Rican backgrounds. However, living in a large city makes it nearly impossible to maintain their agricultural traditions. For these people, old and young, meeting farmers at the market and eating farm-fresh foods are thus an important relationship between this community and its agricultural heritage.

Farmers markets contribute to local food security and agricultural diversity. In today's agriculture, vast areas of the country specialize in only one or two crops. At the same time, more American farmers increasingly depend on transportation and expensive technologies to compete in the global marketplace.

Farmers markets draw consumers into central downtown areas, local malls, and store parking lots. This, in turn, generates sales and exposure for local businesses. Some markets provide a time and place for nonprofit groups, community organizations, city officials, and University of California Cooperative Extension specialists to provide information on topics such as local classes, health issues, and summer activities. Some markets, such as the Capitol Square Market in Madison, Wisconsin, and the Eighth and Oak Street Market in Eugene, Oregon, are famous for their public forums and free-speech sites.

Farmers markets contribute to local food security and agricultural diversity. A number of political and economic factors are converging to give a significant competitive edge to large agribusinesses and to reduce the number of small and

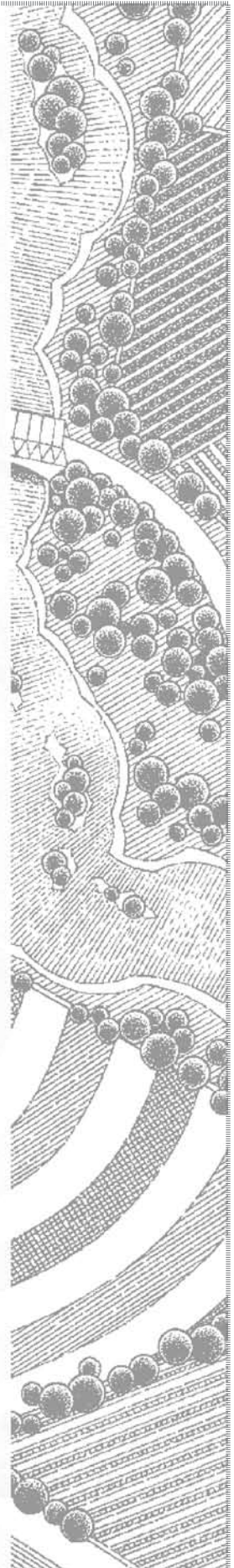


family farms. The entire food system has become so large and complex that many consumers feel powerless to influence it. Farmers markets empower consumers and make communities more interdependent. The local population can support its local farmers, who in turn get more money to invest in local businesses. As a result, communities as a whole develop a more secure economic base and food system.

The Purpose of this Manual

Anyone can start a farmers market—city governments, farmers, community groups, business associations, individuals—but becoming a certified farmers market in California involves certain requirements and conditions. Our focus here is particularly on certified farmers markets and markets organized by and with farmers as owners. Every market comes together differently according to variables such as local demographics, politics, and site availability. The combination of goals, resources, and organizational challenges are unique to each market. However, many markets have similar needs when they first get going. This manual is designed to guide users through the process of starting a farmers market. It covers successful methods and innovative strategies developed by many experienced market managers and professionals. These approaches should be carefully tailored to fit an individual market's needs. By using this manual as a companion to your start-up activities, you can avoid many common pitfalls of the start-up process and lay a solid foundation for a viable and successful market.

The next chapter will guide you through setting up an organizing committee and conducting a feasibility study to determine your potential for success in starting a farmers market in your community.



Envisioning the Farmers Market in Your Community

This chapter will enable you to:

- ▶ **Articulate your vision for a new farmers market in your community.**
- ▶ **Understand the steps involved in creating a new farmers market.**
- ▶ **Identify individuals and organizations as potential partners or supporters.**
- ▶ **Establish an effective organizing committee and working committees to conduct a feasibility study.**

The previous chapter provided a history of farmers markets so that you could see their origins and purposes from the early days of European settlement of North America to the present. This chapter will help you to look forward and use the rich history of farmers markets to create a vision of the farmers market you would like to see developed in your community.

The idea for a farmers market can originate with farmers, consumers, a community organization, or a combination of groups. One person may wish for a source of fresh local produce and work to make that wish a reality. Or an urban development group may see a farmers market as part of a larger plan to revitalize a neighborhood. The starting points differ but the development process follows a pattern: articulate a vision, gain community support, and create and implement a plan. The start-up process generally takes about a year.

An Overview of the Start-up Process

The year that is typically devoted to start-up activities is a busy one. It involves first articulating your vision and then bringing together a core group of partners and assessing the feasibility

of starting a farmers market in your community. Once the feasibility of the market is established and you decide to move ahead, you develop the organizational structure and begin forming the board of directors. The board then hires the market manager and oversees the remaining start-up activities. Start-up activities can be categorized as organization building; assessment, planning, and infrastructure building; and preparation for opening day and beyond.

Establishing and developing the organization begins with an organizing committee made up of members who actively work to make the market a reality. Identification of potential partners and supporters, initial outreach, and meetings of organizers and of farmers and other potential vendors are key activities for suc-

Starting a New Farmers Market

cess. It is important to create working committees of committed, results-oriented individuals and to establish an effective, productive board of directors. These are the people who will make decisions and establish the bylaws and policies for the market, and their efforts will be crucial to the market's success.

Assessment and planning includes gauging community support, analyzing consumer demand, preparing a written plan and budget, establishing the business and financial structure of the market, writing rules and bylaws, choosing a site, and researching and complying with permitting requirements and other regulations.

Preparation for opening day consists of promoting the opening of the market, planning special events for opening day, and ensuring that all the participants—from vendors to volunteers—know what to expect and are adequately prepared.

Articulating Your Vision

The first step in starting a farmers market is getting your ideas on paper. You probably have a mental picture of the farmers market you want to create or of the problem to be solved with the addition of a market in your community. But to make your vision a reality, you need to put that vision into words so that others can understand it and share it.

Following are descriptions of several farmers markets. Each one is successful and reflects a unique vision. Read the descriptions and highlight the attributes of each market that appeal to you. You also can note things that do not appeal to you or that do not seem relevant to your community. You can then use these notes to describe your vision for your farmers market.



Market 1

Greenmarket – New York City

Greenmarket in New York City runs open-air seasonal farmers markets in neighborhoods throughout the city. According to the Greenmarket website, “Greenmarket, a program of the Council on the Environment of New York City, promotes regional agriculture and ensures a continuing supply of fresh, local produce for New Yorkers. Greenmarket has organized and managed open-air farmers markets in New York City since 1976. By providing regional small family farmers with opportunities to sell their fruits, vegetables, and other farm products to New Yorkers, Greenmarket supports farmers and preserves farmland for the future.” Some market facts from the website illustrate the Greenmarket vision and how it is put into action:

- Forty-seven markets in thirty-three locations in Manhattan, Brooklyn, Queens, the Bronx, and Staten Island.
- Twenty-three of the markets in sixteen locations operate year round.
- More than 250,000 customers frequent the markets each week during the peak season.
- Coupons offered by the Farmers Market Nutrition Program worth more than \$800,000 were redeemed at Greenmarket in 2000.
- More than 105 restaurants obtain ingredients from Greenmarket farmers each week.
- Three thousand students from eighty-two schools participate in Greenmarket’s educational tours.
- Greenmarket farmers donate about 500,000 pounds of food to City Harvest and other hunger relief organizations each year.



To ensure an adequate supply of farm products for New York City consumers, Greenmarket collaborates with Cornell University Cooperative Extension in the

Starting a New Farmers Market

New Farmer Development Project, an effort that helps immigrants with farming experience to become farmers in the New York metropolitan region.

Market 2

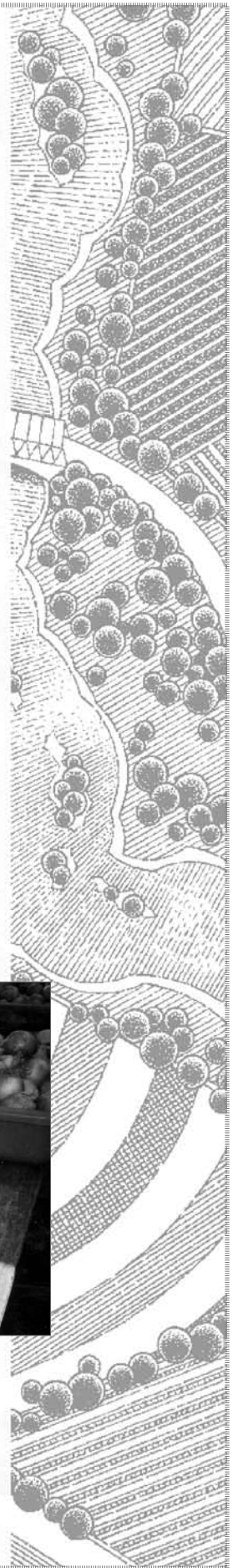
Dane County Farmers Market – Madison, Wisconsin

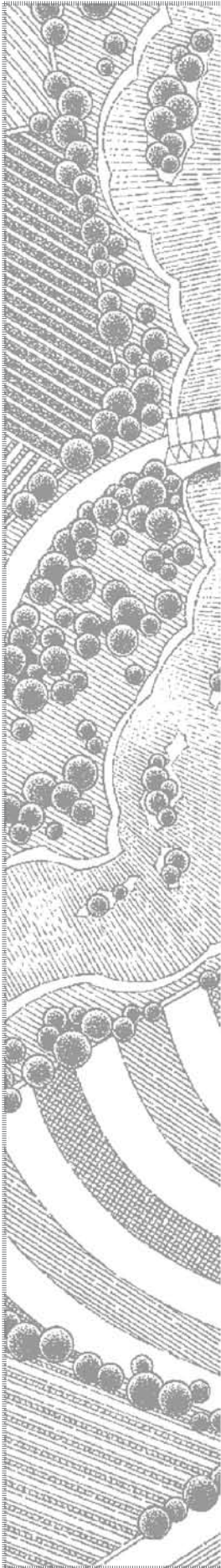
The mission of the Dane County Farmers Market reflects another vision. Dane County Farmers Market, Inc. is an organization founded to pursue the following goals:

- To give growers and producers of Wisconsin agricultural commodities and other farm-related products alternative marketing opportunities.
- To promote the sale of Wisconsin-grown farm products.
- To improve the variety, freshness, taste, and nutritional value of produce available in the Madison area.
- To provide an opportunity for farmers and people from urban communities to deal directly with each other rather than through third parties and to thereby get to know and learn from one another.
- To provide an educational forum for consumers to learn about the uses and benefits of high-quality, locally grown or prepared food products.
- To provide educational opportunities for producers to test and refine their products and marketing skills.
- To enhance the quality of life in the greater Madison area by providing a community activity that fosters social gathering and interaction.
- To preserve Wisconsin's unique agricultural heritage and the historical role that farmers markets have played in it.

The market's website (www.dcfm.org/aboutmkt.asp) offers the following details:

- The Dane County Farmers Market on the Square is a Saturday and Wednesday tradition in Madison.





- You will find the season's best bounty of vegetables, flowers, and specialty products from approximately 300 vendors. All of the agriculturally related items are produced in Wisconsin. The market is reported to be the largest producer-only farmers market in the country!
- Both the Saturday and Wednesday locations are easily accessible by bike, bus, or car. Dogs (except service dogs) are NOT ALLOWED on the Square during the Saturday Market—it is a safety issue.
- The Saturday Scene on the Square is really four different events going on at once.
- The Dane County Farmers Market is the heart of the activities on the square. Our vendors line the outside edge of the state capitol grounds. They sell agriculturally related producer-only products from Wisconsin. The market has strict rules and a three-year waiting list for new vendors.
- The interior of the state capitol grounds is used for nonprofit, political, and public information booths and for various entertainment activities. All permits are handled through the capitol police.
- The arts and crafts vendors are located across the street on city property. Permits for this market are handled through the City of Madison.
- Also, many street musicians play across the street on city property and add to the festivities.
- Enjoy the market as often as possible. It is about fun, food, and friendly vendors. Early arrivals get first choice of the fine selection. It is a great place for people watching too.

After reading the descriptions of these two markets, it is easy to see the different visions of the markets' founders and directors. Greenmarket's vision is oriented toward building a healthy, nutritious food supply that is accessible and affordable to low-income consumers and that protects the region's agricultural heritage and capacity. Dane County Farmers Market includes agricultural preservation as well, but it also includes quality of life, interactions between farmers and consumers, and education. Dane County Farmers Market is a "destination" market, while Greenmarkets are "stop and shop" markets; one entices consumers to linger and enjoy the area, while the other is designed for convenient access.

Starting a New Farmers Market

Market 3

Urban Oaks – New Britain, Connecticut

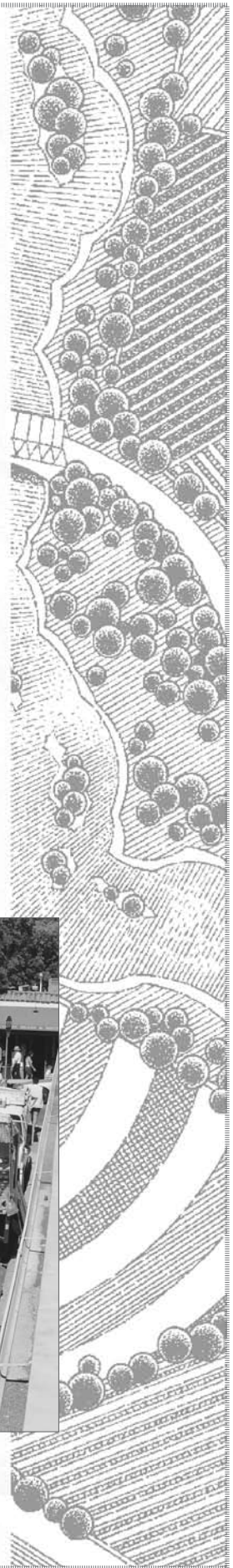
Yet another vision is demonstrated in the case of Urban Oaks farmers market in New Britain, Connecticut. Urban Oaks is a small organic farm in the heart of industrial New Britain. When farmland in rural Bolton was being gobbled up by suburban housing development, Tony Norris and his partner gave up their rented Bolton farmland and returned to Tony's hometown of New Britain, where they converted an abandoned lot into an organic farm. Urban Oaks is a financially self-supporting nonprofit organization. Tony hires local youth who can work on the farm as long as they keep up their grades in school. He also helps young employees to navigate the admissions and financial aid systems to attend college, many as the first in their families to do so. In addition to supplying restaurants and university dining halls, Urban Oaks is the source of healthy organic fruits and vegetables in its neighborhood, and it has become a distributor for organic farms throughout the region. One day a week Urban Oaks offers a farmers market that makes high-quality produce available to the largely immigrant community in its New Britain neighborhood as part of its larger commitment to contributing to the neighborhood and to the viability of organic farming.

What is Your Vision?

The markets described here offer just a few of many possible variations for a vision of a farmers market.

Now that you have read them, which ones appeal to you? What would you include in your vision of the farmers market you want to create?

List the characteristics you envision for your farmers market on the next page. You can use the elements shown in the boxes to help you define your vision and check the ones that interest you.



My vision includes:

Vision statement:

Desirable Characteristics for your Farmers Market

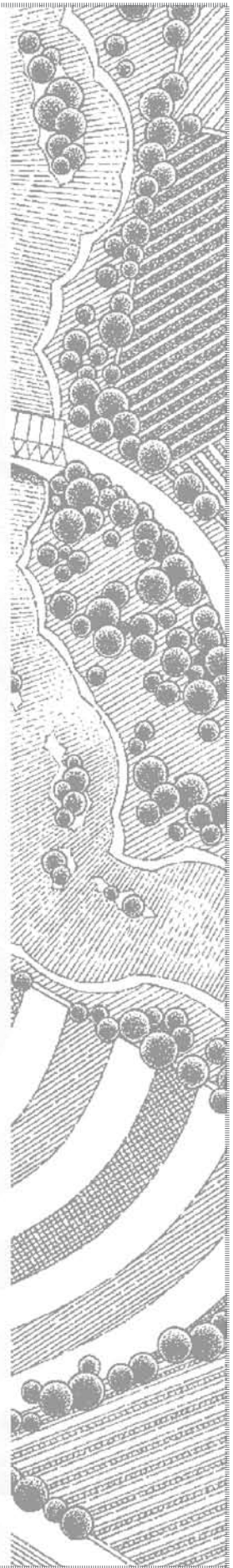
- | | |
|--|---|
| <input type="checkbox"/> Affordable produce | <input type="checkbox"/> Meat, fish, dairy, eggs, honey |
| <input type="checkbox"/> Accessible by public transportation | <input type="checkbox"/> Restaurants as customers |
| <input type="checkbox"/> Lots of variety | <input type="checkbox"/> Entertainment |
| <input type="checkbox"/> Individuals/families as customers | <input type="checkbox"/> Family friendly |
| <input type="checkbox"/> Neighborhood-based | <input type="checkbox"/> Arts and crafts products |
| <input type="checkbox"/> Downtown | <input type="checkbox"/> Value-added products |
| <input type="checkbox"/> Convenient | <input type="checkbox"/> Education |
| <input type="checkbox"/> Community gathering place | <input type="checkbox"/> Product demonstrations |
| <input type="checkbox"/> Cultural forum | <input type="checkbox"/> Fundraising |
| <input type="checkbox"/> Information dissemination | <input type="checkbox"/> Agricultural heritage |
| <input type="checkbox"/> Free speech | <input type="checkbox"/> Sustainable agriculture |
| <input type="checkbox"/> Gourmet products | |

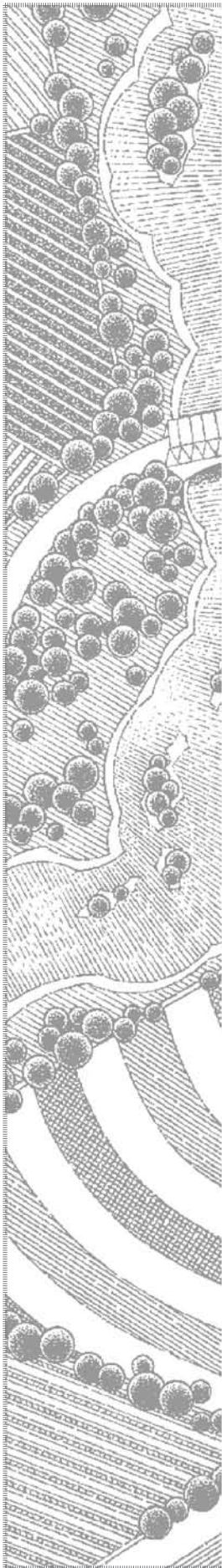
Using Your Vision to Create an Effective Organizing Committee— Forming Partnerships and Building Community Support

Your vision for the farmers market will direct your search for partners and supporters. There are many possible sources of collaboration and support, and your venture will be most successful if you involve the organizations and people who share your vision and will work with you to make it a reality.

Some potential partners and supporters are listed on the following page. Put a check next to those whose work seems most closely aligned with your vision for the farmers market.

Once you have identified potential partners and supporters, you should share your vision with them and invite their participation in making that vision a reality. This happens through the initial contact, by an invitation to an organizing meeting, and during the meeting.





- | | |
|---|--|
| <input type="checkbox"/> 4-H Clubs | <input type="checkbox"/> Town, city, and county governments |
| <input type="checkbox"/> Chambers of commerce | <input type="checkbox"/> Food buying clubs |
| <input type="checkbox"/> High school or university agriculture departments | <input type="checkbox"/> County economic opportunity commissions |
| <input type="checkbox"/> Commodity boards and marketing orders | <input type="checkbox"/> Downtown improvement districts and development associations |
| <input type="checkbox"/> Community development corporations | <input type="checkbox"/> Community development programs at local colleges |
| <input type="checkbox"/> Community gardens | <input type="checkbox"/> Garden clubs |
| <input type="checkbox"/> Consumer cooperatives | <input type="checkbox"/> Cooking classes/clubs |
| <input type="checkbox"/> County farm bureau offices | <input type="checkbox"/> Food pantries/soup kitchens |
| <input type="checkbox"/> Economic development | <input type="checkbox"/> Ethnic organizations |
| <input type="checkbox"/> Food banks | <input type="checkbox"/> Local U.S. Department of Agriculture office |
| <input type="checkbox"/> Sustainable or organic farming | <input type="checkbox"/> State departments of food and agriculture |
| <input type="checkbox"/> Direct marketing programs and organizations | <input type="checkbox"/> Farmers market associations or federations |
| <input type="checkbox"/> County nutrition programs | <input type="checkbox"/> Herb societies |
| <input type="checkbox"/> Restaurants | <input type="checkbox"/> Master gardeners |
| <input type="checkbox"/> Health clubs | <input type="checkbox"/> Local Grange |
| <input type="checkbox"/> Religious groups (churches, synagogues, mosques, etc.) | <input type="checkbox"/> Service organizations (Elks, Lions, Rotary Club, etc.) |
| <input type="checkbox"/> County agricultural commissioner's office | <input type="checkbox"/> County farm advisors/Cooperative Extension offices |
| <input type="checkbox"/> Elected officials | <input type="checkbox"/> Local production or marketing coopera- |
| <input type="checkbox"/> Future Farmers of America | <input type="checkbox"/> Local farm trails |

Reaching Out to Potential Partners and Supporters

Outreach to potential partners and supporters can happen formally or informally. One approach is to begin with people you already know who are involved in any of the organizations you would like to recruit. Call and ask them to participate and for an introduction to their colleagues in other organizations. Another approach is to write a letter that accomplishes both the introduction and the invitation to an initial meeting. In your letter, describe your vision for a new farmers market and any partners or other details that have been determined and outline the roles and responsibilities you foresee for partners.

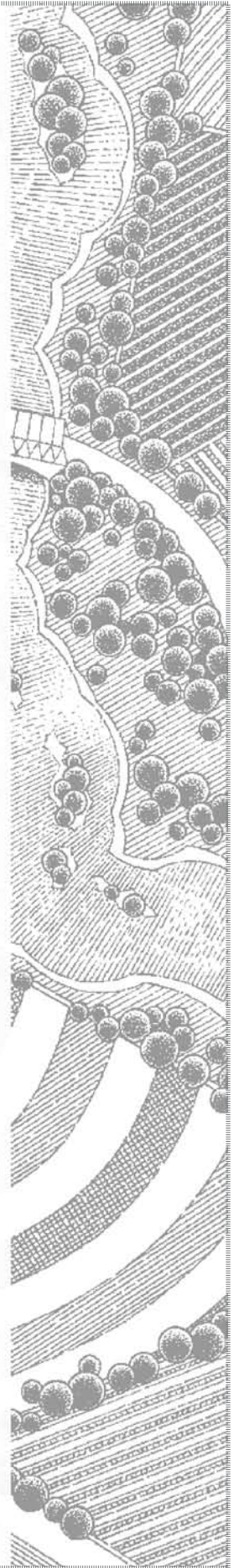
As you recruit organizations and individuals, consider the following characteristics:

- The organization's goals, activities, and approach to partnerships add an important quality to your organizing committee and the individual recruited is willing and able to represent the organization.
- The individual representative has the authority to make commitments on behalf of the organization or is in communication with those who have the authority.
- The individual has the time and energy to participate actively in the start-up process.
- The individual will work positively and collaboratively with other individuals and organizations in the group.

If any of these criteria are not met, you may need to reconsider the commitment you are requesting, the role you want that organization or individual to play, the suitability of that individual representative, or even whether to invite the organization's participation. Consider your organizing committee members carefully because they are the people whose work will determine whether you move forward with starting a market. If you are planning a market for a low-income area, you should read through Chapter Three, *Organizing a Market in a Low-Income Area*, so that you can address issues specific to such neighborhoods from the beginning.

The Organizing Meeting

When you bring together potential partners and supporters for an initial organizing meeting, you can have a basic framework prepared so that all participants can form a realistic idea of the commitment and activities involved in starting a new farmers market and decide whether they can make a commitment to the project.



Before the Meeting

- Send out invitations three to four weeks in advance of the meeting.
- Secure a functional, comfortable, accessible space.
- Plan your agenda.
- Send reminder emails or make reminder calls to ensure good attendance.



Write a letter of invitation to the meeting. The first meeting is an opportunity to bring prospective partners and supporters together to share information and ideas. To establish a small group of active partners, you need to reach out to a somewhat larger group. Introduce the idea of the farmers market and invite people to the organizational meeting with a brief letter that includes:

- A one-sentence description of the purpose of the meeting, which is the formation of an organizing committee and working committees to establish the feasibility of starting a farmers market.
- The meeting date, time, and location.
- The benefits that markets bring to farmers and producers, consumers, and communities.
- Your vision for a local farmers market.
- Any people and organizations that are already involved in the effort to establish the market.
- Contact information.
- A request that they RSVP.

The next two pages contain a sample letter of invitation and a sample agenda.

Sample Letter of Invitation

Your Name

Address

Recipient's Name

Recipient's Organization

Address

March 1, 2006

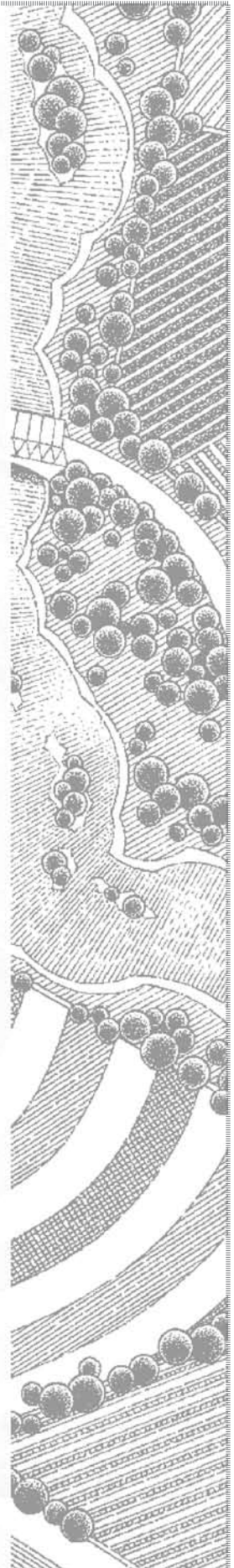
Dear _____:

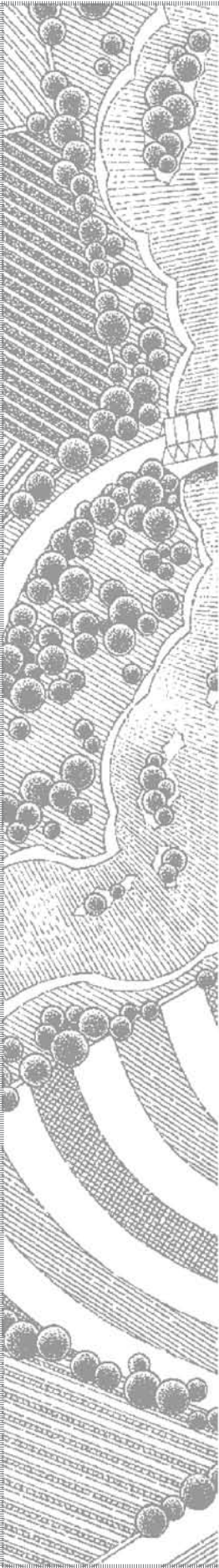
I am writing to invite you to a meeting to discuss starting a farmers market in our town and to create an organizing committee and working committees that will assess the feasibility of creating a farmers market. The meeting will be held in the Public Library Community Room on Tuesday, March 23, from 4:30–5:30 p.m.

Starting a farmers market in our town could bring many benefits to farmers, consumers, and communities. For farmers, a market means the opportunity to sell directly to consumers, thereby earning a larger share of the price than when selling wholesale. It also means the opportunity to hear consumers' preferences directly and to test new and specialty products. For consumers, a farmers market means access to high-quality, locally grown produce and other farm products. For communities, a farmers market can have both social and economic benefits. Farmers markets can be popular gathering places, strengthening a sense of community. They also can bring economic benefits as people come to buy at a farmers market and stay to shop at neighboring businesses. We envision a farmers market that is an enjoyable gathering place, a source of healthy local food, and a strong contributor to the social and economic vitality of our town and surrounding agricultural communities.

The Chamber of Commerce and the Grange Hall have both expressed an interest in supporting the project, and they join me in inviting you to this organizational meeting. Please contact me at 555.123.4567 by March 15 to RSVP and if you have questions or would like to discuss the project. We look forward to seeing you on March 23rd at 4:30.

Sincerely,





Create an Agenda for the Meeting. Create an agenda so that you will use the meeting time productively. The meeting should achieve three objectives: Share your vision, gain commitments from a sufficient number of people to form an organizing committee, and create working committees to take on the tasks involved in assessing the feasibility of starting a market. The sample agenda at right includes agenda items to support each of the meeting's objectives, along with an estimate of the amount of time to spend on each item. Try to balance time for discussion with the need to keep the meeting manageable in length so that people do not start leaving before committing to working on making the market a reality.

Running a Successful Meeting

Especially in an initial organizing meeting, it is crucial that interest and commitment not be undermined by poor meeting facilitation. Everyone has been to meetings that do not start on time, continue well past the expected adjournment, or do not accomplish anything because they are poorly run. The worst possible outcome is that people who could be instrumental in the success of a new market simply do not want to be part of your project. If you are not an experienced and confident meeting organizer, you might want to use the information that follows to help make sure your meeting is a success.

Farmers Market Organizational Meeting Agenda

Place:

Date:

Time:

1. Welcome and introductions.
(ten minutes)
2. PowerPoint presentation: What is a farmers market and what would it mean to our community?
(ten to fifteen minutes)
3. Questions and answers.
(twenty to thirty minutes)
4. Outline of the start-up process.
(fifteen minutes)
5. Next steps: Establishing the organizing committee, forming working committees, and recruiting committee members and chairs.
(thirty minutes)
6. Next meeting date.
(five to ten minutes)
7. Adjourn.

Starting a New Farmers Market

Beginning the Meeting

- Provide name tags at the entrance area. All attendees should have name tags, as this makes it easier to start conversations with new people.
- Begin on time.
- Start by clearly defining the roles of the facilitator, notetaker, timekeeper, and any others participating in running the meeting.
- Ask participants to introduce themselves to those near them and briefly describe why they are there.
- Set ground rules, such as clear time limits for each item and the amount of time available for questions and discussion.

Facilitating the Meeting

- Follow the agenda and stick to time limits. If any new issues come up that are obviously important to people, add them to the agenda or schedule them for the next meeting. But do not let these other issues distract you from the agenda item at hand.
- Distribute a mailing list sign-up for attendees to fill out during the meeting.

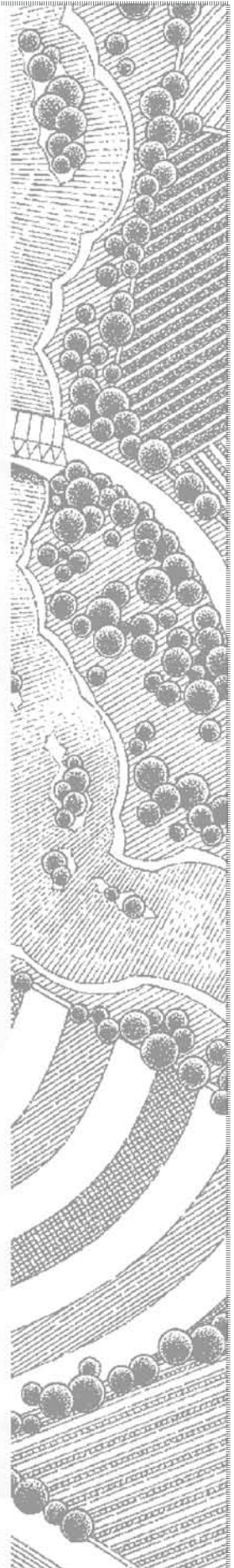


Concluding the Meeting

- Give a quick summary of the discussions and the decisions that were made at the meeting. Re-establish action items: who, what, when.
- Read the list of people and organizations that have committed to joining the organizing committee.
- Take a count of potential volunteers for working committees.
- Set the date and place of the next meeting and develop a preliminary agenda.
- Close the meeting on a positive note and on time.

After the Meeting

- Evaluate the meeting with the other organizers.
- Clean up and rearrange the room.
- Prepare the group memo for the next meeting and send out thank-you cards to key community members for their participation.



- Follow up on action items and begin planning for the next meeting.

Committees and Their Roles and Responsibilities

The Organizing Committee

The organizing committee has several major responsibilities. First, in working committees, this group conducts the assessment and analysis necessary to establish the feasibility of starting a market. Second, the organizing committee analyzes the findings of the working committees and decides whether to proceed. Third, the organizing committee determines the organizational structure of the market and creates the board of directors, which then writes bylaws and hires the market manager.

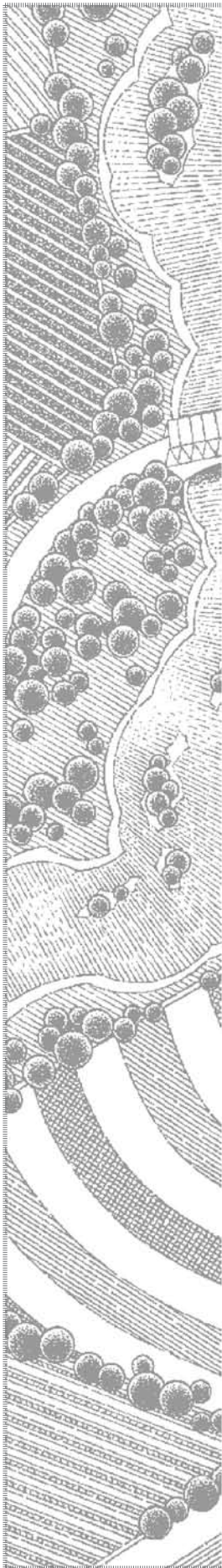
The importance of the organizing committee and the working committees cannot be overstated. The individuals who comprise the organizing committee must be eager, action oriented, and keenly focused on completing the early tasks of assessing the feasibility of the market and creating an effective board of directors. Gaining the commitment of this core group is critical. Team members should be aware that starting a farmers market requires hard work, excellent communication skills, and superior organizational abilities.

If a sufficient level of commitment is not achieved at the first meeting, it may be necessary to seek individuals who are especially interested in helping to start the market and have the time to commit to the project. Continue to network with established committee members, city officials, and key community activists to recruit people so you can build a solid team.

Once an organizing committee is in place, the next step is to create working committees to assess the feasibility of starting a new market. If farmers themselves initiate the market, their views will be strongly represented in the working committees. However, if community organizers are starting the market, they need to ensure that grower interests are represented on all committees.

Designate teams of volunteers and/or members of the organizing committee to serve on the following key committees.

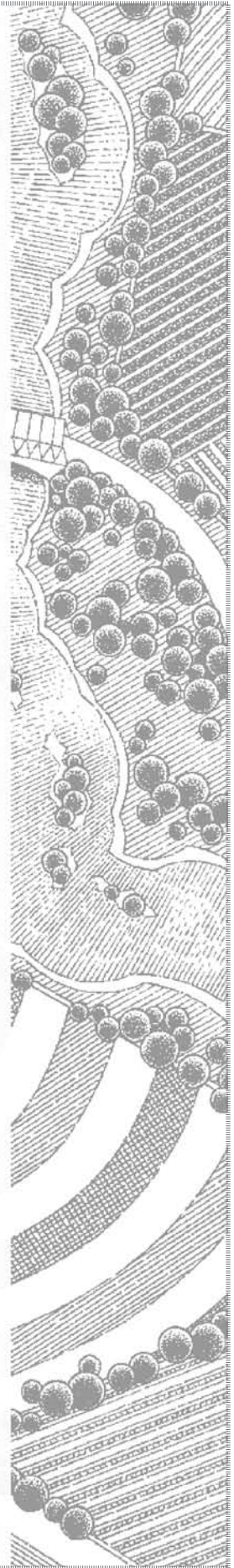
- **Market Analysis**—This committee assesses the need and potential support for the market in the community. Part of this committee's work may involve consumer education to strengthen demand for the locally grown products available at a farmers market.



Starting a New Farmers Market

- **Site Analysis**—This committee assesses potential sites for a new farmers market.
- **Financial Analysis**—This committee assesses potential revenue and costs to evaluate the financial self-sufficiency or profitability of the market and the potential for profitability for vendors.
- **Vendor Recruitment**—This committee's work involves not only assessing whether there is a sufficient number of local farmers for a successful market but also recruiting farmers to sell at the market.

Chapters Three and Four deal with special considerations for starting a farmers market in a low-income area, including some issues that affect the feasibility study. Those chapters are followed by several chapters that outline how to conduct a feasibility study to determine whether to move forward with a market.



Organizing in a Low-Income Area

This chapter will enable you to:

- ▶ **Be aware of special issues associated with starting a market in a low-income area.**
- ▶ **Be aware of characteristics of markets that successfully serve low-income areas.**

Low-income communities offer many opportunities for direct marketing of fresh produce and other agricultural products. Some of the largest and most successful markets in the United States are situated in low-income, inner-city neighborhoods. And many smaller rural markets also serve communities with limited incomes. These markets provide benefits such as a community focal point, entrepreneurial development opportunities, and a reliable, affordable source of fresh produce.

Why Start a Market in a Low-Income Area

Farmers markets play an important role in delivering fresh produce directly from farmers to consumers. In low-income city neighborhoods, a weekly farmers market is sometimes the only source of fresh, nutritious, economically priced food. Because large grocery chains sometimes find it unprofitable to locate in these areas, produce and meat sales are often left to convenience and liquor stores that do not focus on freshness, quality, or selection.

Grocery stores are often few and far between in low-income areas, so people frequently rely on fast food outlets for meals. According to information presented at the November 1999 Community Food Security Workshop in Chicago, for example, “in one neighborhood in East Los Angeles, there were approximately 700 liquor stores and only one grocery store within a twenty-mile area. That grocery store stocked its meat and produce sections with the lowest-quality product, offering wilted vegetables and meat with sell-by dates that had expired.” The lack of supermarkets creates a vacuum in supply that leaves much of the local demand for fresh produce unmet. In 2002, the Center for Food and Justice reported that there are typically three times as many supermarkets per capita in upper- and middle-income neighborhoods as in low-income neighborhoods. In some areas, where access is severely limited, many residents are considered to be food insecure.

But food shortages and nutritional deficiencies are not problems only for inner cities. Rural communities often face similar dilemmas. In 2001, more than 32 million

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Americans lived at or below the poverty threshold. Many of those people had to rely on food banks, soup kitchens, and other food assistance programs on a regular basis. Farmers markets play a vital role in delivering fresh produce directly from farmers to consumers.

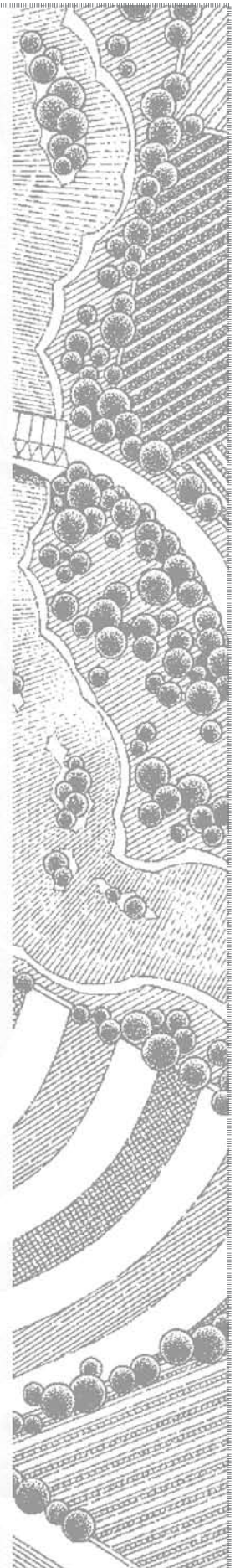
Considerations for Markets in Low-Income Areas

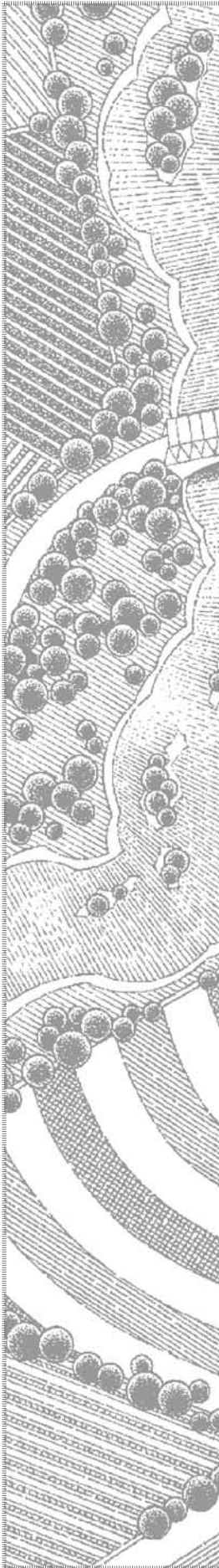
When considering starting a market in a low-income neighborhood, the working committees discussed in Chapter Two will have to address needs and issues particular to such areas. Each of the following considerations can be addressed during the process of analyzing the feasibility of starting a new market.



Special Considerations

- The product mix must be geared to demographic and cultural characteristics of the market's customers, which is sometimes a challenge to determine. (Market Analysis Committee)
- Finding farmers who can provide appropriate products may require some organizing effort. (Vendor Recruitment Committee)
- Customer education on how to prepare fresh produce may be challenged by language or other cultural differences. (Market Analysis Committee)
- Limited incomes decrease customers' purchasing power. (Market Analysis Committee, Financial Analysis Committee)
- Farmers are usually looking for the highest price they can command and may resist committing to a low-income market. (Vendor Recruitment Committee)
- The cumulative, limited purchasing power of a market's area may not be adequate to keep farmers and the market in business. (Financial Analysis Committee)





- Many low-income individuals hold multiple jobs and may not have the flexibility to shop during the market's limited hours. (Market Analysis Committee)
- Transportation options to and from the market may be limited. (Site Analysis Committee)
- Individuals may have difficulty carrying bulky produce purchases on public transportation. (Market Analysis Committee)
- In large urban areas, some neighborhoods have access to sources of inexpensive, culturally appropriate produce that is available year-round from chain discount stores. (Market Analysis Committee)
- Large chain discount markets such as Food for Less, Sam's Club, and Costco may offer prices that are lower than those at a farmers market. (Market Analysis Committee)
- If price is the overriding issue, a farmers market may not succeed. However, freshness, quality, availability, and ambience can add extra attributes to the product mix and support a willingness to pay slightly higher prices. (Market Analysis Committee)

Elements of Successful Markets in Low-Income Areas

Successful markets in low-income areas are supported, endorsed, and developed as vital components of their communities. The desire for a farmers market should be broad-based with support that is not limited to a single nonprofit group, religious organization, or merchant association. A community-organizing approach to establishing a new market is more fruitful than a publicity-based strategy. Other successful market strategies include:

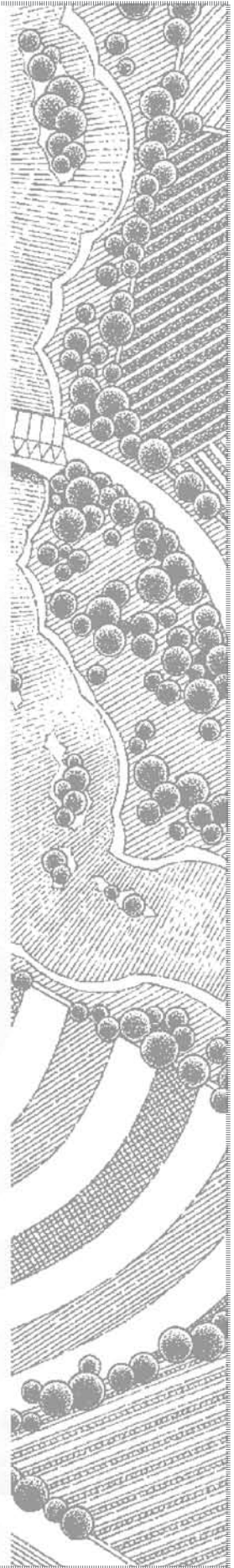
- Involve as many people as possible in the organizing process.
- Create a farmers market advisory committee with members from nonprofit groups, religious organizations, merchant associations, and other stakeholders.
- Determine that transportation is available via bus or other local means and that adequate parking space also is available.
- Create a market publicity plan, which is vital to the survival of the market. The plan should include community organizing, media work, special events, and local merchant tie-ins. Research the marketing strategies that already are being used for previous successful events in the community.

Starting a New Farmers Market

- Consider consumer income levels and ethnicities when identifying potential products and recruiting farmers. Conduct surveys of consumers in the community to determine product preferences.
- Make sure that market organizers are well connected to local political representatives.
- Meet with city and county representatives at the beginning of the market's organizing process. Market organizers will run into regulatory problems that require political assistance. Inform political leaders about the farmers market that you are organizing in their district before you need their assistance.
- Consider locating the market in a "transition" neighborhood—one that draws both low- and middle-income customers. This type of location may have a better chance of success than a market located in a strictly low-income area.
- Accept food stamps. Individual farmers or the market in general can be certified to accept food stamps. (See details about food stamps in Chapter Four.)
- Participate in the Women, Infant and Children (WIC) and Senior Farmers Market Nutrition Programs (SFMNP) at the farmers market. Some markets are open only for the duration of the program (May 1–November 30) with 80 percent of their clientele being WIC participants. (See details about these programs in Chapter Four.)
- Guarantee that customers feel safe while shopping at the market. It may be necessary to hire security or ask for police assistance to ensure that customers feel secure while at the site.
- Suggest that farmers use multitier pricing that provides discounts for volume purchases.

Alternatives to Farmers Markets for Low-Income Areas

Some of the challenges of operating a farmers market in a low-income area have led to development of alternative marketing strategies that still take advantage of federal food assistance programs while improving access to local farm products. Subscription farming enterprises such as CSAs (community-supported agriculture) provide these opportunities, as do farm stands and you-pick direct-marketing venues.



Case Study: Growing Power's Market Basket Program

In 1995, Will Allen began to develop an alternative marketing venture for the produce he grew on his urban farm. His idea was to form a cooperative community-supported agriculture (CSA) or subscription marketing agreement with several other local small farms. The project would also work with local youth to provide education on sustainable agriculture and marketing. The target market was low-income residents of Milwaukee.

Today, the program has grown to serve 300 subscribers throughout Wisconsin at more than thirty-five drop-off points. It has become known as the Market Basket Program and is run through Growing Power, a nonprofit organization working in Milwaukee, Chicago, and Homer, Alaska, to provide high-quality, healthy, affordable food in those communities. Growing Power develops "community food centers" that offer training, active demonstrations, outreach, and technical assistance. Community food centers are local places where people learn sustainable practices to grow, process, market, and distribute food.

Will is now the director of Growing Power. He says that 50 percent of Market Basket subscribers pick up their produce at the Milwaukee community food center, where they can use both Farmers Market Nutrition Program coupons and Food Stamp EBT cards to pay. According to Will, other features of the program that contribute to its success with low-income people are its convenient ordering procedures and affordable prices. Customers place orders for the produce weekly, unlike most CSAs, which require monthly, seasonal, or even annual subscriptions. The program offers two options: a \$12 box of conventional produce packed to contain a retail value of about \$24 and a "Sustainably Grown" box at \$24 that features organic products.

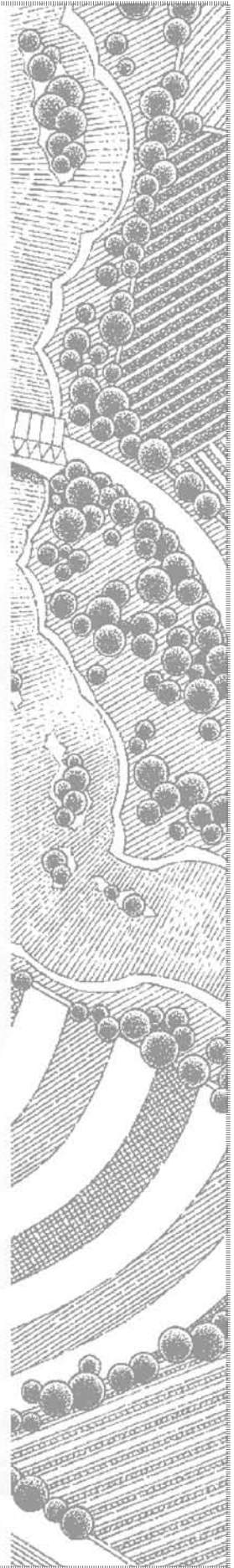
Growing Power works with Wisconsin Shares to make Wisconsin deliveries outside of Milwaukee and has recently expanded through Growing Power's Chicago food center to include six more delivery points.

Several markets have experimented with programs modeled on the subscription or CSA marketing structure. These programs are often called “market basket” programs because they feature a basket or box of market produce. The produce is supplied by vendors and packed by the market’s staff or volunteers for home delivery or pick-up at a more convenient location such as a local WIC office. Participants in the program use the same benefits they would have used at the market to pay for the produce.

These programs can help markets, vendors, and customers overcome some accessibility barriers such as electronic benefits transfer (EBT) implementation and transportation issues inherent to regular farmers markets. Some programs have succeeded in becoming sustainable; others have not. For an example of one of the more successful programs of this type, see the case study titled “Growing Power’s Market Basket Program” on the preceding page.

Conclusion

Once the organizing committee has conducted the feasibility study and chosen to move ahead in organizing a farmers market, the next step will be to form a board of directors and hire a market manager. While the cost of hiring a market manager may be more of an issue for a market in a low-income area than for a market in a more affluent community, the additional bureaucracy involved in federal food assistance programs means that it is vital to have someone at the helm who has the necessary knowledge, skills, and time to devote to start-up activities. For more on federal food assistance programs and processes, see the next chapter.



Federal Food Assistance Programs

This chapter will enable you to:

- ▶ **Be aware of various programs specific to markets and consumers in low-income communities.**
- ▶ **Make informed decisions about participation in federal food assistance programs.**

Before choosing to move ahead with starting a farmers market in a low-income area, you will need to establish the feasibility of the market by adapting the feasibility study process outlined in Chapters Five through Eight. If the prospects for a new market's success are positive, then the organizing committee needs to establish a board of directors, hire a market manager, and follow the same process outlined in Chapters Nine through Sixteen.

Additional considerations apply to markets in low-income areas. The U.S. Department of Agriculture's (USDA's) Food and Nutrition Service (FNS) now operates several programs that help low-income people obtain better access to food and nutrition. Three of these services—Women, Infants and Children (WIC), Senior Farmers Market Nutrition Programs (SFMNP), and Food Stamps—can be used at farmers markets with benefits to consumers as well as vendors. During the

feasibility study, the financial-analysis committee can assess the potential of the market to work with various food assistance programs and how doing so would affect the financial viability of the market.

Farmers Market Nutrition Programs

Two of USDA's Food and Nutrition Service programs directly involve farmers markets—the WIC Farmers Market Nutrition Program (FMNP) and SFMNP. WIC provides supplemental food, health care referrals, and nutrition education at no cost to women who are pregnant or postpartum and to infants and children up to five years old who are at nutritional risk. SFMNP awards grants to states, U.S. territories, and federally-recognized Indian tribal governments



Starting a New Farmers Market

to provide low-income seniors with coupons that can be exchanged for approved foods at farmers markets, roadside stands, and CSA programs.

Both programs provide only a limited value of coupons per year to each participant (typically \$20) per season, but the cumulative income can still be significant for vendors. In addition, the educational components of the programs promote the health benefits of eating fresh produce and expose potential new customers to farmers markets. A California survey of WIC FMNP participants showed that they consumed an average of about one extra serving of fruits and vegetables per day after participating in the program. Eighty-five percent reported that their first visit to a farmers market was through the program.

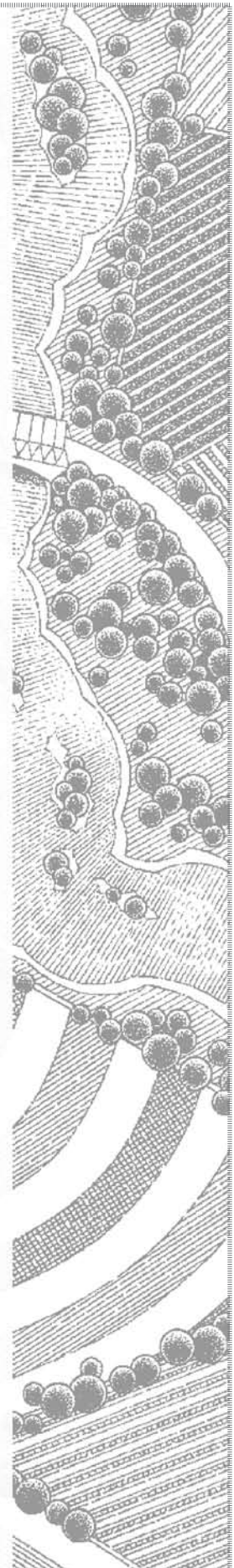
A 1997 random survey of 2,000 participants in the USDA WIC FMNP found that the program helped motivate low-income . . . mothers to buy and eat fresh fruits and vegetables from farmers markets.

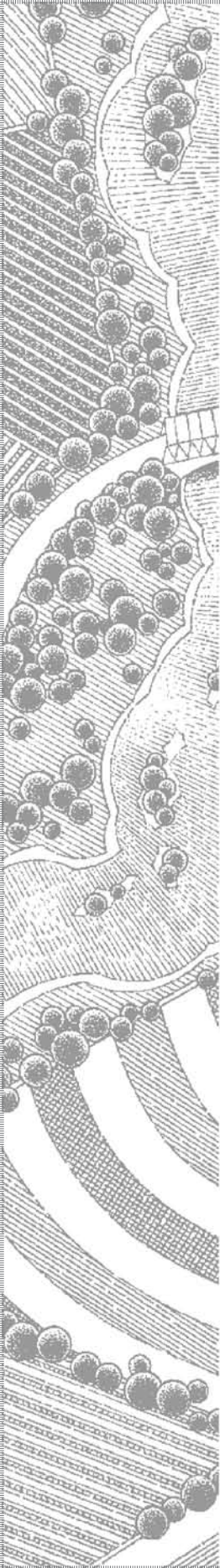
Farmers who receive the coupons generally exchange them with farmers market management for cash or as payment for their stall fees. The issuing state agency then reimburses the market for the value of the coupons. Farmers also may redeem the coupons as they would cash checks at local banks.

The farmers market nutrition programs are popular with vendors because of the additional sales generated by the program's coupons. Marcia Veldman, manager of the Bloomington Community Farmers Market in Bloomington, Indiana, reports that, when the WIC FMNP coupons were first introduced at her market, only a few vendors chose to participate. But other vendors quickly signed on when they saw how many additional sales were generated for farmers at booths that accepted them. Her vendors found that signing up was simple, and they enjoyed being able to sell their products to the women participating in the program, which has grown significantly. In 1998, it accounted for \$13,245 in sales at the Bloomington market. At New York City's Greenmarkets, FMNP purchases accounted for \$800,000 in sales in 2000.

Successful FMNP projects have included educational components that result in significant benefits such as increased consumption of fresh vegetables and a greater awareness of local sources of fresh produce. Markets that have participated in FMNP projects that did not successfully convey information to customer-participants found mixed success with the program. The case study at the end of this chapter illustrates an example of this concern.

Many state agencies and tribal organizations participate in FMNP. To find out if your state is involved, visit the USDA website for updates and additional information or call the local USDA Food and Nutrition Service field office.





USDA and Congress have received assistance in FMNP promotion from the National Association of Farmers Market Nutrition Programs. This organization is made up of representatives from participating states, tribes, and territories in addition to the markets involved. The association produces an annual report that analyzes how the coupons are used and provides details on their impact in each state.

Food Stamp Program

Nineteen million people received food stamp assistance in 2002. The Food Stamp Program serves U.S. citizens and qualifying noncitizens who have been determined to be in need of food assistance. The program's goal is to help low-income households purchase the food they need for a nutritionally adequate diet. State and local welfare offices operate the program under the administration of the federal government.

The Food Stamp Program enables low-income families to buy nutritious food with coupons and electronic benefits transfer (EBT) cards. Food stamp recipients spend their benefits to buy eligible foods from authorized retail food stores and farmers markets.

Many farmers markets are authorized to accept food stamps. As with FMNP, the benefits are transferred, either by an authorized vendor or the market management, directly into the retailer's bank account. To learn more about the Food Stamp Program, visit the USDA Food Stamp Program website at www.fns.usda.gov/fsp, email fsphq@fns.usda.gov, or call 800.221.5689 for contact information.

Electronic Benefit Transfer

An important change in the method in which the Food Stamp Program is being administered is currently being implemented. The Welfare Reform Act of 1996 required that all states eventually switch to issuing Food Stamp Program benefits via electronic benefit transfer or EBT. EBT is intended to replace paper stamps.

What is EBT?

Forty-nine of the fifty-one EBT systems currently in operation use magnetic strip cards similar to bank debit cards. Food stamp recipients are given an account, choose a personal identification number, and then use the cards at points of sale to purchase food. Transactions are completed online, usually via a telephone connection.

When the cards are swiped through a transaction machine, the online system authorizes the identification number, examines the available balance, and, upon approval, transfers the government benefits from the consumer's account to the retailer's account. Instead of picking up food stamps at the local office, food stamp recipients are given their regular monthly benefits by an automatic addition to their EBT accounts.

Two states, Ohio and Wyoming, are implementing alternative EBT systems that use an offline "smart card" technology instead of online magnetic strip cards. The "smart cards" are embedded with microprocessor chips that manage account transactions at the point of sale without the need for a network connection. Monthly balances are reset when a participant visits the local benefits office.

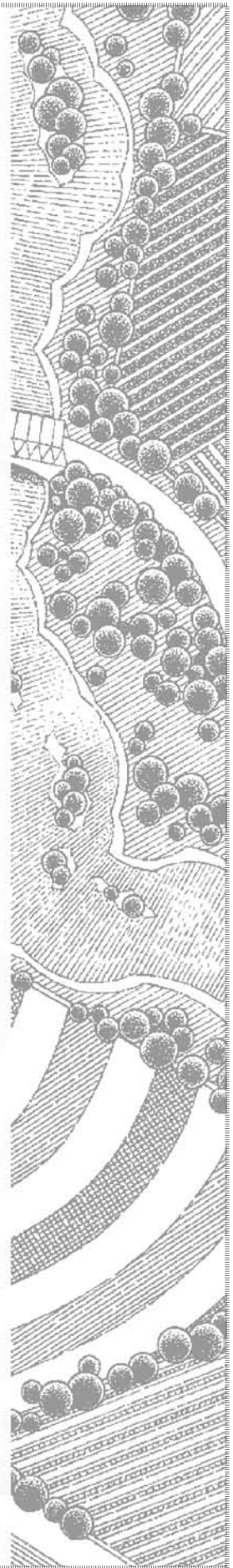
All the equipment required to implement these systems is provided free of cost to retailers by the state or a state-contracted supplier. Retailers still must acquire authorization from the local USDA Food and Nutrition Service field office to participate. To find the most current information on EBT, visit the USDA Food and Nutrition Service website at www.fns.usda.gov/fsp/ebt/default.htm.

How EBT Impacts Farmers Markets

EBT appears to be a more efficient and secure system for providing welfare recipients with their benefits while helping to reduce fraud. All states are either using the system or planning its implementation. Most businesses are already familiar with the technology to process EBT cards since they accept credit and debit cards. Unfortunately for farmers markets, most of those cards require online transaction machines. The machines communicate over telephone lines with a host computer to perform the balance transfer. Most markets do not have this type of technology currently available and there is considerable speculation about how to implement it.

Eighty-five percent of food stamp benefits were issued via EBT in 2002. Contact the local Food Stamp Program field office for more information on how food stamp purchases are handled in your state. For a brief description of projects involving EBT and farmers markets, visit www.fns.usda.gov/fsp/ebt/ebt_farmers_markstatus_4_01.htm.

Farmers markets can play a vital role in the food systems of low-income communities. The Food Stamp and Farmers Market Nutrition Programs support this role, providing links between farmers and low-income communities through farmers markets. Facilitating the use of noncash purchases through EBT and similar programs enhances the services a farmers market provides to its vendors and its customers.



The Role of EBT Participation in Market Competition and Success

In 2002, the average value of food stamp benefits was about \$80 a month. Any portion of those benefits could have been redeemed at a farmers market. When EBT cards are issued in an area in which farmers markets are not prepared to process them, the markets lose their share of that potential revenue. For farmers markets to retain these customers, they must be able to accept the same government aid programs that are accepted at grocery stores and supermarkets.

The farmers market immediately experienced a large drop in sales when EBT was implemented in a pilot project. Albuquerque was one of the first places where EBT was introduced and the farmers market was not prepared to process the EBT cards.

– Pam Roy, executive director of the Santa Fe Area Farmers Market in Albuquerque, New Mexico

Implementing EBT at Farmers Markets

Markets around the country are working on a variety of methods for adopting EBT technology with various degrees of success. Some markets are experimenting with automated teller kiosks that accept EBT cards and issue “market dollars,” a currency that is accepted only at the farmers market. Several slower-paced rural markets have also tried handling EBT transactions with a single machine at the manager’s stand. The manager debits the card for a requested amount in exchange for market vouchers of equal value.

For fast-paced urban markets that handle large volumes of customers, such a system is likely to be too slow to be effective. These markets need several machines and potentially one machine per vendor. Just setting up the phone lines for such a system presents a challenge. People have tried cellular and radio technology transaction devices when they cannot hook up to a phone line, but these technologies are expensive and have not yet become cost effective.

In Wyoming and Ohio, the food stamp program is changing over to EBT through the use of the smart cards that have a microprocessor chip inside. The transaction machines, called “smart wallets,” can authorize the user’s identification number and debit the amount of the purchase through the chip, which eliminates the need for online communication with a host computer. Then, by going online once at the end of the business day, all of the accounts are settled and confirmed. Smart cards are commonly used in Europe but relatively unknown in the United States.

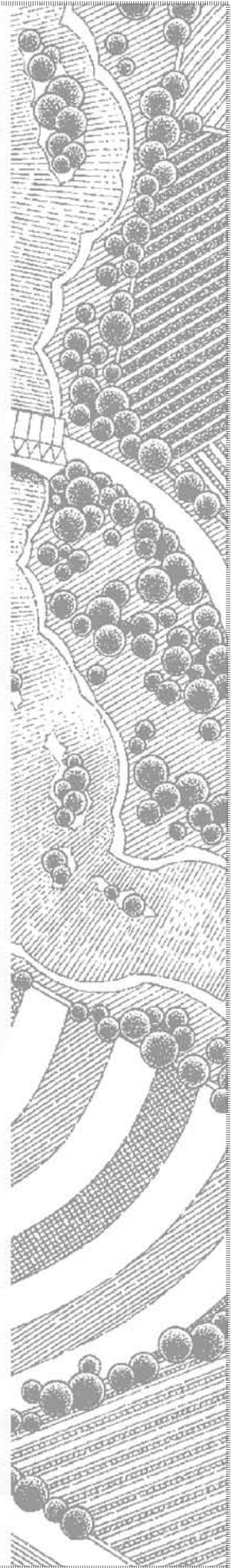
Case Study: Education as a Part of Assistance Programs

With new customers at farmers markets, education about seasonal availability and ways to prepare fresh produce contributes greatly to a market's success. Alice Whitlatch with the Cedar County Farmers market in Tipton, Iowa, found that accepting Farmers Market Nutrition Program (FMNP) coupons was challenging because participants were not familiar with farmers markets and the seasonal availability of items sold there. She discovered a great need for education and communication, not only for FMNP recipients but also for Women Infant and Children (WIC) Program personnel and farmers market vendors.

Whitlatch found that the women participating in WIC FMNP would not come to the market until the end of the season when they realized they had to use the coupons, which could not be redeemed elsewhere. At the market, they found few stalls and a sparse selection of produce. Frustrated, the women ended up buying large quantities of produce that they did not necessarily know how to prepare simply because it was the last chance to use the coupons before the season ended.

For vendors, it was upsetting to see the women's disappointment and frustrating to see the FMNP coupons used so ineffectively. Market employees realized that the participants were not familiar with farmers markets and did not always find them accessible. As a result, the Cedar County Farmers Market has begun to offer outreach and education to the women on how the markets work, why the availability and diversity of produce is seasonal, and the stalls at which the coupons can be used. Market members also work with the WIC office, encouraging the staff there to explain the process to new WIC recipients.

Whitlatch and her fellow vendors hope that in the coming years more and more WIC participants will recognize how much the farmers market offers and more often use their coupons in a way that benefits everyone involved.



Involving the Market in Food Assistance Programs

The importance of food assistance programs to a market depends on the market's mission, clientele, and available resources. Questions to be addressed by market management, the board of directors, and vendors during an assessment of the programs' importance include:

- How important are food assistance programs to customers in the area?
- Will the market as a whole participate in the Food Stamp Program, the WIC FMNP program or both or will the decision be left to individual vendors?
- Are Food Stamp Program recipients using EBT in the area?
- What is the process by which vendors and/or the market can be authorized to participate in these programs?

Participation in the Food Stamp Program requires a transition to EBT, but there is no such mandate for WIC. WIC intends to develop a technology that can do more than simply authorize personal identification numbers and check balances. WIC would like to establish a system that can provide food, prescriptions, and health information in addition to payments. The implication for farmers markets? While FMNP coupons are likely to stay around for a few more years, new technology is on the horizon.

Shoppers may be confused if only some vendors at a market accept federal assistance programs. Vendors' stalls should clearly display signs stating the methods of payment that are accepted. Generally, participation in both of the programs is left up to individual vendors rather than made by market management. However,

some markets have added a rule to the bylaws dictating that all vendors must accept food stamps and FMNP coupons. For markets operating in low-income neighborhoods, acceptance of government program payment systems is essential.

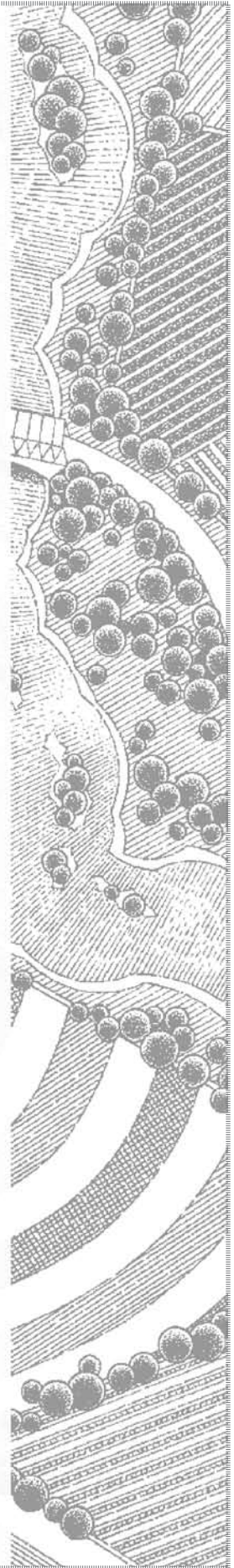
How to Sign Up

Acquiring authorization to accept food stamps, EBT payments, and FMNP coupons is generally easy but does vary from location to location. The process is free but may require an in-person interview

Marcia Veldman, manager of the Bloomington Community Farmers Market in Bloomington, Indiana, reports that her state's Health Department makes the annual sign-up for her market vendors straightforward. Each year at a meeting before the market season opens, the state representative comes to sign up new members, hand out signs for stalls, and give each vendor a stamp to put on the coupons they accept.

Starting a New Farmers Market

or training session and up to thirty days may be required for processing of the application for authorization. Contact the local USDA Food and Nutrition Service field office for more information or visit www.fns.usda.gov/fns.



Conducting the Feasibility Study: Market Analysis

This chapter will enable you to:

- Outline the tasks involved in the market-analysis portion of the feasibility study.
- Collect and analyze data to determine the market's feasibility.

Conducting the Market Analysis

This chapter covers issues that are specific to analyzing the feasibility of a new market. Market feasibility refers to the potential customer base and demand for farmers market products and the level and types of competition a new market will face.

Potential Customer Base

The first task for the market-analysis committee is collecting demographic data. The committee should develop a profile of the local market that considers the age, gender, ethnicity,

languages used, income, and education levels of potential customers. This type of demographic information can be found at www.census.gov or from sources such as the local chamber of commerce. Census data are available for census tracts and zip codes, which are relatively small areas, as well as for cities, counties, and states. These surveys also include information such as the number of children per household and the size and number of schools within the trade area. Important information about potential customers for a farmers market could include gender, age, household income, education level, neighborhood, ethnicity, the presence of children, and how many times a week households typically prepare home-cooked meals. This data is useful for estimating the number of potential customers.

Analyzing the Target Clientele

Who are the market's potential customers? Market analyses generally include determining who potential customers are and how many the market will serve. If the population is large enough and there is considerable interest in local produce and value-added goods, then the market and other businesses in the area will

likely thrive. However, it still is necessary to profile prospective customers to ensure that the market meets their needs. The market's target audience affects many aspects of the market, including the product mix, advertising, and promotional activities. Get to know who your target customers are and their preferences. Is the target market an upper-income or a lower-income group? Are they of a particular ethnic group or more of a cross-section of demographic groups?

Define your market area (your region or community). In the case of a farmers market business, your primary market is localized and may be restricted to customers who come to the market from within a five-mile radius. Your secondary market might be chefs who work at local restaurants and require specialty products and high-quality produce for their menus. Members of Chef's Collaborative, for example, are concerned with sustainable agriculture and buy only fresh produce from farmers.

Once the committee has collected demographic data and established a profile of target customers in the community, the next step is to survey a sample of potential customers to get a better description of their demand for particular items at the market. Surveys can ask respondents to check off or list products they usually purchase, such as fruits, cheese, eggs, meat, nuts, coffee, flowers, and handicrafts, as well as items they would like to purchase from a farmers market that have not been available. For example, consumers might be interested in buying locally produced honey or eggs from free-range chickens, items that they cannot find at local supermarkets.

To get a better idea of desirable market features, your survey also could ask respondents to rank other farmers markets they have attended and their local grocery retailer, cooperative, or supermarket.

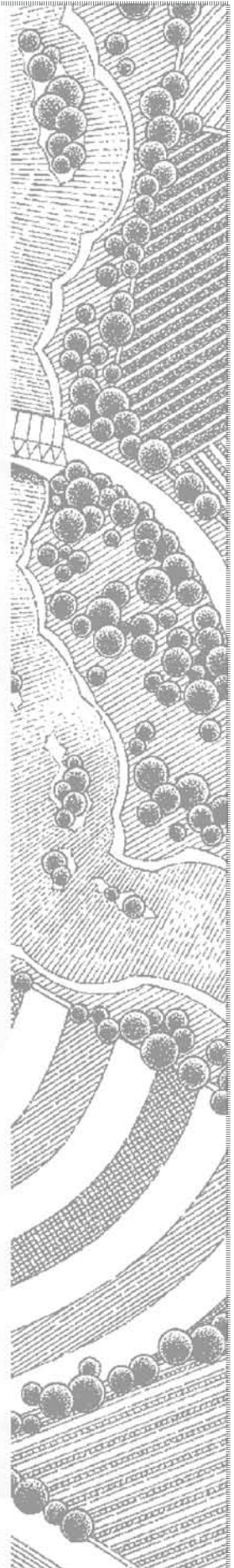
Assessing Market Feasibility

Unearth the following kinds of information when assessing a market's feasibility:

- Is the community interested? How much community support can be generated or already exists?
- Is there another market nearby? What is the level of competition? Does the competition have the potential to impede success?
- Can the market generate sufficient revenue to make it worthwhile for farmers and management?



The details of these issues will need to be explored further as the market research team develops a solid market feasibility study.

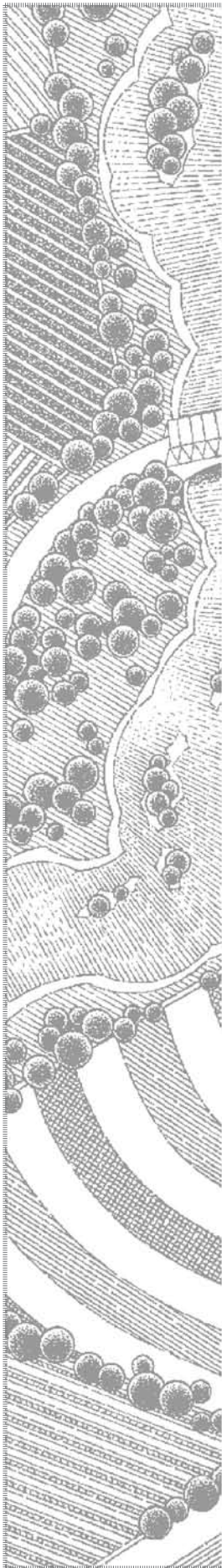


Conclusion

In addition to competing farmers markets in the area, there are other types of businesses that present competitive forces. For example, there may be nearby roadside farm stands or you-pick operations. There also may be a retail grocery store in the area.

The committee can conduct most of the farmers market research and analysis with committee members contributing according to their areas of expertise. If additional help is needed with the feasibility study, consider consulting with a Cooperative Extension agent or other appropriate experts. Another way to complete a feasibility study is to recruit a local college marketing student or students who are interested in doing a case study or class project on your potential market. If you have the budget, you could hire a professional market researcher.

The market-analysis committee's report should address the questions previously discussed. The resulting market feasibility study can be used to gather support from community groups, local businesses, producers, and government officials.





Conducting the Feasibility Study: Site Assessment

This chapter covers issues specific to the potential site of the new market. The site-assessment committee's primary responsibility is to look further into the analysis of all potential market sites. The committee should create a list of the pros

and cons for each site and various ideas to present as findings to the organizing committee or board of directors. A recent USDA study ("Farmers Markets Survey Report") found that the two primary reasons for market failure are location and competition; that is, in-season dominance by alternative vendors.

This chapter will enable you to:

- ▶ **Identify potential sites for a new market.**
- ▶ **Determine the suitability of each potential site.**

Site Factors

Several factors should be considered when undertaking this assessment. Initially, you need to have some basic idea of where the market could be held. Important points to con-

sider include centrality, parking, visibility, ease of access, and environment. It may be necessary to compromise on a site if a location that meets all of the desired attributes cannot be found. Outline all potential and alternative market locations, listing their positive and negative characteristics. Be aware that the market's location and the demographic profile of its clientele will greatly influence product offerings and economic viability.

Permanent versus Temporary

When choosing a market site, an important consideration is whether or not the site will likely be used on a temporary or permanent basis. A permanent site is one that the market either owns or has secured a long-term lease that enables the market to remain on the site for the foreseeable future (such leases last from seven to ten years). A temporary site is contracted for a year at a time, which can be a good option if you want to test the location before entering into a long-term arrangement.

Starting a New Farmers Market

Permanent Site

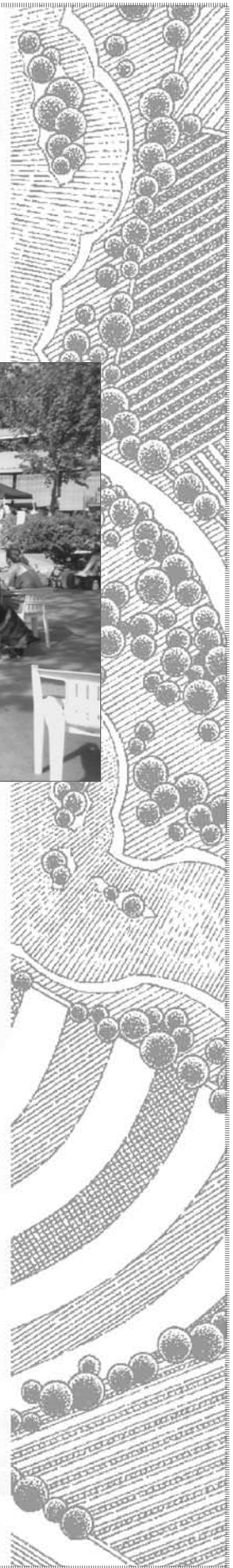
A truly permanent location can be secured only through purchase or permanent deed. Cities or towns occasionally have sites that may be donated for the exclusive use of a market. Long-term agreements with the city, or long-term leases with private landowners, are also fairly dependable ways to establish a semi-permanent location for the market without an outright purchase. It may be possible to secure a free site. Look in the area for vacant parking lots, churches, synagogues, city offices, court-houses, malls, parks, athletic fields, vacant lots, county fairgrounds, school grounds, blocked city streets, and town squares.

A major advantage of a permanent marketplace is that it can be made more secure. Storage facilities can be built in, allowing vendors to leave their setup materials at the site.

Fences, stalls, and displays can be built into the market structure, further reducing the time needed for setup and breakdown. A permanent shelter also may be constructed to provide year-round protection from the elements. The Davis, California, market pictured here began on sidewalks adjacent to the central park. Later, however, the city built a permanent structure for the market, allowing it to evolve into the central feature of the core area of the city. The market, its vendors, and its customers all reap the benefits of long-term investment.

Long-term sites offer many benefits. A permanent home allows consumers to become familiar with the location and establish regular, long-term shopping patterns. It also allows for permanent improvements over time to suit the evolving needs of management and vendors.

The main disadvantage to a permanent location is its initial purchase cost. The costs of insurance, upkeep, and taxes are additional expenses. In temporary sites, the landlord, as a part of the rental contract, often absorbs these costs. Another thing to consider is whether the site is appropriate for a permanent location. A good alternative may be to start with a short-term commitment until the market has demonstrated success in the location.



Assessing a Temporary Site

The main advantage of a temporary location is flexibility. The flexibility provided by a short-term commitment allows the market to relocate to a better location as needed. As a market gains in popularity, public or private organizations may be more willing to provide the market with access to a more centralized location and could end up offering a long-term arrangement. Also, as the market grows, it may be necessary to relocate for more space or better customer access. Satisfaction with this sort of arrangement often depends on how comfortable the board, manager, and vendors are with the costs and logistics of re-establishing the market in a new location.

There are disadvantages, however, to a temporary site. Often, an ideal downtown location may be available only briefly, until alternative development is approved. The market is then faced with moving to another location and disrupting its customer base when it has not yet taken root in the community. This could be like starting the market all over again if the market must move a considerable distance.

Another drawback to temporary sites is possible multiple uses that must share the site. If the location is used for other purposes during nonmarket days, there may be no way for vendors to leave stalls and display items at the site. Occasionally, temporary markets can make site enhancements or erect semi-permanent structures, but it is difficult to justify the large investment required when tenure at a location is uncertain. Because of this, markets at temporary sites do not usually benefit from the same improvements for vendors and customers that are possible at more permanent locations.

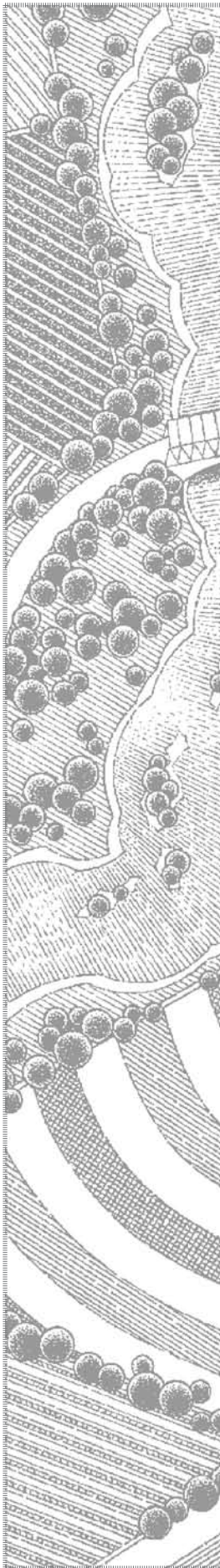


Site Selection Criteria

There are two key areas on which to focus when choosing a location for a farmers market. The first is narrowing the number of possible sites using visible aspects of each potential site as a determining factor. The second is researching the logistical aspects of potential sites:

Size: Ideally, the site should accommodate two rows of vendor stalls and be at least 40,000 square feet in size.

Centrality: An ideal site for a farmers market is a central location close to areas where potential customers live, work, and shop. The market should be in an area that appeals to a wide cross-section of customers, both culturally and economically. Bus and train stops nearby are a major advantage. Other activities (e.g., sports, shopping, attractions for children) located in the



vicinity of the market also are a plus for attracting potential customers. The area should be perceived as a safe area for customers to visit.

Visibility and access: The site should be easily visible from the main thoroughfare or adjacent streets. If not, additional signs may be necessary to attract customers' attention. Markets that are visible in heavily travelled areas enjoy the benefit of curious people who stop on impulse. If the market is not easily visible, it cannot attract this kind of interest, which limits the customer base to those who are already aware of its existence. Consumers should be able to locate the market easily with a few simple directions. The harder it is to find, the harder it is for new people to attend.

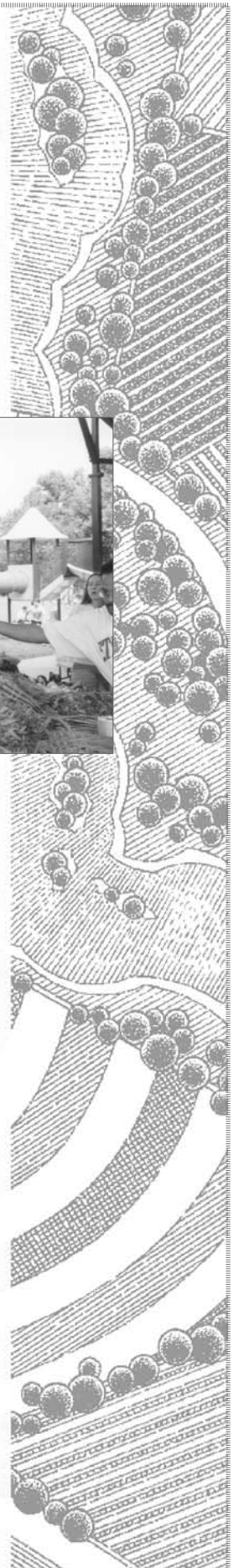
Environment: The market should interface well with the neighborhood. Litter caused by the market's set-up and breakdown should be removed. The market should enhance, not detract, from its surroundings. Seating and picnic areas, parks, fountains, and gardens can provide shoppers with inviting places to relax and enjoy the farmers market experience.

Transportation: The site should be easily and conveniently accessible by public transportation such as a bus or light rail route.

Parking: The market should be convenient for customer access. The site manager for the Marin County Farmers Market in San Rafael, California, says, "Parking is very important. Customers are not going to want to shop if it is inconvenient to find a space or if they have to walk far between their cars and the market." Consider the vendors' needs as well. They need room to move their vehicles into a stall or area, turn around, unload, and situate themselves for selling.

Water: Water must be available. Hose spigots can provide water for keeping produce cool and the area clean. To conform to health regulations, vendors will likely need to use water at their stalls. In addition, water fountains for customers and vendors help to keep people cool and hydrated on hot summer days.

Restrooms: Restroom access in the immediate vicinity of the market is another necessity. Restrooms are important for vendors as well as for customers. Vendors will be onsite anywhere from three to ten hours. Onsite restrooms



also may be a health department requirement. If no restrooms are available onsite, consider renting a portable service that can be left at the site and locked after market hours.

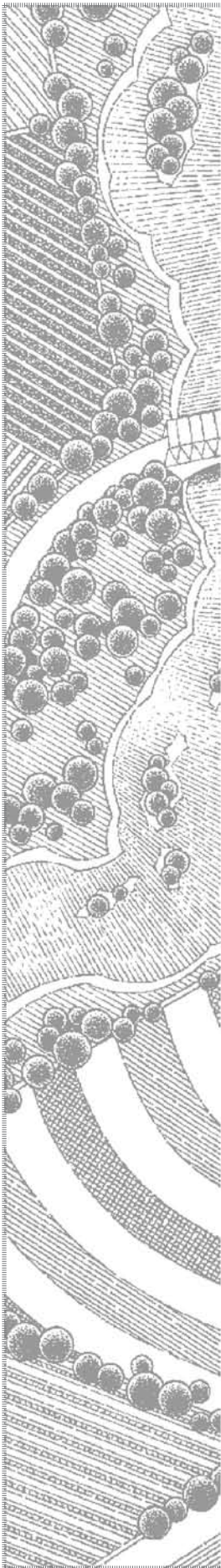
Surface cover: A site's surface makes a difference aesthetically as well as functionally. Wood chips, pavement, gravel, and grass each have different advantages and disadvantages. A shady grass-covered park is inviting on a hot summer day but probably requires farmers to park their vehicles some distance from the stalls. Grass also may not withstand heavy foot traffic and can become difficult to negotiate in rainy weather. Pavement, on the other hand, will surely withstand heavy foot and vehicle traffic but can be blistering hot on a sunny summer afternoon. Consider the geographic area and the weather conditions likely to be experienced during the market season. Is rain likely? Will temperatures soar into the nineties or above? If the market operates during the rainy season, make sure that the surface is graded and has adequate drainage. A gentle or moderate grade is ideal. A grade that is too steep will make parking and set-up awkward and may also restrict handicapped access. If heat is a likely issue, look for a location with some shade, such as a parking lot with trees, or consider starting the market early in the day. Above all, make sure the surface the market plans to use is even and free of holes and other obstructions that put customers and vendors at risk.

Shelter: Protection from sun and rain creates a more comfortable and appealing market. Customers are more likely to venture out during hot, cold, or wet weather if the market area is covered and protected from the elements.

Stall layout: Visualize how the stalls would likely fit on the site. How many vendors will fit in the space? Will the market have room for potential expansion? Keep in mind that the market also will need room for customer traffic, including those with special access needs (e.g., wheelchairs). A circular flow creates easy passage and helps balance visibility for all of the stalls. The evaluators also should visualize where the market would establish a central location for the information booth, which can be made easily identifiable with colorful flags or banners.

Ownership: The owner may be a business, person, church, city, or other entity. The terms and tenure of a contract depend on the nature of the property's ownership and prospects for alternate uses or for development.

Cost: Some owners may require rent; others may be willing to forego rent for the benefit of increasing foot traffic or providing a community service.



Zoning: The site must be zoned for business. If not, it may be necessary to obtain a variance.

Fire regulations: Most farmers markets will require at least a fire lane.

Law enforcement regulations: Be aware of any law enforcement concerns and regulations.

Property taxes: The market's presence may affect the tax owed for the site.

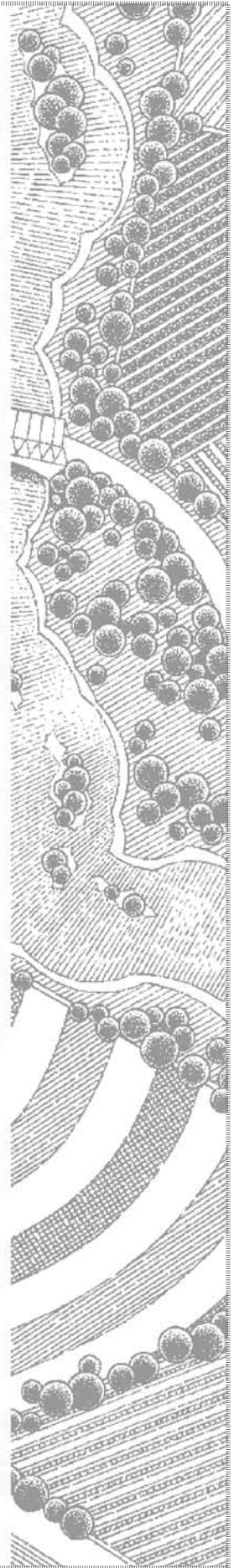
Insurability: The site will need to be insured and appropriate groups must be covered for liability risks.

Final Thoughts on Choosing a Site

Ideally, you want the market to be situated in a place where vendors, managers, and especially customers will enjoy their time there. Offer your customers an organic environment, a place where shopping for fresh food seems natural. Studies have found that consumers patronize farmers markets first because of the farm-fresh produce and then for the ambience. A pleasurable shopping experience is very important in attracting and retaining customers.

Even if the only location available to you seems dismal and undesirable, you can take steps to create an inviting atmosphere. If the site is under a highway overpass, for instance, as it is for the Oakland Lake Merritt Farmers Market, you can use the cement structures to your advantage. You can have bands play music under the overpass, using the concrete caving as an amplifier to drown out the sounds of traffic above. You also may want to consider creating some large decorations (for instance, hand painted murals by local schoolchildren) that can easily be attached and removed for each market. These are not extravagant or expensive ideas, but they help to brighten up a site.

Food quality, customer relations, and good management are very important, but without a positive, upbeat atmosphere, even a well-run market will lack the appeal that gives people delight in their shopping experiences. If the market is in a vacant lot, for example, try to add landscaping features. Perhaps some of the growers could donate perennial flowers and herbs. Consider involving neighborhood gardeners who may want to form a committee to help beautify the market site. The pleasure that customers and vendors take in the market will have a significant impact on its longevity.



Conducting the Feasibility Study: Financial Analysis

The financial-analysis committee has two important tasks: determine possible sources of funding the start-up of a new farmers market and develop a projection of income and expenses to determine whether it is feasible to start a new market. If opening a new market goes forward, the budget generated by this committee will become the foundation for the market's operating budget, so it is important to gather data with which to make the most accurate projections possible.

This chapter will enable you to:

- ▶ **Be aware of potential sources of start-up and operating funding.**
- ▶ **Collect data to project income and expenses.**
- ▶ **Determine the financial feasibility of a new market.**

Sources of Funding

There are a number of potential sources of funding for a new market, including sponsorship, grants, and fees. If the market is sponsored by a single organization or a coalition of organizations, the founding organization(s) will likely provide some funding for start-up. In that case, the financial-analysis committee should include representatives of the sponsoring

organizations who can accurately project funds available for start-up.

Depending on the purpose and mission envisioned for the market, the market organization or its sponsoring organization may be eligible for grants through government agencies or nonprofits. A search of available grants related to nutrition, agricultural marketing, and community development can yield potential sources of funding. Local funding may be available through the chamber of commerce, United Way, and service organizations and religious groups.

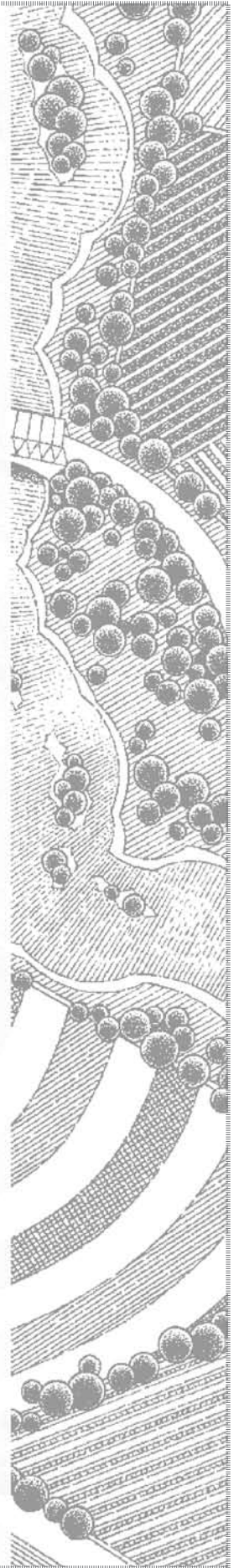
Another source of funding is vendor payments of stall fees and/or membership dues. Managers of established markets that are not in direct competition with the proposed market may be willing to share information about their stall fees, membership dues, and other sources of income. The committee should check with more than one manager to elicit a set of strategies and choose the ones that will work for the proposed market.

Projected Expenses

To establish the financial feasibility of the market, you need to anticipate and project the market's expenses. List anticipated costs, such as wages, benefits, insurance, permits, and office overhead. Also, list planned start-up costs such as a deposit on office space and creation of a logo, as well as ongoing planned activities that can include special events and advertising and their projected costs. Check with managers of other markets, preferably in areas with similar demographics and costs of doing business (for example, similar costs for office space and employee compensation), to gauge expenses as accurately as possible.

Working with Other Committees

If the feasibility study indicates that a new market would be viable, then the work of the financial-analysis committee will have a strong impact on future activities. If, for example, the cost of designing a logo and purchasing promotional materials is not included in the initial cost projections, then the options open to those assigned the task of promoting the new market will be constrained. It is important that all of the committees maintain communication with each other and that the activities involved in the feasibility study and start-up be organized and coherent so that nothing is assumed or overlooked. With organization and communication, the results of the initial financial analysis can become a cornerstone of future market development.



Conducting the Feasibility Study: Vendor Recruitment

This chapter will enable you to:

- ▶ **Assess vendor interest in a new market.**
- ▶ **Match vendors with consumer demand.**
- ▶ **Recruit vendors.**

The vendor-recruitment committee's main responsibility is to assess the availability and interest of area growers in joining a new market. Through this committee's work, the market contacts growers and begins to develop vendor membership requirements.

It will take some time to make contact with a sufficient number of farmers, secure their involvement, and provide them with the information they need to prepare for a successful market season.

Finding the Niche

The vendor-recruitment committee must work closely with the market-analysis committee to match potential vendors with consumer demand. Using preliminary results from the market-analysis committee's study of consumer demand and preferences, the vendor-recruitment committee can determine the initial product mix the market should offer, the number and types of vendors they need to recruit, and, ultimately, whether vendor recruitment for this market is successful.

To analyze vendor and product availability and interest in selling at the market, a survey specific to producers can be conducted. Surveys can determine the vendors' level of interest and willingness to sell at the market. The survey can ask farmers for their reasons for selling products at farmers markets and rank those reasons on a scale of one to ten with one being most important and ten being least important. The following characteristics are useful: convenience of direct marketing, receiving retail value for products, interaction with customers, ability to advertise value-added products, and ability to sell excess products not sold through other outlets.

Determine if other vendors in the area are selling vegetables, fruit, flowers, or baked goods. If so, who are their customers? How do they set prices? What makes them successful? Instead of attempting to outperform them, find an area in which they are lacking that can provide the new market with an obvious niche to fill. The market can then differentiate its products by branding the market as a unique complement to existing competitors. Ideally, a market does not want to be in

Starting a New Farmers Market

direct competition with anybody. Look for ways to complement existing resources, find new areas in which to specialize, and build relationships that are mutually beneficial.

One of the principal competitors for produce and value-added products is local supermarkets. However, supermarkets do not necessarily have to be viewed in a negative way. One market manager reported that, when his market was forced to leave its traditional site, the town's grocery store offered its parking lot. The new location worked out well, and the market has since been held there for many years. Customers purchase their nonproduce groceries at the supermarket and then shop at the farmers market for fresh, seasonal produce.

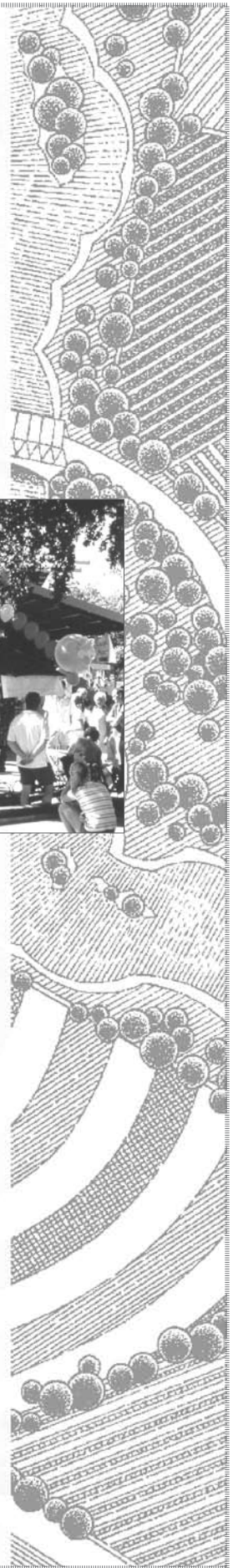
To keep this cooperative arrangement running smoothly, relations must be maintained between the supermarket and the farmers market's manager. Often, the supermarket manager comes from an agricultural background and sees slight losses in produce sales one day a week as worthwhile in return for supporting local farmers, building good community relations, and attracting additional customers on market day for nonproduce items.



Other Attractions and Vendors

Special events, tourism, and other nearby attractions can draw customers to the area from long distances, though not necessarily on a consistent basis. Some of these events may be seasonal or of short-term duration. Determine what the area has to offer:

- Is this community the gateway to a popular recreation area or national park?
- On what days does the market attract the most tourists, and during what peak hours? Work with local hotels, chambers of commerce, and other attractions that can share information or can benefit from the farmers market.
- Are there weekend craft fairs, famous historic buildings, or special downtown events that bring tourists to the area?
- Could these offerings add to the customer base or will they have the opposite effect—keeping away local residents?





Agritourism

Agritourism is a new approach used by some farmers to attract customers to their farming operations. By offering tours, roadside stands, you-pick operations, and bed and breakfast accommodations and by listing their sites on farm trail maps, these farmers are creating new identities as destination areas for urbanites who have a desire to experience rural life. For farmers market managers, some of these agritourism operations can represent competition while others can be beneficial.

Do these agritourism operations offer very specific, seasonal types of products, such as market-pick blueberries or Christmas trees? Would they draw from the market's desired customer base? School tours to a pumpkin patch probably would not attract the same crowd that the market is targeting, but it is possible. Do area agritourism operations/events conflict with the days and/or hours that the market will be held?

One way to strengthen collaboration among different agricultural producers and increase their accessibility to consumers is to incorporate all of them into the farmers market, building a network of support for local agriculture. If a farm that hosts students can say, "We will be at the farmers market on Saturday if you want to show your parents our pumpkins," that word of mouth provides free advertising for the market. A local blueberry grower could find it worthwhile to close her farm stand on market days to sell at the market instead.

Contact all of the farm stands, you-pick operations, and agritourism operators in the area and ask if they are interested in joining the market. If they are already participating in direct marketing, there is a strong possibility that they will be interested in the opportunity to sell at a farmers market. However, make sure that their operations are compatible with the market's vendor policies and state regulations.

Finding the "Right" Vendors

Town councils and downtown business groups organizing a new farmers market have at times underestimated the complexity and effort involved in getting farmers to join a new market. Finding farmers who are growing the right products for direct marketing or that are interested in new farmers markets can be a challenge even in an agricultural area. The vendor-recruitment committee must spread the word widely and talk to many farmers to develop a base membership of growers with sufficient product diversity and volume to make the market successful.

Even more important than finding growers is finding the right growers. Consumers prefer markets with a well-rounded selection of produce. Keeping a wide variety throughout the season is a key factor for successful markets.

One good way to go about providing diversity is by starting with a core group of growers who can offer a wide array of produce. Specialty items and seasonal favorites can then build on that foundation. Diversity in products at the market is as important to farmers as it is to consumers. Too much overlap among growers reduces their individual sales and is a frequent complaint to managers. Getting an early start on developing the right market mix is critical to the success of a market and its growers' businesses.

Where to Find Vendors

Recruitment of vendors should begin six to eight months before the opening of the market, preferably in fall or early winter when farmers have more time to participate in planning. Contacting farmers at this time also allows them ample opportunity to prepare crops for the market. If they know which products they want to sell the following spring and summer, they can place seed orders and develop planting schedules accordingly.

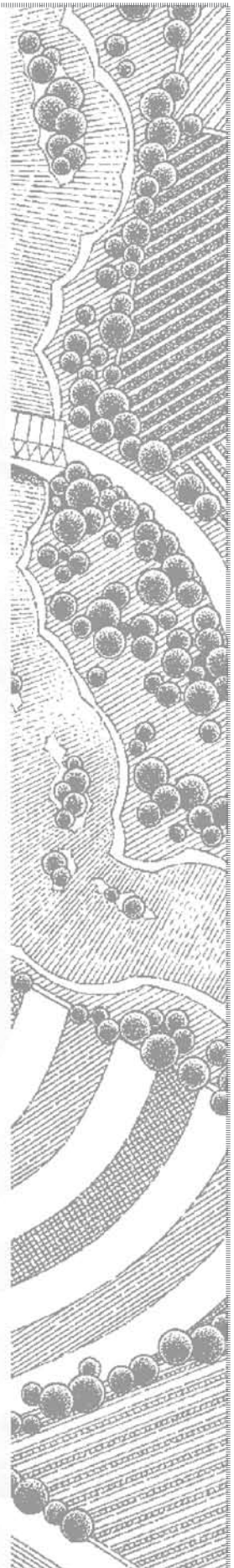


Personal contacts and phone calls are the most effective ways to get the word out about a new farmers market. If there are other markets in area, it may be helpful to visit those markets and talk to their managers and vendors. Farmers often will be interested in selling at more than one market, but be careful not to steal vendors from other markets. Also visit you-pick operations and roadside stands in the area, as these farmers may be eager to try another form of direct marketing.

It is helpful to talk with interested growers to determine how serious they are about the market. If they want the market to work, they may talk to other growers about it. An increase in the number of growers and the resulting diversity of products makes for a larger, more stable, and more interesting market that can attract and serve more consumers.

Growers' associations and cooperatives can be helpful in informing potential vendors about a planned market. Organizations that may be helpful in identifying local growers include the Cooperative Extension Service (located in most counties), the county agricultural commissioner's office, the state's agriculture department, and the local Farm Bureau office.

If these organizations have upcoming workshops, a representative from the vendor-recruitment committee can make presentations about the proposed market. Networking with experienced marketers at these events can also provide an invaluable source of information about the process of starting and running a market.



Reviewing the Findings of the Working Committees

When the market-analysis, site-analysis, financial-analysis, and vendor-recruitment committees have completed their tasks in assessing the feasibility of starting a new market, the organizing committee should meet to review the findings and decide whether to move forward.

Agenda for the Organizing Committee Market Decision Meeting

Objectives

- 1) Review findings from the committee analyses.
 - a) Is there sufficient consumer demand to support a market?
 - b) Is there sufficient vendor interest and commitment to meet consumer demand?
 - c) Are there viable potential sites?
 - d) Is there a way to finance the market and can it be financially viable?
- 2) Financial options.
 - a) Budget, cash flow, and cash needs.
 - b) Financing options.
- 3) *Decision:* Is it feasible to start a new market? Will the process move forward or stop?
- 4) If the decision is to proceed, discuss creation of the board of directors.
 - a) How many of the organizing committee members will serve on the first board of directors and what skills do they bring?
 - b) What skill areas or areas of representation are missing? Who still needs to be recruited? See Chapter Ten for more on creating the board of directors.



Establishing the Market as an Organization

Once the committees have completed their analyses and established the feasibility of a new farmers market in the community, it is time for the organizing committee to create the organizational structure.

This chapter will enable you to:

- Choose an organizational structure that will meet your needs and position you to become a certified farmers market.

An Overview of Organizational Structures

The extent of the organizational structure required for a market depends largely on the size of the market. Every market requires performance of basic administrative and group decision-making tasks. Building a framework in advance to facilitate those tasks simplifies operation of the market and helps to identify structural needs. In California, farmers markets must be certified by the county in which they operate; because the produce sold at farmers markets is exempt from certain packing and labeling requirements, both the vendors and the market must be certified.

Several forms of market administration and organization are used in farmers markets, each with advantages and disadvantages. As farmers markets continue to gain in popularity and sophistication, their management becomes more complicated and demanding. In response, more markets are beginning to adopt formal business models or to seek sponsorship through larger administrative organizations such as business associations and municipal organizations.

Here we present several organizational models as examples of alternative frameworks. These options should be weighed in terms of their advantages and disadvantages in light of the market's immediate needs and its potential for growth.

Three Common Models for Farmers Market Organizations

- An unofficial agreement among producers rather than an official business.
- A private for-profit or nonprofit business runs the market.
- A public sponsorship wherein the market is run by a public authority such as a city government.



Agreement among Producers

An agreement among producers is a common type of farmers market organization. Although it does not carry the same bureaucratic requirements as more formal business models of market management, successful applications for certification will mean that permits and licenses must be in order.

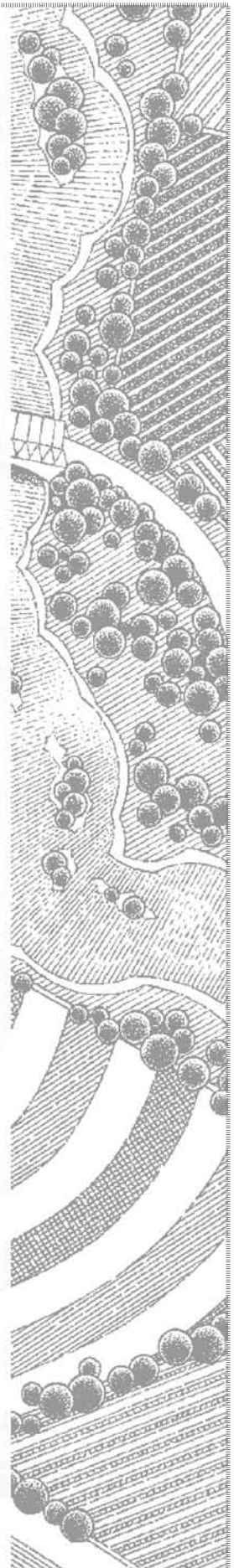
Private Sponsorship: The Market as an Independent Official Business

Many markets operate as independent businesses, either as nonprofit or for-profit operations. Which form is most appropriate for the market depends on the size of the proposed market, the people involved, and the level of tax and legal liability key members are willing to assume. Resources are available to help the organizing team with this decision and with other questions related to starting and running a small business.

Within the private-sponsorship model, there are several options for ownership of the market. To obtain a business license, you will need to define the ownership structure of your enterprise. Following is a list of the four general types of ownership for businesses.

Sole Proprietorship

- One person owns all assets and profits and is responsible for running the business.
- The proprietor assumes complete responsibility for liabilities and debts.
- There is no legal distinction between the business and owner.



Partnership

- Two or more people own the business.
- A legal partnership is involved, which should include agreements about decision-making, profit sharing, dispute resolution, and dissolution of the business.
- Types of partnerships are general, limited, partnerships with limited liability, and joint ventures.

Corporation

- Corporations are chartered by the state.
- There is a legal distinction between the business and its owners, which are its shareholders.
- Corporations can be taxed and sued.

Limited Liability Companies (LLCs)

- LLCs have the limited liability of corporations and the tax efficiencies and operational flexibilities of partnerships.
- There are stipulations about what may be defined as an LLC.

Some of the advantages of organizing a market as an independent entity include retaining control of the market, having full decision-making abilities, and identifying liability and taxation issues in advance. A disadvantage to having the market as an independent entity is the pressure of all of the costs and responsibilities for running and promoting the market falling to a single individual or small group of individuals. Gaining sponsorship from a larger, well-established organization (as discussed in the next section) is one way to reduce this level of direct responsibility.

Resources for Businesses

In addition to information provided in this guide, you can acquire a wealth of information from the Small Business Administration (SBA). SBA is a great source of general information about starting and running small businesses, much of which can be found at its website: www.sba.gov/starting_business. There also may be a small business development center in your area. These offices often provide hands-on training and advice about setting up and managing a small business.



Business laws: Complying with business laws and regulations can be a burden on small businesses. To help businesses overcome a lack of information, SBA, in cooperation with multiple federal agencies, developed *BusinessLaw.gov*, an online resource designed to provide legal and regulatory information to America's small businesses (www.sba.gov/starting_business/legal/buslaws.html).

Business licenses: To operate a farmers market officially in most areas, you must obtain a business license and register your business name (also called a "fictitious name").

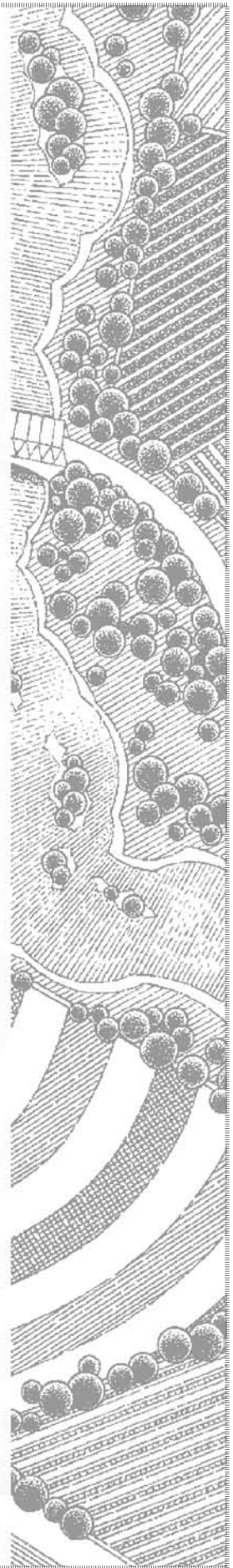
The Market as a Nonprofit Organization

Another option for structuring a new market as an independent organization is to form a nonprofit organization. Advantages to nonprofit status include eligibility for grants, tax-exempt status, and some protection from liability. However, the paperwork involved can be a disadvantage and the ability of farmers markets to obtain nonprofit status is in flux. A good source of general information on legal requirements for nonprofits is Nolo Press (www.nolo.com).

Public Sponsorship: The Market Run through a Larger Business or Public Agency

Market sponsorship through an overseeing organization has become one of the more popular approaches to organization for farmers markets. This alternative follows several different models and the level of involvement of the sponsor varies. Some local service organization sponsorships require very little involvement as the sponsors are simply interested in bringing a farmers market to the community, whereas private and public agencies may require more involvement in terms of management and/or organizational structure. Sponsors may be responsible for running one or more markets and can legally categorize themselves as a for-profit or nonprofit business. The level of control that market sponsors require varies considerably and depends largely on the agreement made between the market and the sponsor.

While this model may appear complicated, many markets have found great benefits from this type of sponsorship because administrative costs and responsibilities (such as insurance and promotion) are shared and further reduce business risks. In turn, surplus revenues generated from stall and membership fees can be used to start other related community projects such as support for a teen center or improving awareness about environmental and open spaces. Arrangements such





as these strengthen community support for the market and benefit not only the vendors but the consumers as well.

Examples of Public Market Sponsorship

The Greenmarket Program of the Council on the Environment of New York City (CENYC) is an example of market sponsorship through a larger organization. CENYC is a privately funded citizen-owned organization that operates in partnership with the mayor's office. CENYC promotes awareness of food systems and solutions to environmental problems. In addition to its other projects, CENYC manages the Greenmarket Program, which operates thirty-eight weekly open-air farmers markets in twenty-eight locations at peak season in New York. Sixteen of these markets are open year round.

Another example of an organization that has been sponsoring farmers markets is the Economics Institute in New Orleans, Louisiana. Housed at Loyola University's Twomey Center for Peace through Justice, the Economics Institute initiates and promotes ecologically sound economic development in the greater New Orleans region. Since 1995, it has helped to establish a number of strong markets in partnership with farmers, citizens, business and government leaders, chefs, and nutrition advocates. In addition to assisting with the establishment and operation of several markets, the Economics Institute provides information and training to farmers and other small business owners on sound agricultural, processing, and business practices.

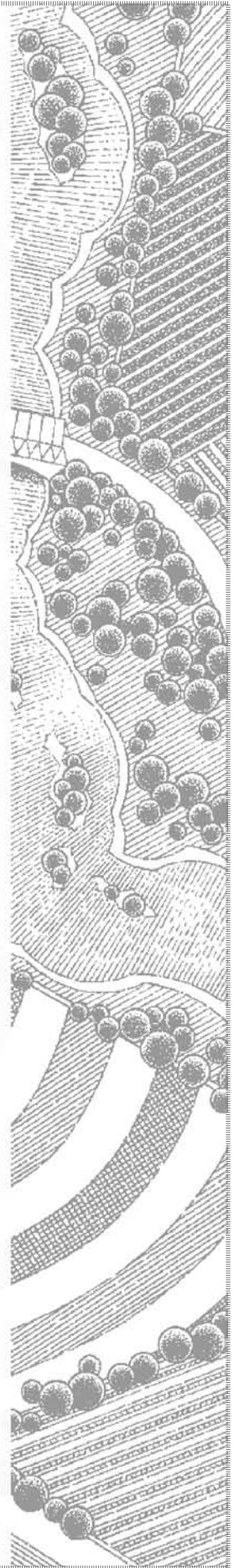
There are many other ways that organizations can provide support to farmers markets through sponsorship. In addition to providing logistical support, such as office space, staff, and umbrella insurance coverage, such a relationship often supplies educational resources and training materials as well as advocacy on a regional or state level.

Before seeking sponsorship from an umbrella organization, make sure that the goals of potential sponsors are aligned with the overall goals of the farmers market. Some markets have run into difficulties as a result of partnerships with organizations that did not share the same vision as the vendors or surrounding community. Therefore, it is important to fully discuss these issues with all of the concerned parties before agreeing to sponsorship.

Finding an organization or association in the area that is already involved with farmers market sponsorship helps to ensure that various goals are likely be in alignment. The state's farmers market association and direct-marketing contacts in this field can provide additional suggestions about possible sponsoring organizations.

What Structure Is Right for Your Organization?

As you read through this chapter, you may have recognized the structure that best suits the farmers market you are developing. If several of your organizing committee members have nonprofit affiliations, or if the market is being organized by a nonprofit such as a community development organization, then structuring the market as part of a sponsoring organization may be a logical choice. If, however, the market is being organized by farmers, creating an independent organization might be best. Organizers must weigh the pros and cons of each type of structure and choose based on the unique needs and characteristics of the vendors, the new market, and the community in which it will operate.



Establishing the Market's Management

Once an organizational structure has been chosen, the organizing committee must create a board of directors. Once that has been done, the board becomes the decision-making entity for the remainder of the activities involved in creating the market's organization.

This chapter will enable you to:

- ▶ Establish an effective, productive board of directors.
- ▶ Write a mission statement that reflects the identity of the market you are creating.
- ▶ Understand the steps involved in setting up the market organization, including articles of incorporation and bylaws.

Establishing the First Board of Directors

Unless the market is a sole proprietorship, the answer to the question "who makes key decisions about market activities?" should be the board of directors. Some organizational structures for farmers markets, such as those that are sponsored by an umbrella nonprofit, do not require a separate board. The board of directors oversees many aspects of a market's operation and is a required organizational component of a nonprofit corporation. If a farmers market is a nonprofit, tax-exempt corporation, otherwise known as a 501(c)(3), it must have a board of directors that is responsible for directing the organization.

Guidelines for how the board shall conduct itself should be clearly stated in the organization's articles of incorporation and bylaws. These rules differ from the market rules (Chapter Fifteen) in that they pertain solely to operation of the board and oversight of the organization. If the market seeks incorporation, it will have to file these documents with the appropriate

state authority. This authority is usually the secretary of state or the state's corporation commission.

Because these documents establish the internal legal functions of the organization and are as binding as any other law passed by Congress or the state's legislature, they should be carefully drafted to ensure that they meet the group's needs. Refer to the articles of incorporation and bylaws of other markets in the state for guidance. The National Center for Nonprofit Boards and the Internet Nonprofit Center are also good resources for creating board guidelines.

Who Are the Directors?

The board of directors is responsible for the overall vision and for governance of the market. Once the board and the market are established, directors are generally elected by the market's membership on an annual basis. The first board, however, will be established by the organizing committee and may include organizing committee members who are willing to continue providing leadership and direction for the market. There also may be additional community members who are desirable candidates.

The members of a board of directors have inherent obligations to represent:

- The public, ensuring that their best interests are represented.
- The government, ensuring that the organization's funds are used for organizational nonprofit purposes rather than for the financial gain of board or staff members.
- The donors, ensuring that their funds are spent for maximum impact in accordance with the stated purpose of the organization.

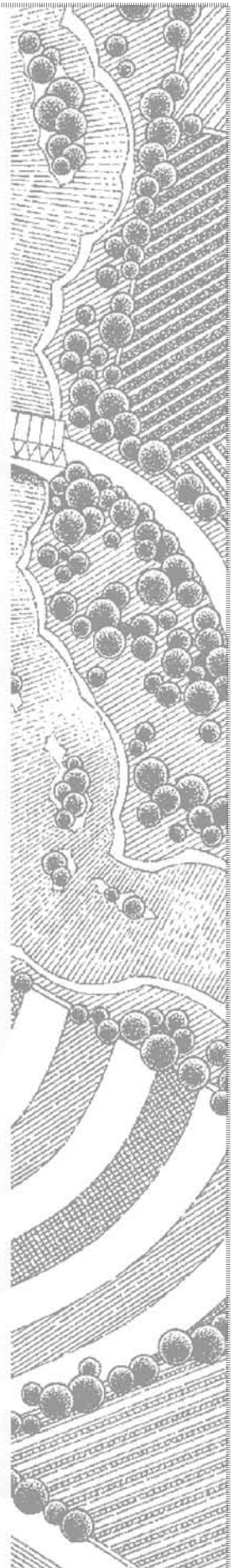


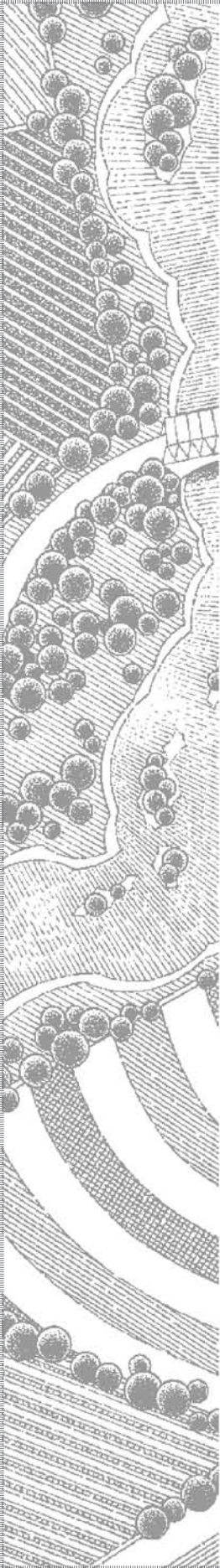
Many farmers markets have a board of directors even if they have not obtained nonprofit status. The board is a valuable asset that offers essential guidance in starting and developing the market.

Roles and Responsibilities of the Board of Directors

The purpose of the board of directors is to provide vision, direction, and governance to an organization. The board is responsible for shaping the market and its success in many ways, including providing direction in strategic planning, monitoring, evaluation, public relations, and promotional activities. Boards of directors generally consist of several officers (chairperson, co-chairperson, secretary, treasurer) that are defined in the bylaws. The manager may or may not be a voting member of the board as defined by the bylaws.

In theory, the board works closely with the market manager to assist in development and implementation of long-range plans as well as with day-to-day activities. In reality, the level of board involvement for a farmers markets depends on the way the board is structured, its relationship to the manager, and the time, assets, and strengths that individual members bring to the board.





Responsibilities assumed by the board fall into two general categories: governance and support. Governance refers to broad-based policy-making activities that address the benefits and services the organization provides. Support refers to day-to-day activities, conducted through committees or on an individual basis, that further the goals of the organization.

The exact responsibilities of the board will vary from market to market, but they may include some of the following:

- Long-range planning and goal-setting.
- Setting policies and fees for the year.
- Developing market rules.
- Establishing an annual budget.
- Providing direction to the market manager.
- Supporting the manager in conflict situations and intervening if necessary.
- Making major staffing decisions.
- Overseeing promotions and marketing.
- Developing fundraising strategies.
- Acquiring liability insurance.
- Recruiting new vendors.

The board is responsible for drafting the market's rules. Market rules are a set of guidelines that establish policies specific to vendor membership fees and other such conditions that potentially affect activities at the market that are otherwise unregulated by local or state law.

Types of Farmers Market Boards

The organizing committee may choose from several different models of board leadership in establishing the first board. While there is no single "right" way to organize and recruit for the board, it is important to assemble a governing body that has the time, energy, and skills to assist in key efforts of the market. Many farmers market managers believe that the most effective market board is one that reflects the diverse interests of the surrounding community as well as the geographic region in which the market is situated. The three typical types of boards employed by farmers markets are vendor-only boards, vendor/community member boards, and organizationally driven boards.

Vendor-Only Boards

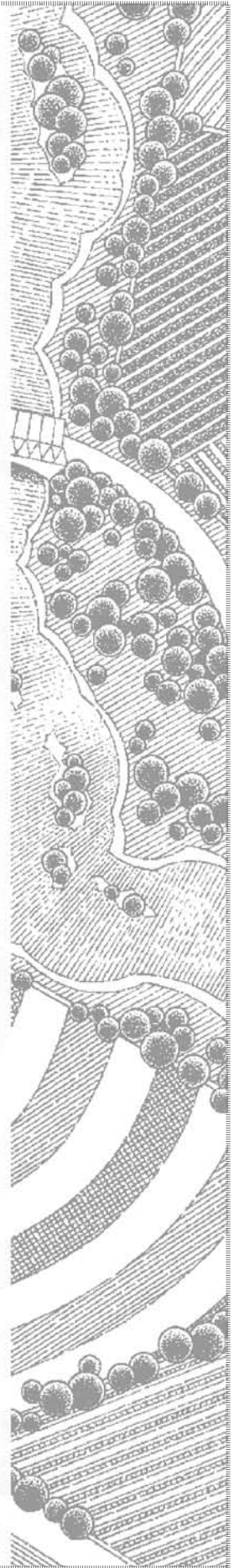
Vendor-only boards are boards whose members are exclusively market vendors. This type of board ensures that all members have a strong interest in the market, as each member has a primary stake in the market's success and profitability. The policies and procedures set by this type of board more accurately reflect the realities of the market since vendor-members have a firsthand familiarity with its day-to-day operations. At a minimum, a few board members will always be present at the market to assist, particularly in situations of conflict.

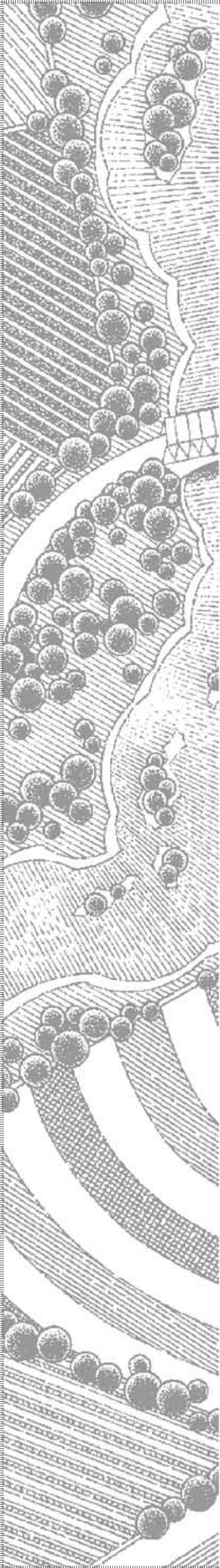
Vendor involvement on the board can create conflicts of interest. The division of roles must be clearly defined at the outset. A board member may be personally involved in a dispute with another vendor, for example, and may have difficulty separating his or her roles as a board member and as a vendor. Conflicts of this nature may arise if board members perceive themselves to be in competition with other vendors or if they are good friends with other vendors who are not board members. Such situations cause misunderstandings and make it difficult for boards to make decisions that are in the best interest of the market as a whole.

Vendor-only boards also may be weakened by peak-season market periods (summers) and/or vendors who sell at more than one market, which results in vendors being too busy to attend to board-related issues. In some cases, these members may rarely attend the market, sending an employee instead, which renders them less connected to day-to-day issues at the market. As one manager stated, "Farmers are not bureaucrats. I have a hard enough time getting them to fill out paperwork, let alone attend meetings and engage in strategic planning." Boards comprised entirely of vendors may rely more on the manager to build community relations since most vendors will not live in town or have nonprofit management skills. In these cases, the manager may end up directing the board rather than the other way around. With no community representation, the board also may have a difficult time understanding and responding to the issues and needs of the community in which the market operates.

Vendor/Community Member Boards

The vendor/community board is one that is comprised of a mix of market vendors and community representatives. This is a common structure for many small-town farmers markets. Board members each bring various strengths, including legal or financial expertise, ties to the business or political community, and strong marketing and public relations skills. A board can maximize its effectiveness by building on the individual strengths of its members in ways that complement rather than compete with each other.





Vendor/community boards have direct access to an awareness of vendors' issues and also reflect the interests of the community. Board members who are local residents may be more in tune with issues that affect the market and consumers and may be more connected to resources that can assure the market a strong position in the community.

On the other hand, board members who are less familiar with the realities of farming and direct marketing must pay extra attention to the concerns of vendors. They should understand the importance of working to serve the interests of the vendors as well as those of consumers and the larger community. As one board chairperson said, "The diversity of the board is our greatest strength and our greatest weakness. The challenge is to live with the conflict that diversity brings."

Organizationally Driven Boards

The organizationally driven board is usually the choice of nonprofits or local business organizations that sponsor farmers markets, such as downtown improvement districts and community development organizations. Markets sponsored by these types of organizations may have boards that have less connection to the people involved in the market. For example, a market board may be made up of business owners from the downtown area where the market is located, providing no vendor representation. As one manager said, "Our board members connect us to the downtown district really well, although they do not shop at our market."

Organizationally driven boards can offer substantial business expertise through their members, as well as strong ties to the local business community. In such a case, the market manager must ensure that vendor interests are well represented and may act as a liaison for communication between board members and vendors. Closed communications will lead to a closed market. If you choose to have an organizationally driven board, keep in mind that strong communication and management skills, which are always essential for market managers, will be an even higher priority when it comes time to hire the manager. With this type of board, vendors may feel that too much of the decision-making process is beyond their control. Vendor investment in the market may be more difficult to achieve later if the infrastructure does not include vendors in the larger context of the organizational structure.

Establishing the First Board of Directors

The type of board that the organizing committee establishes depends on the organizational structure and the committee's view of the board's role. If the organizing committee decides to pursue an informal agreement among producers, or to structure the market as a private for-profit business, there may be no need for

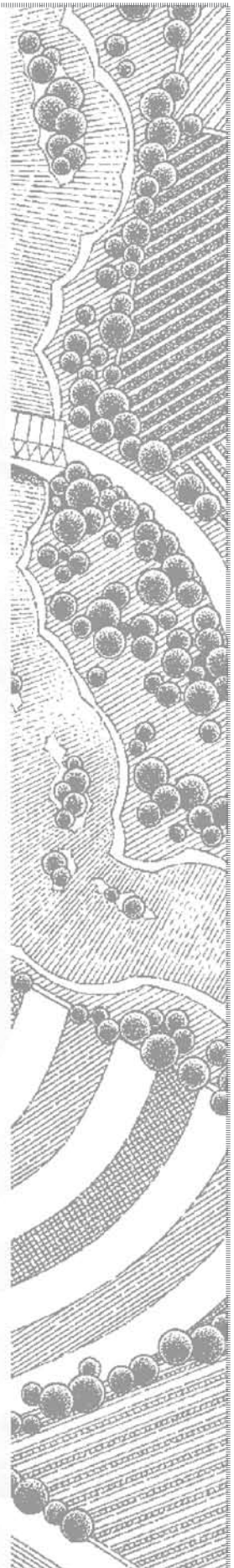
a formal board of directors. If the committee pursues or arose out of sponsorship by a larger organization, whether a public agency like the mayor's office or a private nonprofit such as the Urban League, the board will likely be organizationally driven. If the committee decides to establish the market as an independent, nonprofit organization, any of the types of boards described here might be created, according to the committee's view of the board's role in the market.

The organizing committee should consider potential board members with the following questions in mind. This process is most effective if each member considers the questions individually and then the group discusses and resolves differences in a meeting to nominate potential board members.

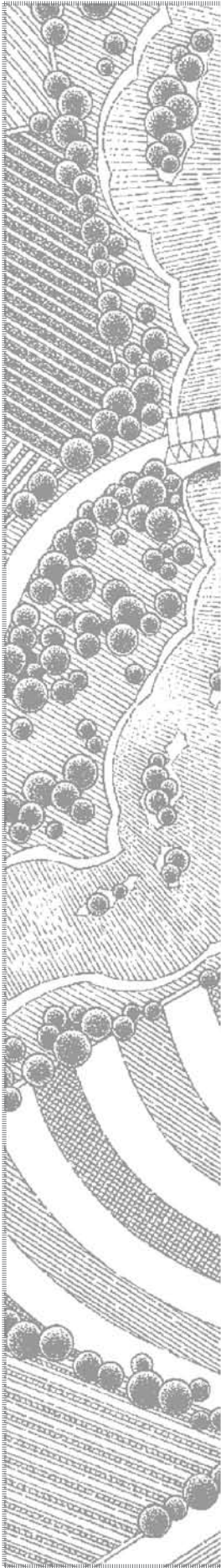
- Using the information in the preceding section, what will be included in the "job description" for board members? What level of commitment does the committee anticipate (e.g., two hours per week, five hours per week)?
- Who are the organizing committee members who want to continue on the board and what qualities and skills do they bring to the board?
- What qualities and skills are missing?
- How important are the missing qualities and skills to the committee members?
- Can the market compensate for the lack of those skills on the board by prioritizing them in hiring a market manager?

Once the organizing committee has achieved a level of agreement that allows it to make a decision about the answers to the preceding questions, it can establish criteria for evaluating anyone who is suggested as a possible board member. If all members of the organizing committee know the types of board members needed, it will be easier to evaluate candidates based on whether they meet the criteria rather than on more personal factors. Using the criteria for skills and characteristics needed on the board, the committee can identify individuals as potential board members and evaluate the nominees.

Before making a decision about potential board members, take another look at the vision statement for the market. Are the nominees likely to value and agree with this vision? Will they work to support it? If you do not know, you can ask the nominee to look at the vision statement and indicate his or her willingness to support it. If the nominee cannot support it, you should probably look for a nominee who is more likely to commit to the market's vision. Once the nominees have been chosen, the committee should appoint someone to either contact or write a letter of invitation to each nominee to serve on the board. Before officially establishing the board, the organizing committee can hold an orientation session for potential



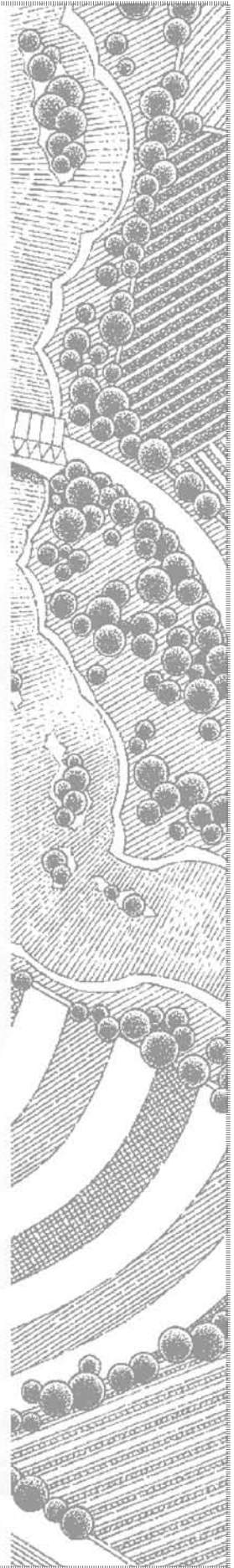
or new board members that reviews the vision for the market and expectations for the skills and commitment of time required of board members. If, after the orientation, anyone opts out, the committee can then find someone to take that person's place before the board begins its term.



Establishing the Market's Structure and Organization

Once the board of directors is established, it will need to create much of the formal structure and rules for the market. The first issues for the board to address are:

- **Establishing the articles of incorporation and bylaws.**
- **Choosing a name** for the market and for any other organizations and associations that the vendors contemplate forming (e.g., "Alpine Tuesday Farmers Market" or "The Alpine County Farmers Market Association").
- **Developing the mission statement.** What is the purpose of the market and the organization? Examples: "To provide consumers with _____ and farmers with _____." "The association is created to provide an organized body to _____." The mission statement plays an important role in establishing the character of the market as well as the rules that will guide its daily operation.
- **Establishing committees.** Many market founders find it useful to allocate some of the more challenging responsibilities to subcommittees. For example, a safety committee and an appeals committee are two groups that can help in the process of making decisions, evaluating problem situations objectively, and enforcing the bylaws.
- **Developing the bylaws** by which the market as an organization and the board of directors will operate.
- **Implementing provisions of the bylaws**, such as designating the board officers.
- **Covering board member liabilities.** Depending on how it is organized, the association of vendors may or may not be liable in case of accidents. Research this issue with a local attorney. Example: "No person who is now or who later becomes a member of this association shall be personally liable to its creditors for any indebtedness or liability." This statement offers some protection against individual member liability.
- **Determining fiscal provisions.** The market must determine when its fiscal year begins and ends and who will be authorized to act on behalf of the organization (e.g., to open accounts and sign checks). Before the market finalizes the articles of incorporation and bylaws, ask a local attorney to review them.



Developing the Mission Statement

One of the first activities of the organizing committee was to discuss and develop a vision statement for the market and its role in the community. The vision statement is a broad statement of the place of the market in the community. The mission statement is a concrete, specific statement of the major goals of the market organization in seeking to realize the vision of its founders. Clarifying and synthesizing the group's purpose and beliefs in a written statement makes it easier to present the concept to growers, the community, and others.

The answers to two questions—"What are the market's goals?" and "What are the market rules?"—are reflected in the market's mission statement and in the bylaws. Even if the market will not incorporate or have nonprofit tax status, it is a good idea to put the market's goals in writing. The mission statement should:

- identify the market's goals, and
- provide philosophical direction for developing the market's objectives.

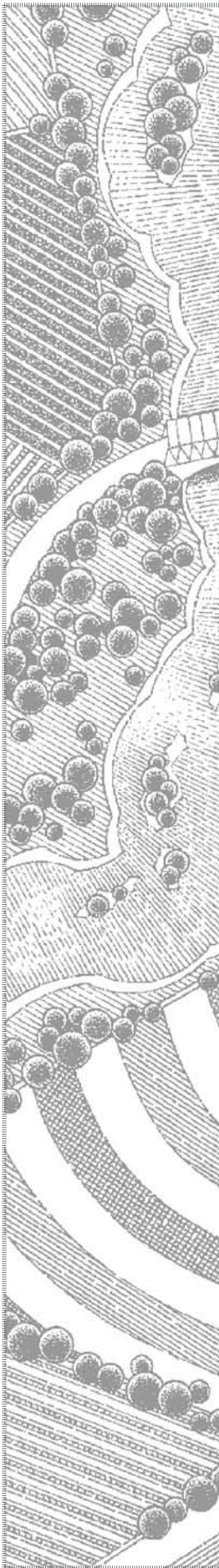
A clearly defined mission statement gives the market a starting point for long-range planning and major decision-making.

The organizational mission statement should be agreed upon and supported by everyone on the board.

Step 1. To define your market's mission and develop a mission statement, first look back at the vision statement created by the organizing committee at the beginning of the start-up process. Board members should have seen and committed to working toward this vision when they were recruited, either for the organizing committee or for the board of directors. The mission statement should grow from and be consistent with the vision statement. Write the vision statement on a large piece of paper or a whiteboard with plenty of room around it for ideas about the mission.

Step 2. With the vision statement on a large piece of paper or whiteboard, start brainstorming actions that would be most effective in achieving the vision. Brainstorming simply means getting all ideas on paper without judging, censoring, or evaluating them.

Step 3. When everyone's ideas have been listed, begin to evaluate them. Which ideas are not actions or cannot be turned into actions? Set those ideas aside (they may be great ideas, just not mission statement material). Which would be the most effective actions (big steps versus little steps—the mission involves giant steps)?



Developing the Articles of Incorporation and Bylaws

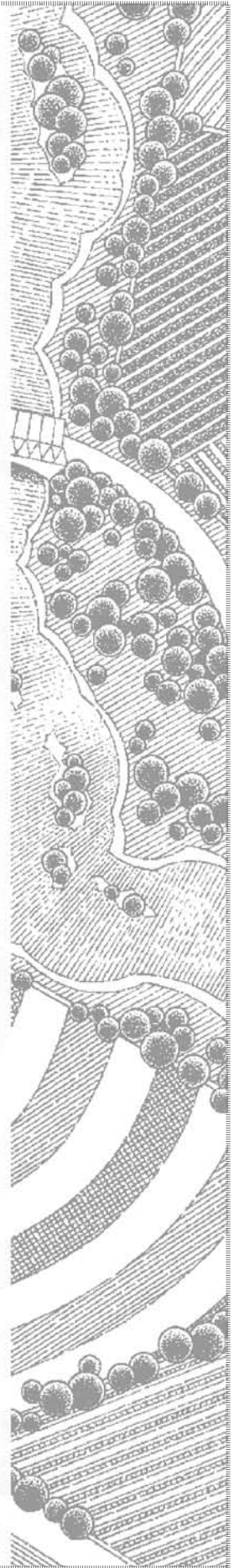
Articles of incorporation should be written with legal guidance. The bylaws of the market establish the rules by which the board will operate and typically address the following items.

- The name of the market.
- The market's purpose and mission.
- Rules that govern membership and membership fees.
- The composition and powers of the board of directors, committees, and officers.
- How and when meetings are held and how decisions are made.
- Fiscal matters such as the beginning and end of the fiscal year.
- Accounting practices.
- Access to records.
- A process for amending the bylaws.

Consult bylaws established by other farmers markets for templates.

Final Thoughts on the Structure of the Market

Establishing the market structure may involve a need for legal advice and certainly requires detailed foresight and planning. However, once a well-planned structure is established, the market will be solidly positioned for the future, and the manager and succeeding boards of directors will be able to attend to the maintenance and growth of the market.



Hiring a Market Manager

Once the organizing committee has chosen the organizational structure and created the board of directors, it is the responsibility of the board to hire a manager for the market. This section offers some guidance about the responsibilities of a market manager, the qualities to look for in a manager, and how to proceed in hiring one.

This chapter will enable members of the board of directors to:

- ▶ Hire a market manager.
- ▶ Create new working committees.

Hiring a Market Manager

The role of the market manager varies from market to market based on the community in which the market is located, the type of market, the role the board plays, and the particular manager's personality, skills, and interests. As the market development process evolves, the type of manager that fits the specific market will begin to form in the minds of board

members. Some managers hold full-time paid positions; some are vendors who annually rotate the volunteer responsibility of manager.

Randii MacNear, manager of the Davis Farmers Market in Davis, California, believes it is important that market organizers hire a manager as early in the planning process as possible. This enables the manager to develop a better understanding of what goes into creating the market and get a clear picture of the market's goals. The manager then will be more likely to be invested in making the market a success. Moreover, the experience that a manager brings to the organizational process is quite valuable and can help the board avoid many first-time market difficulties. If the board of directors can create a paid manager position, the market will have a committed worker with time allocated specifically to market management as opposed to trying to fit those responsibilities into what is likely already a busy schedule.

Manager Responsibilities

Managers have equated their jobs with parenting. While trying to nurture, support, and promote their "child's" life, they simultaneously must help it conform to external codes of conduct and to communicate values of sharing, patience, and teamwork. The following outline describes typical duties for a manager. Note,

Starting a New Farmers Market

however, that the job varies somewhat from market to market and from manager to manager.

Market Start-up Duties

- ▣ Recruit new vendors.
- ▣ Monitor compliance with relevant regulations and codes.
- ▣ Secure necessary permits and licenses.
- ▣ Track food, store, and wholesale prices to guide pricing for the market and vendors.
- ▣ Keep farmers updated regarding competition.
- ▣ Make stall assignments.
- ▣ Review the budget and maintain records of market expenses and income.
- ▣ Make sure all vendor forms are completed properly and retained.

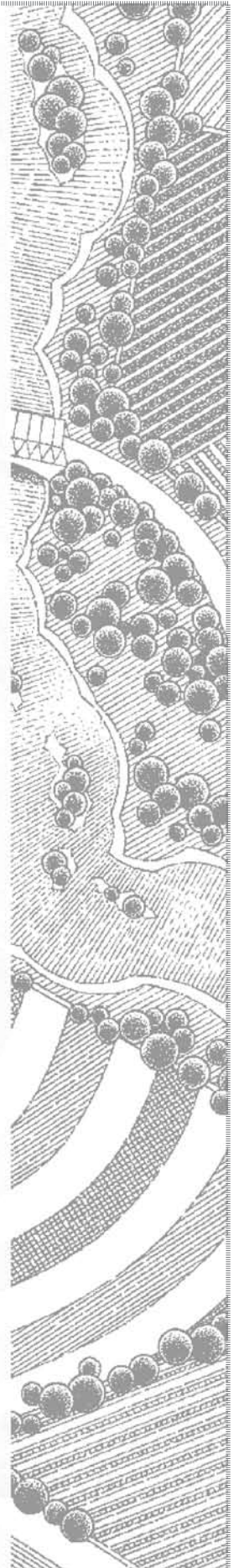


Daily Tasks and Responsibilities

- ▣ Coordinate opening and closing of the market.
- ▣ Assist at stalls when necessary.
- ▣ Enforce the bylaws.
- ▣ Handle emergencies and complaints.
- ▣ Serve as the quality control person for produce and craft items, as well as for the market's general appearance and cleanliness.
- ▣ Collect food stamps and WIC coupons from vendors.
- ▣ Maintain an information booth, guest book, recipe postings, etc.
- ▣ Keep a daily market log.
- ▣ Hold vendor meetings as necessary.

Communication and Networking Tasks

- ▣ Represent the market in meetings with community members and growers.
- ▣ Develop a positive relationship with vendors.
- ▣ Educate and assist vendors with merchandising, pricing, and other marketing and business skills.



- Coordinate and encourage volunteerism from sponsors and community groups.
- Build positive customer relations.
- Maintain communications with city and county officials, the health department, the site owner, and others connected with the market.
- Follow instructions from and maintain communications with the board of directors.
- Work with the board and vendors to develop strategic plans.

Promotion and Advertising Duties

- Create an annual calendar of events.
- Develop new promotional ideas.
- Arrange for media coverage and represent the market to the media.
- Establish an advertising budget.
- Review logos and other marketing tools with a committee as necessary.

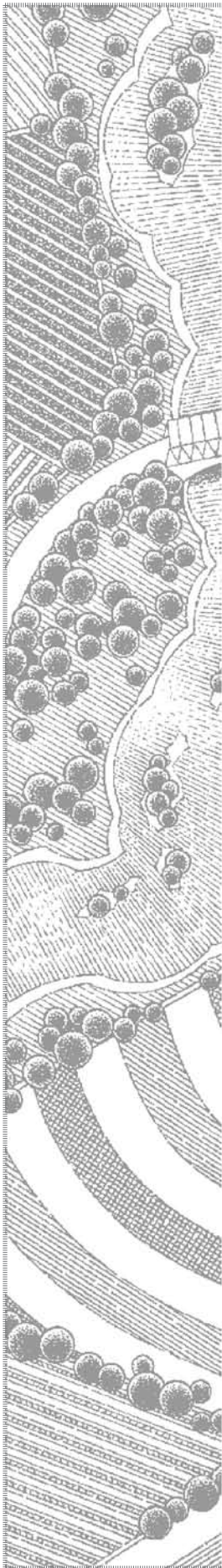
Evaluation Duties

- Conduct periodic surveys to assess customer opinions and satisfaction.
- Invite, listen to, and use input from vendors and others to improve the market.
- Lead in monitoring and, when necessary, revision of the market's mission, goals, and strategies.
- Evaluate and improve the effectiveness of meetings and other team activities.
- Debrief participants after board meetings, workshops, and retreats.

Qualities of a Good Manager

The market manager is crucial to the market's success. As evidenced by the responsibilities just described, market managers must be leaders who possess a complex blend of skills that are both interpersonal and organizational. Following are some qualities to consider in a potential manager.

Interest and skills in sustainable/local agriculture. The manager does not need to know everything about local crops or food production practices,



but he or she must learn how to rate produce quality and know when certain foods are local and when they mature and become available. He or she also must be interested in understanding the concerns, lifestyles, and needs of growers.

Communication skills. The manager will need to be in communication with many different types of people—growers, regulatory authorities, the media, and the community. He or she must be able to relate well with others, feel comfortable addressing groups, and write well.

Leadership. The manager should be decisive but not domineering. He or she must be able to ask for input from many sources and coordinate feedback to make the best decision for the market. Ideally, managers should be secure, mature individuals who can accept feedback and grow from it. They should also be able to remain fair when in managing conflicts among vendors and between vendors and customers.

Community connections. A manager who is already connected to the community will know how the community functions and have a sense of where to go for support and resources. Since many of the vendors may come from outside of the area, it is helpful to have a manager who is an insider.

Organizing skills. The manager must keep many records, comply with regulations, and keep track of people.

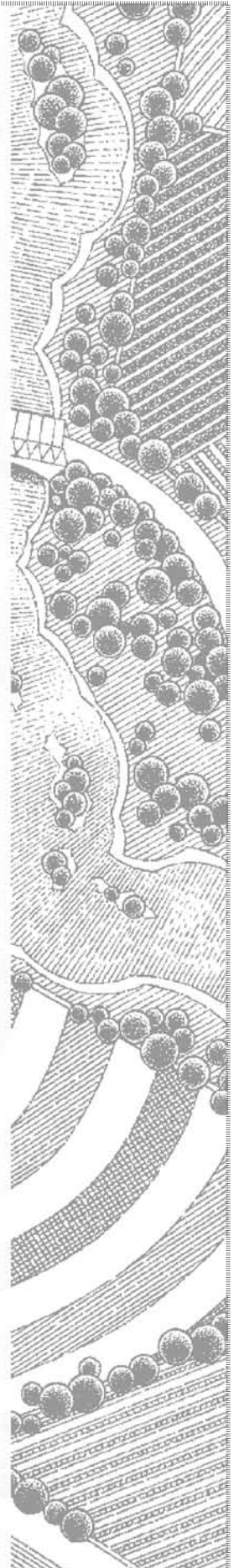
Creativity. The manager largely creates the market's atmosphere, so the market needs someone who has a good aesthetic sense and can create an upbeat atmosphere. Catchy logos, innovative events, and effective promotional ideas all come from creativity.

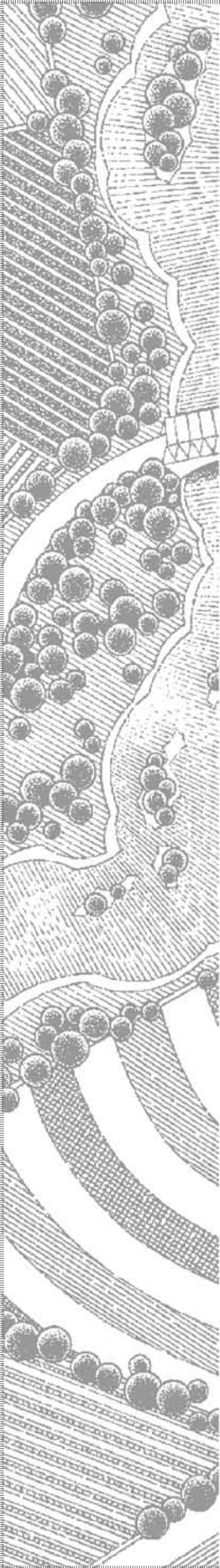
Commitment. The manager must be committed to the market and believe in the value of local, fresh food and direct marketing. She or he also must have the time to commit fully to the job.

Knowledge of farmers market management: The manager will need to have, or quickly gain, an understanding of regulations pertaining to the farmers market and how those regulations affect its operation and performance. The manager also must keep up to date as regulations are modified and new ones are imposed.

Writing a Job Description

Once the board knows the type of individual the market needs and the responsibilities for which the manager will be accountable, members can use that





knowledge to create a job description and evaluate candidates. The hiring process for a farmers market manager is much the same as for any other job. First, the board or top management must determine the time commitment that the market will require—full time or part time—and also estimate how much money is available for compensation. They can then develop a job announcement and an application process, which should include realistic qualifications, the manager's responsibilities, and the salary range. When determining the salary range, remember to leave room in the budget for benefits such as health insurance, annual leave, and retirement. Benefits include the employer's share of Social Security taxes even if the position is part-time and will not include medical or other benefits.

Next, get the word out to potential candidates. Look for applicants within local community groups—colleges with agriculture, nutrition, or community development departments; local food stores; neighboring farmers markets. Post the job description in the local paper, with the state's employment development department, in nonprofit employment magazines, and on appropriate websites. You may be able to take advantage of statewide farmers market or direct-marketing associations to help spread the word. Also, be sure to encourage applications from community members who helped to organize the market. But remember to evaluate them based on competence, not on qualities unrelated to the job. In some cases, this is a matter of law as it is illegal to evaluate and discriminate on the basis of matters unrelated to the job such as age, sex, parenthood, or disability.

Conduct the interviews in a professional manner and be sure to provide candidates with all necessary information about the market. Make sure that the people who conduct the interviews represent the diverse interests of the market. For example, try to have a farmer, an involved community member, and a local business owner on the hiring panel.

Compensation

Ideally, the person who promotes, organizes, manages, and dedicates himself or herself to the market will earn a livable wage in return for that commitment. The pitfalls of an unpaid, volunteer manager include having a manager who cannot do very much beyond basic daily coordination.

Collecting stall fees and directing traffic are day-to-day tasks that a volunteer manager can tackle, but planning promotions, utilizing the media, and building community connections all require substantial time and attention. A volunteer manager's position is likely to be short-term as most people need a paying job that can support them and their families. This can lead to a lack of continuity from year

to year or, worse still, to the potential that the manager must leave for a paying job in mid-season.

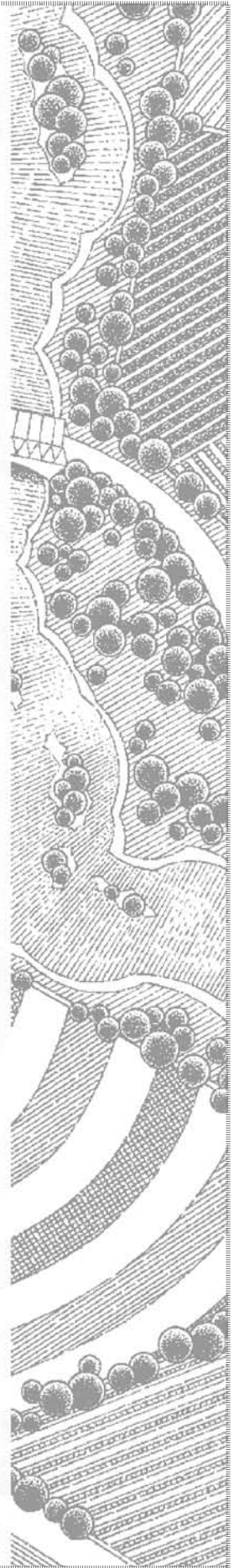
For some smaller markets, vendors have shared the market manager's responsibilities by rotating duties from week to week or from year to year. While smaller markets may have few options, in the long run this alternative can lead to a less successful market. Respecting the hard work of a manager by providing incentives may enable the market, and therefore the vendors, to be more successful and profitable.

The manager's salary can be based on an hourly rate, a flat fee, a percentage of gross market receipts, or a combination of any or all of these arrangements. The manager's salary should be taken into account when making other budget decisions, such as stall fees.

In the short term, management may try recruiting a volunteer or request assistance from the city government or department of agriculture. However, remember that these options are not optimal. Develop a strategic plan to grow the market to the point where you can afford at least a part-time paid manager.

Creating New Working Committees

Once the manager has been hired, the board, with the new manager's help, will need to create working committees to focus on various aspects of start-up. These committees may be continuations of the original working committees that conducted the feasibility study. Now, however, their attention turns from assessment to implementation. Committees can be set up to create market rules, continue vendor recruitment, assist the manager in attaining necessary licenses and permits, design the market's layout and arrangement of stalls, create an advertising and promotion strategy, and prepare special events for opening day. The manager and board of directors may be responsible for setting up the market's finances, budget, and accounting system or the task of assisting the manager can be designated to another working committee. However, the manager and board of directors are ultimately responsible for the market's finances and accounting. The next section of this manual is devoted to the various categories of start-up activities.



Creating the Budget and Bookkeeping System

A working committee devoted to the finances of the market has two major responsibilities: day-to-day financial management and planning for the future of the market. One of the committee's tasks will be to create a budget and bookkeeping system to present to the manager and board of directors. The other is to work with the board and manager to develop a plan for the financial stability of the market, including start-up funding and a pathway to financial self-sufficiency. The details of this work will depend on the particulars of the individual market; however, this chapter provides an overview and information that the committee, manager, and board of directors can use to guide their actions.

This chapter will enable you to:

- ▶ Understand the role and responsibilities of the finance committee.
- ▶ Be aware of issues involved in moving toward financial self-sufficiency.
- ▶ Create a budget and bookkeeping system.

An Overview of Market Finances

If the market relies on external funding such as a grant to begin operations, the manager and board will need to establish a timeline and process by which it will become financially self-supporting. A timetable should be established for implementing the goals and projected activities. The extent of these plans will depend on the type of budget the market will have or can generate.

menting the goals and projected activities. The extent of these plans will depend on the type of budget the market will have or can generate.

Funding and the Budget

An annual budget is a plan of the market's projected income and expenses with an itemized list of allocations to each activity for the budgeting period. Creating the first annual budget can be a challenge since the market does not yet have a previous year's expenses available as a guide, but the committee should use data gathered from other markets and sources during the feasibility study. The committee can begin to develop a budget by listing the current year's or season's expected income from stall fees, membership dues, donations, promotions, and sponsorships. The committee then lists planned activities such as special



Davis Farmers Market: Tips on Developing a Budget

– Randii MacNear, Davis Farmers Market Manager

The financial budget should be the most important tool of a farmers market organization. It is the “brain” of the organization. Developed and reviewed often, it becomes the primary guiding document for organizational analysis, program development, and financial accountability. The budget is part of a larger organizational financial plan and documentation process that the governing body of a farmers market reviews and makes available to its participants for perusal. This keeps market participants informed and educated about market operations, keeps the board accountable for sustainable and effective financial management, and minimizes the possibility of unfounded claims of financial misinformation.

The optimal goal for an organization would be to develop a budget template that would remain stable and transferable year after year throughout the long-term development of the organization. That way, trends of income and expenses are easy to recognize and accommodate.

When evaluating and reviewing the budget during the course of the year, keep in mind that most year-round markets do not begin to operate in the black until midway through the budget year. For example, a market that uses a calendar-year budget (January to December) will most likely be in the red on financial statements until June or July.

Our organization has been using the same budget format for more than twenty years with only minor fine-tuning of budgetary categories, comparative information, and percentages. Our board reviews the budget (including income and expenses) monthly and, if necessary, curtails or expands spending. Occasionally, the board and the manager must make major adjustments in the budget midway through the organization’s fiscal year. With current and accurate financial statements and numbers, those adjustments can be made with confidence and accountability.

After July, the market should begin to see the financial picture shift into the black. Typically markets do not begin to see adequate income-to-expense ratios until the spring and summer sales volumes occur; however, expenses such as salaries, office rent, and health benefits remain constant on a monthly basis all year long. To evaluate how the market is doing, the market manager can compare year-to-year financials and year-to-date financials for increases or decreases or red-flag items. In other words, newcomers to budgeting should know not to panic if the market operates in the red for six months out of the year. This is a fairly normal occurrence for year-round markets.

Financial work can be done with a simple budget and set of books kept for the chart of accounts; however, there are also easy-to-use software programs for financial management. An accountant is retained for year-end taxes and the assets and liabilities portion of the organizational financial records.

events and advertising and their projected costs, as well as other expenses such as wages, insurance, permits, and office overhead.

Review this information carefully, and if there are questions or concerns, contact the manager of another market for an estimate of usual or comparable expenses for various cost categories. Be conservative and plan for contingencies. Include savings for future long-range projects in the budget if possible.

Planned income and expenses should match exactly, allowing room for unexpected costs. If planned expenses exceed planned income, the market must make an appropriate adjustment.

Recordkeeping

Good recordkeeping makes management and decision-making easier and more effective. Records allow management to keep track of and review past sales performance, vendor and membership information, crop availability, financial transactions, and much more. This information allows management to recognize and benefit from trends and business cycles, as well as helps with budgeting and strategic planning. Methods of recordkeeping vary widely. It is the job of the market manager and the board of directors or organizing team to decide which records are appropriate for their particular situation. There are some common records to consider adopting for the market.



Careful financial records must be kept for tax purposes, even by nonprofits, and are among the most valuable aids to good business management. The manager and the staff or board of directors should review the market's financial records regularly. The process should include comparisons with the budget to determine if expenses are under or over the budget and to determine if and where adjustments to the market should be made.

Minimum written records are:

- **Expenses** – amount, item, service paid for, and date.
- **Income** – amount, source, and date.

Some markets also must include accounting for liabilities (any debts to be paid off in the future) and assets (items of value owned by the market) with their financial records. This task can be time consuming even if the market management already has some accounting experience. The services of a professional accountant, whether volunteer or paid, are strongly recommended for medium to large markets; small markets also may benefit from professional help at tax time.

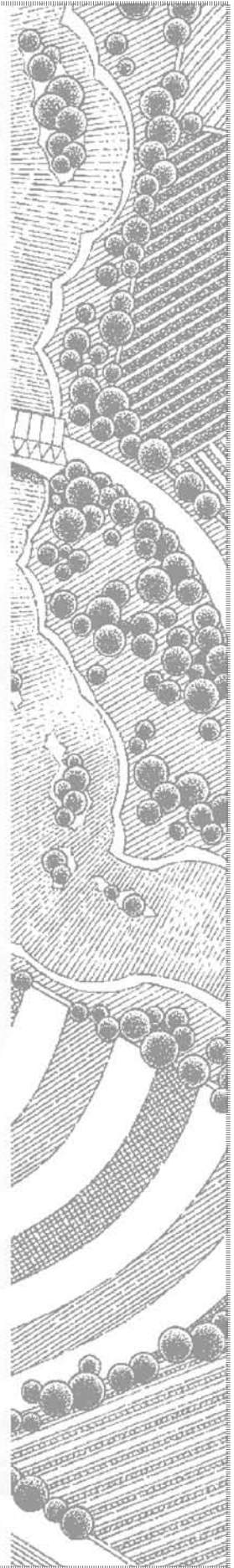
Starting a New Farmers Market

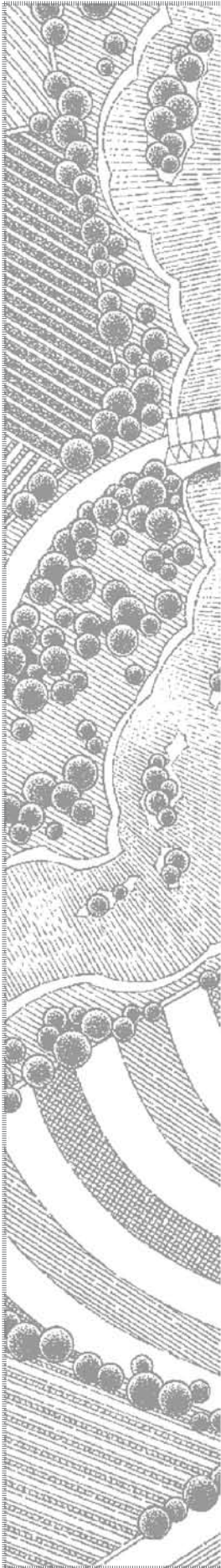
Computerization of these records can significantly improve the efficiency and accuracy of the market's accounting.

The market also should have procedures for handling and recording petty cash transactions and reimbursements for out-of-pocket expenses. Cash recordkeeping must be very accurate since there is no other written record of the transaction. A receipt also should be issued and should include the market's name and address, the name of the customer and business, the date, the purpose of the payment, and a signature. A duplicate copy of the receipt should be kept for market records.

Stall fees are another important piece of financial information that should be recorded and for which a receipt should be issued. Whether the market charges a flat fee, a percentage of gross sales, or some other type of fee, the market will be handling cash most of the time and will need to keep careful records.

Finally, markets must establish a method for handling bank accounts, deciding who has signature rights, and making decisions about other controls and limitations. These topics should be discussed among all the principal operators before the organization begins any financial activity.





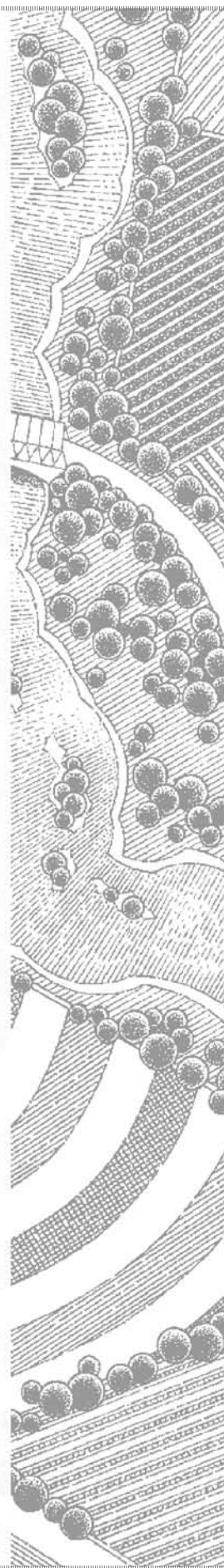
Market Records of Vendors

While vendors' records of sales can help them to improve their sales and marketing, the manager also needs to keep good records. Maintaining accurate, up-to-date vendor records is an important part of market management. The records should include information on vendors who currently sell at the market, previous vendors who might return, and vendors who have expressed an interest in selling at the market in the future. Market managers can use a variety of methods to organize and maintain vendor information.

A handwritten index-card filing system is portable, easy to edit, and can be sorted into different categories. A computer database also can be used to maintain vendor records and, in addition, can help generate mailing labels and perform a variety of other functions.

Vendor information files should include:

- Vendor's name (partners, family, and employees).
- Farm or business name.
- Mailing address.
- Home and business phone and fax numbers.
- Email address.
- Farm or business location (if different from the mailing address).
- Crops grown; weeks available.
- Crop availability schedule; weeks available.
- Future crops planned; months and weeks available.



Creating Market Rules

One of the most concrete and enduring legacies of the first board of directors and manager is the creation of a set of rules for the market. Market rules play an important role in defining and positioning the market and in establishing its character. They cover such issues and concerns as stall fees, membership requirements, allowable and desirable products, and the times and dates of operation.

This chapter will enable you to:

- ▶ Be aware of issues addressed in the market rules.
- ▶ Understand common controversies that arise in farmers markets and how the rules can help the manager and board avoid or handle such issues.
- ▶ Create a workable, useful set of market rules.

The Purpose and Functions of Market Rules

The rules created by the first board of directors will affect the market for a long time to come. If the board chooses to appoint a committee to draft rules for its approval, it is important to include a diverse group of stakeholders and especially to include vendor representation so that the rules address the needs and concerns of all stakeholders. Vendors can be represented by some of the first farmers to commit to the market, and some may be found among the original organizing committee. An effective approach to creating the rules is to first gather input from various stakeholders, especially vendors and consumers; develop draft rules; and then go back to the stakeholders for further feedback before revising and finalizing rules for approval by the board of directors.

Market rules have a tradition in America that is as old as the markets themselves. William Penn's markets in Philadelphia opened in 1693 under a proclamation that the market would open with the ringing of a bell twice a week and that there would be no buying or selling on the way to market or before opening. Other rules at colonial markets stated that all producers were guaranteed equal access and that attempting to create a monopoly to control the price of an item and buying items to resell them at the same market were punishable offenses. Today, market rules cover similar issues, though, fortunately, the vendor who breaks a rule is no longer locked into a pillory for public ridicule.

Each market must create its own set of market rules that reflect the market's particular vision and mission. Market rules help define the who, what, when, and how of a market.

Starting a New Farmers Market

- What does the market hope to accomplish?
- During what seasons, days, and hours will the market operate?
- Who is eligible to sell?
- What are the requirements to maintain membership?
- What kinds of products can be sold?
- Who are the decision-makers?
- How and by whom are grievances handled?



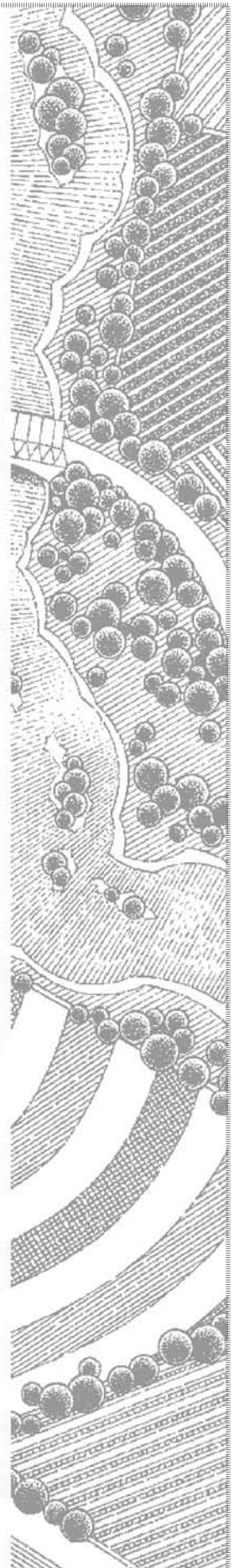
Market rules also are important in establishing guidelines for relationships among and between members of the board, the vendors, and the market manager. It may seem tedious to go over the details of crisis management in advance, but it is much easier to consider a problem when it is still hypothetical as opposed to trying to be objective when friends and business partners are involved. A thorough set of guidelines lets all of the parties know where they stand, provides a clear understanding of what is and what is not allowed at the market, and outlines how infractions will be handled.

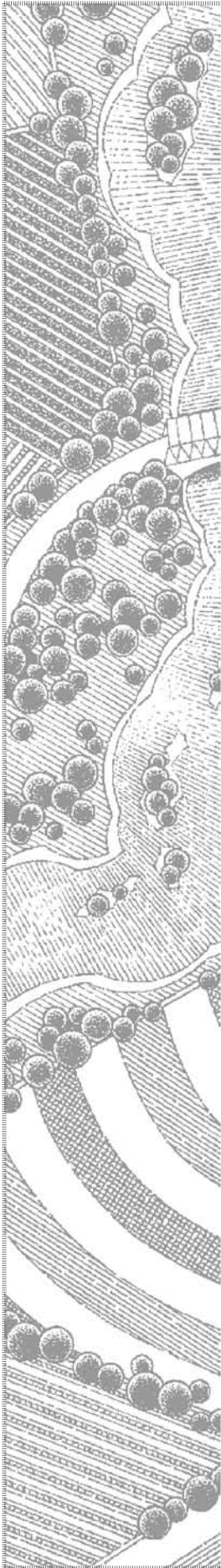
Chris Wychorski of the Federation of Massachusetts Farmers Markets points out that, at first, vendors may think they do not need rules, which they may perceive as an unnecessary and constricting formality. "Some new vendors may grumble, but after they have been at the market for a while, they see that it helps to have structure, to have procedures to fall back on, and how the rules can help protect them."

You can use the following template as a guide for developing your market's rules. If there is already a market in the area, you also may want to ask the manager for a copy of its rules for review. In addition, your state's farmers market representative may have suggestions. When creating the market rules, be sure to address the following points.

Dates and times. Determine whether the market will be year round or seasonal; if seasonal, determine the opening and closing days. Determine the regular opening and closing hours. Specify the day or time when stall fees are due, what time vendors may begin setting up, and what time they must arrive each day to participate.

Agreement. Make it clear that, through their applications and signatures, vendors agree to the conditions detailed in the market rules. Example: "By signing this contract, vendors agree to allow inspection of their farms to assure compliance with . . ."





Products. Define what products are to be sold at the market. Do state or local laws control what is allowed or how products must be handled? Example: "All agricultural products listed must comply with California's code governing . . ." Items may have to follow guidelines regarding such things as grading and packaging, organic certification, maturity, quality, labeling, and health and safety laws.

Admission of new vendors. How will the market decide who can join and when? Will it be a decision by the manager, the board, or vote? Example: "If growers/vendors meet the following criteria, they will be admitted based on the availability of space, the diversity that their products add to the market, and their position on the waiting list."

Market fees. State the procedure by which stall fees will be collected. Are there seasonal rates or early-sign-up discounts? Will the market charge a flat rate stall fee or a fee based on a percentage of gross sales?

Membership. Membership can be based on and can mean many different things. Will membership be limited to local or in-state growers only? To be voting members, must growers have participated for a certain length of time each season? Will local supporters/officials be allowed to vote on some larger issues but not be considered regular members? Example: "There will be two categories of members in this association, the first referred to as . . . and the second as . . ."

Responsibilities of members. These guidelines cover issues such as consistency and timetables at the market, product quality, and overall expectations regarding stall areas, including behavior and cleanliness. Example: "Vendors are required to maintain their stands in a neat and orderly fashion, ensuring safety by . . ."

Assignment of stall space. Stall assignments can be based on seniority, products, history of consumer/producer relationships, and the size of the space. More than likely, assignment of stalls will involve a mixture of all those conditions. How will vendors apply for new spaces?

Grievances. Complaints are a fact of life at every farmers market, so begin with a good plan for dealing with them. Alex Hitt of the Carrboro Farmers market in North Carolina said that his market has a strict rule of accepting written grievances only. This rule allows him to avoid unofficial verbal arguments and deal objectively with official written complaints.

Enforcement. Market rules must have established courses of action for dealing with infractions. Will vendors be allowed one, two, or three chances before

they are expelled from the market? Will the expulsion be temporary or permanent? How may vendors submit appeals if they disagree with expulsion? What legal rights do managers have to investigate complaints and enforce market rules?

WIC coupons and food stamps. Management will have to decide whether to participate in the USDA FMNP and Food Stamp Programs. If so, vendors will be affected in terms of postings, turning in coupons, etc. For more information, see the Chapter Three on organizing a farmers market in a low-income area.

Miscellaneous: Do you want to establish sign requirements for each vendor? For example: "Any product not grown by the vendor requires a sign indicating the farm and county from which the product came" would be a requirement for a local-vendors-only market.

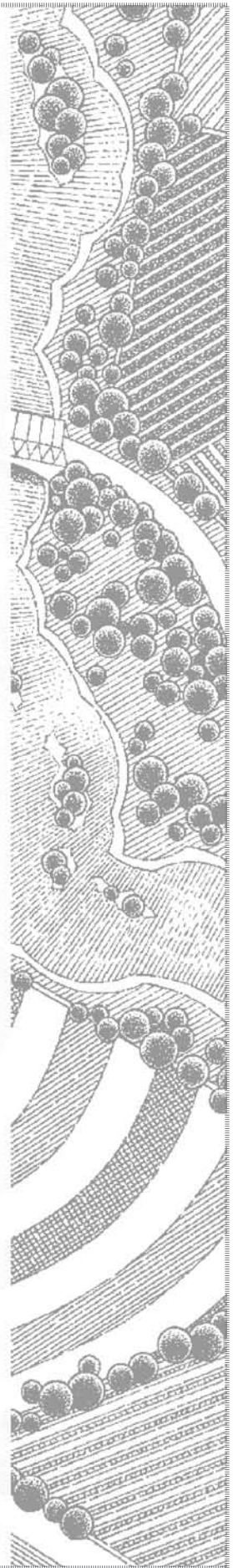
Being Proactive in Making the Market's Rules

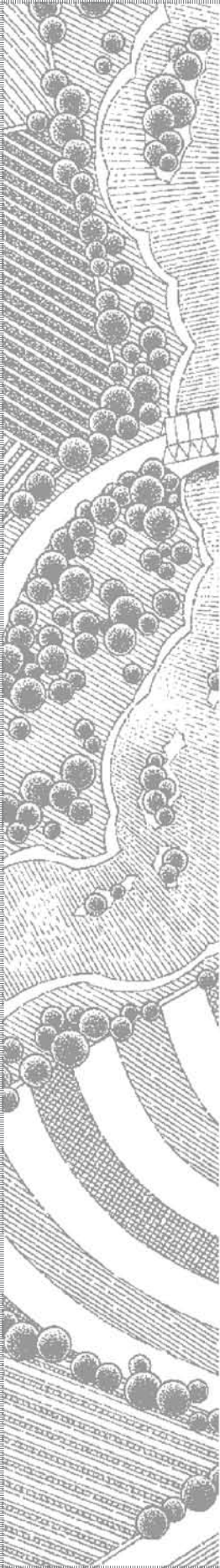
The preceding list outlines issues commonly addressed in rules for farmers markets. By anticipating possible sources of controversy and dissension and formulating rules and policies to address those issues proactively, the board of directors and market manager may avoid problems that interfere with the market's establishment as a successful, stable entity. The next section describes some of the sources of controversy that the board and manager can manage or avoid by being proactive in writing the market rules.

Locally Grown Products

Certified farmers markets in California exist for certified producers to market their produce directly. Because they sell relatively small volumes of produce direct to consumers, vendors at farmers markets are exempt from many packing and labeling requirements that would otherwise apply. One of the most troublesome issues for markets and managers derives from the possibility that a vendor may attempt to use the market to sell something she or he has not produced.

Disputes often arise over whether or not all the vendors are selling their own crops. Sometimes growers make honest mistakes, thinking, "Well, this is just from my friend next door and I helped him with seeding some of it," not realizing that this violates the market's contract and possibly violates state regulations as well. Ideally, no vendor will buy produce at a wholesale outlet and claim it as his or her own, but that is one of the major challenges facing markets, managers, and those in county and state government agencies that oversee farmers markets. For this





reason the board, the manager, and vendors need to prepare themselves for this contingency by having a clearly written procedure outlined in the market rules and understood by all vendors.

Vendors at the market need to understand that the market's producer-only rule is a legal requirement for certification. Otherwise, they may not see the danger in misrepresenting the origin of their products. If locally grown products are what the market promotes, then that is what customers expect.

Polls have shown that consumers who patronize farmers markets do so primarily because they like to know who grows their food and feel that they can trust farmers they see face to face. This is important to preserve the integrity of the market and keep the trust of the public. Freshly picked foods sold by the person who grew them are viewed as being of higher quality than ones that have been transported long distances. Every farmer at the market should realize the value of this perception to the market's prospects.

Quintin Carpenter of Capitol Square Market in Madison, Wisconsin, deals with a serious complaint about a farmer bringing others' products to market by following the farmer home that day to see the fields for himself. His market has a producer-only rule, and a farmer who breaks that rule can never sell at the market again. However, in some states, farmers have questioned the market manager's right to set foot on their property. Therefore, managers must be careful about trespassing suits and the board of directors should add a clause regarding the right to inspect farms in the market's vendor contract.

Clearly written market rules, vetted by an attorney who knows relevant laws and regulations, can help provide managers with the legal backing they need to deal with complaints of unfair or illegal sales. Market managers can do their best to avoid these problems by:

- Explaining the importance of upholding producer-only standards and maintaining the market's integrity.
- Knowing what is in season in the area.
- Being familiar with vendors and their products so that vendors are comfortable with the manager and the manager knows vendors' farms well enough to know what they can and do grow.

Stall Assignments

Another issue that often sparks dissension is allocation of stalls. Vendors know that an ideal location can make a difference of hundreds of dollars a day. If possible,

begin with a market design that makes every stall space visible and easily accessible to customers.

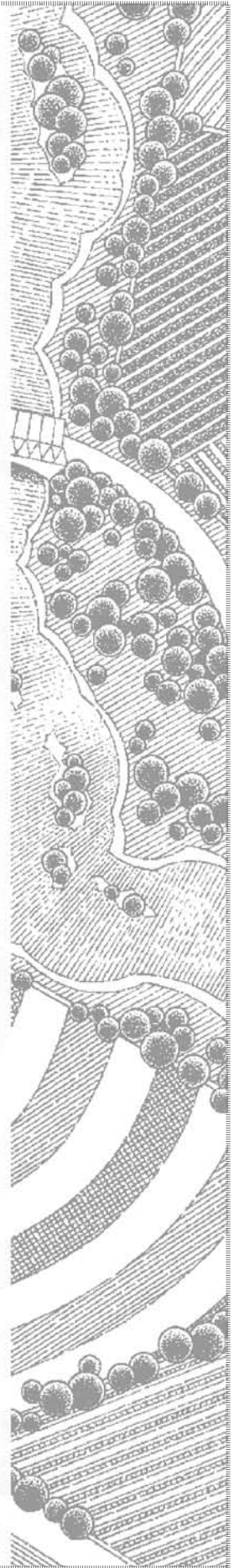
To assign spaces equitably, market managers use a variety of techniques, including giving first choice to the first vendor who pays the fees, drawing straws, and basing stall assignments on seniority. Of course the last is only feasible after the market has been in operation long enough to have vendors with different tenures. Make sure the plan is transparent, widely shared, and in place before the season starts. Once stall assignments have been established, adhere to the rules and make sure committees and procedures are in place to deal with disputes.

Transfer of Title

Transfer of title is another hotly debated issue. What happens if a farmer sells his or her business to a grower who does not already have a space in the new market? Is that grower permitted to sidestep a market's waiting list and enter immediately? Some markets establish detailed rules outlining the procedure by which space and membership in the market may be transferred. Transfer is often limited only to immediate family members or legally recognized business partners.

A Final Note about Market Rules

Market rules need to be written to ensure that they meet the market's goals. However, the market will not be well served by rules that are so restrictive that only a few vendors wish to participate. A good approach to including representative opinions is to have a diverse market-rules committee. Everyone's input and concerns should be considered in an effort to strike a balance among the various interests and ensure that the rules represent an optimal outcome for all of the groups involved.



Recruiting and Orienting Vendors

This chapter will enable you to:

- ▶ **Recruit growers and orient them to the market through a grower meeting and follow-up contacts.**
- ▶ **Develop application materials and information for growers**
- ▶ **Share tips to enhance growers' success and thus the success of the market as a whole.**

The task of recruiting vendors, begun during the feasibility study, should be an ongoing effort. If possible, include members of the first working committee in the group that will continue vendor recruitment, as well as any farmers who have already agreed to sell at the market and are willing to recruit others. The committee can use the results from the market analysis to match consumer demand with growers to provide an optimum product mix.

Holding a Grower Meeting

About three or four months before the market opens, the vendor-recruitment committee should plan a meeting with growers who have indicated a willingness or intent to become vendors at the market. The purpose of this meeting is to:

- obtain estimates of grower participation,
- remind growers of the opening day's date and time,
- formally distribute the market rules,
- distribute application packets to vendors and explain the process and timeline for applying to be a market vendor,
- give growers information about permits, and
- provide growers with tips to enhance their success as vendors.

The meeting should begin with introductions and updates on the work of the various committees so that participants get a sense of how the market is developing. Next, explain the market rules. Since the committee will have been in touch with growers and already sought their input on the rules, the rules should not contain any major surprises for growers. But this is an opportunity to ensure that everyone understands them. Explain the application process, including the timeline, and distribute application packets. Explain the requirements for licenses, permits, and/or certificates growers will need to become certified vendors at the market. For example, at California certified farmers markets, all growers must be certified as producers by their county agricultural commissioner. At this point, the

market manager might formally become the “point person” for growers to contact when they need assistance obtaining necessary licenses, permits, and certificates. Depending on the numbers of questions to be answered, there may or may not be time for some informal training and tips for vendors to enhance their merchandising success at the market. The next several pages give more detailed information about each of the major agenda items for the grower meeting—market rules, application packets, information about licensing and permitting, and merchandising tips.

Market Rules

Vendors need to understand the market rules. Include a copy in each vendor’s application packet. While the meeting is not the place to go over all of the fine points of the rules, any especially important or potentially confusing parts of the rules should be highlighted. For example, the responsibilities and obligations of membership and procedures for conflict resolution should be reviewed.

The manager and members of the board of directors should attend this meeting so that they can meet the vendors and get feedback on the rules. If controversy arises, time should be provided to discuss and help to clarify or amplify issues related to the rules. Although the rules, like the market, are a group effort in which everyone must be flexible and work for the larger goal of long-term success, the ultimate responsibility for adding, amending, or changing the rules rests with the board of directors.

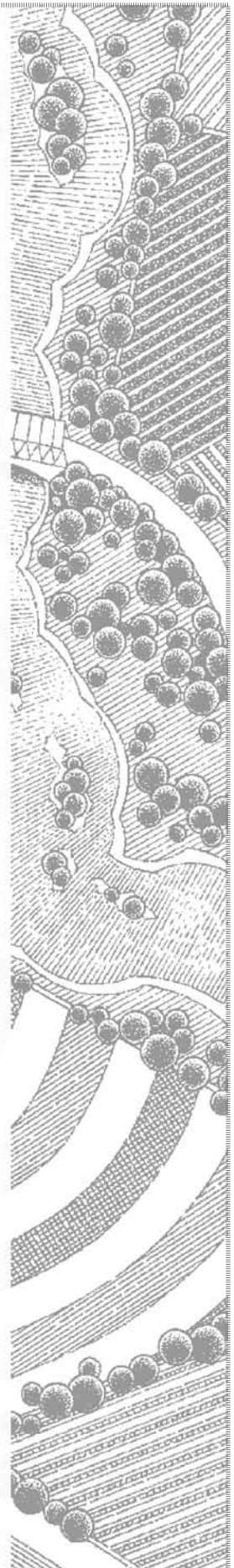
Application Packets

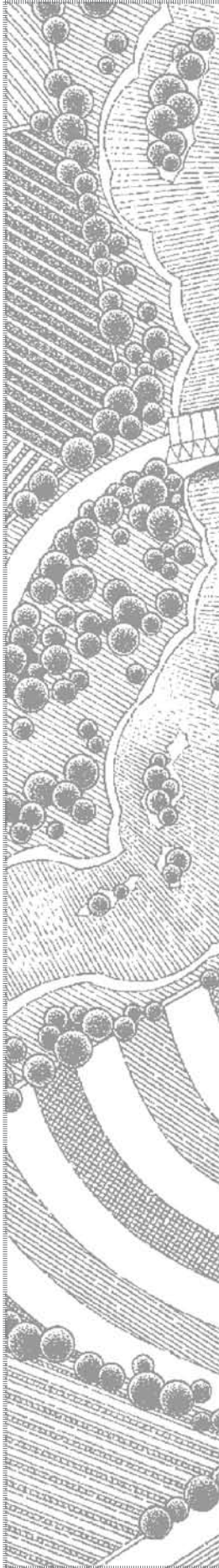
Once farmers commit to the market, that agreement should be formalized. A structured, clearly defined application procedure for participation in the market should be formalized to:

- Provide an opportunity to establish understanding of and agreement to the requirements, rules, responsibilities, and rights of market participation from the beginning.
- Indicate to farmers and the market manager alike that they are entering into a formal business agreement.

Each application packet should include the following items:

- Name and contact information.
- Information on fees.



- 
- A listing of produce/products intended for sale.
 - A copy of the market rules.
 - An agreement form to be signed and dated.
 - Any other forms specific to the market.

Licenses and Permits

Required licenses, permits, and/or certificates may present growers with challenges in navigating bureaucracy. The market manager or a representative of the board of directors should research the requirements and develop a short document explaining them and then present an overview of the information at the grower meeting and answer any questions.

Tips for Vendors

As the needs and preferences of the market's customers are known in more detail, management can begin to focus on ways to help vendors increase sales. Many farmers are not accustomed to direct marketing and may need assistance in displaying and promoting their products to maintain an advantage. Following are some basic merchandising tips to pass on to vendors.

Guidelines on Pricing

- Post prices clearly on signs or a price board. Consumers want to make educated choices. Try to use round numbers as consistently as possible. Calculations are easier if all products are priced in whole, half, or quarter dollar increments. Setting prices to values that are divisible by four, such as \$1.20 per pound or \$1.60 per pound, makes quarter-pound calculations easier. Consider volume discounts, case prices, and specials. Observe how these measures affect sales. Discounts do not always increase the volume of sales.
- If feasible, establish one price for all your produce. When tomatoes, peppers, and eggplant are all \$2 a pound, customers can mix them together in a single bag. If your items have a few different prices, try displaying them on the table in "price clumps." Use signs to designate price ranges. While bartering is almost mandatory when shopping at markets in other countries, consumers in the U.S. are not accustomed to this practice. For this reason, avoid haggling over prices.

Starting a New Farmers Market

- Sell first-quality, fresh, and vine- or tree-ripened produce at premium prices, but seconds should be discounted. Harvest, handle, and display items carefully so they are not bruised or split in the process. If, by the end of the day, the lettuce is wilting, the apples are picked through, and only one variety of tomatoes is left, it may be prudent to lower prices. Again, the price should reflect the quality of the product.

Selling Suggestions

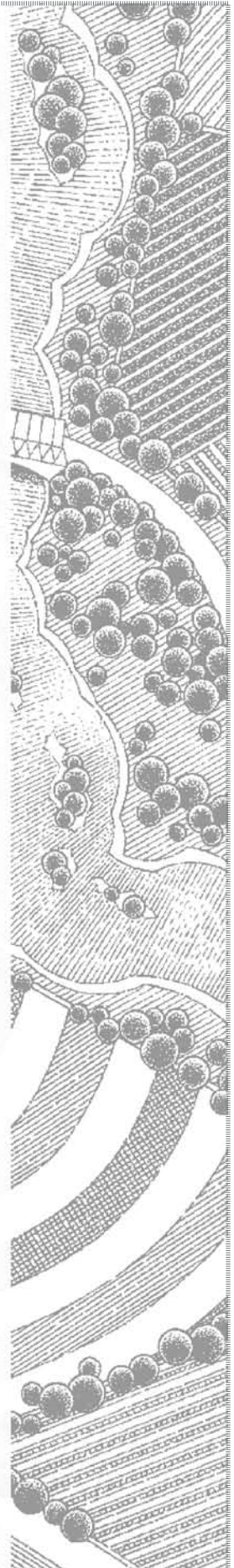
Produce sells quickly at farmers markets, often starting with an opening rush. A study conducted in Dane County, Wisconsin, found that by 10:15 a.m. more than half of the day's traffic had passed through; by 11:30 a.m. more than 80 percent of the day's customers had done their shopping. A USDA Agricultural Marketing Service study in Toledo, Ohio, (*Toledo Fresh Food Public Market, a Feasibility Study for Toledo City Parks*) found similarly that almost 50 percent of customers visit the market between 9:00 a.m. and noon. For these reasons, vendors must establish efficient systems that cater to customers and enable quick service. The following suggestions will help vendors prepare for the opening rush:



- Arrange the side of the table used for display or cash exchange for efficiency.
- Avoid the need to turn around to get to the cash box for each sale.
- Accept cash from only one customer at a time.
- Be courteous and friendly to every shopper regardless of whether he or she makes a purchase.
- When possible, provide added services to customers. For greatly improved customer relations, offer tips on meal preparation, food-care instructions, written recipes, and/or appropriate containers for carrying purchases home.

If sales are low, then the vendor can benefit from asking some questions, such as:

- **Is the produce display attractive?** Always keep boxes and baskets full and readjust piles frequently to keep produce looking fresh. Use a spray bottle or ice to keep greens from wilting.
- **Are customers unfamiliar with the product?** Recipes, pictures, and suggestions about how to use products help to educate customers and inspire them to purchase unfamiliar items.
- **Is this the wrong type of consumer or the wrong season for the products?** Value-added items such as flower-pressed candles and wreaths may



sell well during the holiday season but not necessarily in June. Likewise, value-added products may sell well in a wealthy neighborhood but not in a low-income area.

Using Samples for Promotion

Produce samples allow consumers to taste your wares before purchasing them and allow sellers to introduce new and uncommon varieties as well as demonstrate the quality, taste, and freshness of their products. Before a vendor passes out samples, make sure that the county or city health department approves it. The market manager should post sampling regulations.



Professionalism

Vendors who are not attentive, who are busy smoking a cigarette, or who appear unkempt lose business. While customers like to see a farmer outfitted in customary farm attire, they do not necessarily want to see sweaty, torn t-shirts and manure-covered work boots. Other customer turn-offs include belittling other vendors and their products, leaving the booth unattended, hawking products too aggressively, and inconsistent attendance.

Communication with Customers

Customers will have questions about varieties' names, food preparation, growing practices, etc. Employees who cannot answer these questions or do not try to communicate well with shoppers will lose business.

Product Quality

Do not indulge in the notion that the farmers market is a place to bring the culls that a distributor would not purchase. Customers recognize and are attracted by quality and good business is developed from repeat buyers.

Display

Booths that are crowded, unattractive, or poorly set up for the buyer hurt sales. Do not make customers face the sun, stoop over, or elbow each other to buy.

Gauging Quantity

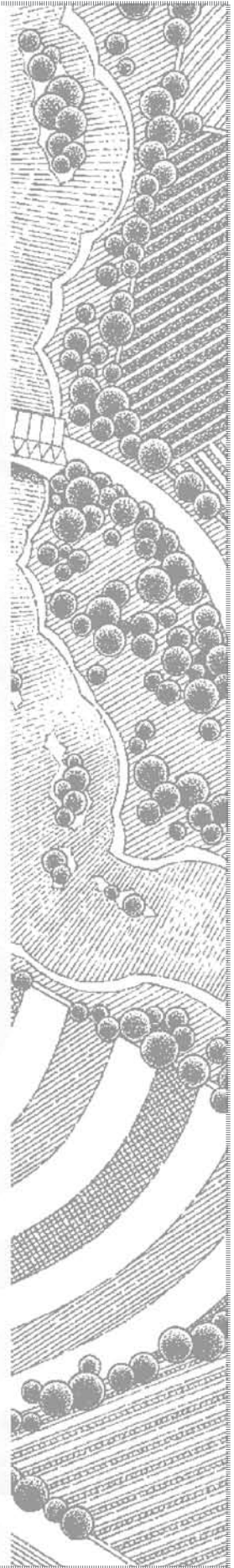
Bringing too little and selling out prematurely or bringing too much and taking home large amounts of unsold products are mistakes that vendors can learn to avoid by keeping good records and using them to improve their ability to gauge

Starting a New Farmers Market

appropriate quantities to bring to market. In the early days, while vendors are learning, it is better to bring too much to market as customers may not return to a vendor who runs out of produce well before the end of the market day.

Conclusion

By the end of the grower meeting, you should have a group of vendors committed to and excited about a new market for their products. Make sure everyone has an application packet, knows who to ask for help completing it accurately, and knows when and where to turn it in. Also, be sure you have contact information for all the vendors so that you can keep in touch with them and maintain their commitment between the meeting and opening day.



Promoting and Advertising Your New Market

The market manager and board of directors will need to develop a promotion strategy and logo that reflect the market's identity and mission. Building community awareness and commitment to the market involves such tasks as designing a logo, developing an advertising strategy, and undertaking a sequence of organized promotion activities. The new market will need to be publicized, especially for opening day.

This chapter will enable you to:

- Create a logo for use throughout the market and in market materials.
- Design and implement a promotion strategy for a successful opening day and beyond.

Creating the Logo

Developing an identity that people quickly and easily associate with the market will improve the effectiveness of both advertising and promotion efforts. An attractive logo is an effective tool for creating a positive, professional image and can be used throughout the market's publicity program. Through repeated association, the logo becomes a symbol that is easily recognizable.

The earlier the market is able to develop this symbol, the sooner it can use the logo on buttons, bumper stickers, letterhead, posters, t-shirts, and other publicity tools and the sooner people will become familiar with it. The following points are important to consider when developing the logo. They should be discussed at the early market organization meetings, but be aware of the pitfalls of art by consensus. It is a challenge to please everyone and still produce an effective logo in a timely manner. To save time and energy, assign this task to an ad hoc committee and suggest that they provide several options to choose from by some future meeting.

Logo Design: Professional Artist or Artistic Volunteer?

The subject matter depicted by the logo should be representative of the market and/or the host community. The logo should be clear and attractive and must be reproducible at various scales—from business cards to billboards. Consider use of agricultural imagery such as fruits, vegetables, farm animals, and farm equipment. Public-domain clip art can be useful, but original artwork may enhance

Starting a New Farmers Market

the chances of producing a logo that belongs unmistakably and uniquely to the market. Effective logos often use bold text and simple color schemes that provide sharp contrast to increase their visibility. The logo should certainly include the market's name and perhaps a very brief slogan or the name of the host community if it is not already part of the market's name.

Hiring a professional artist to design the logo may be somewhat costly but has several advantages. A professional graphic artist should be experienced in the technical requirements associated with developing an effective logo and have the creative ability to make it attractive. While there is some initial cost involved, it represents a one-time investment that will continue to pay dividends for many years. However, a hired artist may not have the same vision of the market as stakeholders do. Without clear guidance from market management or the committee the market has assigned to the task, the artist's logo may not appropriately reflect management or vendor sentiments.

Regardless of who does the work, that person will need supervision and input. If the market chooses to use a professional, be sure to shop around. Check with other area organizations whose logos you admire and ask them for artist recommendations. If the market has chosen a regional association or sponsor, consult with them for artist recommendations as well. They might even help cover the logo development costs. Be sure to obtain several bids and logo samples to compare and discuss with the organizing group before choosing the final design.

An alternative is to ask a volunteer or amateur artist to design the logo.

This obviously has the advantage of lower or no cost. There may be someone in the organizing group that has artistic talents. If not, consider approaching local high school or community college art and design programs and offer to set up a logo development contest. Sponsoring such a contest also generates publicity for the market and gives the community an opportunity to participate. Be sure to set clear guidelines regarding the themes in which the market is interested. While there are many advantages to this low or no cost approach, be aware that the market may end up with a logo that is technically inappropriate—too busy or too difficult to read at various scales.





Advertising versus Promotion

Different interpretations exist regarding the definitions and scope of advertising and promotion activities. There is room for a considerable amount of overlap between the two activities.

In this manual, we define an advertisement as a verbal or visual message delivered to the public through a variety of paid, commercial media. Examples of advertisements include paid ads on local radio stations and advertisements in local newspapers and magazines.

Promotions, on the other hand, cover a wider range of possibilities. In general, though, a promotion is an event or activity that highlights the image of the market, its vendors, and their products and services. Examples of promotion activities include special events, raffles, and public appearances at other community events. Public relations activities also involve promotion. Some managers have found promotions to be more cost effective than advertisements. Sponsoring a fun and colorful event such as a pumpkin-carving competition elicits customer interest and loyalty more than a thirty-second spot on television.

Promotions often require logistical planning but do not necessarily have to be costly. The market's budget and its needs will determine the extent to which the market invests in paid advertising and/or promotions. Careful research and planning will ensure that advertising and promotion activities are time- and cost-effective. Before proceeding with any advertising or promotion activities, be sure to identify and focus on the customers and their interests.

Beginning the Promotion Campaign

Even though the market has not yet opened, it is important to begin building awareness so that the opening day is a success. The earlier a market begins to cultivate this awareness, the sooner it will spread by word of mouth. At the same time, the market must bring the publicity campaign to a crescendo around opening day rather than spending all of its advertising and promotion budget in the early months.

Planning promotions and advertisements for a year in advance will help set this pace and estimate the cost.

First Announcement

The first step in publicizing the market should be an informational announcement letter or postcard that is distributed to community organizations and businesses that might provide support. This letter should provide as much information as

possible about the upcoming market opening, including when and where it is scheduled to take place. Different versions can be tailored to suit particular goals in reaching out to community groups and businesses. Mail-merge word processing functions allow each letter to be personalized.

For example, a letter to a community service club might include an invitation to volunteers to assist with some aspect of the market in exchange for space at the market where the group can, in turn, promote its activities. A letter to a local printer might include an opportunity to trade advertisement space at the market for a discount on printing services. Consider inviting a gardening or cooking club to set up a display or demonstration on opening day. Be sure to communicate with these groups precisely the conditions that apply and how long the arrangement will last. This is a good time to begin using the new logo, which can be printed on the market's letterhead.

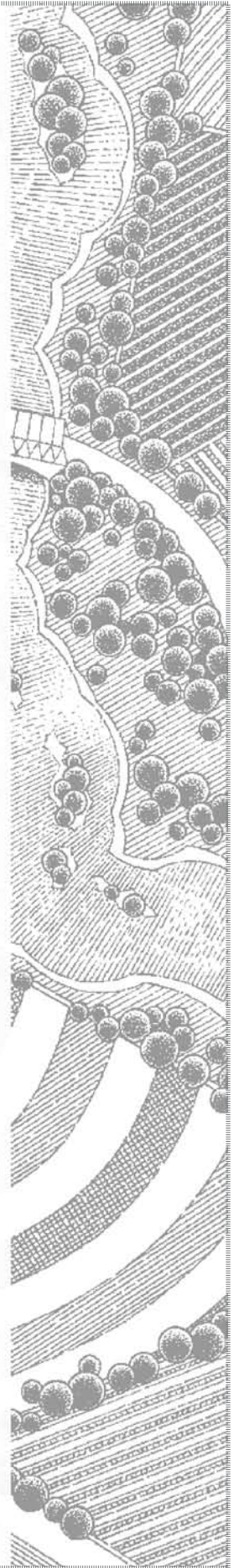
Signs and Banners

Placing a sign or banner on streets approaching the market's site will help customers locate the market and also draw street traffic. The market should have durable, weatherproof signs or banners made before opening day. They should include notification that the market is now operational and, if possible, the hours and dates of operation. Include the logo but keep banners and signs clear and sufficiently simple so that they can be easily read by someone driving past. Temporary, moveable sandwich boards and cloth banners also work well, but obtain permission to put up permanent signs if possible, at least at the market location, thus saving the time required to set up each day as well as gaining publicity even when the market is closed.

Posters and Fliers

For several weeks to a month before the market opens, be sure to have posters, fliers, and postcards distributed to strategic places around the community. Place posters in well-trafficked public places and in the store windows of businesses that permit such activities. Fliers and postcards can be distributed door to door by volunteers, through local businesses, and through direct mail. Drop some off at hotels, visitor centers, and city offices as well.

Check with local organizations and city and public utilities to see if they are willing to include a flier with their mailings. A bookmark is a useful format for distributing market information at the local public library. All these materials should include the market's logo and name, dates and times of operation, the market's location, and a small map.



Events: Raffles, Music, Food Demonstrations

One of the more important elements of farmers market success is creation of a fun and festive atmosphere. Even a gravel parking lot can be transformed into a richly exciting place on market day when customers are surrounded by an abundance of colors, flavors, smells, and sounds. Plan in advance to have decorations, including balloons and colorful banners, placed throughout the market. Musicians, school and choir groups, and entertainment specifically geared towards children also can be scheduled in advance.

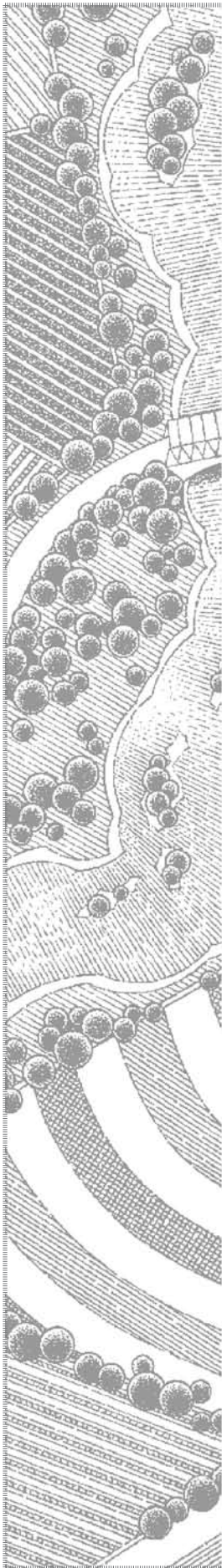
Organize raffles or drawings for baskets of produce and other market products. Cooking demonstrations that feature local chefs and tantalizing smells and tastes also are popular events that draw people's attention to vendors' products. A pleasant, cheerful atmosphere will keep people coming back and generate invaluable word-of-mouth publicity.

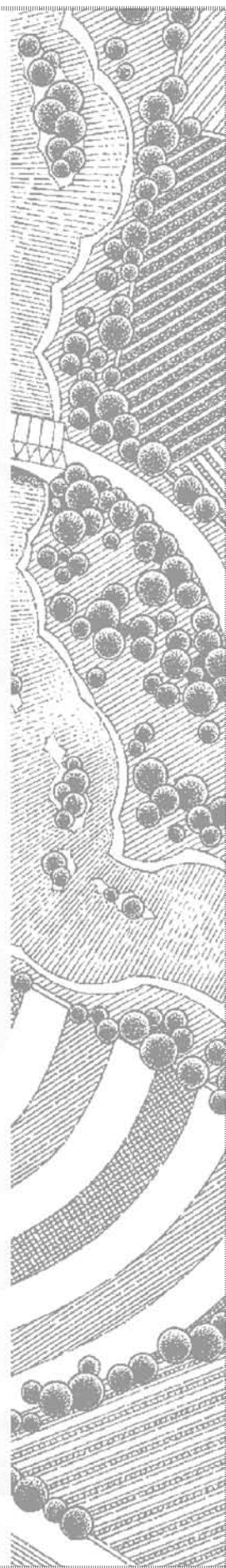
Press Releases

Several press releases should be sent during the course of organizing the market. The most important release is sent several weeks to a month prior to opening day. For added effect, deliver the release and a basket of produce in person to local media outlets, including newspapers and radio and television stations. Tourist information centers and community groups that publish newsletters also should receive press releases.

Public Events

Use any opportunity available to promote the market's opening day. Attend other community events and meetings where the market manager has an opportunity to talk about the market or at least be seen wearing a button, t-shirt, or hat with the market's logo. This type of publicity should be ongoing, but it is especially important when the market is first getting started.





Preparing for Opening Day

Most markets take about a year to develop and involve countless hours of volunteer work by many people. The day the market opens is the culmination of a long period of hard work, and it is an exciting event for everyone.

This chapter will enable you to:

- ▶ Choose from suggestions and tips from managers who have opened farmers markets throughout the United States.
- ▶ Make your market's opening day a success.

Following are suggestions from managers who have opened markets throughout the United States to help ensure a smooth and successful first day.

Send Invitations

Everyone who has helped in developing the market should be invited to participate in opening day activities. Also invite local officials, community leaders, local church and religious organization leaders, and local celebrities. Board members and vendors also should invite their friends and families.

At least one month prior to opening day, send out press releases to local newspapers and to radio and television stations. Be sure to mention any planned special events in

addition to the market's opening and emphasize the bounty of fresh, locally grown produce that will be available. Always highlight the potential for media photo opportunities.

Local newspapers are always interested in positive community events to cover, and the colorful richness and abundance of farmers tables piled high with produce create excellent photo opportunities. If the market plans to have cooking demonstrations or other food-related activities, make sure the food editor of the local paper receives an invitation. Events involving children also are popular with the media. As is always the case in promoting the market, delivering press releases in person, along with a basket of produce, is a great way to create a positive impression and ensure coverage.

The goal of opening day, however, is not necessarily to have all those who are invited attend the event. You want a good number of people to attend. That number is largely based on the number of vendors participating in the market. Martin Barnes, who helped organize the Davis Farmers market in Davis, California, points out that "the market has to try and get the mix just right. Too many vendors, and

they go away with leftover produce and are not excited to come back. Too many shoppers, and they will be frustrated that stall after stall is sold out or has only slim pickings.”

It may take a few weeks, a few months, or even a few seasons for the market to grow into itself and find the right balance of vendors and shoppers. In organizing the opening day, it is important to strive for a balance between the two, but do not expect perfection. Alice Whitlatch, a vendor and manager at the Cedar County Farmers Market in Tipton, Iowa, says that it took an entire summer before people in town became accustomed to the market and regularly remembered to attend it. But that market is now in its fifteenth year.

Confirm with Growers

Stay in touch with the vendors! While the manager may have seen growers at a recent grower meeting, they all will definitely need a confirmation call at least a week or so before opening day. Farmers have to deal with shifting weather, constantly changing market prices, and many other unpredictable elements. They have learned to be flexible and keep their options open. Simply because there is a schedule to keep and the market is expecting their participation does not necessarily mean that they see it the same way. Calling just one week in advance will help to give the manager a more realistic vendor count while still allowing time to contact alternates.

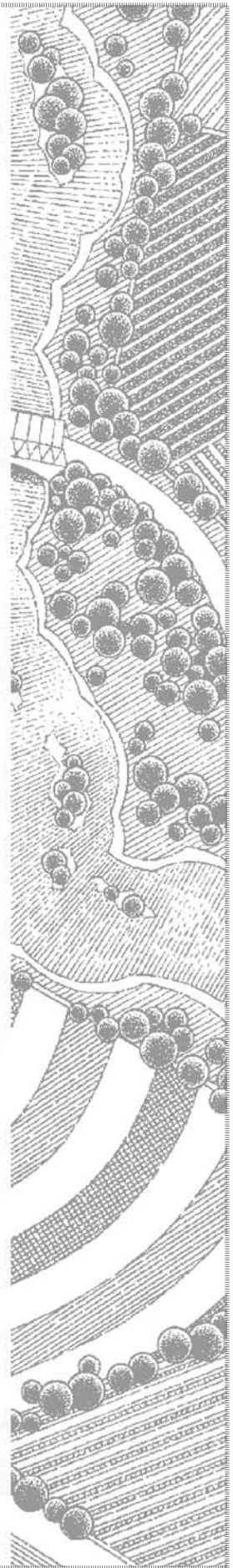
The phone calls are also important components of making vendors feel more comfortable. Make sure they are clear about the produce they can bring, the stall space they will have, and other pertinent details. Make sure they have reviewed the grower’s checklist. Ask if they have any final questions. Ask if they know when to arrive and how to get to the market. It might be wise to ask them to plan to arrive at least a half an hour early to allow for unexpected delays.

Check Permits and Licenses

As early as a month before the opening day, check to make sure all permits and licenses are in order. This will allow time to follow up on anything that might have been overlooked. It also might be wise to call local officials and run through the list of local requirements one last time. These calls will serve as a reminder of the market’s presence to emergency service agencies such as the police and fire departments.

Coordinate Staff and Volunteer Support

Plan well in advance to have sufficient staff members and volunteers to help coordinate opening day. In addition to helping with placement of signs, markers,



Organizing Entertainment

Whatever you decide, try to work with themes that unify different activities and connect them to the market. Enlist both vendor and customer participation whenever possible. But, realistically, do not try to do too much on opening day. There will be many opportunities in the future to expand these types of promotional activities.



and barriers, you may need volunteers to direct vendors to their stalls and to participate in crowd control and customer assistance. Larger markets can especially benefit from having extra sets of eyes at each entrance. These volunteers can help direct trucks to their parking places and keep customers out of harm's

way. During the market, they can answer customer questions, assist with enforcing market rules, and expedite urgent or emergency needs.

Be sure to make confirmation calls to all the volunteers. In addition to confirming participation, check to make sure that everyone has appropriate transportation, especially if they are expected to transport bulky or heavy items such as barricades, tables, or chairs. If there is not already a staff/volunteer contact list, put one together and distribute copies. Ease of communication facilitates smooth operations.

Prepare for Surplus Produce

Inevitably, some farmers will bring more produce than they can sell. Often, this excess produce cannot be marketed elsewhere. Whether leftovers consist of only a few bunches of greens or several cases of ripe tomatoes, it represents useful produce that can be donated to community organizations. There are organizations called gleaners that range from a local soup kitchen to a regional collector/distributor of surplus products from farms, bakeries, and grocery stores.

Vendors usually are willing to support these organizations through donations of leftover produce. It provides them with a sense of charitable good will and also saves them the hassle of hauling leftovers back to the farm where they must be discarded.

Opening Day

The Big Day—Keep It Fun!

As opening day approaches, make sure everything is in place to make it a smooth operation. Assemble sufficient people to help the market with set-up and management of opening day activities. The manager and volunteers should arrive at the market at least a few hours before opening time to put up planned decorations such as banners, signs, flags, and streamers. Set up the information booth and make sure it is staffed at all times. Remember that opening day is the most important promotional event of the year.

Vendors should arrive an hour to an hour and a half early, especially on opening day. This gives them sufficient time to locate and set up their stalls. Be sure that all the growers find the spaces assigned to them. Check that they have ample room to maneuver their vehicles and keep an eye out for unforeseen difficulties. It may become apparent after opening day, for example, that Vendor X and Vendor Y need to switch stalls due to factors that could not be foreseen. Let the vendors know ahead of time that stall assignments may change as long as a month or two after the opening.

When the local media arrive, be prepared to show them around and talk about the market. Think of sites, activities, and events that can provide particularly good photo opportunities. As mentioned earlier, it is a good idea to send reminders or stop by media offices with gift baskets.

Above all, try to remain calm regardless of how chaotic this first day appears. You cannot expect the first day to come off without at least a few hitches, and there will be plenty of time to make adjustments as the season unfolds. An organized, business-like approach and an upbeat attitude will provide everyone at the market with a sense of confidence and professionalism that will help launch the market into a successful season.





The University of California prohibits discrimination against or harassment of any person employed by or seeking employment with the University on the basis of race, color, national origin, religion, sex, physical or mental disability, medical condition (cancer-related or genetic characteristics), ancestry, marital status, age, sexual orientation, citizenship, or status as a covered veteran (special disabled veteran, Vietnam-era veteran or any other veteran who served on active duty during a war or in a campaign or expedition for which a campaign badge has been authorized). University policy is intended to be consistent with provisions of applicable state and federal laws. Inquiries regarding the University's nondiscrimination policies may be directed to the Affirmative Action Director, University of California, Agriculture and Natural Resources, 300 Lakeside Drive, 6th Floor, Oakland, CA. 94612-3550. (510) 987-0096.

The Farmers Market Management Series

Several years ago, having observed trends in the evolution of food marketing, I decided it would be a good idea to professionalize management of farmers markets by, among other things, developing and making available a Farmers Market Management professional development curriculum. I approached the U.S. Department of Agriculture's Agricultural Marketing Service (USDA AMS) for seed money to launch the project, and the agency was supportive in helping the UC Small Farm Center get the project off the ground.



The project has proceeded deliberately since its inception with support from the Small Farm Center. Happily, the center has now produced three primary volumes as a foundation for the curriculum: *Starting a New Farmers Market*, *Farmers Market Management Skills*, and *Growing Your Farmers Market*.

I wish to acknowledge the early support of this project by Errol Bragg of USDA AMS and, more recently, by USDA's Risk Management Agency. Also, farmers market managers throughout the country were extremely cooperative in sharing their experiences and insights regarding the many aspects of their work.

The UC Small Farm Program and Small Farm Center were early advocates of farmers markets and facilitated education in this regard. This series is part of the Small Farm Program's contribution to the 21st Century's evolution of farmers markets. Please read also our companion farmers market publications, *Managing Risks and Liability at California Certified Farmers Markets* and *Food Safety at Farmers Markets and Agritourism Venues*.

Desmond Jolly
Project Director and Editor

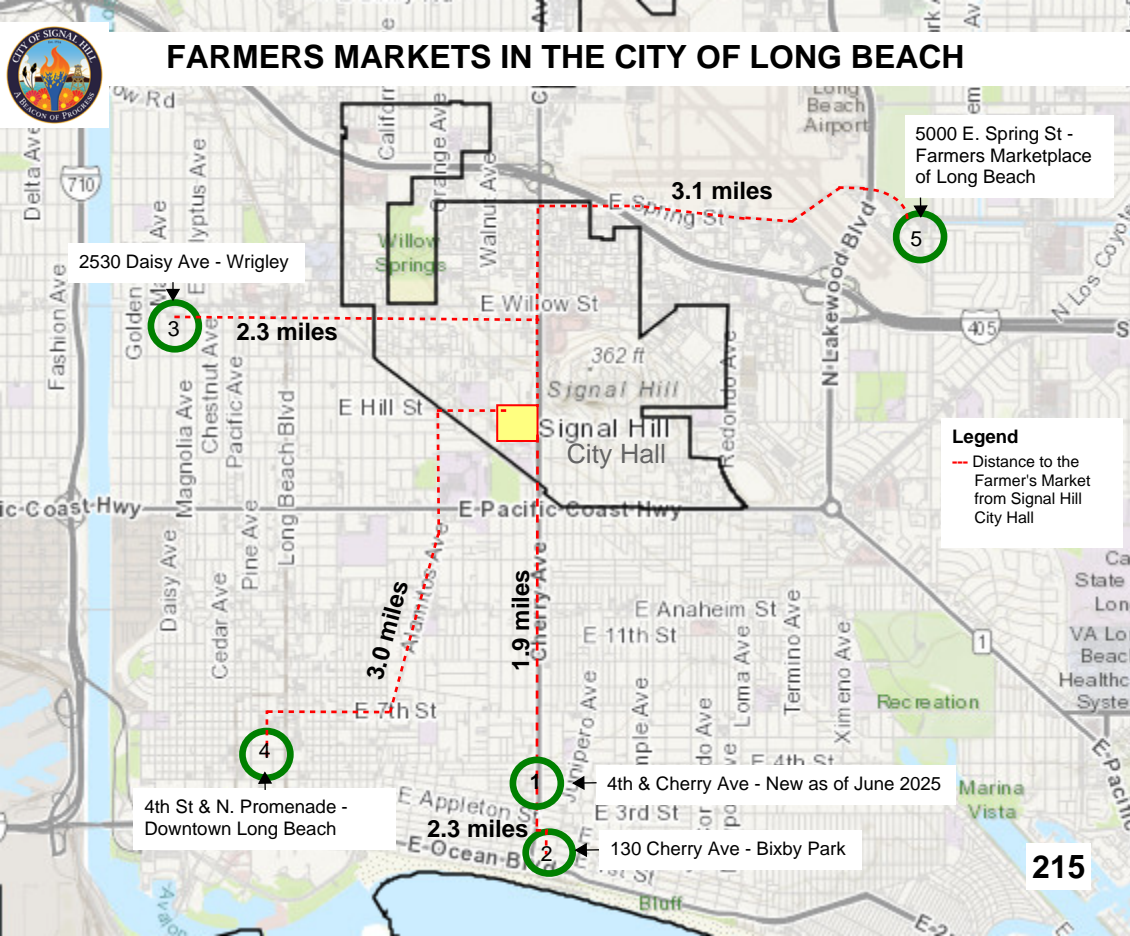
UC Small Farm Center

One Shields Avenue
Davis, CA 95616

916.752.8136

www.sfc.ucdavis.edu







CITY OF SIGNAL HILL
STAFF REPORT

2175 Cherry Avenue • Signal
Hill, California 90755-3799

1/13/2026

AGENDA ITEM

**TO: HONORABLE MAYOR
AND MEMBERS OF THE CITY COUNCIL**

**FROM: CARLO TOMAINO
CITY MANAGER**

**BY: SIAMLU COX
ADMINISTRATIVE SERVICES OFFICER/FINANCE DIRECTOR**

**DAVID CASTRO
MANAGEMENT ANALYST**

**SUBJECT: ANNUAL ADOPTION OF THE CITY'S INVESTMENT POLICY FOR PUBLIC FUNDS
AND RESOLUTIONS FOR PARTICIPATION IN THE CALIFORNIA FINANCE
INTERGOVERNMENTAL TRUST (CALFIT) INVESTMENT POOL**

Summary:

The City's Investment Policy provides guidelines for the prudent investment of the City's available resources and outlines policies for maximizing the efficiency of the City's cash management process. The ultimate goal of an Investment Policy is to enhance the economic status of the City while protecting its pooled cash. In accordance with California Government Code Section 53646(a), an annual rendering of the City's Investment Policy shall be presented to the City Council for consideration. Staff does not propose changes to the Investment Policy at this time. In addition, the City Council, as Successor Agency, will consider adoption of a companion policy addressing Successor Agency funds. The City is also providing an introduction of a new investment option under Government Code 53601, that includes the ability to invest in joint powers authority local government investment pools (part of the City's current investment policy), and to become a participant in the California Finance Intergovernmental Trust (CALFIT) investment pool.

Strategic Plan Goal(s):

Goal No. 1 Financial Stability: Ensure the City's long-term financial stability and resilience.

Goal No. 5 High-Functioning Government: Strengthen internal communication, recruitment, retention, systems, and processes to increase the effectiveness and efficiency of City services.

Recommendation:

City Council:

Adopt a resolution, entitled:

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SIGNAL HILL, CALIFORNIA,
ADOPTING ITS INVESTMENT POLICY FOR PUBLIC FUNDS

Successor Agency:

Adopt a resolution, entitled:

A RESOLUTION OF THE CITY COUNCIL AS SUCCESSOR AGENCY OF THE CITY OF SIGNAL
HILL, CALIFORNIA, ADOPTING ITS INVESTMENT POLICY FOR PUBLIC FUNDS

Fiscal Impact:

There is no fiscal impact associated with the proposed recommendations. Becoming a participant in CALFIT would allow the City of Signal Hill to access professional investment management services cost-effectively, with the goal of further diversifying its portfolio within the parameters of the California Government Code while protecting principal, meeting liquidity needs, and enhancing investment returns over time.

Background:

The primary objective of the City's Investment Policy is to provide a framework of approved securities in which the City can legally invest. The Investment Policy drives the City's cash, treasury, and investment management functions and serves as a guide for setting and achieving program objectives, defining rules, establishing benchmarks, and reducing exposure to risk. Staff would also note that rating agencies pay close attention to the City's Investment Policy and portfolio in determining its credit rating, which is a key element when seeking financing options.

The Investment Policy is based on State of California Government Code Sections 53600 through 53609 and 53630 through 53686. These laws, as well as guidelines set forth by the Association of Public Treasurers of the United States and Canada, the California Municipal Treasurers Association (CMTA), and the Government Finance Officers Association (GFOA), have aided City staff in policy development. The State laws and established guidelines encompass a broad array of allowable investments and investment standards to suit the different needs of California's local agencies.

Annual adoption of the City's Investment policy provides an opportunity to regularly review the policy to ensure its consistency with the overall objectives of safety, liquidity, and yield, as well as its relevance to current law and economic trends. The Investment Policy applies to the City's Pooled Investment Portfolio, Bond Proceeds Portfolio, and the Special Districts Portfolio. These portfolios encompass all funds under the oversight of the City Treasurer or approved designee.

The Investment Policy is more conservative than what is allowed by State law as it further restricts the percentage of allowable credit investments (Appendix C of Exhibit A to the Resolutions).

Currently, the Finance Department presents the Schedule of Investments on a monthly basis. This level of disclosure exceeds the quarterly reporting requirement by the State. The City's banking investment broker also reviews the policy periodically to ensure compliance with applicable State statutes and also provides recommendations for strategic changes to position the portfolio in a way that maximizes yield while maintaining safety and liquidity.

Staff intends to continue presenting the Investment Policy annually for adoption and will continue to present the monthly Schedule of Investments. Staff does not recommend changes to the Investment Policy at this time.

California Finance Intergovernmental Trust (CALFIT):

CALFIT is a pooled investment option created under a joint exercise of powers agreement among California public agencies. CALFIT is a high-quality, short-term investment option that offers public agencies a convenient way to invest in highly liquid, investment-grade securities, carefully selected to optimize yields while prioritizing safety and liquidity. This investment option is an allowable option within the City's current investment policy, very similar to the California Asset Management Program (CAMP) and Local Agency Investment Fund (LAIF).

CALFIT will strengthen and diversify the City's investment portfolio in accordance with the safety, liquidity, and yield hierarchy. Key features that align with the City's investment goals include:

- **Stable Net Asset Value (NAV):** The pool is designed to maintain a stable NAV of \$1.00 per share, which is critical for principal preservation.
- **High Rating:** CALFIT is rated AAAM by S&P Global, reflecting the highest degree of safety for principal invested.
- **Liquidity:** The pool offers same-day liquidity for redemptions submitted by 11:00 a.m. PT.
- **Financial Structure:** Dividends accrue daily and are paid monthly, with no transaction fees, ensuring efficient cash management.
- **Local Focus:** Formed in California by California government agencies and managed by a California-based investment firm, Chandler Asset Management, Inc.

Conclusion:

The annual adoption of the Investment Policy ensures that the City remains in compliance with State law while maintaining a conservative framework that prioritizes the safety of public funds. Furthermore, the City intends to become a participant in the CALFIT investment pool, providing an additional high-quality, liquid investment option. This strategic expansion of the City's investment options supports long-term financial stability by diversifying the portfolio and enhancing earnings potential without compromising principal or liquidity. Staff recommends that the City Council and Successor Agency adopt the provided resolutions and authorizing the City's participation in the CALFIT program.

1/13/2026

Reviewed for Fiscal Impact:

Siamlu Cox

Attachment(s):

- A. City Council Investment Resolution
- B. Successor Agency Investment Resolution
- C. Investment Policy 2025
- D. CALFIT One Pager
- E. CALFIT Information Statement
- F. CALFIT Joint Exercise of Powers Agreement
- G. CALFIT Stable Value Pool Fact Sheet as of November 30, 2025

RESOLUTION NO. 2026-01 -XXXX

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF
SIGNAL HILL, CALIFORNIA, ADOPTING ITS
INVESTMENT POLICY FOR PUBLIC FUNDS**

WHEREAS, the City of Signal Hill has a fiduciary responsibility to maximize the productive use of assets entrusted to its care and to invest and manage those public funds wisely and prudently; and

WHEREAS, the City of Signal Hill has an equal obligation to be aware of the social and political impacts of its investments, and subsequently to act responsibly in making its financial decisions; and

WHEREAS, the City of Signal Hill shall strive to make investments that benefit the local area and are consistent with municipal plans and policies.

NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Signal Hill, California that the Investment Policy as described in Exhibit A, attached hereto and incorporated herein by reference as though fully set forth, is hereby adopted as the Investment Policy of the City of Signal Hill.

PASSED, APPROVED, AND ADOPTED at a regular meeting of the City Council, of the City of Signal Hill, California on this 13th day of January, 2026.

TINA HANSEN
MAYOR

ATTEST:

DARITZA PEREZ
CITY CLERK

STATE OF CALIFORNIA)
COUNTY OF LOS ANGELES) ss.
CITY OF SIGNAL HILL)

I, DARITZA PEREZ, City Clerk of the City of Signal Hill, California, hereby certify that Resolution No. 2026-01-XXXX was adopted by the City Council of the City of Signal Hill, California, at a regular meeting held on the 13th day of January, 2026, and that the same was adopted by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

DARITZA PEREZ
CITY CLERK

RESOLUTION NO. 2026-01-XX

**A RESOLUTION OF THE CITY COUNCIL AS SUCCESSOR
AGENCY OF THE CITY OF SIGNAL HILL, CALIFORNIA,
ADOPTING ITS INVESTMENT POLICY FOR PUBLIC
FUNDS**

WHEREAS, the City Council as Successor Agency has a fiduciary responsibility to maximize the productive use of assets entrusted to its care and to invest and manage those public funds wisely and prudently; and

WHEREAS, the City Council as Successor Agency has an equal obligation to be aware of the social and political impacts of its investments, and subsequently to act responsibly in making its financial decisions; and

WHEREAS, the City Council as Successor Agency shall strive to make investments that benefit the local area and are consistent with municipal plans and policies.

NOW, THEREFORE, BE IT RESOLVED, by the City Council as Successor Agency of the City of Signal Hill, California that the Investment Policy as described in Exhibit A, attached hereto and incorporated herein by reference as though fully set forth, is hereby adopted as the Investment Policy of the Successor Agency of the City of Signal Hill.

PASSED, APPROVED AND ADOPTED at a regular meeting of the City Council as Successor Agency on this 13th day of January, 2026.

TINA HANSEN
CHAIR

ATTEST:

TINA KNAPP
AGENCY SECRETARY

STATE OF CALIFORNIA)
COUNTY OF LOS ANGELES) ss.
SIGNAL HILL SUCCESSOR AGENCY)

I, Tina Knapp, Secretary of the City Council as Successor Agency of the City of Signal Hill, California, hereby certify that Resolution No. 2026-01-XX was adopted by the City Council as Successor Agency at a regular meeting held on the 13th day of January, 2026, and that the same was adopted by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

TINA KNAPP
SECRETARY
CITY COUNCIL AS SUCCESSOR AGENCY

CITY OF SIGNAL HILL STATEMENT OF INVESTMENT POLICY

PURPOSE

The purpose of this statement is to comply with the requirements of California Government Code Section 53646 and to provide clear guidance for the investment of all monies of the City of Signal Hill.

INVESTMENT OBJECTIVES

The investment of the funds of the City of Signal Hill is directed to the goals of safety, liquidity, and high yield. The authority governing investments for municipal governments and units of local government such as the Signal Hill Successor Agency is set forth in the Government Code, Sections 53601, et. seq.

The primary objective of the investment policy of the City of Signal Hill is safety. Most investments will be highly liquid. Maturities will be selected to anticipate cash needs, thereby avoiding the need for forced liquidation. Within the constraints of safety and liquidity, the highest and best yield will be sought.

INVESTMENT PHILOSOPHY

The City's investment philosophy is to invest conservatively in order to minimize risk. Investments shall be made in the context of the Prudent Investor Rule for trustees of local government money, which is defined in Government Code Section 53600.3:

When investing, reinvesting, purchasing, acquiring, exchanging, selling, and managing public funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the agency, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the agency.

- Diversification of the portfolio by investment type,
- Quality standards for securities issuers,
- Limits on the maximum maturity of investments,
- Passive investment strategy of purchasing investments with the intent to hold them until maturity.

The City's passive investment strategy will not prohibit the city from selling a security prior to its maturity and recording a gain or loss in order to improve the quality,

liquidity, or yield of the portfolio in response to market conditions or City needs. However, the City philosophy prohibits speculation, i.e., the purchase of securities with the intent of profit from favorable changes in market prices or market conditions. Leveraging or borrowing money for the purpose of investing is specifically prohibited.

LEGAL AND POLICY CONSTRAINTS

The City of Signal Hill does not purchase or sell securities on margin.

The City of Signal Hill does not use Reverse Repurchase Agreements for the investment of funds.

The City of Signal Hill shall transact business only with banks, savings and loans, broker/dealers, and authorized investment pools. The broker/dealers should be primary dealers regularly reporting to the New York Federal Reserve Bank. Exceptions will be made only upon written authorization by the Director of Finance. Investment staff shall investigate dealers who wish to do business with the City to determine if they are adequately capitalized, have pending legal action against the firm or the individual broker and make markets in the securities appropriate to the City's needs.

For Repurchase Agreements, the acceptable collateral is U.S. Treasury Issues or Federal Agency Issues (i.e., FNMA, FHLB, FFCB, GNMA). A statement showing the type of collateral being utilized must be forwarded.

SAFEKEEPING OF SECURITIES

The City of Signal Hill shall have a safekeeping financial institution as an independent third party custodian of securities. Collateral should always be at safekeeping. The City shall not purchase from or sell securities to the financial institution responsible for safekeeping of the City's securities. Securities at safekeeping shall be registered and held in the City's name.

FIVE YEAR LIMITATION ON INVESTMENT FUNDS OF THE CITY

Effective January 1, 1989, the Government Code, Section 53601 states:

No investment shall be made in any security, other than a security underlying a repurchase or reverse repurchase agreement authorized by this section, which at the time of the investment has a term remaining to maturity in excess of five years, unless the legislative body has granted express authority to make that investment either specifically or as a part of an investment program approved by the legislative body no less than three months prior to the investment.

The City of Signal Hill administers funds according to cash flow requirements. As a result, there is a core of funds that are not necessary for the daily operational needs of the City for paying expenses. From time to time conditions of the fixed income markets present opportunities for high interest rates on high grade securities with a low risk exposure. It is in the best interests of the City of Signal Hill to practice a fully diversified investment plan that will ensure safety, liquidity, and the increase of acceptable yield from these situations.

It should be noted that at no time will more than 50% of the City of Signal Hill's funds be invested longer than two years. Purchases greater than five years are not allowed. The security must be a U.S. Treasury Note or Bond, a Federal National Mortgage Association (FNMA) debenture, or a Federal Home Loan Bank (FHLB) debenture, or a Medium Term Corporate Note.

INVESTMENT AUTHORITY

Authority to Make Investments

The City's Charter delegated all the Treasurer's duties to the Director of Finance. As such, the Director of Finance is authorized to make investments on behalf of the City of Signal Hill. Such investments shall only be limited to the instruments authorized under California Government Code Sections 53601 and 53635 and further described in Appendix "A".

TRANSFER OF INVESTMENT FUNDS

The transferring of investment funds will be carried out exclusively by use of telephonic or electronic wire transfers. Each entity with which the City does business shall receive, in writing from the Director of Finance, a listing which limits transfers of funds to preauthorized bank accounts only. The listing will also contain the names of the City staff authorized to request such transfers and will be updated, in writing, for all changes of authorized staff and bank accounts as necessary.

Deposits

Money must be deposited in state or national banks, state or federal savings associations, or state or federal credit unions in the state. It may be in inactive deposits, active deposits or interest-bearing active deposits. The deposits cannot exceed the amount of the bank's or savings and loan's or credit union's paid up capital surplus.

The bank or savings and loan must secure the active and inactive deposits with eligible securities having a market value of 110% of the total amount of the deposits. State law also allows as an eligible security, first trust deeds having a value of 150% of the total amount of the deposits. A third class of collateral is letters of credit drawn on the Federal Home Loan Bank (FHLB).

The investment officer may at his discretion waive security for that portion of a deposit which is insured pursuant to federal law. Currently, the first \$250,000 of a deposit is federally insured. It is the City's policy to waive this collateral requirement for the first \$250,000 because it is possible to receive a higher rate.

From time to time certain institutions ask to reduce the existing certificate of deposit from \$250,000 to \$247,000. This is so the accrued interest on the deposit will also be insured. It is to the City's advantage to reduce the principal deposit to the lower level for full insurance coverage of principal and accrued interest if the financial institution requests the reduction and if there is no penalty assessed for the reduction. If funds are to be collateralized, the acceptable collateral is 110% of the deposit in government securities.

INVESTMENTS

The following is a list of investments authorized by the Government Code:

- U.S. Treasury issues
- Federal Agency issues
- Certificates of Deposit
- Bankers Acceptances
- Commercial Paper
- Medium Term Corporate Notes
- Negotiable Certificates of Deposit
- Municipal and State obligations
- Mutual Funds
- Repurchase Agreements
- Reverse Repurchase Agreements
- Supranationals
- Local Agency Investment Fund (LAIF)
- County Pooled Funds
- Joint Powers Authority Local Government Investment Pools
- Passbook Savings/Money Market
- Financial Futures/Options

A description of these investments is listed in Appendix A.

The following types of investments can be used by the City of Signal Hill:

- U.S. Treasury issues
- Federal Agency issues
- Bankers Acceptances
- Certificates of Deposit
- Negotiable Certificates of Deposit
- Local Agency Investment Fund (LAIF)
- Passbook Savings Account
- Money Market Account

County Pooled Funds
Joint Powers Authority Local Government Investment Pools
Repurchase Agreements
Commercial Paper
Medium Term Corporate Notes
Municipal and State obligations
Mutual Funds
Supranationals

BOND PROCEEDS

Bond proceeds may be invested pursuant to the Bond Indenture Agreement which is approved at the time such bonds are issued.

The following types of investments cannot be used by the City of Signal Hill:

Financial Futures and Financial Options
Reverse Repurchase Agreements
Purchase of Securities on Margin
Guaranteed Small Business Administration (SBA) notes

REPORTING

In accordance with California Government Code Section 53646 (b)(d), (1) The Finance Director may render a quarterly report to the City Manager and City Council. The quarterly report shall be so submitted within 30 days following the end of the quarter covered by the report. Except as provided in subdivisions (e) and (f), this report shall include the type of investment, issuer, date of maturity, par and dollar amount invested on all securities, investments and moneys held by the local agency, and shall additionally include a description of any of the local agency's funds, investments, or programs, that are under the management of contracted parties, including lending programs. With respect to all securities held by the local agency, and under management of any outside party that is not also a local agency or the State of California Local Agency Investment Fund, the report shall also include a current market value as of the date of the report, and shall include the source of this same evaluation. (2) The quarterly report shall state compliance of the portfolio to the statement of investment policy, or manner in which the portfolio is not in compliance. (3) The quarterly report shall include a statement denoting the ability of the local agency to meet its pool's expenditure requirements for the next six months, or provide an explanation as to why sufficient money shall, or may, not be available. (4) In the quarterly report, a subsidiary ledger of investments may be used in accordance with accepted accounting practices. (c) Pursuant to subdivision (b), the Finance Director shall report whatever additional information or data may be required by the legislative body of the local agency. (d) The City Council may elect to require the report.

POLICY REVIEW

Annual Statement of Investment Policy

In accordance with California Government Code Section 53646 (a), the Finance Director of the local agency may annually render to the City Manager and City Council a statement of investment policy, which the legislative body of the local agency shall consider at a public meeting. Any change in the policy shall also be considered by the City Council at a public meeting.

Periodic Review

To ensure a statement that is consistent with any new relevant legislation and financial trends, the Director of Finance or City Treasurer shall periodically report to the City Council and City Manager proposed changes and amendments to this document for review and approval.

APPENDIX A

DEPOSITORY SERVICES

Active deposits are demand or checking accounts with receive revenues and pay disbursements.

Interest-bearing active deposits are money market accounts at a financial institution (i.e., bank, savings and loan, credit union). These accounts are demand accounts (i.e., checking accounts) with restricted transaction activity.

Inactive deposits are certificates of deposit issued in any amount for periods of time as short as fourteen days and as long as several years. Interest must be calculated on a 360 day basis, actual number of days. The criteria for investments in Certificates of Deposit are described in Appendix B.

Passbook savings account is similar to an inactive deposit except not for a fixed term. The interest rate is much lower than Certificates of Deposit, but the savings account allows for flexibility. Funds can be deposited and withdrawn according to daily operational needs.

INVESTMENT SECURITIES

U.S. TREASURY ISSUES are direct obligation of the United States Government. These issues are called bills, notes, and bonds. The maturity range of new issues is from 13 weeks (T-Bills) to 30 years (T-Bonds). These are highly liquid and are considered the safest investment security.

FEDERAL AGENCY ISSUES are issued by direct U.S. Government agencies or quasi-government agencies. These issues are guaranteed directly or indirectly by the United States Government. Examples of these securities are Federal Home Loan Bank (FHLB) notes, Federal National Mortgage Association (FNMA) notes, Federal Farm Credit Bank (FFCB) notes, Federal Intermediate Credit Bank (FIC) debentures, Small Business Administration (SBA) notes, Government National Mortgage Association (GNMA) notes, and Student Loan Association (SALLMAE) notes.

CERTIFICATE OF DEPOSIT are investments for inactive funds issued by banks, savings and loans, and credit unions. Investments of \$250,000 are insured respectively by Federal Deposit Insurance Corporation (FDIC), Federal Savings and Loan Insurance Corporation (FSLIC), and the National Credit Union Share Insurance Fund (NCUSIF). Certificates of Deposit can be issued from 14 days to several years in maturity allowing the City investment of funds to be matched to cash flow needs. For deposits exceeding \$250,000, the financial institution is required to collateralize the investment with 110% government securities. The City does not accept 150% collateral (First Trust Deeds) or with 105% Letters of Credit (L.C.).

NEGOTIABLE CERTIFICATES OF DEPOSIT are large-denomination CDs issued in \$1 million increments. These securities have average trades in the secondary market of \$5 million to \$10 million. They are issued at face value and typically pay interest at maturity, if maturing in less than 12 months. CDs which mature beyond this range pay interest semi-annually. Negotiable CDs are issued by U.S. banks (domestic CDs), U.S. branches of foreign banks (Yankee CDs) and thrifts. There is an active secondary market for negotiable domestic and Yankee CDs. However, the negotiable thrift CD secondary market is limited. Yields on CDs exceed those on U.S. treasuries and agencies of similar maturities. This higher yield compensates the investor for accepting the risk of reduced liquidity and the risk that the issuing bank might fail. State law does not require the collateralization of negotiable CDs.

BANKERS ACCEPTANCES are short term credit arrangements to enable businesses to obtain funds to finance commercial transactions. They are time drafts drawn on a bank by an exporter or importer to obtain funds to pay for specific merchandise. By its acceptance, the bank becomes primarily liable for the payment of the draft at maturity. An acceptance is a high grade negotiable instrument. Bankers acceptances cannot exceed a maturity of 180 days. The interest is calculated on a 360 day discount basis similar to Treasury Bills. Local Agencies cannot invest more than forty percent of their surplus money in bankers acceptances.

COMMERCIAL PAPER is a short term unsecured promissory note issued by a corporation to raise working capital. These negotiable instruments may be purchased at a discount to par value or interest bearing. Commercial paper is issued by corporation such as General Motors Acceptance Corporation (GMAC), Shearson-American Express, Bank of America, Wells Fargo Bank, etc. Commercial paper cannot exceed a maturity of 270 days.

Local agencies are permitted by state law to invest in commercial paper of "prime" quality of the highest ranking or of the highest letter and numerical rating as provided by Moody's Investor's Service, Inc. or Standard and Poor's Corporation. Purchases of eligible commercial paper may not exceed 270 days maturity nor exceed fifteen percent of the local agency's surplus funds. An additional ten percent (for a total of 25%) can be invested in Commercial Paper provided the average maturity of invested funds in commercial paper does not exceed 30 days. The City may not purchase more than 10% of the outstanding commercial paper and the medium-term notes of any single issuer.

MEDIUM TERM CORPORATE NOTES are unsecured promissory notes issued by a corporation organized and operating in the United States. These are negotiated instruments and are traded in the secondary market. Medium Term Corporate Notes (MTN) can be defined as extended maturity commercial paper. Corporations use these MTN's to raise capital. Examples of MTN issuers are General Electric, GMAC, Citibank, Wells Fargo Bank, etc.

Local agencies are restricted by the Government Code to investments in corporations rated in the top three note categories by a single nationally recognized rating service. Further restrictions are a maximum term of five years to maturity and total investments in Medium Term Corporate Notes may not exceed thirty percent of the local agency's surplus money.

MUNICIPAL BONDS including bonds payable solely out of the revenues from a revenue-producing property owned, controlled, or operated by the State or by a department, board, agency, or authority of the State.

Section 53601(c) of the State of California Government code permits local agencies to invest registered treasury notes or bonds of any of the other 49 states in addition to California, including bonds payable solely out of the revenues from are venue producing property owned, controlled, or operated by a state or by a department, board, agency, or authority of any of the other 49 states, in addition to California.

Investments also include bonds, notes, warrants, or other evidences of indebtedness of a local agency within California, including bonds payable solely out of the revenues from a revenue-producing property owned, controlled, or operated by the local agency, or by a department, board, agency, or authority of the local agency.

In addition, these securities must be:

- Maturities not exceeding five years from the date of trade settlement;
- Rated in at least the "A" category or its equivalent or better by a NRSRO;
- No more than five percent (5%) of the City's total portfolio shall be invested in anyone municipal issuer; and
- Cannot exceed thirty percent (30%) of the agency's investment portfolio.

REPURCHASE AGREEMENTS AND REVERSE REPURCHASE AGREEMENTS are short term investment transactions. Banks buy temporarily idle funds from a customer by selling him U.S. Government or other securities with a contractual agreement to repurchase the same securities on a future date. Repurchase agreements are typically for one to ten days in maturity. The customer receives interest from the bank. The interest rate reflects both the prevailing demand for Federal Funds and the maturity of the repo. Some banks will execute repurchase agreements for a minimum of \$250,000, but most banks have a minimum of \$500,000. A reverse repurchase agreement (Reverse Repo) is exactly what the name implies. The City of Signal Hill invests periodically in repurchase agreements, but as a matter of policy the City of Signal Hill does not invest in reverse repurchase agreements.

SUPRANATIONALS is an organization formed by a group of countries through an international treaty with specific objectives such as promoting economic development. Supranationals organizations also issue debt in the United States. The most commonly recognized debt is issued by the International Bank for Reconstruction and Development (IBRD or World Bank).

Section 53601 (q) of the State of California Government Code allows local agencies to invest in bonds issued by one of the three supranationals: World Bank, International Finance Corporation (IFC) and Inter-American Development Bank (IADB), which were established by international treaties, incorporated into U.S. federal law by Congressional Acts and headquartered in Washington D.C. Currently, these entities carry the highest credit ratings (AAA) based on their financial structure, policies, performance and capital support from shareholders.

These investments must meet the following criteria:

- Maturity of five years or less;
- Eligible for purchase and sale within the US;
- In a rating category of “AA” or its equivalent or better by a nationally recognized statistical rating organization (NRSRO); and
- No more than ten percent (10%) of the City’s total portfolio shall be invested in any one issuer of supranational obligations; and
- Cannot exceed 30 percent (30%) of the agency’s investment portfolio.

LOCAL AGENCY INVESTMENT FUND (LAIF) is a special fund in the State Treasury which local agencies may use to deposit funds for investment. There is no minimum investment period and the minimum transaction is \$5,000, in multiples of \$1,000 above that, with a maximum of \$75 million for any agency. It offers high liquidity because deposits can be converted to cash in twenty-four hours and no interest is lost. All interest is distributed to those agencies participating on a proportionate share determined by the amounts deposited and the length of time they are deposited. Interest is paid quarterly via a check or warrant.

The State keeps an amount for reasonable costs of making the investments, not to exceed one-quarter of one percent of the earnings.

COUNTY POOLED FUNDS is similar to the State of California Local Agency Investment Fund (LAIF). Los Angeles County has two pools, one of which is offered to municipal governments. The pool is administered by an outside contracted professional cash management firm, Discount Corporation of New York.

All interest is distributed to those agencies participating on a proportionate share determined by the amounts deposited and the length of time they are deposited. Interest is paid monthly via check, warrant, or direct deposit to the agency’s County Pooled Fund account. The County keeps an amount for reasonable administrative costs of the pool.

The advantage of the County Pool Investment Fund is the high level of liquidity and safety. There are no restrictions to number of transactions or dollar amounts of deposits. The funds deposited by a local agency in the County Pooled Funds cannot be attached by the County.

JOINT POWERS AUTHORITY LOCAL GOVERNMENT INVESTMENT POOLS are similar in nature to State of California Local Agency Investment Fund (LAIF) and/or County

Pools. They are referred to in the Government Code 53601, P, as "shares of beneficial interest issued by a joint powers authority organized pursuant to Section 6509.7 that invests in the securities and obligations authorized in subdivisions (a) to (r), inclusive. Each share shall represent an equal proportional interest in the underlying pool of securities owned by the joint powers authority". To be eligible under this section, the joint powers authority issuing the shares shall have retained an investment advisor that meets all of the following criteria:

(1) The advisor is registered or exempt from registration with the Securities and Exchange Commission.

(2) The advisor has not less than five years of experience investing in the securities and obligations authorized in subdivisions (a) to (q), inclusive.

(3) The advisor has assets under management in excess of five hundred million dollars (\$500,000,000).

MUTUAL FUNDS are referred to in the Government Code, Section 53601, L, as "shares of beneficial interest issued by diversified management companies". The Mutual Fund must be restricted by its by-laws to the same investments as the local agency by the Government Code. These investments are Treasury issues, Federal Agency issues, State of California and City (within California) debt obligation, Bankers Acceptances, Commercial Paper, Certificates of Deposit, Negotiable Certificates of Deposit, Repurchase Agreements, Reverse Repurchase Agreements, Financial Futures and Financial Options and Medium Term Corporate Notes.

The quality rating restrictions in each investment category applicable to the local agency also apply to the Mutual Fund. Investments in Mutual Funds may not exceed 20% of the local agency's surplus money and no more than 50% may be invested in any one Mutual Fund.

A further restriction is that the purchase price of share of mutual funds shall not include any sales commission.

FINANCIAL FUTURES AND FINANCIAL OPTIONS are forward contracts for securities. The government code states that a local agency may incur future contracts/options for any of the investment securities enumerated in Section 53601, a-m. Due to the volatility of trading in financial futures, the City of Signal Hill does not invest in financial futures or financial options.

APPENDIX B

INVESTMENT CRITERIA FOR FINANCIAL INSTITUTIONS

The City of Signal Hill requires that each financial institution submit current financial statements which are evaluated by staff prior to the investment of funds. The following criteria are used:

The institution must have been in business at least three years.

The institution must submit audited financial statements.

The institution must have assets of at least \$50 million and a net worth to liability ratio of 3.5% to 1.

Investments of less than 180 days to maturity can use a net worth asset ratio of 3.0% to 1.

Investments in Credit Unions require Equity (net worth) to Asset Value of 5.0%. The loan balance to share draft ratio is compared to industry standards, but should not exceed 90%. The City may invest funds for a period up to 120 days in institutions with a Regular Reserve to Loan Balance ratio of at least 3.25%. For longer periods of time, the ratio must be at least 4.0%.

In addition, examination is made of the Reserve for Loan Losses category to evaluate the financial trend of the institution's asset base. When available, data is evaluated regarding the level of non-performing assets (i.e., loans no longer paying interest and/or principal in the amount called for in the original contract agreement). Comparison is made of institution ratio values to the industry averages.

Under deposits, if data is available, the City tracks the ratio of \$250,000 certificates of deposit (brokered money) to the total deposit base. A percent greater than 50% is an area of concern.

Whenever possible, the use of several years' financial data is evaluated to present a trend of activity in the institution.

It is also required that interest be paid on a monthly basis, current law only requires quarterly payments. No more than \$250,000 is placed in any savings and loan, small bank, or credit union. A small bank is defined as a banking institution with assets under \$500 million.

APPENDIX C INVESTMENT LIMITATIONS

PERMITTED INVESTMENT TYPE	MINIMUM CREDIT RATING	PORTFOLIO MAXIMUM	ISSUER LIMIT	MATURITY LIMIT
U.S. Treasury	N/A	None	None	5 years
Federal Agency	N/A	None	None ¹	5 years
Passbook Savings Account	N/A	None	10%	N/A
Money Market Account	N/A	None	10%	N/A
Bankers Acceptance	A1 or P1	40%	10%	180 days
Commercial Paper	A1 or P1	25%	10%	270 days
Medium Term Corporate Notes	AA	30%	10%	5 years
Municipal and State obligations	A	30%	5%	5 years
Time Certificate of Deposit	N/A	30%	10%	1 year
Negotiable CD	A or A2 ²	30%	10%	5 years
Supranationals	AA	30%	10%	5 years
Brokered Certificate of Deposit	N/A	30%	N/A	5 years
LAIF	N/A	None	None ³	N/A
County Pools	N/A	None	None	N/A
Joint Powers Authority Pools	N/A	None	None	N/A ⁶
Mutual Funds	Multiple ¹	20%	10% ⁴	N/A ⁵

¹ City/Agency may not purchase instruments issued by the SBA or GNMA.

² Negotiable Certificates of Deposit must be issued by institutions which have long term debt rated A or higher by Standard & Poors or A2 or higher by Moody's; and/or have short term debt rated at least A1 by Standard & Poors or P1 by Moody's.

³ The LAIF has a maximum investment limit per investing entity of \$65,000,000. The combined City/Agency limit is \$150,000,000.

⁴ Multiple - must receive the highest ranking by not less than two nationally recognized statistical rating agencies (i.e. Lipper Analytical; Morningstar) or retain an investment advisor who is registered with the SEC (or exempt from registration), has assets under management in excess of \$500 million.

⁵ Multiple - Must receive the highest ranking by not less than two nationally recognized statistical rating agencies (i.e. Upper Analytical, Morningstar) or retain an investment advisor who is registered with the SEC (or exempt from registration) and has assets under management in excess of \$500 million.

⁶ Certain Joint Powers Authority Pools may have a maximum investment limit. The California Asset Management Program (CAMP) has an internal limit that a Shareholder can not be more than 10% of the total fund

CalFIT Stable Value Pool

A California-based solution for California local governments



The Stable Value Pool seeks to deliver safety¹, liquidity and competitive returns for investors seeking to diversify their most liquid funds.

Pool Features

- Stable net asset value of **\$1.00 per share**
- **Same-day liquidity** for redemptions submitted **by 11 a.m. PT**
- No account **minimum or maximum**
- **Unlimited** number of accounts
- **Accrues income daily**, pays monthly
- **Formed in California**, by California government agencies, and managed by a California-based investment firm.
- **60-day** weighted average maturity (WAM) limit³



GASB 79 Compliant



**Rated AAAM by
S&P Global²**

Joining is Easy

1. Fill out the digital application at **www.calfitfund.com**
2. Track and submit your account forms on the CalFIT Enrollment Hub
3. Sign and send your enrollment package via DocuSign

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¹ While our conservative investment approach promotes safety, investing in securities carries varying degrees of risk and we cannot guarantee safety of principal.

² S&P Global AAAM Rating: S&P evaluates a number of factors, including credit quality, market price, exposure, and management. Visit SPGlobal.com/Ratings for more information and ratings methodology.

³ Weighted Average Maturity: Calculated by the final maturity for a security held in the portfolio and the interest rate reset date. This is a way to measure a fund's sensitivity to potential interest rate changes.

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CalFIT[®]

An Investment Pool for California Public Investors

Information Statement

TABLE OF CONTENTS

1	Introduction	0
2	CalFIT Stable Value Pool Summary	0
3	Stable Value Pool General Objectives	1
4	Transparency.....	2
5	Eligible Participants.....	2
6	Stable Value Pool Investment Policy	2
6.1	Investment Objectives	3
6.2	Authorized Investments	3
6.3	Delivery and Custody	7
7	Shares; Interests of Participants.....	7
8	Investment Risks	8
8.1	Interest Rate Risks	8
8.2	Credit Risks.....	8
8.3	Stable Net Asset Value Risks	8
8.4	Investment Not Insured or Guaranteed	8
9	Board	8
10	Investment Adviser & Administrator	9
11	Custodian	9
12	Independent Auditors.....	10
13	How to Become a Participant	10
14	Purchase of Shares; Investments	10
14.1	Investment Procedures.....	10
15	Redemption of Shares; Withdrawals; Transfers	11
15.1	Payment Procedures	12
16	Portfolio Transactions.....	12
17	Valuation of Stable Value Pool Shares.....	12
17.1	Computation of Yields.....	13
18	Income Allocations.....	13
19	Retained Reserves	14
20	CalFIT Expenses.....	14
20.1	Expense payments	14
21	Reports to Participants	15

Stable Value Pool Information Statement California Fixed Income Trust (“CalFIT”)

Adopted: September 8, 2025

1 INTRODUCTION

The purpose of this Information Statement is to provide information to Participants (as defined herein) in connection with the purchase of Shares (as defined herein) in the Stable Value Pool (referred to in the Joint Exercise of Powers Agreement as the “Stable NAV Portfolio.” This Information Statement for the Stable Value Pool describes certain provisions of the JPA Agreement (as defined herein) for CalFIT and the Investment Policy for the Stable Value Pool. Participants interested in the purchase of Shares in the Stable Value Pool should review the full terms of the JPA Agreement and the Investment Policy for the Stable Value Pool described herein, located at www.calfitfund.com. Capitalized terms not otherwise defined herein shall have the meanings set forth in the JPA Agreement.

The contents of this Information Statement should not be considered to be legal, tax or investment advice, and Participants should consult with their own counsel and advisers as to all matters concerning investment in the Stable Value Pool.

2 CALFIT STABLE VALUE POOL SUMMARY

The California Fixed Income Trust, doing business as CalFIT, is a California joint powers authority created pursuant to Title 1, Division 7, Chapter 5 of the California Government Code (commencing with Section 6500), known as the Joint Exercise of Powers Act (Act) and the JPA Agreement referenced below.

The Act provides that two or more public agencies (as defined herein, Public Agencies) that have the authority to invest funds in their treasuries may, by agreement, jointly exercise that common power and create a joint powers authority separate from such Public Agencies to exercise such common power and to act as administrator of the agreement. Under this authority, CalFIT was created pursuant to a Joint Exercise of Powers Agreement (JPA Agreement) dated as of July 22, 2025, between the Founding Members (as defined in the JPA Agreement).

The Act authorizes a joint powers authority, such as CalFIT, to issue shares of beneficial interest in authorized investments to participating Public Agencies (collectively referred to herein, as Participants and individually, as a Participant). See “**Eligible Participants.**” The JPA Agreement sets forth the terms of the investment program known as the CalFIT Investment Program, including the establishment of Pools in which Participants purchase shares of beneficial interest issued by CalFIT in authorized investments that are owned by CalFIT. The Stable Value Pool is the initial Pool established by CalFIT.

The purpose of CalFIT is to consolidate investment activities of the Participants and thereby reduce duplication, take advantage of economies of scale, and perform governmental functions more efficiently through the CalFIT Investment Program.

As a joint powers authority, CalFIT provides a professionally managed pooled investment program for Participants. See “**Investment Adviser & Administrator.**” Pursuant to the JPA Agreement, CalFIT is governed by a Board. See “**Board.**”

The Shares in the Stable Value Pool have not been, and are not required to be, registered under any federal or state securities law. CalFIT has not been, and is not required to be, registered under the Investment Company Act of 1940, as amended. Accordingly, CalFIT and its Stable Value Pool are not subject to the provisions of that Act, including the protective rules relating to registered money market funds and other types of mutual funds.

3 STABLE VALUE POOL GENERAL OBJECTIVES

CalFIT provides a professionally managed pooled investment program for Participants. The general objective of the Stable Value Pool is to generate additional investment income for the Participants while maintaining safety and liquidity. The Stable Value Pool is managed by the Board to comply with the requirements of California law.

As described below, the investment objectives of the Stable Value Pool are to preserve principal, provide daily liquidity, earn a competitive rate of return, comply with GASB 79, and strive to maintain a stable Net Asset Value (“NAV”) of \$1.00. The Stable Value Pool accrues net income daily and pays net income on a pro rata basis monthly.

CalFIT has established that the Stable Value Pool will have a maximum dollar-weighted average maturity (“WAM”) of 60 days and a maximum weighted average life (“WAL”) of 120 days. Ten percent of the Stable Value Pool’s total assets must be liquid daily, and thirty percent must be liquid weekly at the time of the most recent security purchase per GASB 79. The Investment Policy created by CalFIT for the Stable Value Pool establishes the investment objectives, policies and restrictions that are designed to facilitate the achievement of these objectives. The full Investment Policy is included below.

The Investment Adviser for the Stable Value Pool will seek to maintain a ‘AAAm’ rating from S&P Global Ratings or the equivalent on the Stable Value Pool. According to S&P Global Ratings, a fund rated ‘AAAm’ demonstrates extremely strong capacity to maintain principal stability and to limit exposure to principal losses due to credit risk. ‘AAAm’ is the highest principal stability fund rating assigned by S&P Global Ratings.¹

The investment objectives of the Stable Value Pool in order of priority are:

- **Safety:** Safety of principal is the foremost objective of the investment program. The Stable Value Pool is managed to emphasize the preservation of principal while maintaining a stable NAV of \$1.00.
- **Liquidity:** The Stable Value Pool is managed to provide daily liquidity to its Participants. See above for description of the maximum WAM and WAL for investments in the Stable Value Pool.
- **Competitive Returns:** The Stable Value Pool is managed to generate competitive returns taking into account the investment risk constraints for safety and liquidity needs.

¹ <https://www.spglobal.com/ratings/en/products/principle-stability-fund-ratings>

No assurances can be given that the investment objectives of the Stable Value Pool will be achieved.

4 TRANSPARENCY

CalFIT seeks to provide transparency to Participants in the Stable Value Pool by allowing Participants to readily obtain portfolio and account information. CalFIT will offer dedicated Participant support with a technology platform. Historical and current performance data, net asset value (NAV), weighted average maturity (WAM), and weighted average life (WAL) are published and available to Participants on the CalFIT website. Portfolio holdings are published no later than quarterly. Participant account information and expense ratios are also published and available to Participants on the CalFIT website no later than quarterly.

5 ELIGIBLE PARTICIPANTS

Any Public Agency that has the authority to invest funds in its treasury in statutorily permitted investments, including but not limited to Section 53601 of the California Government Code, and meets the requirements described in the next paragraph is eligible to become a Participant of the CalFIT Investment Program and is eligible to purchase shares in the Stable Value Pool.

Each Participant must be a "Public Agency", as that term is defined in Section 6509.7 of the Act, which, as of the date of this Information Statement, is defined as "the federal government or any federal department or agency, this state, another state or any state department or agency, a county, county board of education, county superintendent of schools, city, public corporation, public district, or regional transportation commission of the State of California or another state, a federally recognized Indian tribe, or any joint powers authority formed pursuant to this article by any of these agencies," and includes "a nonprofit corporation whose membership is confined to public agencies or public officials." Each Participant must also be a political subdivision of a state, or an agency, authority, or instrumentality of the United States, a state of any political subdivision of a state.

6 STABLE VALUE POOL INVESTMENT POLICY

Funds in the Stable Value Pool are required to be invested by the Investment Adviser in investments permitted by California law and this Investment Policy as established by CalFIT. As required by California law, funds in the Stable Value Pool will be invested by the Investment Adviser in accordance with the prudent investor standard of the California Government Code.

The Stable Value Pool shall be invested to comply with Section 53635 of California Government Code, which applies to a local agency that is a county, a city and a county, or other local agency that pools money in deposits or investments with other agencies, and with the relevant provisions of Section 53601 of California Government Code. Each Participant is responsible for monitoring its investments to ensure its own compliance with California Government Code. Moreover, each Participant is responsible for ensuring compliance with its own internal policies and restrictions on investments. None of the CalFIT, the Administrator, the Investment Adviser, the Custodian, or any other agents of CalFIT shall be responsible for such monitoring or compliance.

6.1 INVESTMENT OBJECTIVES

As listed above in the section titled “Stable Value Pool General Objectives,” the objectives of the Stable Value Pool are to preserve principal, provide daily liquidity, manage investment risks, earn a competitive market rate of return, comply with California law and GASB 79, and strive to maintain a stable Net Asset Value (NAV) of \$1.00.

The Stable Value Pool shall have a maximum dollar-weighted average maturity (WAM) of 60 days and a maximum weighted average life (WAL) of 120 days. Ten percent (10%) of the Stable Value Pool's total assets must be daily liquid and thirty percent (30%) must be weekly liquid at the time of the most recent security purchase per GASB 79.

The Investment Adviser for the Stable Value Pool will seek to maintain a rating in the highest rating category by a nationally recognized statistical rating organization (NRSRO), reflecting the highest underlying credit quality and relatively short-term maturity profile.

The investment objectives of the Stable Value Pool, in order of priority, are:

- **Safety** - Safety of principal is the foremost objective of the investment program. The Stable Value Pool is managed to emphasize the preservation of principal while maintaining a stable NAV of \$1.00.
- **Liquidity** - The Stable Value Pool will be managed to provide daily liquidity to its Participants. See above for description of the maximum WAM and WAL for investments in the Stable Value Pool.
- **Competitive Returns** – The Stable Value Pool is managed to generate competitive returns, taking into account the investment risk constraints for safety and liquidity needs.

No assurance can be given that the investment objectives of the Stable Value Pool will be achieved.

6.2 AUTHORIZED INVESTMENTS

The Stable Value Pool's investments are governed by California Government Code, Sections 53635 and 53600 *et seq.* and shall comply with GASB 79. Within the investments permitted by the Code, the Board of Trustees (Board) of CalFIT has established these guidelines which in some cases may be more restrictive. The Board may amend or revise this investment policy from time to time in accordance with the JPA Agreement.

At the time of the investment's maturity or liquidation, such funds shall be reinvested only as provided in the current policy. Percentage holding limits and minimum credit requirements listed in this section apply at the time the security is purchased. Maturity date is measured from the date of trade settlement.

In the event that a security owned by the Stable Value Pool is downgraded below the requirements of this investment policy, making the security ineligible for additional purchases, the Investment Adviser shall evaluate the circumstances and, at its sole discretion, make a determination to hold or sell the affected securities based upon a review of the issuer's financial condition, credit outlook, the security's remaining term to maturity, and other relevant considerations.

1. U.S. Treasuries and other government obligations for which the full faith and credit of the United States are pledged for the payment of principal and interest. There are no

limits on the dollar amount or percentage that the Stable Value Pool may invest in U.S. Treasuries, provided that:

- The maximum maturity is 397 days for fixed rate obligations and 762 days for variable rate obligations.
2. Federal Agencies or United States Government-Sponsored Enterprise obligations, participations, or other instruments, including those issued by or fully guaranteed as to principal and interest by federal agencies or United States government-sponsored enterprises. There are no limits on the dollar amount or percentage that the Stable Value Pool may invest in Federal Agency or Government-Sponsored Enterprises (GSEs), provided that:
 - The maximum maturity is 397 days for fixed rate obligations and 762 days for variable rate obligations.
 3. Municipal Securities include obligations of the State of California and any local agency within the State of California, provided that:
 - The maximum maturity is 397 days
 - The securities are rated in a rating category of “A” or the equivalent or higher by at least one NRSRO.
 4. Municipal Securities (Registered treasury notes or bonds) of any of the other 49 states in addition to California, including bonds payable solely out of the revenues from a revenue-producing property owned, controlled, or operated by a state or by a department, board, agency, or authority of any of the other 49 states, in addition to California.
 - The maximum maturity is 397 days
 - The securities are rated in a rating category of “A” or the equivalent or higher by at least one NRSRO.
 5. Banker’s Acceptances, provided that:
 - The maximum maturity is 180 days.
 - They are issued by institutions which have short-term debt obligations rated “A-1” or the equivalent or higher by at least one NRSRO; or long-term debt obligations which are rated in a rating category of “A” or the equivalent or higher by at least one NRSRO.
 - No more than 40% of the Stable Value Pool may be invested in Banker’s Acceptances.
 - No more than 5% of the Stable Value Pool may be invested in any single issuer.
 6. Commercial Paper, provided that the securities are issued by an entity that meets all of the following conditions in either paragraph (a) or (b) and other requirements specified below:
 - a. Securities issued by corporations:
 - (i) A corporation organized and operating in the United States with assets more than \$500 million.
 - (ii) The securities are rated “A-1” or the equivalent or higher by at least one NRSRO.
 - (iii) If the issuer has other debt obligations, they must be rated in a rating category of “A” or the equivalent or better by at least one NRSRO.

- b. Securities issued by other entities:
 - (i) The issuer is organized within the United States as a special purpose corporation, trust, or limited liability company.
 - (ii) The securities must have program-wide credit enhancements including, but not limited to, overcollateralization, letters of credit, or a surety bond.
 - (i) The securities are rated “A-1” or the equivalent or higher by at least one NRSRO.
 - The maximum maturity is 270 days.
 - No more than 40% of the Stable Value Pool may be invested in Commercial Paper.
 - No more than 5% of the Stable Value Pool may be invested in any single issuer of commercial paper.
7. Negotiable Certificates of Deposit (NCDs) issued by a nationally or state-chartered bank, a savings association or a federal association, a state or federal credit union, or by a federally licensed or state-licensed branch of a foreign bank, provided that:
 - The maximum maturity is 397 days.
 - Any amount above the FDIC insured limit must be issued by institutions which have short-term debt obligations rated “A-1” or the equivalent or higher by at least one NRSRO; or long-term obligations rated in a rating category of “A” or the equivalent or higher by at least one NRSRO.
 - No more than 30% of the total portfolio may be invested in NCDs.
 - No more than 5% of the Stable Value Pool may be invested in any single issuer.
8. Repurchase Agreements collateralized with securities authorized under sections 1 and 2 of the authorized investments in this investment policy, without regard to maturity date, maintained at a level of at least 102% of the notional value of the Repurchase Agreement. Since the market value of the underlying collateral is subject to daily fluctuations, the investments in repurchase agreements shall be in compliance if the value of the underlying securities is brought to at least 102% by the next business day. There are no limits on the dollar amount or percentage that the Stable Value Pool may invest in repurchase agreements, provided that:
 - The maximum maturity is one year.
 - Securities used as collateral for Repurchase Agreements will be delivered to an acceptable third party custodian.
 - Repurchase Agreements are subject to a tri-party Master Repurchase Agreement between the Stable Value Pool, custodian and the provider of the repurchase agreement.
 - The repurchase agreement counterparty must be a primary dealer as defined by the Federal Reserve Bank of New York.
 - The repurchase agreement counterparty or its parent must have a short-term credit rating of “A-1” or the equivalent or higher by a NRSRO (or its long-term equivalent category.)
9. Corporate Medium Term Notes (MTNs) where the issuer is a corporation organized and operating within the United States or by depository institutions licensed by the United States or any state and operating within the United States, provided that:
 - The maximum maturity is 397 days.
 - The securities are rated in a rating category of “A” or the equivalent or higher by at least one NRSRO.

- No more than 30% of the total portfolio may be invested in MTNs.
 - No more than 5% of the Stable Value Pool may be invested in any single issuer.
10. Asset-Backed, Mortgage-Backed, Mortgage Pass-Through Securities, and Collateralized Mortgage Obligations from issuers not defined in sections 1, 2 and 6 of the Authorized Investments section of this policy, provided that:
- The maximum maturity is 397 days.
 - The securities are rated in a rating category of “AA” or the equivalent or higher by a NRSRO.
 - No more than 20% of the Stable Value Pool may be invested in these securities.
 - No more than 5% of the Stable Value Pool may be invested in any single private label Asset-Backed or Commercial Mortgage security issuer.
11. Money Market Mutual Funds that are registered with the Securities and Exchange Commission under the Investment Company Act of 1940, provided that:
- The money market mutual fund must have retained an investment adviser registered or exempt from registration with the Securities and Exchange Commission with not less than five years’ experience managing money market mutual funds with assets under management in excess of \$500 million.
 - The money market mutual fund must have attained the highest ranking or the highest letter and numerical rating provided by at least two (2) NRSROs.
 - The money market mutual fund must strive to maintain a net asset value of \$1.00.
 - No more than 20% of the Stable Value Pool may be invested in money market mutual funds.
 - No more than 20% of the Stable Value Pool may be invested in the shares of any one money market mutual fund.
12. Supranationals that are US dollar denominated senior unsecured unsubordinated obligations issued or unconditionally guaranteed by the International Bank for Reconstruction and Development, International Finance Corporation, or Inter-American Development Bank, provided that:
- The maximum maturity is 397 days.
 - The securities are rated in a rating category of “AA” or the equivalent or higher by a NRSRO.
 - No more than 30% of the total portfolio may be invested in these securities.
 - No more than 10% of the Stable Value Pool may be invested in any single issuer.
13. Prohibited Investment Vehicles and Practices
- State law notwithstanding, any investments not specifically described herein are prohibited, including, but not limited to futures and options.
 - In accordance with Government Code, Section 53601.6, investment in inverse floaters, range notes, or mortgage derived interest-only strips is prohibited.
 - Investment in any security that could result in a zero interest accrual if held to maturity is prohibited. Under a provision sunseting on January 1, 2026, securities backed by the U.S. Government that could result in a zero- or negative-interest accrual if held to maturity are permitted.
 - Trading securities for the sole purpose of speculating on the future direction of interest rates is prohibited.
 - Purchasing or selling securities on margin is prohibited.
 - The use of reverse repurchase agreements, securities lending or any other form of borrowing or leverage is prohibited.

- The purchase of foreign currency denominated securities is prohibited.
- The purchase of a security with a forward settlement date exceeding 45 days from the time of the investment is prohibited.

6.3 DELIVERY AND CUSTODY

1. **Delivery-versus-Payment (DVP):** Investment transactions shall be conducted on a delivery-versus-payment basis.
2. **Custody:** All cash and securities in the Stable Value Pool shall be held in the Stable Value Pool's name by a third party custodian, acting as agent for the Stable Value Pool under the terms of a custody agreement executed by the bank and the Stable Value Pool. All investment transactions will require a trade ticket or acknowledgment generated from the trade. A monthly report will be received by the Stable Value Pool from the custodian listing all securities held in safekeeping with current market data and other information.

The only exceptions to the foregoing shall be: (i) money market mutual funds (ii) repurchase agreements, since these securities are not deliverable. Each Participant, by its investment in the Stable Value Pool, is certifying that it is legally authorized to make such investment. Participants should consult with their legal counsel and/or advisors regarding the legality of investment funds in the Stable Value Pool.

7 SHARES; INTERESTS OF PARTICIPANTS

The JPA Agreement provides that the beneficial interests of the Participants in the assets of the Stable Value Pool and the earnings thereon are divided into "Shares." "Shares" means the unit used to denominate and measure the respective pro rata beneficial interests of the Participants in a Pool within the CalFIT Investment Program, including the Stable Value Pool. As required by Section 6509.7 of the Act, each Share shall represent an equal proportionate interest in the Investment Property within a Pool, including the Stable Value Pool. The JPA Agreement provides that the number of Shares that may be used to measure and represent the proportionate allocation of beneficial interests among the Participants in a Pool, including the Stable Value Pool, is unlimited. All Shares in a Pool, including the Stable Value Pool, shall be of one class representing equal distribution and liquidation, and other rights. The beneficial interests measured by the Shares shall not entitle a Participant to preference, preemptive, appraisal, conversion, or exchange rights of any kind with respect to the CalFIT Investment Program or the Investment Property held in the applicable Pool, including the Stable Value Pool. Title to the Investment Property held in the applicable Pool, including the Stable Value Pool, of every description is vested in CalFIT. The Participants shall have no interest in the Investment Property held in the applicable Pool, including the Stable Value Pool, other than the beneficial interests conferred hereby and measured by their Shares, and they shall have no right to call for any partition or division of any property, profits, rights, or interests of CalFIT.

In its discretion, CalFIT may from time to time allocate Shares in addition to the then allocated Shares to such Participant for such amount and such type of consideration (including without limitation income from the investment of Investment Property held in the applicable Pool, including the Stable Value Pool) at such time(s) (including without limitation each Business Day in accordance with the maintenance of a constant net asset value per Shares as set forth in the JPA Agreement for constant net asset value Pools, such as the

Stable Value Pool), and on such terms as CalFIT may deem best. In connection with any allocation of Shares, CalFIT may allocate fractional Shares. From time to time, CalFIT may adjust the total number of Shares allocated without thereby changing the proportionate beneficial interests in the Investment Property held in the applicable Pool, including the Stable Value Pool. Reductions or increases in the number of allocated Shares may be made in order to maintain a constant net asset value per Share for constant net asset value Pools, such as the Stable Value Pool. Shares shall be allocated and redeemed as one hundredths (1/100ths) of a Share or any multiple thereof.

8 INVESTMENT RISKS

Participants should specifically consider the following risks before deciding to purchase Shares of the Stable Value Pool. The following summary does not purport to be comprehensive or definitive of all risk factors.

8.1 INTEREST RATE RISKS

The prices of the fixed-income securities in the Stable Value Pool will rise and fall in response to changes in the interest rates paid by similar securities. Generally, when interest rates rise, prices of fixed-income securities fall. However, market factors, such as demand for particular fixed-income securities, may cause the price of certain fixed-income securities to fall while the price of other securities rise or remain unchanged. Interest rate changes have a greater effect on the price of fixed-income securities with longer maturities. The Investment Adviser will seek to manage this risk by purchasing short-term securities.

8.2 CREDIT RISKS

Credit risk is the possibility that an issuer of a fixed-income security held in the Stable Value Pool will default on the security by failing to pay interest or principal when due. If an issuer defaults, Participants in the Stable Value Pool will lose money. The Investment Adviser will seek to manage this risk by purchasing high-quality securities as determined by one or more Nationally Recognized Statistical Ratings Organizations and/or the Investment Adviser's credit research team. The Investment Policy for the Stable Value Pool contains a description of the minimum credit quality for each category of eligible investment in the Stable Value Pool.

8.3 STABLE NET ASSET VALUE RISKS

Although the Stable Value Pool is managed to maintain a stable NAV of \$1.00 per Share, there is no guarantee that it will be able to do so.

8.4 INVESTMENT NOT INSURED OR GUARANTEED

An investment in the Stable Value Pool is neither insured nor guaranteed by the Federal Deposit Insurance Corporation or any other government agency.

9 BOARD

Pursuant to the JPA Agreement, the management of CalFIT is governed by a Board (Board). The Board supervises CalFIT and its affairs and acts as the liaison between the Participants, the Custodian, the Administrator, the Investment Adviser and all service providers.

The Board approved the Investment Policy for the Stable Value Pool and may approve amendments to such Investment Policy from time to time. Upon the Board's approval of any amendment to the Investment Policy for the Stable Value Pool, the amended Investment Policy will be posted to the website of CalFIT.

See www.calfitfund.com for a description of the current Trustees and officers of CalFIT.

10 INVESTMENT ADVISER & ADMINISTRATOR

Pursuant to an agreement with CalFIT, Chandler Asset Management, Inc. ("Chandler") serves as the Investment Adviser and Administrator for the CalFIT Investment Program.

As Investment Adviser, Chandler provides investment services to CalFIT, including the Stable Value Pool. Chandler is an investment advisory firm headquartered in San Diego, CA and is registered with the Securities and Exchange Commission as an investment adviser under the Investment Advisers Act of 1940.

As Administrator, Chandler services all Participant accounts in the CalFIT Investment Program, including all Participant accounts in the Stable Value Pool, determines and allocates income of the CalFIT Investment Program, provides certain written confirmation of the investment and withdrawal of funds by Participants, provides administrative personnel and facilities to CalFIT, determines the NAV of the Stable Value Pool on a daily basis, and performs all related administrative services for CalFIT. At least quarterly, the Administrator provides the Board with a detailed evaluation of the performance of the CalFIT Investment Program, including the Stable Value Pool, based upon a number of factors. This evaluation includes a comparative analysis of the investment results of the CalFIT Investment Program, including the Stable Value Pool, in relation to industry standards such as the performance of comparable money market mutual funds and various indexes of money market securities.

11 CUSTODIAN

Pursuant to an agreement with U.S. Bank, U.S. Bank serves as Custodian and depository for the CalFIT Investment Program.

As Custodian, U.S. Bank acts as directed custodian for the CalFIT Investment Program, including the Stable Value Pool, and serves, in accordance with California law, as the depository in connection with the direct investment and withdrawal mechanisms of the CalFIT Investment Program. The Custodian does not participate in the investment decision making process of the CalFIT Investment Program.

The Custodian shall hold the Investment Property in its capacity as Custodian on behalf of CalFIT. Such Investment Property shall be custodial property of the Custodian and shall not be, or be deemed to be, an asset of the Custodian.

Within fifteen (15) days after the end of each month, the Custodian shall send statements providing the closing balance in the CalFIT account at the end of such month and the transactions performed in the account during such month to the Administrator and CalFIT.

12 INDEPENDENT AUDITORS

An independent certified public accounting firm has been engaged to audit the annual financial statements of CalFIT. The audit will contain statements of assets and liabilities, of operations, and of changes in net assets. The opinion of the independent certified public accountant on such financial statements is based on an examination of the books and records of CalFIT made in accordance with generally accepted accounting principles ("GAAP"). The fiscal year ends each June 30.

13 HOW TO BECOME A PARTICIPANT

See "**Eligible Participant**" to determine if you are eligible to be a Participant in the CalFIT Investment Program. Any prospective Participants seeking to purchase Shares in the Stable Value Pool should review the JPA Agreement and this Information Statement, as well as the Investment Policy (included in the Information Statement) for the Stable Value Pool, and then simply complete the CalFIT Registration Packet found on the CalFIT website (located at www.calfitfund.com). In order to become a Participant in the CalFIT Investment Program, Participants may apply for CalFIT Member status pursuant to Article 2.1 of the Joint Exercise of Powers Agreement, or may also become a Participant and invest without becoming a Member of CalFIT.

There is no limit on the number of subaccounts that can be opened by a Participant. The Administrator will notify the prospective Participant of its approval of the Registration Forms and the account number(s) assigned. The Administrator reserves the right to reject any Registration in its discretion. Investment in the Stable Value Pool may be effectuated through the CalFIT Participant Portal or by calling 1 844 915-5700. Secure online access will be available to Participants with respect to their accounts. Information with respect to the Stable Value Pool, including yield information, up-to-date account information, and a transaction history will be available online. Confirmations of each subscription (purchase of Shares) and redemption (sale of Shares and withdrawal of funds) of funds will be available online to a Participant within one business day of the transaction.

14 PURCHASE OF SHARES; INVESTMENTS

Participants may purchase Shares in the Stable Value Pool by Automated Clearing House ("ACH") transfer or wire transfer from the Participant to the Custodian, as described in the Investment Procedures set forth below. CalFIT does not charge a fee for receipt of wire or ACH subscriptions. However, a Participant's bank may charge a fee for ACH or wiring funds.

There is no maximum or minimum amount that must be invested in the Stable Value Pool nor is there any maximum or minimum limitations on the aggregate amount of the investment funds that any Participant may have invested at any one time with CalFIT.

14.1 INVESTMENT PROCEDURES

1. The Participant shall communicate to the Administrator via either the CalFIT Participant Portal or phone call, indicating the amount to be invested in the Stable Value Pool and indicating in which account of the Stable Value Pool the investment is to be made. The Participant shall instruct its bank depository to wire or electronically

transfer Investment Funds to the applicable account at the Custodian for the purchase of investments to be held by the Custodian in such Account.

2. The Administrator shall receive the notice described in (1) from the Participant.
3. Investments received by the Custodian by 11:00 a.m. PT will be used to purchase Shares in the Stable Value Pool.
4. If Investment Funds for which notification of investment has been given are not received by the end of the business day on which such notification is given, the Administrator shall deduct the value of such Investment Funds (including any earning income) from the Participant's balance if previously credited.
5. In the event that a purchase notification is received, but the corresponding wire or ACH is not received, the Participant may incur a penalty. This penalty shall be deducted from the Participant's account.
6. The Participant is prohibited from requesting payments from amounts credited to its balance in the Stable Value Pool until such Investment Funds are received by the Custodian from the Participant.

These Investment Procedures may be amended from time to time pursuant to the JPA Agreement provided, however, the Administrator will only change the times set forth above after consulting with the Custodian.

15 REDEMPTION OF SHARES; WITHDRAWALS; TRANSFERS

Redemptions of Shares from the Stable Value Pool may be made via ACH or wire transfer from the Custodian to the Participant, as described in the Payment Procedures set forth below. Shares in the Stable Value Pool will be redeemed in the amount of the withdrawal assuming a NAV of \$1.00 per Share.

There is no maximum or minimum amount that must be invested in the Stable Value Pool nor are there any maximum or minimum limitations on the aggregate amount of the investment funds that any Participant may have invested at any one time with CalFIT.

Each Participant, by its investment in any Pool, including the Stable Value Pool, agrees that CalFIT may temporarily suspend the right of redemption or postpone the date of payment for redeemed Shares for the whole or any part of any period: (i) during which trading in securities generally on the New York Stock Exchange or over-the-counter market shall have been suspended or minimum prices or maximum daily charges shall have been established on such exchange or market; (ii) if a general banking moratorium shall have been declared by Federal, state, or the State of New York or State of California authorities or during a suspension of payments by banks in the State of California; (iii) during which there shall have occurred any state of war or national emergency; (iv) during which any financial emergency or other crisis the effect of which on the financial markets of the United States is such as to make it impracticable (a) to dispose of the Investment Property because of the substantial losses that might be incurred or (b) to determine the Investment Property Value in accordance with the Valuation Procedures. The Administrator shall determine, on behalf of CalFIT, when an event occurs to temporarily suspend or postpone a Participant's right of redemption. Participants should refer to the JPA Agreement for additional details.

Transfers among the Stable Value Pool and another Pool within the CalFIT Investment Program will be considered a withdrawal from one Pool and a contribution to another subject to the requirements described in this Information Statement.

15.1 PAYMENT PROCEDURES

1. The Participant shall communicate to the Administrator via either the CalFIT Participant Portal or phone call, indicating the amount requested to be redeemed and shall specify from which account of the Stable Value Pool the payment is to be debited.
2. The Participant shall notify the Administrator of the amount requested, and include any wire, electronic transfer, or other payment instructions.
3. The Administrator shall receive the notice described in (1) and the information required in (2) from the Participant. Requests for redemptions from accounts of the Stable Value Pool with pre-established wire instructions will be honored on a same-day basis if received by the Administrator prior to 11:00 a.m. PT.
4. The Participant may only request payments of that portion of its balance that represents Investment Funds and its proportional share of the income from the Investment Property that, in all cases, is actually held by the Custodian in the applicable Account in the Stable Value Pool.

These Payment Procedures may be amended from time-to-time pursuant to the JPA Agreement provided, however, the Administrator will only change the times set forth above after consulting with the Custodian.

16 PORTFOLIO TRANSACTIONS

Subject to the general supervision of the Board, the Investment Adviser is responsible for placing the orders for the purchase and sale of securities within the Stable Value Pool, referred to herein as “portfolio transactions”. The portfolio transactions within the CalFIT Investment Program, including the Stable Value Pool, occur only with broker-dealers acting as principals except for commercial paper transactions that may be placed directly with the issuers. Although CalFIT does not ordinarily seek but nonetheless may make profits through short-term trading, the Investment Adviser may, on behalf of CalFIT, dispose of any portfolio investment prior to its maturity if such disposition is advisable. However, since brokerage commissions are not typically paid on the types of investments in which the Stable Value Pool is likely to invest, any turnover resulting from such investments should not adversely affect the NAV of the Stable Value Pool.

The Investment Adviser seeks to obtain the best net price and the most favorable execution of portfolio transactions. Portfolio transactions will not occur between the Investment Adviser and Administrator, the Custodian, any Trustee, or any affiliate, officer, director, employee, or agent of any of them.

17 VALUATION OF STABLE VALUE POOL SHARES

The Administrator determines the NAV of the Shares of the Stable Value Pool at least daily using the amortized cost method of valuation. This method involves valuing each investment at cost on the date of purchase and assuming a constant amortization to maturity of any discount or premium. Amortized cost valuation provides certainty in valuation but may result in valuations that are higher or lower than the market price of a particular portfolio security. As a result, the Stable Value Pool has implemented a NAV Monitoring Policy which requires the portfolio to be additionally priced on a mark-to-market basis at least weekly using a third-party pricing service. In the event that the net asset value based on market prices falls

outside certain tolerance levels (\$0.9950 and \$1.005), the Stable Value Pool has implemented procedures for certain additional actions or disclosures.

The NAV per Share of the Stable Value Pool is computed by dividing the total value of the securities and other assets of the Stable Value Pool, less any liabilities, by the total outstanding Shares of the Stable Value Pool. Expenses and fees of CalFIT accrue daily and are included within liabilities for the NAV calculation.

The result of this calculation is a share value rounded to the nearest penny. Accordingly, the price at which Shares of the Stable Value Pool are sold and redeemed will not reflect unrealized gains or losses on securities within the Stable Value Pool that amount to less than \$.005 per Share. The Administrator will endeavor to minimize the amount of such gains or losses. However, if unrealized gains or losses on securities within the Stable Value Pool should exceed \$.005 per Share, the Stable Value Pool's NAV per Share will change from \$1.00 or be maintained at \$1.00 per Share by retention of earnings or the reduction on a pro rata basis of each Participant's Shares in the Stable Value Pool in the event of losses or by a pro rata distribution to each Participant in the event of gains.

While it is a fundamental objective of the Stable Value Pool to maintain a NAV of \$1.00 per Share, there can be no guarantee that the NAV will not deviate from \$1.00 per Share. The NAV per Share of the Stable Value Pool may be affected by general changes in interest rates resulting in increases or decreases in the value of the securities in the Stable Value Pool. The fair market value of the Stable Value Pool's securities will vary inversely to changes in prevailing interest rates. If a security is held to maturity, no loss or gain is normally realized as a result of these fluctuations.

17.1 COMPUTATION OF YIELDS

A daily and seven-day average yield for the Stable Value Pool are calculated by the Administrator. To obtain the daily yield, a daily income distribution per share factor is first calculated. That factor is the net income for that day divided by the number of settled shares outstanding. The factor is then multiplied by 365 (366 in a leap year) to produce the daily yield. The seven-day average yield is obtained by averaging the daily yield for seven identified, consecutive days. From time-to-time, the Administrator may also quote the yield for the Stable Value Pool on other basis for the information of the Participants.

Participants should note that the yields quoted should not be considered a representation of the future yield of the Stable Value Pool since the yield is not fixed. Actual yields for the Stable Value Pool will depend not only on the type, quality, and maturities of the investments held by the Stable Value Pool and the changes in interest rates for such investments but also on changes in the Stable Value Pool's expenses during the period.

Yield information may be useful in reviewing the performance of the Stable Value Pool and for providing a basis for comparison with other investment alternatives.

18 INCOME ALLOCATIONS

All net income of the Stable Value Pool is determined as of the close of business each day (and at such other times as the Board may determine) and is credited pro rata to each Participant's Account within the Stable Value Pool at month-end. The Stable Value Pool accrues net income on a daily basis and pays interest income on a monthly basis.

Net income that has thus accrued to the Participants is converted as of the close of business at month-end into additional Shares that are thereafter held in each Participant's account. Reinvested net income is converted into full and fractional shares at the rate of one share for each one dollar credited. Net income for the Stable Value Pool consists of (1) all accrued interest income on assets of the Stable Value Pool plus (2) accretion of discount, less (3) amortization of premium and less (4) accrued expenses.

19 RETAINED RESERVES

Pursuant to the JPA Agreement, the Investment Adviser may retain from earnings and profits in the CalFIT Investment Program, including the Stable Value Pool, amounts deemed necessary to pay the debts and expenses of CalFIT, as well as to meet other obligations of CalFIT. The Investment Adviser possesses the power to establish from earnings and profits such reasonable reserves as they believe may be necessary or desirable. Realized capital gains or losses shall be distributed in a timely and equitable manner as determined by the Investment Adviser. More information about retained reserves is available in the JPA Agreement, including the detailed accounting that the Investment Adviser provides to the Board on a quarterly basis on amounts deemed necessary or desirable by the Investment Adviser for retained reserves.

20 CALFIT EXPENSES

Pursuant to the JPA Agreement, Chandler, as Administrator, for the CalFIT Investment Program, including the Stable Value Pool, shall pay Pool expenses as described below in **"Expense Payments"**. The Pool Expenses shall be an Investment Property liability. On behalf of CalFIT, the Administrator shall pay the following costs and expenses: the Investment Adviser's and Administrator's fee set forth in the Administrator and Investment Adviser Services Agreement (Chandler Agreement), the Custodian's fee set forth in the Custody Agreement, marketing expenses, the cost of valuing the Investment Property, the cost of obtaining a rating or ratings, if any, the cost of other expenses agreed to by Chandler and CalFIT, all Investment Property record-keeping expenses, the cost of preparing monthly and annual reports, the expense of outside auditors required pursuant to the Chandler Agreement, the fees of the counsel to CalFIT, the cost of meetings of the Board, insurance costs and the costs of Participant surveys and mailings and other expenses as approved by the Board. Periodically, Chandler shall provide a detailed accounting of such expenses to the Trustees.

20.1 EXPENSE PAYMENTS

For the performance of its obligations as Administrator in the Chandler Agreement, the Administrator will charge a fee for all Pool expenses from the Investment Property Value (the daily fee). This fee will accrue on a daily basis and be paid monthly in arrears and prorated for any portion of the month in which the Chandler Agreement is in effect. The daily fee shall be calculated as follows: the Investment Property Value is multiplied by the applicable fee rate and is divided by 365 or 366 days in the event of a leap year to equal the daily fee accrual. The Investment Property Value shall be based on the prior day's net assets. For weekend days and holidays, the net assets for the previous business day will be utilized for the calculation of fees. The applicable expense shall be determined by the Administrator monthly on the first business day of each month and shall be at an annual rate not to exceed twenty (20) basis

points. The Administrator is authorized to debit the applicable monthly expense payment within five (5) business days after the end of such month. All payment records and invoices will be presented at each subsequent meeting of the Board. Fees may be waived or abated at any time, or from time-to-time, at the sole discretion of the Administrator. Any such waived fees may be restored by the written agreement of CalFIT.

21 REPORTS TO PARTICIPANTS

Annually – Audited financial statements of CalFIT will be provided annually. See “**Independent Auditors**” above.

Monthly – Within 15 days after the end of each month, the Administrator shall prepare and submit, or make available, to each Participant a statement disclosing any activity and a closing balance, including the number of Shares, in each of its accounts for such month.

Upon Request – The Administrator, upon the request of a Participant, shall furnish to the Participant a statement of such Participant’s balance as of the date of such request subject only to account activity on such date.

Joint Exercise of Powers Agreement

California Fixed Income Trust (“CalFIT”)

TABLE OF CONTENTS

1	Article – Creation; Purpose; Definitions.....	6
1.1	Creation of the California Fixed Income Trust	6
1.2	Purpose.....	6
1.3	Definitions.....	6
2	Article – Members and Participants.....	9
2.1	Additional Members After Initial Execution	9
2.2	Withdrawal or Termination of Member	10
2.3	Authorized Representatives; Responsibility of Authorized Representatives.....	10
2.4	Investments	10
2.5	Receipt of Statements and Reports; Requests.....	10
3	Article – Powers.....	11
3.1	General Powers	11
3.2	Specific Powers.....	11
3.3	Miscellaneous Powers.....	13
3.4	Further Powers	14
3.5	Intellectual Property.....	14
3.6	Trademarks	14
3.7	Copyrights.....	15
4	Article – Trustees; Meetings; Officers.....	15
4.1	Establishment of the Board; Number and Qualification	15
4.2	Term of Office	15
4.3	Appointment of Trustees.....	16
4.4	Resignation of Trustees.....	16
4.5	Removal and Vacancies	16
4.6	Meetings.....	16
4.7	Bylaws.....	16
4.8	Officers	17
4.9	Accountability.....	17
4.10	Fiscal Year	17
5	Article – Administrator	17
5.1	Appointment; General Provisions	17
5.2	Successors	17
5.3	Duties of the Administrator.....	18

5.4	Administrator Activities and Powers	18
5.5	Monthly Statements	18
5.6	Reports	19
5.7	Daily Calculation of Program Value and Rate of Return	19
5.8	Administration of the California Fixed Income Trust.....	19
6	Article – Investment Adviser	20
6.1	Appointment and Qualifications	20
6.2	Successors.....	20
6.3	Duties of the Investment Adviser.....	20
6.4	Pools.....	21
6.5	Retained Reserves	21
7	Article – The Custodian	21
7.1	Appointment and Qualifications	21
7.2	Successors	22
7.3	Prohibited Transactions.....	22
7.4	Appointment; Sub-Custodians	22
7.5	Powers.....	22
7.6	Custodial Relationship; Custodian Records.....	23
8	Article – Interests of Participants.....	23
8.1	General.....	23
8.2	Allocation of Shares.....	23
8.3	Evidence of Share Allocation	24
8.4	Redemption to Maintain Constant Net Asset Value for Constant Net Asset Value Pools	24
8.5	Redemptions	24
8.6	Suspension of Redemption; Postponement of Payment.....	24
8.7	Defective Redemption Requests	25
9	Article – Record of Shares	25
9.1	Share Records	25
9.2	Maintenance of Records.....	25
9.3	Owner of Record.....	25
9.4	Transfer of Shares	26
9.5	Limitation of Responsibility	26
9.6	Notices	26
10	Article – Determination of Net Asset Value, Net Income, Distributions and Allocations	26
10.1	Determination of Net Asset Value, Net Income, Distributions and Allocations	26

11	Article – CalFIT Investment Program Costs.....	26
11.1	Expenses	26
12	Article – Representations and Warranties of Each Member	27
12.1	Representations and Warranties of Each Member	27
13	Article – Limitations of Members, Participants, Trustees and Others	27
13.1	No Personal Liability of Members, Participants, Trustees and Others	27
13.2	Indemnification of Participants	28
13.3	Bad Faith of Trustees and Others.....	28
13.4	Indemnification of Trustees and Others from Third-Party Actions	28
13.5	Indemnification of Trustees and Others for Successful Defense	28
13.6	Advance Expenses	28
13.7	Exclusion and Limitations of Indemnification of Trustees and Others	29
13.8	Obligations under Law.....	29
13.9	Required Approval.....	29
13.10	Fiduciaries of Employee Benefit Plan.....	29
13.11	No Duty of Investigation and Notice in CalFIT Instruments.....	30
13.12	Reliance on Experts	30
13.13	Immunity from Liability	30
13.14	Further Restriction of Duties and Liabilities.....	30
14	Article – Amendment and Termination	30
14.1	Amendment.....	30
14.2	Termination.....	31
15	Article – Miscellaneous	31
15.1	Governing Law	31
15.2	Severability	32
15.3	Counterparts	32
15.4	No Assignment.....	32
15.5	Gender; Section Headings and Table of Contents	32
15.6	No Partnership	32
15.7	Notice.....	32
15.8	Confidentiality	33
15.9	Entire Agreement.....	33
15.10	Disputes.....	33
15.11	Writings.....	33
15.12	Effective Date	33

Exhibit A – Valuation Procedures 35

Joint Exercise of Powers Agreement

California Fixed Income Trust (“CalFIT”)

by and among

the parties that have entered into this Joint Powers Agreement

This **JOINT EXERCISE OF POWERS AGREEMENT** will become effective when two or more California public entities become signatories hereto. This Agreement (“**Agreement**”) is entered into by each Public Agency (as defined below) that has executed this Agreement or that has or will execute counterparts of this Agreement pursuant to Section 2.1 hereof (the “**Members**”).

RECITALS

WHEREAS, each Public Agency has the authority to invest funds in its treasury in statutorily permitted investments including but not limited to Section 53601 of the California Government Code, as amended; and

WHEREAS, Section 6509.7 of the Act (as defined below) provides:

“Notwithstanding any other provision of law, two or more public agencies that have the authority to invest funds in their treasuries may, by agreement, jointly exercise that common power. Funds invested pursuant to an agreement entered into under this section may be invested in securities and obligations as described by subdivision (p) of Section 53601. A joint powers authority formed pursuant to this section may issue shares of beneficial interest to participating public agencies. Each share shall represent an equal proportionate interest in the underlying pool of securities owned by the joint powers authority. To be eligible under this section, the joint powers authority issuing the shares of beneficial interest shall have retained an investment advisor.... A joint powers authority formed pursuant to this section is authorized to establish the terms and conditions pursuant to which agencies may participate and invest in pool shares....”; and

WHEREAS, the Act authorizes the Members to create a joint exercise of powers entity separate from the Members to exercise the common powers of the Members, as specified in this Agreement, and to act as administrator of this Agreement; and

WHEREAS, the purpose of this Agreement is to create and establish a separate joint exercise of powers entity known as the California Fixed Income Trust (collectively referred to herein, as “**CalFIT**”) for the purposes set forth herein to exercise the powers provided herein and to act as administrator of this Agreement in order to consolidate investment activities of the Participants and thereby reduce duplication, take advantage of economies of scale and perform governmental functions more efficiently; and

WHEREAS, the Act authorizes a joint exercise of powers entity, such as CalFIT, to issue shares of beneficial interest in authorized investments to participating Public Agencies (collectively referred to herein, as “**Participants**” and individually, as a “**Participant**”); and

WHEREAS, pursuant to the Applicable Law (as defined below), Public Agencies, such as the Participants, may purchase shares of beneficial interest issued by a joint powers entity organized pursuant to Section 6509.7 of the Act, such as CalFIT; and

WHEREAS, the Members desire to enter into this Agreement and this Agreement shall set forth the terms for the investment program known as the “**California Fixed Income Trust Investment Program**,” including the establishment of one or more pools where Participants invest in shares of beneficial interest issued by the CalFIT in accounts containing authorized investments that are owned by CalFIT; and

WHEREAS, the joint exercise of such power to invest will be benefited and made more efficient because all investments acquired pursuant to this Agreement will be owned by one entity, CalFIT and held by one entity, the Custodian (as defined below); and

WHEREAS, the joint exercise of such power to invest will be benefited and made more efficient if the advisory, record-keeping, and other administrative functions, including the management and transmittal of investment instructions, are performed by one entity, the Administrator (as defined below); and

WHEREAS, the policy of this Agreement shall be to place the highest priority on the safety of principal and liquidity of funds, and the optimization of investment returns shall be secondary to the requirements for safety and liquidity; and

NOW, THEREFORE, in consideration of the premises and the representations, warranties, covenants, and agreements contained herein, each party hereto agrees as follows:

1 ARTICLE – CREATION; PURPOSE; DEFINITIONS

1.1 CREATION OF THE CALIFORNIA FIXED INCOME TRUST

There is hereby created pursuant to the Act a public agency and entity to be known as the California Fixed Income Trust (collectively referred to herein, as “CalFIT”. As provided in the Act, CalFIT shall be a public agency and entity separate and apart from the Members and is responsible for the administration of this Agreement. The debts, liabilities and obligations of CalFIT shall not constitute debts, liabilities or obligations of the Members (and except as it relates to the retirement liabilities of CalFIT if it contracts with a public retirement system within the meaning of Section 6508.1 of the Act). CalFIT shall not contract with a public retirement system within the meaning of Section 6508.1 of the Act.

1.2 PURPOSE

This Agreement is made pursuant to the Act to provide for the exercise by CalFIT of those powers referred to in the recitals hereof and for CalFIT to administer the exercise of those powers. The purpose of CalFIT is to consolidate investment activities of the Participants and thereby reduce duplication, take advantage of economies of scale and perform governmental functions more efficiently through CalFIT Investment Program.

1.3 DEFINITIONS

In addition to the capitalized terms defined elsewhere in this Agreement, the following terms shall have the following meanings.

Joint Exercise of Powers Agreement

“**Account**” or “**Accounts**” means any account (including subaccounts or other special accounts that may be created to accommodate the desire of such Participant to segregate a portion of its Investment Funds) opened and maintained pursuant to Section 7.5(a) hereof by the Custodian for the benefit of a Participant and to which the Investment Property of such Participant is credited and opened.

“**Act**” means Title 1, Division 7, Chapter 5 of the California Government Code (commencing with Section 6500), known as the Joint Exercise of Powers Act, as it may be amended from time to time.

“**Administrator**” means any Person or Persons appointed, employed, or contracted by CalFIT pursuant to Article 5 hereof. The entity serving as Administrator to CalFIT may be the Investment Adviser or an affiliate thereof.

“**Affiliate**” means, with respect to any Person, another Person directly or indirectly in control of, controlled by, or under common control with such Person or any officer, director, partner, or employee of such Person.

“**Agreement**” means this Agreement herein constituting a joint exercise of powers agreement among the Members, as amended in accordance with its terms from time to time.

“**Applicable Law**” means Title 5, Division 2, Part 1, Chapter 4 of the California Government Code (commencing with Section 53600), as it may be amended from time to time, and other applicable provisions of California law.

“**Authorized Representative**” means the person authorized to invest the funds of a Participant pursuant to California law who has been appointed in accordance with Section 2.3 hereof.

“**Balance**” for each Participant means an amount initially equal to zero that is adjusted pursuant to Article 2 hereof to reflect, among other things, cash investments by such Participant, cash payments to such Participant, investment results, and expenses and fees incurred pursuant to this Agreement. The Balance shall reflect the number of Shares in each applicable Pool designated by such Participant for investment.

“**Board**” means the board of the Trustees, created by this Agreement, as the governing board of CalFIT, and established pursuant to Article 3 hereof.

“**Business Day**” means any day of the year other than (a) a Saturday or Sunday, (b) any day on which banks located in the State of California are required or authorized by law to remain closed, or (c) any day on which the New York Stock Exchange is closed.

“**Bylaws**” means those bylaws as described in Section 4.7 hereof.

“**CalFIT**” or “**Trust**” means the California Fixed Income Trust, a joint exercise of powers entity created by this Agreement.

“**CalFIT Investment Program**” means the investment program provided to the Participants by CalFIT whereby Participants invest in Shares including the establishment of one or more pools where Participants invest in shares of beneficial interest issued by CalFIT in Accounts containing authorized investments that are owned by CalFIT.

“**Conflicting Provisions**” shall have the meaning set forth in Section 15.2 hereof.

“**Custodian**” means any Person or Persons appointed, employed or contracted by CalFIT pursuant to Section 7.1 hereof.

“Custody Agreement” means the agreement between CalFIT and the Custodian as described in Article 7 hereof.

“Effective Date” means the later of (1) the date that execution copies of this Agreement have been executed by two or more Founding Members, and (2) the date this Agreement has been filed with the Secretary of the State of California pursuant to Section 6503.5 of the Act.

“Founding Members” means the first four (or fewer) Public Agencies to execute this Agreement within one year of the Effective Date as defined herein. By execution of this Agreement, each Founding Member shall make the representations and warranties contained in Section 12.1 hereof.

“Information Statement” means one or more information statements or other disclosure documents relating to CalFIT Investment Program or any Fund thereof as such Information Statements may be amended from time to time by the Administrator and the Investment Adviser with the consent of CalFIT as evidenced by resolution of the Board.

“Investment Adviser” means any Person or Persons appointed, employed, or contracted by CalFIT pursuant to Section 6509.7 of the Act and Section 6.1 hereof. The entity serving as Investment Adviser to CalFIT which may be the Administrator or an Affiliate thereof.

“Investment Adviser Agreement” means the agreement between the Investment Adviser and CalFIT described in Section 6.1(a) hereof.

“Investment Funds” means immediately available funds delivered by each Participant to the Custodian for investment in Shares pursuant to this Agreement but only if: (i) the Authorized Representative appointed by such Participant is authorized pursuant to the laws of the State of California to invest such funds and (ii) the Participant has taken all actions necessary pursuant to the laws of the State of California or other applicable local law to authorize the delivery and investment of such funds.

“Investment Policy” means the investment policy established by CalFIT with respect to the Investment Property in each Pool in accordance with this Agreement, as amended from time to time in accordance with Section 3.2(a) hereof.

“Investment Procedures” means the procedures for Participants to make investments set forth in the applicable Information Statement.

“Investment Property” means any and all securities and cash that are held in one of the Accounts and all proceeds, income, profits, and gains therefrom that have not been paid to a Participant pursuant to Section 2.4 hereof, used to discharge an Investment Property Liability or offset by losses, if any, and expenses. Investment Property shall not include securities purchased in anticipation of the delivery of funds by a Participant when such funds are not actually received by the Custodian by the anticipated delivery date and any such securities so purchased may be immediately sold and the proceeds used to pay any Person that did in fact provide monies to purchase such securities.

“Investment Property Liability” or **“Investment Property Liabilities”** means any liability (whether known, unknown, actual, contingent, or otherwise) incurred in connection with the Investment Property pursuant to this Agreement.

“Investment Property Value” means the value of the Investment Property as determined pursuant to the valuation procedures net of the amount of the Investment Property Liabilities.

“Meeting of the Board” means a duly called meeting of the Board.

“Members” means the Founding Members and each Public Agency that becomes a Member pursuant to the terms of Section 2.1.

“Participants” means any Public Agencies that have the authority to purchase Shares from CalFIT. Members may also be **“Participants.”**

“Payment Procedures” means the procedures for Participants to request payments out of the Investment Property set forth in the applicable Information Statement.

“Permitted Investments” means those investments defined as such in the applicable Investment Policy for a Pool as established by CalFIT.

“Person” means any individual, corporation, limited liability company, firm, association, partnership, joint venture, trust or other legal entity or group of entities, including any Public Agency or department, board, commission, instrumentality, or agency thereof.

“Pool” means any of the pool established by the Investment Adviser pursuant to Section 6.4 hereof.

“Public Agency” shall be defined as it is in Section 6500 of the Act, to include “any state department or agency, a county, county board of education, county superintendent of schools, city, public corporation, public district, regional transportation commission of this state” and Section 6509.7(b) of the Act, to include “a nonprofit corporation whose membership is confined to public agencies or public officials.”

“Ralph M. Brown Act” means Title 5, Division 2, Part 1, Chapter 9 of the California Government Code, as it may be amended from time to time.

“Shares” means the unit used to denominate and measure the respective pro rata beneficial interests of the Participants in a Fund. As required by Section 6509.7 of the Act, each Share shall represent an equal proportionate interest in the Investment Property within a Pool.

“Stable NAV Pool” shall have the meaning given such term in Section 6.4 hereof.

“Trustee” means each of the persons selected pursuant to Article III and Article IV hereof to serve on the Board.

“Valuation Procedures” means the procedures for determining the value of the Investment Property set forth in Exhibit A attached hereto, as the same may be amended from time to time by the Administrator and the Investment Adviser, with the consent of the CalFIT as evidenced by resolution of the Board.

2 ARTICLE – MEMBERS AND PARTICIPANTS

2.1 ADDITIONAL MEMBERS AFTER INITIAL EXECUTION

Any Public Agency that wishes to become a Member after the Effective Date may apply for Member status by executing a counterpart to this Agreement and delivering the counterpart to the Administrator, together with evidence of such Member’s authorization to execute this Agreement. Applications for Member status shall be subject to a 2/3 majority approval by the Board.

2.2 WITHDRAWAL OR TERMINATION OF MEMBER

Any Member may withdraw from this Agreement at any time upon written notice to the Administrator provided, however, that no Member may withdraw if, following such withdrawal, there will not be at least two Members remaining as a party to this Agreement. A withdrawal shall be noted to the Board in the Administrator's next report to the Board. Any such withdrawal shall be effective only upon receipt of the written notice of withdrawal by the Administrator who shall acknowledge receipt of such notice of withdrawal in writing to such withdrawing Member and shall file such notice as an amendment to this Agreement effective upon such filing.

Nothing in this Section 2.2 shall be construed to limit the Members' and CalFIT's rights to amend or terminate this Agreement pursuant to Article 14 of this Agreement.

2.3 AUTHORIZED REPRESENTATIVES; RESPONSIBILITY OF AUTHORIZED REPRESENTATIVES

- a) Each Participant shall select an Authorized Representative to represent its interests and act on its behalf under this Agreement.
- b) Each Participant shall be responsible for the actions or inactions of its Authorized Representative under this Agreement, and the Administrator and Custodian are authorized to rely on the directions of the Authorized Representative without further investigation or diligence.

2.4 INVESTMENTS

- a) Each Participant shall have the right from time to time to invest Investment Funds for credit to such Participant's Balance in the CalFIT Investment Program. A Participant that wishes to make such an investment shall notify the Administrator and follow the Investment Procedures. All Investment Funds will be invested in an applicable Pool as designated by the Participant. Investment Funds so designated shall be invested pursuant to the Investment Policy established by CalFIT for such Pool. Upon such investment in accordance with the Investment Procedures, the Participant shall have Shares representing an equal proportionate interest in such Investment Property within such Pool.
- b) The Balance of a Participant shall be increased upon the investment of Investment Funds by such Participant by an amount equal to the amount of such Investment Funds. The Balance shall reflect the number of Shares in each applicable Pool designated by such Participant for investment.
- c) No later than the end of each Business Day, the Custodian shall deliver a confirmation with respect to the transaction activity for the Accounts for the prior Business Day to the Administrator. The Administrator shall retain the confirmation in its records.
- d) Any funds that the Administrator is informed do not meet the conditions set forth in clauses (i) or (ii) of the definition of Investment Funds shall be returned to the Participant investing such funds by the Custodian at the request of the Administrator and such Participant shall bear all of the costs and liabilities associated with the return of such funds.

2.5 RECEIPT OF STATEMENTS AND REPORTS; REQUESTS

- a) The Administrator shall provide, or make available to each Participant, a copy of the statements prepared pursuant to Section 5.5 hereof and of the reports prepared pursuant to Section 5.6 hereof applicable to such Participant.

- b) In addition, each Participant, through its Authorized Representative, may direct the Administrator to provide, or make available, a statement of the value of the Participant's Balance as of the date of the request. The Administrator shall provide such statement, subject only to account activity as of such date.
- c) On behalf of each Participant, the Administrator shall maintain or cause to be maintained, the records relating to such Participant in a manner that records (i) the portion of the Participant's Balance designated in the applicable Pool and (ii) the Participant's Balance in one or more Accounts. The Administrator shall maintain a separate record for each Participant and shall record the individual transactions involving each such Participant and the total value by Account of all investments belonging to each such Participant.

3 ARTICLE – POWERS

3.1 GENERAL POWERS

- a) CalFIT shall have the power, in its own name, to exercise the common powers of the Members referred to in the recitals hereof and to exercise all additional powers given to a joint powers entity under the Act and any other applicable law for any purpose authorized under this Agreement. Pursuant to Section 6508 of the Act, CalFIT shall have the power, in its own name, to do any or all of the following: to make and enter into contracts, or to employ agents and employees, to acquire, construct, manage, maintain or operate any building, works or improvements, or to acquire, hold or dispose of property or to incur debts, liabilities or obligations and sue and be sued in its own name. Pursuant to Section 6509.7 of the Act, CalFIT shall have the power, in its own name, to issue shares of beneficial interest in the securities and obligations authorized by the Applicable Law. CalFIT is authorized, in its own name, to do all acts necessary for the exercise of said powers for said purposes. Such powers shall be exercised subject only to such restrictions upon the manner of exercising such powers as are imposed upon the County of Alameda in the exercise of similar powers, as provided in Sections 6503 and 6509 of the Act; and in the alternative, should the County of Alameda cease to be a member, the County of Lake, or in the alternative if both should cease to be members, the County of San Diego, or in the alternative, if all three should cease to be members, such other member as designated by the Board in the Bylaws.
- b) All powers of the Administrator or Custodian that are described in this Agreement shall also be powers of CalFIT. The Board of Trustees may perform such acts as it determines in its sole discretion as proper for conducting the business of CalFIT. The enumeration of any specific powers shall not be construed as limiting the powers of the Board. Such powers may be exercised with or without the posting of a bond, an order, or other action by any court. In construing the provisions of this Agreement, the presumption shall be in favor of a grant of power to the Board, subject to the powers given to a joint powers entity under the Act and any other applicable law for any purpose authorized under this Agreement.

3.2 SPECIFIC POWERS

Consistent with, derived from and subject to the general powers of CalFIT granted in Section 3.1 hereof, the Board of Trustees possesses the following specific powers:

- a) **Investments.** CalFIT shall have the power to subscribe for, invest in, reinvest in, purchase or otherwise acquire, own, hold, pledge for settlement purposes only, sell, assign, transfer, exchange, distribute, lend or otherwise deal in or dispose of Permitted Investments, provided such investment is, in the sole and absolute discretion of the CalFIT, consistent with the Applicable Law and the Investment Policy. An Investment Policy for each Pool shall be established by resolution of the Board and may be revised from time to time by resolution of the Board, provided, however, that no Investment Policy shall permit investments not authorized for legal investment under the Applicable Law. Upon the Board's approval of any amendment to an Investment Policy, the amended Investment Policy will be posted to the website of CalFIT.
- b) **Issuance and Redemption of Shares.** CalFIT shall have the power to issue, sell, repurchase, redeem, retire, cancel, acquire, hold, resell, reissue, dispose of, transfer, and otherwise deal in Shares, or any Pool of Shares by means of the CalFIT Investment Program, and subject to the provisions hereof, to apply to any such repurchase, redemption, retirement, cancellation or acquisition of Shares, or any Pool of Shares, any funds or Investment Property with respect to such Shares, or Pool of Shares, whether capital or surplus or otherwise, to the full extent now or hereafter permitted by the Applicable Law.
- c) **Title to Investments.** Legal title to all Investment Property shall be vested in CalFIT except that CalFIT shall have power to cause legal title to any Investment Property to be held in the name of any other person as nominee, on such terms as CalFIT may determine provided, however, that the interest of CalFIT therein is appropriately protected.
- d) **Rights as Holders of Investment Property.** CalFIT shall have full and complete power to exercise all of the rights, powers, and privileges appertaining to the ownership of the Investment Property to the same extent that any individual might and, without limiting the generality of the foregoing, to vote or give any consent, request, or notice, or waive any notice either in person or by proxy or power of attorney, with or without the power of substitution, to one or more persons, which proxies and powers of attorney may be for meeting or actions generally, or for any particular meeting or action, and may include the exercise of discretionary powers.
- e) **Creation of Pools.** CalFIT may authorize the creation of one or more different Pools provided, however, that each such Pool shall conform in all respects to the requirements of this Agreement.
- f) **Branding.** CalFIT may authorize the use of the name "CalFIT" and its associated trademark(s), consistent with, derived from and subject to, Section 3.6 hereof, in conjunction with other products, portfolios, pools, and services that provide investment, financial, or other cash management services to Participants and for purposes of this Agreement, such name shall include any Pools established pursuant to this Agreement. The Administrator may identify a name for any additional Pools established pursuant to this Agreement, subject to approval by CalFIT.
- g) **Power to Contract, Appoint, Retain and Employ.** CalFIT shall have full and complete power to, and shall at all times, appoint, employ, retain, or contract with any person of suitable qualifications (including any corporation, partnership, trust, or other entity of which one or more of them may be an Affiliate) for the transaction of the affairs of CalFIT.
- h) **Payment of Expenses.** CalFIT shall have full and complete power:
 - i. to incur and pay any charges or expenses that are necessary or incidental to or proper for carrying out any of the purposes of this Agreement;
 - ii. to pay any taxes or assessments validly and lawfully imposed upon or against the Investment Property or in connection with the Investment Property or upon or against the Investment Property or income or any part thereof;
 - iii. to reimburse others for payment of such expenses and taxes; and

- iv. to pay appropriate compensation or fees from the Investment Property to a person with whom CalFIT has contracted or transacted business.

All payments or expenses incurred pursuant to this Section will be a liability payable solely from Investment Property. The Trustees shall not be paid compensation for their services as Trustees hereunder, except that they shall be allowed reimbursement for reasonable expenses incurred in the performance of their duties as Trustees.

- i) **Litigation.** CalFIT shall have the power to engage in and to prosecute, defend, compromise, abandon, or adjust, by arbitration or otherwise, any actions, suits, proceedings, disputes, claims, and demands relating to CalFIT or property of CalFIT, and, out of property of CalFIT, to pay or to satisfy any debts, claims or expenses incurred in connection therewith, including those of litigation, and such power shall include without limitation the power of CalFIT, in the exercise of its good faith business judgment, consenting to dismiss any action, suit, proceeding, dispute, claim, or demand, derivative or otherwise, brought by any person, including a Member or Participant, whether or not CalFIT or any of the Trustees may be named individually therein or the subject matter arises by reason of business for or on behalf of CalFIT.

3.3 MISCELLANEOUS POWERS

Consistent with, derived from and subject to the general powers of CalFIT granted in Section 3.1 hereof, CalFIT also possesses the following miscellaneous powers:

- a) **Insurance.** CalFIT shall have full and complete power to purchase or to cause to be purchased and pay for, entirely out of Investment Property, insurance policies insuring CalFIT, and/or officers, employees, and agents individually against all claims and liabilities of every nature arising by reason of holding or having held any such office or position or by reason of any action alleged to have been taken or omitted by CalFIT or any such officer, employee, and agent including any action taken or omitted that may be determined to constitute negligence, whether or not CalFIT would have the power to indemnify such person against such liability.
- b) **Borrowing and Indebtedness.** CalFIT shall not borrow money or incur indebtedness, whether or not the proceeds thereof are intended to be used to purchase Permitted Investments or Investment Property, except as a temporary measure to facilitate the transfer of funds to the Participant that might otherwise require unscheduled dispositions of portfolio investments and except as an advance made by the Custodian under the Custody Agreement, but only to the extent permitted by law. No such indebtedness shall have a maturity later than that necessary to avoid the unscheduled disposition of portfolio investments.
- c) **Remedies.** Notwithstanding any provision in this Agreement, when CalFIT deems that there is a significant risk that an obligor to CalFIT may default or is in default under the terms of any obligation of CalFIT, CalFIT shall have full and complete power to pursue any remedies permitted by law that, in its sole judgment, are in the interests of CalFIT, and shall have full and complete power to enter into any investment, commitment, or obligation resulting from the pursuit of such remedies as are necessary or desirable to dispose of property acquired in the pursuit of such remedies.
- d) **Information Statement.** CalFIT shall have full and complete power to prepare, publish, and distribute one or more Information Statements regarding the CalFIT Investment Program or any Pool thereof and to amend or supplement the same from time to time.

- e) **Contracting with Affiliates.** To the extent permitted by law, CalFIT may enter into transactions with any Affiliate of the Administrator, Investment Adviser or the Custodian if:
 - i. each such transaction (or type of transaction) has, after disclosure of such affiliation, been approved or ratified by the affirmative vote of a majority of the Board, and
 - ii. such transaction (or type of transactions) is, in the opinion of CalFIT, on terms fair and reasonable to CalFIT and the Participants and at least as favorable to them as similar arrangements for comparable transactions with organizations unaffiliated with the person who is a party to the transaction.

3.4 FURTHER POWERS

Consistent with, derived from and subject to the general powers of the CalFIT granted in Section 3.1 hereof, CalFIT shall have full and complete power to take all such actions, do all such matters and things, and execute all such instruments as it deems necessary, proper, or desirable in order to carry out, promote, or advance the interests and purposes of CalFIT although such actions, matters, or things are not herein specifically mentioned. Any determination as to what is in the best interest of CalFIT made by the Board in good faith shall be conclusive.

3.5 INTELLECTUAL PROPERTY

The parties acknowledge that pursuant to this Agreement and/or the business activities of CalFIT, various types of intellectual property (the “Intellectual Property”) may be created or used by the parties, including but not limited to trademarks and copyrights. With regard to any and all Intellectual Property created by or for CalFIT or by or for the CalFIT Investment Program in relation to this Agreement, CalFIT shall own all right, title, and interest to such Intellectual Property. Except as expressly set forth in this Agreement, CalFIT shall have no obligation to account to the other parties to this Agreement for any revenues arising from the use, license, or assignment of any Intellectual Property.

3.6 TRADEMARKS

The parties acknowledge CalFIT’s ownership and exclusive rights in all trademarks currently owned by CalFIT, including but not limited to Application for the CalFIT mark, and all trade names and trademarks that may be used and developed in connection with this Agreement, or through the parties’ business activities (the “Trademarks”). The parties shall not, at any time during or after the term of the Agreement, directly or indirectly, oppose, challenge or contest CalFIT’s exclusive right and title to the Trademarks or the validity thereof.

The parties agree that all use of the Trademarks inures to the benefit of CalFIT and that the parties shall not acquire any rights in the Trademarks or other marks or logos likely to be confused therewith. CalFIT has the sole and exclusive right to file applications to register and to register any and all Trademarks in the U.S. and in any country throughout the world, and the parties agree not to directly or indirectly, oppose, challenge or contest such applications or registrations. The parties will not, directly or indirectly, file applications to register or register, or acquire by transfer, any trade name or trademark which, in whole or in part, incorporates or is confusingly similar to the Trademarks in the U.S. or any country throughout the world unless such parties have express written permission to do so.

3.7 COPYRIGHTS

The parties agree that all works created in connection with this Agreement or through the parties' business activities with CalFIT (the "**Works**") are owned by CalFIT. To the extent any Works are deemed not owned by CalFIT, the parties hereby expressly assign to CalFIT all right, title and interest whatsoever, throughout the world, in perpetuity, in and to the copyrights and any and all registrations, applications to register, renewals and extensions thereof, for the Works, including, without limitation, the right to sue for and collect damages for infringement of the Works or other violations of the same, including for past infringements or other violations.

The parties hereby further agree to promptly execute any and all instruments and to promptly render any and all such assistance as CalFIT may request to confirm in CalFIT full legal title to the Works and/or to pursue claims that third parties have infringed CalFIT's intellectual property rights in and to the Works. In the event the parties are not available upon ten (10) calendar days' written request to execute such instruments, the parties hereby appoint CalFIT its attorney-in-fact to execute such instruments on the parties' behalf.

4 ARTICLE – TRUSTEES; MEETINGS; OFFICERS

4.1 ESTABLISHMENT OF THE BOARD; NUMBER AND QUALIFICATION

- a) The management of CalFIT shall be governed by the Board.
 - i. The Board shall have five (5) initial seats for Trustees. Up to four (4) of the Trustees shall be designated by each of the Founding Member's Treasurer or person with delegated investment authority upon the execution of this Agreement. The fifth seat and any of the four not filled by a Founding Member shall be filled in accordance with the Bylaws.
 - ii. A seat shall be added to the Board for each Public Agency that is added as a Member pursuant to Section 2.1 and is not a Founding Member. The Member's Treasurer or other person with delegated investment authority shall designate their Trustee upon their acceptance as a Member pursuant to Section 2.1.
- b) Members shall each have a permanent seat of the Board, while remaining Members. Those Members' Treasurers or person with delegated investment authority shall each appoint one Board member (and alternate) who shall serve at the pleasure of the Member, with any replacement appointed by the Member's Treasurer or person with delegated investment authority.
- c) The Board may create additional seats on the Board according to the Bylaws, as currently existing or as hereinafter amended, including seats by direct appointment or by elections, to serve for terms as determined by such Bylaws, with mid-term vacancies to be filled by appointment of the Board.

4.2 TERM OF OFFICE

- a) Member Trustees shall serve at the pleasure of the Member making the individual appointments.
- b) Trustees appointed by a majority vote of the Board shall serve a term determined by the Board, normally a term of one (1) year.
- c) Any appointment to fill an unexpired term, however, shall be for such the remainder of the unexpired term.

4.3 APPOINTMENT OF TRUSTEES

Trustees may be appointed or reappointed by the Board, or Members' Treasurers or person with delegated investment authority, if applicable, as provided in Section 4.1, including an appointment to fill an unexpired term in the event of a vacancy.

4.4 RESIGNATION OF TRUSTEES

Any Trustee may resign without need for prior or subsequent accounting by notice in writing signed by the Trustee and delivered to the Secretary of the Board, and such resignation shall be effective upon such delivery or at a later date specified in the written notice. Any vacancy created by such resignation shall be filled in accordance with Section 4.3 hereof.

4.5 REMOVAL AND VACANCIES

- a) The term of office of a Trustee shall terminate and a vacancy shall occur in the event the individual serving as the Trustee is no longer staff at their respective Public Agency, in the event the Trustee's Public Agency is no longer a Member, or in the event the individual serving as the Trustee is no longer an elected or appointed member of the governing body, or staff of, a Member.
- b) The term of office of a Trustee shall terminate and a vacancy shall occur on the happening of any of the events in California Government Code Section 1770.
- c) Each Trustee appointed by the Board may be removed and replaced by the Public Agency by which such Trustee was affiliated.
- d) Any vacancy created pursuant to this Section 4.5 shall be filled in accordance with Section 4.3 hereof.

4.6 MEETINGS

- a) The Annual Meeting of the Board shall be the last meeting of the calendar year and shall be for the purpose of the appointment of Trustees, election of officers, setting the calendar for regular meetings, and other organizational matters as provided in the Bylaws. The Board shall meet not less than semiannually.
- b) Regular meetings of the Board shall be established in the method described in the Bylaws and may be held at the time and place so established.
- c) Special meetings of the Board may be held from time to time in the manner described in the Bylaws.
- d) All meetings of the Board are subject to and must comply with the provisions of the Ralph M. Brown Act.
- e) A majority of the Trustees shall constitute a quorum for the transaction of business, except that less than a quorum may adjourn meetings from time to time. Any action of the Board requires the affirmative vote of a majority of the total number of authorized Trustees.

4.7 BYLAWS

The Board shall adopt and may, from time to time, amend or repeal Bylaws for the conduct of the business of the Board consistent with this Agreement. The Bylaws may define the duties of the respective officers, agents, employees, and representatives of the Board and shall establish the rules of calling of meetings and determination of regular and special meetings.

4.8 OFFICERS

The Board shall annually elect a President and other officers having the responsibilities and powers described in the Bylaws and as required by the Act. The Bylaws shall designate the Treasurer of CalFIT as required by Section 6505.5 or Section 6505.6 of the Act and the public officer or officers or person or persons who have charge of, handles, or have access to any property of CalFIT as required by Section 6501.1 of the Act, and such public officer or officers or person or persons shall file an official bond in the amount of \$25,000; provided, that such bond shall not be required if CalFIT does not possess or own property or funds with an aggregate value of greater than \$500 (excluding amounts held by any custodian or depository in connection with the CalFIT Investment Program). The Bylaws shall provide for designation of the public officer or officers or person who conducts public meetings in accordance with the Brown Act and other applicable laws, and performs other administrative acts including responses to requests under the California Public Records Act. The Bylaws shall provide for designation of counsel of record for CalFIT.

4.9 ACCOUNTABILITY

Pursuant to Section 6505 of the Act, CalFIT shall establish and maintain such funds and accounts as may be required by good accounting practice, and there shall be strict accountability of all funds and reports of all receipts and disbursements.

4.10 FISCAL YEAR

The fiscal year of CalFIT shall end each June 30. CalFIT may from time to time change the fiscal year of CalFIT by resolution of the Board.

5 ARTICLE – ADMINISTRATOR

5.1 APPOINTMENT; GENERAL PROVISIONS

- a) CalFIT may appoint one or more persons to serve as the Administrator for the CalFIT Investment Program. It is specifically intended that any and all provisions related to the Administrator set forth herein be memorialized in a contract between CalFIT and the Administrator (the “Administrator Agreement”) and that this Agreement shall not be construed to create any third-party beneficiary rights in any party fulfilling the role of Administrator. In the event of conflict between the provisions of this Agreement and the provisions of the Administrator Agreement, this Agreement shall control.
- b) As provided in Section 5.3 hereof, the Administrator shall at no time have custody of or physical control over any of the Investment Property.
- c) The Administrator may also serve as Investment Adviser to the CalFIT Investment Program and in such case, the Administrator Agreement may also serve as the Investment Adviser Agreement.

5.2 SUCCESSORS

In the event that, at any time, the position of Administrator shall become vacant for any reason, CalFIT may appoint, employ, or contract with a successor.

5.3 DUTIES OF THE ADMINISTRATOR

- a) The duties of the Administrator shall be those set forth in this Article 5 and the Administrator Agreement. This Article 5 outlines some but not all of such duties. Such duties may be modified by CalFIT from time to time. The role of the Administrator is intended to effect purchases, sales, or exchanges of Investment Property on behalf of CalFIT. The Administrator Agreement may authorize the Administrator to employ other persons to assist in the performance of the duties set forth therein.
- b) The Administrator shall at no time have custody of or physical control over any of the Investment Property. If a Participant in error delivers Investment Funds for investment to the Administrator instead of to the Custodian, the Administrator shall immediately transfer such Investment Funds to the Custodian. The Administrator shall not be liable for any act or omission of the Custodian but shall be liable for the Administrator's acts and omissions as provided herein.
- c) The Administrator understands that the monies delivered to the Custodian may only be invested pursuant to the investment parameters contained in the applicable Investment Policy.

5.4 ADMINISTRATOR ACTIVITIES AND POWERS

The Administrator shall perform the following services:

- a) advise CalFIT on any material changes in investment strategies based upon current market conditions;
- b) enter into securities transactions with respect to the Investment Property (to the extent permitted by the applicable Investment Policy and applicable laws) by entering into agreements and executing other documents relating to such transactions containing provisions common for such agreements and documents in the securities industry;
- c) from time to time, review the Permitted Investments and the applicable Investment Policy and, if circumstances and applicable laws permit, recommend changes in such Permitted Investments and such Investment Policy;
- d) provide such advice and information to CalFIT on matters related to investments as CalFIT may reasonably request including, without limitation, research and statistical data concerning the Investment Property, whether and in what manner all rights conferred by the Investment Property may be exercised, and other matters within the scope of the investment criteria set forth in the applicable Investment Policy;
- e) prepare such information and material as may be required in the implementation of the Valuation Procedures or the computation of the Balances and the preparation of any and all records and reports required by this Agreement or applicable laws;
- f) issue instructions to the Custodian as provided in this Agreement; and
- g) employ, consult with, obtain advice from, and exercise any of the Administrator's rights or powers under this Agreement through the use of suitable agents including auditors, legal counsel (who may be counsel to the Administrator or CalFIT), investment advisers, brokers, dealers, and/or other advisers. Notwithstanding Section 15.8 hereof, the Administrator may transmit information concerning the Investment Property and the Participants to such agents.

5.5 MONTHLY STATEMENTS

- a) Within fifteen (15) days after the end of each month-end, the Administrator shall prepare and submit, or make available, to each Participant who was a Participant during such month a

statement disclosing any activity and a closing balance, including the number of Shares, in each of its Accounts for such month.

- b) The Administrator, upon the request of a Participant, shall furnish to the Participant a statement of such Participant's Balance as of the date of such request, subject only to account activity on such date.

5.6 REPORTS

The Administrator shall prepare or cause to be prepared at least annually (i) a report of operations containing a statement of the Investment Property and the Investment Property Liabilities and statements of operations and of net changes in net assets prepared in conformity with generally accepted accounting principles consistently applied and (ii) an opinion of an independent certified public accountant on such financial statements based on an examination of the books and records of the Participants' Accounts, maintained by the Administrator with respect to the Investment Property, performed in accordance with generally accepted auditing standards. An annual audit of the accounts and records of CalFIT shall be made, and the report thereon filed and kept, in accordance with the provisions of Section 6505 of the Act.

5.7 DAILY CALCULATION OF PROGRAM VALUE AND RATE OF RETURN

The Administrator shall calculate the Investment Property Value for each Account once on each Business Day at the time and in the manner provided in the Investment Program's Information Statement for such Pool as well as the Valuation Procedures.

5.8 ADMINISTRATION OF THE CALIFORNIA FIXED INCOME TRUST

The Administrator shall perform the following administrative functions on behalf of CalFIT in connection with the implementation of this Agreement:

- a) collect and maintain for such period as may be required under any applicable Federal or California law written records of all transactions affecting the Investment Property or the Balances, including but not limited to (i) investments by and payments to or on behalf of each Participant; (ii) acquisitions and dispositions of Investment Property; (iii) pledges and releases of collateral securing the Investment Property; (iv) determinations of the Investment Property Value; (v) adjustments to the Participants' Balances; and (vi) the current Balance and the Balances at the end of each month for each Participant. There shall be a rebuttable presumption that any such records are complete and accurate. The Administrator shall maintain the records relating to each Participant in a manner that subdivides the Participant's balance into Accounts;
- b) assist in the organization of meetings of the Board including preparation and distribution of the notices and agendas therefore;
- c) respond to all inquiries and other communications of Participants, if any, that are directed to the Administrator or, if any such inquiry or communication is more properly addressed by the Custodian, referring such inquiry or communication to the Custodian and coordinating the Custodian's response thereto;
- d) pay all Investment Property Liabilities in accordance with this Agreement from any income, profits, and gains from the Investment Property (but not from the principal amount thereof); and
- e) engage in marketing activities to encourage eligible California public sector entities to become Participants.

6 ARTICLE – INVESTMENT ADVISER

6.1 APPOINTMENT AND QUALIFICATIONS

- a) CalFIT may appoint one or more persons that meet the qualifications described in Section 6.1(b) hereof to serve as the Investment Adviser of CalFIT. It is specifically intended that any and all provisions related to the Investment Adviser set forth herein be memorialized in a contract between CalFIT and the Investment Adviser (the “**Investment Adviser Agreement**”) and that this Agreement shall not be construed to create any third-party beneficiary rights in any party fulfilling the role of Investment Adviser. In the event of conflict between the provisions of this Agreement and the provisions of the Investment Adviser Agreement, this Agreement shall control.
- b) The Investment Adviser shall meet the requirements of Section 6509.7 of the Act and Section 53601(p) of the California Government Code, as such sections may be amended from time to time, which, as of the Effective Date, require that:
 - i. the investment adviser is registered or exempt from registration with the Securities and Exchange Commission;
 - ii. the investment adviser has not less than five (5) years of experience investing in the securities and obligations authorized by subdivisions (a) to (o), inclusive, of Section 53601 of the California Government Code; and
 - iii. the investment adviser has assets under management in excess of five hundred million dollars (\$500,000,000).

6.2 SUCCESSORS

In the event that, at any time, the position of Investment Adviser shall become vacant for any reason, CalFIT shall appoint, employ, or contract with a successor that meets the qualifications described in Section 6.1(b) hereof.

6.3 DUTIES OF THE INVESTMENT ADVISER

The duties of the Investment Adviser shall be those set forth in the Investment Adviser Agreement. Such duties may be modified by CalFIT from time to time. CalFIT may authorize the Investment Adviser in the Investment Adviser Agreement to effect purchases, sales, or exchanges of Investment Property on behalf of CalFIT or may authorize any officer, employee, agent, or member of CalFIT to effect such purchases, sales, or exchanges pursuant to recommendations of the Investment Adviser, all without further action by CalFIT. Any and all of such purchases, sales, and exchanges shall be deemed to be authorized by CalFIT. The Investment Adviser Agreement may authorize the Investment Adviser to employ other persons to assist in the performance of the duties set forth in the agreement. The Investment Adviser Agreement shall also provide that it may be terminated without cause and without the payment of any penalty on forty-five (45) days written notice.

The Investment Adviser shall serve as a fiduciary to CalFIT and act in the best interests of CalFIT in the performance of services, in satisfaction of the duties of loyalty and care.

6.4 POOLS

The Investment Adviser shall cause the Custodian to establish a single initial pool (the “**Stable NAV Portfolio**”) for the investment of surplus funds of the Participants. The Stable NAV Portfolio shall have a constant net asset value and be invested in Permitted Investments pursuant to the criteria and policies contained in the Investment Policy for the Stable NAV Portfolio. Notwithstanding anything in this Agreement to the contrary, the Investment Adviser may, upon the direction of CalFIT, cause the Custodian to establish specially designated funds, in addition to the Stable NAV Portfolio, with specified investment characteristics so long as the fund adheres to the Permitted Investments. Such characteristics may include, without limitation, certain restrictions on amounts to be invested, holding periods prior to payments, or certain other conditions to be met for payments, such as possible payment penalties, special investment criteria, investment management tailored to a particular Participant, or additional fees for administering such specially designated Pools. The Investment Adviser may cause the Custodian to establish such Pools with the consent of CalFIT as evidenced by resolution of the Board and approval by the Board of the related Investment Policy for such Pool. The establishment of such Pools shall not be deemed an amendment of this Agreement. A Participant may direct the Investment Adviser to invest its surplus funds in any of the established Pool. The Investment Adviser shall cause each such Pool to maintain accounts and reports separate from any other Pool. All provisions of this Agreement shall apply to any such Pool.

6.5 RETAINED RESERVES

The Investment Adviser may retain from earnings and profits such amounts as it may deem necessary to pay the debts and expenses of CalFIT and to meet other obligations of CalFIT, and the Investment Adviser shall also have the power to establish from earnings and profits such reasonable reserves as they believe may be necessary or desirable. At least quarterly, the Investment Adviser shall provide a detailed accounting to the Board of any debts, expenses, and obligations deemed necessary for CalFIT Investment Program, and at the same time shall provide a detailed accounting to the Board of reserves deemed necessary or desirable by the Investment Adviser. Realized capital gains or losses shall be distributed in a timely and equitable manner as determined by the Investment Adviser.

7 ARTICLE – THE CUSTODIAN

7.1 APPOINTMENT AND QUALIFICATIONS

CalFIT shall appoint and employ a bank or trust company organized under the laws of the United States of America to serve as custodian (“**Custodian**”) for the CalFIT Investment Program subject to the requirements of the Applicable Law. The Custodian shall follow directions relating to the investment of all Investment Property in accordance with the instructions of the Administrator. The Custodian shall have authority to act as CalFIT’s directed custodian, subject to such restrictions, limitations, and other requirements, if any, as may be established by CalFIT. It is specifically intended that all provisions related to the Custodian set forth herein be memorialized in a contract to be entered into between CalFIT and the Custodian (the “**Custody Agreement**”) and that this Agreement shall not be construed to create any third-party beneficiary rights under this Agreement in any party fulfilling the role of the Custodian. As such, the terms of this Agreement are not binding on the Custodian and the Custodian’s rights, duties and obligations are solely as defined in the Custody Agreement.

7.2 SUCCESSORS

If, at any time, the Custodian shall resign or shall be terminated pursuant to the provisions of the Custody Agreement, CalFIT shall appoint a successor thereto.

7.3 PROHIBITED TRANSACTIONS

With respect to transactions involving Investment Property, the Custodian shall act strictly as directed custodian for CalFIT. CalFIT shall not purchase Permitted Investments from the Custodian or sell Permitted Investments to the Custodian.

7.4 APPOINTMENT; SUB-CUSTODIANS

- a) The Custodian may employ sub-custodians, including, without limitation, Affiliates of the Custodian for any obligations set forth in the Custody Agreement. The appointment of a sub-custodian under this Section shall not relieve the Custodian of any of its obligations set forth in the Custody Agreement. The Custodian shall use its best efforts to ensure that the interests of CalFIT in the Investment Property is clearly indicated on the records of any sub-custodian and the Custodian shall use its best efforts to ensure that the interests of CalFIT in the Investment Property is not diminished or adversely affected because of the Custodian's use of a sub-custodian.
- b) No Investment Funds or Investment Property, other than cash, received or held by the Custodian pursuant to the Custody Agreement shall be accounted for in any manner that might cause such Investment Funds or Investment Property to become assets or liabilities of the Custodian.

7.5 POWERS

The Custodian shall perform the following services:

- a) open and maintain such custody accounts as CalFIT directs through the Administrator and accept for safekeeping and for credit to the applicable Account, in accordance with the terms of the Custody Agreement, all securities representing the investment of Investment Funds pursuant to Section 2.4 hereof, and the income or earnings derived therefrom.
- b) hold the Investment Property:
 - i. in its account at Depository Trust Company or other depository or clearing corporation; or
 - ii. in a book entry account with the Federal Reserve Bank in which case a separate accounting of the Investment Property shall be maintained by the Custodian at all times.

The Investment Property held by any such depository or clearing corporation or Federal Reserve Bank may be held in the name of their respective nominees provided, however, that the custodial relationship and the interests of CalFIT regarding such Investment Property shall be noted on the records of the Administrator and the custodial relationship on behalf of CalFIT shall be noted on the records of the Custodian.

- c) notify the Administrator, in writing or verbally with written, email, or facsimile confirmation, in advance of the Custodian taking any elective action involving the Investment Property.
- d) upon instruction of the Administrator, the Custodian is authorized to:

- i. receive and distribute Investment Funds and all other Investment Property as directed by the Administrator;
- ii. exchange securities in temporary or bearer form for securities in definitive or registered form; and surrender securities at maturity or earlier when advised of a call for redemption;
- iii. make, execute, acknowledge, and deliver as Custodian all documents or instruments (including but not limited to all declarations, affidavits, and certificates of ownership) that may be necessary or appropriate to carry out the powers granted herein; and
- iv. take any other action required by the Custody Agreement.

7.6 CUSTODIAL RELATIONSHIP; CUSTODIAN RECORDS

- a) The Custodian shall hold the Investment Property in its capacity as Custodian on behalf of CalFIT. Such Investment Property shall be custodial property of the Custodian (other than cash) and shall not be, or be deemed to be, an asset of the Custodian.
- b) Within fifteen (15) days after the end of each month, the Custodian shall send statements providing the closing balance in the Account at the end of such month and the transactions performed in the Account during such month to the Administrator and CalFIT.

8 ARTICLE – INTERESTS OF PARTICIPANTS

8.1 GENERAL

CalFIT, in its discretion, may authorize the division of the Investment Property into one or more Pools as provided in Section 6.4 hereof. The beneficial interests of the Participants hereunder in a Pool and the earnings thereon shall be divided into Shares. Shares shall be used as units to measure the proportionate allocation to the respective Participants of the beneficial interests of a Pool. As required by Section 6509.7 of the Act, each Share shall represent an equal proportionate interest in the Investment Property within a Pool. The number of Shares that may be used to measure and represent the proportionate allocation of beneficial interests among the Participants in a Pool is unlimited. All Shares in a Pool shall be of one class representing equal distribution, liquidation, and other rights. The beneficial interests measured by the Shares shall not entitle a Participant to preference, preemptive, appraisal, conversion, or exchange rights of any kind with respect to CalFIT Investment Program or the Investment Property held in the applicable Pool. Title to the Investment Property held in the applicable Pool of every description is vested in CalFIT. The Participants shall have no interest in the Investment Property held in the applicable Pool other than the beneficial interests conferred hereby and measured by their Shares, and they shall have no right to call for any partition or division of any property, profits, rights, or interests of CalFIT.

8.2 ALLOCATION OF SHARES

- a) In its discretion, CalFIT may from time to time allocate Shares in addition to the then allocated Shares to such Participant for such amount and such type of consideration (including without limitation income from the investment of Investment Property held in the applicable Pool) at such time(s) (including without limitation each Business Day in accordance with the maintenance of a constant net asset value per Shares as set forth in this Agreement for constant net asset value Pools), and on such terms as CalFIT may deem in accordance with the Participant's pro rata beneficial interests. In connection with any allocation of Shares, CalFIT may allocate fractional

Shares. From time to time, CalFIT may adjust the total number of Shares allocated without thereby changing the proportionate beneficial interests in the Investment Property held in the applicable Pool. Reductions or increases in the number of allocated Shares may be made in order to maintain a constant net asset value per Share as set forth in Section 10.1 hereof for constant net asset value Pools. Shares shall be allocated and redeemed as one hundredths (1/100ths) of a Share or any multiple thereof.

- b) Shares may be allocated only to a Participant in accordance with this Agreement. Any Participant may establish more than one Account within the CalFIT Investment Program or any Pool thereof for such Participant's convenience.

8.3 EVIDENCE OF SHARE ALLOCATION

Evidence of Shares allocation shall be reflected in the records of CalFIT, and CalFIT shall not be required to issue certificates as evidence of Shares allocation.

8.4 REDEMPTION TO MAINTAIN CONSTANT NET ASSET VALUE FOR CONSTANT NET ASSET VALUE POOLS

The Shares shall be subject to redemption pursuant to the procedure for reduction of outstanding Shares in order to maintain the constant net asset value per Shares for constant net asset value Pools unless provided otherwise in the Information Statement for the applicable Pool.

8.5 REDEMPTIONS

Payments by CalFIT to Participants, and the reduction of Shares resulting therefrom, are referred to in this Agreement as redemptions for convenience. Any and all allocated Shares may be redeemed at the option of the Participant upon and subject to the terms and conditions provided in this Agreement and any applicable Investment Policy and Information Statement for such Pool. The procedures for effecting redemption shall be prescribed by CalFIT provided, however, that such procedures shall not be structured so as to substantially and materially restrict the ability of the Participants to withdraw funds from the CalFIT Investment Program.

8.6 SUSPENSION OF REDEMPTION; POSTPONEMENT OF PAYMENT

- a) Each Participant, by its investment in any Pool, agrees that CalFIT may temporarily suspend the right of redemption or postpone the date of payment for redeemed Shares for the whole or any part of any period:
 - i. During which trading in securities generally on the New York Stock Exchange or the American Stock Exchange or over-the-counter market shall have been suspended or minimum prices or maximum daily charges shall have been established on such exchange or market;
 - ii. If a general banking moratorium shall have been declared by Federal, state, or the State of New York or State of California authorities or during a suspension of payments by banks in the State of California;
 - iii. During which there shall have occurred any state of war or national emergency; or
 - iv. During which any financial emergency or other crisis the effect of which on the financial markets of the United States is such as to make it impracticable (a) to dispose of the

Investment Property because of the substantial losses that might be incurred or to determine the Investment Property Value in accordance with the Valuation Procedures.

- b) The Administrator shall determine, on behalf of CalFIT, when an event occurs that, under this Section entitles the Custodian to temporarily suspend or postpone a Participant's right to redemption, and shall immediately notify the Custodian and each Participant by facsimile, email, mail, or telephone of such determination. Such a suspension or postponement shall not itself directly alter or affect a Participant's Balance.
- c) Such a suspension or postponement shall take effect at such time as is determined by the Administrator, and thereafter there shall be no right to request a redemption of Shares until the first to occur of: (a) in the case of (i), (ii) or (iv) above, the time at which the Administrator declares the suspension or postponement at an end, such declaration shall occur on the first day on which the period specified in the clause (i), (ii) or (iv) above shall have expired; and (b) in the case of (iii) above, the first day on which the period specified in clause (iii) above is no longer continuing to the extent that redemption is made impractical.
- d) Any Participant that requested a payment prior to any suspension or postponement of payment may withdraw its request at any time prior to the termination of the suspension or postponement.

8.7 DEFECTIVE REDEMPTION REQUESTS

In the event that a Participant shall submit a request for the redemption of a greater number of Shares than are then allocated to such Participant, such request shall not be honored.

9 ARTICLE – RECORD OF SHARES

9.1 SHARE RECORDS

CalFIT shall maintain records that shall contain:

- a) The names and addresses of the Participants;
- b) The number of Shares representing their respective beneficial interests in any Account in any Pool hereunder; and
- c) A record of all allocations and redemptions. Such records shall be conclusive as to the identity of the Participants to which Shares are allocated. Only Participants whose allocation of Shares is recorded in CalFIT records shall be entitled to receive distributions with respect to Shares or otherwise to exercise or enjoy the rights and benefits related to the beneficial interests represented by the Shares. No Participant shall be entitled to receive any distribution nor to have notices given to it until it has given its appropriate address to CalFIT.

9.2 MAINTENANCE OF RECORDS

The Administrator, or such other person appointed by the Administrator or CalFIT, shall record the allocations of Shares in each Account in any Pool in the records of CalFIT.

9.3 OWNER OF RECORD

No person becoming entitled to any Shares in consequence of the bankruptcy or insolvency of any Participant or otherwise by operation of law shall be recorded as the Participant to which such Shares are allocated unless such person is otherwise qualified to become a Participant. If not qualified, such person

shall present proof of entitlement to CalFIT and if CalFIT, in its sole discretion, deems appropriate then be entitled to the redemption value of the Shares.

9.4 TRANSFER OF SHARES

The beneficial interests measured by the Shares shall not be transferable, in whole or in part, other than to CalFIT itself or another Participant for purposes of redemption. Shares also may be redeemed from one Participant's Account and the proceeds deposited directly into another Participant's Account upon instructions from the Authorized Representative of the respective Participants.

9.5 LIMITATION OF RESPONSIBILITY

CalFIT shall not, nor shall the Participants or any officer, employee or agent of CalFIT, be bound to determine the existence of any trust, express, implied or constructive, or of any charge, pledge, or equity to which any of the Shares or any interest therein are subject or to ascertain or inquire whether any redemption of any such Shares by any Participant or its Authorized Representatives is authorized by such trust, charge, pledge or equity, or to recognize any person as having any interest therein except the Participant recorded as the Participant to which such Shares are allocated. The receipt of moneys by the Participant in whose name any Shares is recorded or by the Authorized Representative or duly authorized agent of such Participant shall be a sufficient discharge for all moneys payable or deliverable in respect of such Shares and from all responsibility to see the proper application thereof.

9.6 NOTICES

Any and all notices to which Participants hereunder may be entitled and any and all communications shall be deemed duly served or given if electronically or mailed, postage prepaid, addressed to Participants of record at the electronic or physical mailing addresses recorded in the records of CalFIT.

10 ARTICLE – DETERMINATION OF NET ASSET VALUE, NET INCOME, DISTRIBUTIONS AND ALLOCATIONS

10.1 DETERMINATION OF NET ASSET VALUE, NET INCOME, DISTRIBUTIONS AND ALLOCATIONS

The Information Statement for each Pool within the CalFIT Investment Program shall set forth the basis and times for determining the per Share net asset value of the Shares, the net income, and the declaration and payment of distributions, as CalFIT, in its absolute discretion, may determine.

11 ARTICLE – CALFIT INVESTMENT PROGRAM COSTS

11.1 EXPENSES

In consideration of the performance of its obligations hereunder, the Administrator shall receive a fee as set forth in the Administrator Agreement described in Section 5.1 hereof, which fee shall be paid from the earnings on the Accounts. The Administrator's fee shall be an Investment Property Liability. From its fee, the Administrator shall pay the following costs and expenses: the Investment Adviser's fee set forth in the

Investment Adviser Agreement, the Custodian's fee set forth in the Custody Agreement, the costs of third parties retained by the Administrator to render investment advice pursuant to the Administrator Agreement, marketing expenses, all custodial and securities clearance transaction charges, the cost of valuing the Investment Property, the cost of obtaining a rating or ratings, if any, the cost of other expenses agreed to by the Administrator and CalFIT, all Investment Property record-keeping expenses, the cost of preparing monthly and annual reports, the expense of outside auditors required pursuant to the Administrator Agreement (but only if the Administrator selects such auditors), the fees of the counsel to the Administrator and/or the counsel to CalFIT, the cost of Meetings of the Board, the cost of employee and administrative expenses, the cost of reimbursement for reasonable expenses incurred by Trustees in the course of their duties, insurance costs and the costs of Participant surveys and mailings. At least quarterly, the Administrator shall provide a detailed accounting of such expenses to the Trustees.

12 ARTICLE – REPRESENTATIONS AND WARRANTIES OF EACH MEMBER

12.1 REPRESENTATIONS AND WARRANTIES OF EACH MEMBER

- a) the Member is a Public Agency and political subdivision of a state, or an agency, authority, or instrumentality of the United States, a state or any political subdivision of a state; and
- b) each of the recitals to this Agreement is true as it relates to such Member; and
- c) the Member has taken all necessary actions and has received all necessary approvals and consents and adopted all necessary resolutions in order to execute and deliver this Agreement and to perform its obligations hereunder; and
- d) the execution, delivery, and performance of this Agreement by the Member are within the power and authority of the Member and do not violate the laws, rules, or regulations of the State of California applicable to the Member or its organizational statute, instrument, or documents or any other applicable Federal, state, or local law.

13 ARTICLE – LIMITATIONS OF MEMBERS, PARTICIPANTS, TRUSTEES AND OTHERS

13.1 NO PERSONAL LIABILITY OF MEMBERS, PARTICIPANTS, TRUSTEES AND OTHERS

Except in the case of fraud or willful misconduct, no Member, Participant and, subject to Section 13.3 hereof, no Trustee, officer, employee or agent of CalFIT, acting in its capacity as a , Member, Participant, Trustee, officer, employee or agent of CalFIT, as applicable, shall be subject to any personal liability whatsoever to any person in connection with property or the acts, obligations or affairs of CalFIT, and all such persons shall look solely to the Investment Property for satisfaction of claims of any nature arising in connection with the affairs of CalFIT. Except in the case of fraud or willful misconduct, no Member, Participant, Trustee, officer, employee, or agent, as such, of CalFIT who is made a party to any suit or proceeding to enforce any such liability, shall be held to any personal liability. The debts, liabilities and obligations of CalFIT shall not be the debts, liabilities and obligations of any Member, Participant, Trustee, officer, employee or agent of CalFIT, unless otherwise provided in this Agreement provided,

however, that in such case, such debts, liabilities and obligations shall be limited to the value of the Investment Property.

13.2 INDEMNIFICATION OF PARTICIPANTS

CalFIT shall indemnify and hold each Participant harmless from and against all claims and liabilities to which such Participant may become subject by reason of its being or having been a Participant in the CalFIT Investment Program and shall reimburse such Participant for all legal and other expenses reasonably incurred by it in connection with any such claim or liability provided, however, that: (a) such Participant was acting in accordance with all legal and policy requirements and investment objectives applicable to such Participant, including any limitations that the Participant has adopted or is subject to which are more restrictive than state law, (b) such indemnity or reimbursement shall be made from the Investment Property in the applicable Pool in respect of which such claim or liability arose and not from any other Investment Property, and (c) no indemnification shall be made for any Participant's negligence or willful misconduct. The rights accruing to a Participant under this Section 13.2 shall not exclude any other right to which such Participant may be lawfully entitled, nor shall anything herein contained restrict the right of CalFIT to indemnify or reimburse a Participant in any appropriate situation even though not specifically provided herein.

13.3 BAD FAITH OF TRUSTEES AND OTHERS

No Trustee, officer, employee or agent of CalFIT shall be liable to CalFIT, or to any Member, Participant, Trustee, officer, employee or agent thereof for any action or failure to act, except for his or her own bad faith, willful misfeasance, gross negligence or reckless disregard of duty (collectively, "**Bad Faith**").

13.4 INDEMNIFICATION OF TRUSTEES AND OTHERS FROM THIRD-PARTY ACTIONS

Any person who serves as a Trustee or Officer, for acts or omissions while acting for or on behalf of the Trust, will be entitled to defense and indemnity from the Trust to the extent provided in California Government Code sections 825, *et seq.*, and 995, *et seq.*

13.5 INDEMNIFICATION OF TRUSTEES AND OTHERS FOR SUCCESSFUL DEFENSE

To the extent that a Trustee, officer or employee of CalFIT has been successful on the merits in defense of any proceeding referred to in Section 13.4 hereof or in defense of any claim, issue or matter therein, before the court or other body before which the proceeding was brought, such person shall be indemnified against expenses actually and reasonably incurred in connection therewith.

13.6 ADVANCE EXPENSES

Expenses incurred in defending any proceeding may be advanced by CalFIT before the final disposition of the proceeding upon a written undertaking by or on behalf of the Trustee, officer or employee of CalFIT, to repay the amount of the advance if it is ultimately determined that he or she is not entitled to indemnification, together with at least one of the following as a condition to the advance: (i) security for the undertaking; or (ii) the existence of insurance protecting CalFIT against losses arising by reason of any lawful advances; or (iii) a determination by a majority of the Trustees who are not parties to the proceeding ("**Non-Interested Trustees**"), or by independent legal counsel in a written opinion, based on

a review of readily available facts, that there is reason to believe that such person ultimately will be found entitled to indemnification.

13.7 EXCLUSION AND LIMITATIONS OF INDEMNIFICATION OF TRUSTEES AND OTHERS

Notwithstanding the foregoing, no indemnification or advance shall be made under Sections 13.4 to 13.6 hereof:

- a) **Bad Faith**. For any liability arising by reason of Bad Faith of a Trustee, officer or employee of CalFIT.
- b) **Improper Personal Benefit**. In respect of any claim, issue, or matter as to which a Trustee, officer or employee of CalFIT shall have been adjudged to be liable on the basis that personal benefit was improperly received by him or her, whether or not the benefit resulted from an action taken in such person's official capacity.
- c) **Otherwise Prohibited**. In any circumstances where it appears that it would be inconsistent with any condition expressly imposed by a court, any provision of this Agreement, or any agreement in effect at the time of accrual of the alleged cause of action asserted in the proceeding in which the expenses were incurred or other amounts were paid which prohibits or otherwise limits indemnification or advance.
- d) **Limited to CalFIT Assets**. In any amount, individually or in the aggregate, that exceeds the value of the Investment Property. If there are concurrent indemnifications of multiple Participants under this Article XIII, such indemnifications shall be made on a pro rata basis up to the value of the Investment Property.

13.8 OBLIGATIONS UNDER LAW

Notwithstanding anything herein or in the Investment Management Agreement to the contrary, nothing herein or therein is intended to relieve any Member or Participant of any obligation it has under state or Federal law to monitor, review, evaluate or provide oversight with respect to the Shares, the Investment Adviser, or its participation in CalFIT.

13.9 REQUIRED APPROVAL

No indemnification or advance shall be made under Sections 13.4 to 13.6 hereof unless and until it is determined, by a majority of the Non-Interested Trustees, or by independent legal counsel in a written opinion, based on a review of readily available facts, that indemnification of a Trustee, officer, employee or agent of CalFIT is proper in the circumstances because such person has met the applicable standard of conduct set forth in Sections 13.4 to 13.6 hereof, as applicable, and such indemnification is not excluded by reason of Section 13.7 hereof.

13.10 FIDUCIARIES OF EMPLOYEE BENEFIT PLAN

This Article XIII does not provide indemnification or release from liability with respect to any proceeding against any trustee, Investment Adviser or other fiduciary of an employee benefit plan in such person's capacity as such, even though such person may also be a Trustee, officer, employee or agent of CalFIT. Nothing contained in this Article 13 shall limit any right to indemnification to which such a trustee, Investment Adviser, or other fiduciary may be entitled by contract or otherwise which shall be enforceable to the extent permitted by applicable laws other than this Article 13.

13.11 NO DUTY OF INVESTIGATION AND NOTICE IN CALFIT INSTRUMENTS

No purchaser, lender, transfer agent, record keeper or other person dealing with any Trustee, officer, employee or agent of CalFIT shall be bound to make any inquiry concerning the validity of any transaction purporting to be made by such Trustee, officer, employee or agent or be liable for the application of money or property paid, loaned, or delivered to or on the order of such Trustee, officer, employee or agent. Every obligation, contract, instrument, certificate, Share or other security of CalFIT and undertaking, and every other document executed in connection with CalFIT, shall be conclusively presumed to have been executed or done by the executors thereof only in their capacity as Trustees under this Agreement or in their capacity as officers, employees or agents of CalFIT. Every written obligation, contract, instrument, certificate, Share or other security of CalFIT or undertaking made or issued by any Trustee shall recite that it is executed by such Trustee not individually, but in the capacity as Trustee under this Agreement, and that the obligations of any such instruments are not binding upon any of the Trustees, Founding Members or Participants individually, but bind only CalFIT property, but the omission of such recital shall not operate to bind the Trustees, Founding Members or Participants individually.

13.12 RELIANCE ON EXPERTS

Each Trustee, officer, employee and agent of CalFIT shall, in the performance of his or her duties, be fully protected with regard to any act or any failure to act resulting from reliance in good faith upon the books of account or other records of CalFIT, upon an opinion of counsel, or upon reports made to CalFIT by any of its officers or employees or by the investment adviser, administrator, transfer agent, record keeper, custodian, distributor accountants, appraisers or other experts or consultants selected with reasonable care by the Trustees, officers, employees or agents of CalFIT.

13.13 IMMUNITY FROM LIABILITY

All of the privileges and immunities from liability, all exemptions from laws, ordinances and rules, and all pension, relief, disability, workmen's compensation, and other benefits which apply to the activity of the trustees, officers, employees or agents of the Members when performing their functions within the territorial limits of their respective Public Agencies, shall apply to them to the same degree and extent while engaged in the performance of any of their functions and duties associated with CalFIT.

13.14 FURTHER RESTRICTION OF DUTIES AND LIABILITIES

Without limiting the foregoing provisions of this Article 13, the Trustees, officers, employees and Members of CalFIT shall in no event have any greater duties or liabilities than those imposed by applicable laws as shall be in effect from time to time.

14 ARTICLE – AMENDMENT AND TERMINATION

14.1 AMENDMENT

Unless explicitly set forth otherwise herein, this Agreement may be amended only by a majority vote of the Board. Nothing in this Agreement shall permit its amendment to violate the Act or the Applicable Law or impair the exemption from personal liability of the Members, Participants, Trustees, officers, employees and agents of CalFIT or to permit assessments upon Participants. Notice of any amendment to

this Agreement shall be filed with the office of the Secretary of State of California pursuant to Section 6503.5. Participants shall also be notified of any amendment to this Agreement through electronic communications.

14.2 TERMINATION

- a) This Agreement shall continue in full force and effect unless terminated as set forth in this Section 14.2. This Agreement may be terminated at any time pursuant to a duly adopted amendment hereto approved by the unanimous vote of the Board provided, however, that in no event shall this Agreement terminate so long as CalFIT has any unpaid debts or obligations.
- b) Upon the termination of this Agreement pursuant to this Section 14.2:
 - i. the Custodian, CalFIT, and the Administrator shall carry on no business in connection with the CalFIT Investment Program except for the purpose of satisfying the Investment Property Liabilities and winding up their affairs in connection with the Investment Property;
 - ii. the Custodian, CalFIT, and the Administrator shall proceed to wind up their affairs in connection with the CalFIT Investment Program, and all of the powers of CalFIT, the Administrator, and the Custodian under this Agreement, the Administrator Agreement, and the Custody Agreement, respectively, shall continue until the affairs of CalFIT, the Administrator, and the Custodian in connection with the CalFIT Investment Program shall have been wound up, including but not limited to the power to collect amounts owed, sell, convey, assign, exchange, transfer, or otherwise dispose of all or any part of the remaining Investment Property to one or more persons at public or private sale for consideration that may consist in whole or in part of cash, securities, or other property of any kind, discharge or pay Investment Property Liabilities, and do all other acts appropriate to liquidate their affairs in connection with the CalFIT Investment Program; and
 - iii. after paying or adequately providing for the payment of all Investment Property Liabilities and upon receipt of such releases, indemnities, and refunding agreements as each of CalFIT, Administrator, and Custodian deem necessary for their protection, CalFIT shall take all necessary actions to cause the distribution of the remaining Investment Property, in cash or in kind or partly in each, among the Participants according to their respective proportionate Balances.
- c) Upon termination of this Agreement and distribution to the Participants as herein provided, CalFIT shall direct the Administrator to execute and lodge among the records maintained in connection with this Agreement an instrument in writing setting forth the fact of such termination, and CalFIT and Members shall thereupon be discharged from all further liabilities and duties hereunder, and the rights and benefits of all Participants hereunder shall cease and be canceled and discharged.

15 ARTICLE – MISCELLANEOUS

15.1 GOVERNING LAW

This Agreement is executed by the Founding Members and delivered in the State of California and with reference to the laws thereof, and the rights of all parties and the validity, construction, and effect of every provision hereof shall be subject to and construed according to the laws of the State of California.

15.2 SEVERABILITY

The provisions of this Agreement are severable, and if any one or more of such provisions (the “**Conflicting Provisions**”) are in conflict with applicable laws, the Conflicting Provisions shall be deemed never to have constituted a part of this Agreement, and this Agreement may be amended pursuant to Section 14.1 hereof to remove the Conflicting Provisions provided, however, that such conflict or amendment shall not affect or impair any of the remaining provisions of this Agreement or render invalid or improper any action taken or omitted prior to the discovery or removal of the Conflicting Provisions.

15.3 COUNTERPARTS

This Agreement may be executed in several counterparts, each of which when so executed shall be deemed to be an original, and such counterparts, together, shall constitute but one and the same instrument that shall be sufficiently evidenced by any such original counterpart.

15.4 NO ASSIGNMENT

No assignment of this Agreement may be made by any party without consent of the non-assigning party

15.5 GENDER; SECTION HEADINGS AND TABLE OF CONTENTS

- a) Words of the masculine gender shall mean and include correlative words of the feminine and neuter genders, and words importing the singular number shall mean and include the plural number and vice versa.
- b) Any headings preceding the texts of the several Articles and Sections of this Agreement and any table of contents or marginal notes appended to copies hereof shall be solely for convenience of reference and shall neither constitute a part of this Agreement nor affect its meaning, construction, or effect.

15.6 NO PARTNERSHIP

Other than the creation by the Founding Members of a joint exercise of powers entity pursuant to the Act, this Agreement does not create or constitute an association of two or more persons to carry on as co-owners a business for profit, and none of the parties intends this Agreement to constitute a partnership or any other joint venture or association.

15.7 NOTICE

Unless oral notice is otherwise allowed in this Agreement and except as otherwise provided herein, all notices required to be sent under this Agreement:

- a) shall be in writing;
- b) shall be deemed to be sufficient if given by (i) depositing the same in the United States mail properly addressed, postage prepaid, or (ii) electronically transmitting such notice by any means such as by facsimile transmission, email, or other electronic means, or (iii) by depositing the same with a courier delivery service, addressed to the person entitled thereto at his address or phone number as it appears on the records maintained by the Administrator;
- c) shall be deemed to have been given on the day of such transmission if delivered pursuant to subsection (b)(ii) or on the third day after deposit if delivered pursuant to subsection (b)(i) or (b)(iii); and

- d) any of the methods specified in Section 15.7(b) hereof shall be sufficient to deliver any notice required hereunder notwithstanding that one or more of such methods may not be specifically listed in the Sections hereunder requiring such notice.

15.8 CONFIDENTIALITY

All information and recommendations furnished by the Administrator to any Participants or CalFIT that is marked confidential and all information and directions furnished by the Administrator to the Custodian shall be regarded as confidential by each such person to the extent permitted by law. Nothing in this Section shall prevent any party from divulging information as required by law or from divulging information to civil, criminal, bank, or securities regulatory authorities where such party may be exposed to civil or criminal proceedings or penalties for failure to comply, or from divulging information in accordance with State of California laws or to prevent the Administrator from distributing copies of this Agreement, the names of the Participants, or the Investment Property Value to third parties.

15.9 ENTIRE AGREEMENT

This Agreement shall constitute the entire agreement of the parties with respect to the subject matter and shall supersede all prior oral or written agreements in regard thereto.

15.10 DISPUTES

In the event of any dispute between the parties, the parties agree to attempt to resolve the dispute through negotiation. To the extent permitted by law, no litigation shall be commenced without a certification by an authorized officer, employee, or agent of any party that the dispute cannot be resolved by negotiation provided in writing at least 10 days before commencing legal action.

15.11 WRITINGS

Whenever this Agreement requires a notice, instruction, or confirmation to be in writing or a written report to be made or a written record to be maintained, it shall be sufficient if such writing is produced or maintained by electronic means or maintained by any other photostatic, photographic, or micrographic data storage method such as digital discs as well as on paper.

15.12 EFFECTIVE DATE

This Agreement shall become effective on the Effective Date.

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SIGNATURE PAGE FOR JOINT EXERCISE OF POWERS AGREEMENT

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed in their names and on their behalf as of the date first written above.

ALAMEDA COUNTY

By: _____
Name: Hank Levy
Title: Treasurer-Tax Collector

SAN DIEGO COUNTY WATER AUTHORITY

By: _____
Name: Lisa Marie Harris
Title: Director of Finance/Treasurer

LAKE COUNTY

By: _____
Name: Patrick Sullivan
Title: Treasurer-Tax Collector

SAN DIEGO COUNTY

By: _____
Name: Chris Herrera
Title: Chief Investment Officer

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EXHIBIT A – VALUATION PROCEDURES

EXHIBIT A

Valuation Procedures

1. Portfolio Valuation

CalFIT follows Financial Accounting Standards Board Accounting Standards Codification (ASC) 820 Fair Value Measurement and Disclosure for financial reporting purposes. ASC 820 defines fair value, establishes a single framework for measuring fair value, and requires disclosures about fair value measurement.

At least daily, the Investment Property Value shall be determined on a mark to market basis as follows: (a) securities for which market quotations are readily available are valued at the most recent bid price or yield equivalent as obtained from one or more market makers for such securities or a third-party pricing source; (b) all other securities and assets are valued at fair market value in good faith.

2. Amendment

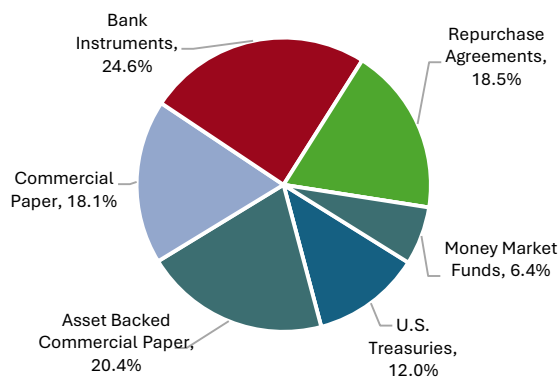
These Valuation Procedures may be amended from time to time as provided in the Agreement.



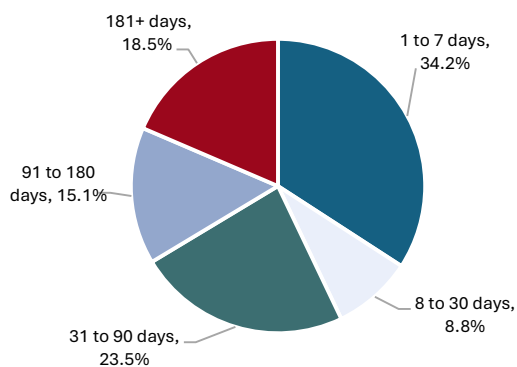
Portfolio Statistics

7-Day Yield: 3.94%
30-Day Yield: 3.96%
WAM: 45 days
WAL: 82 days
Fund Assets: \$215 million

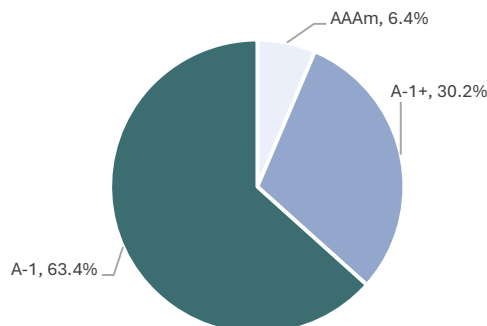
Portfolio Composition



Portfolio Maturity Distribution



Portfolio Credit Quality



Conservative Investment Approach

- The portfolio seeks to maintain \$1.00 net asset value with a maximum weighted average maturity of 60 days and a maximum weighted average life of 90 days.
- CalFIT invests in various types of debt obligations including obligations guaranteed by the full faith and credit of the United States, U.S.-government agency obligations, corporate obligations, asset-backed securities, bank obligations and other obligations permitted by applicable California government code.
- The portfolio is also managed to the requirements of GASB 79, which requires 10% daily and 30% weekly liquidity.

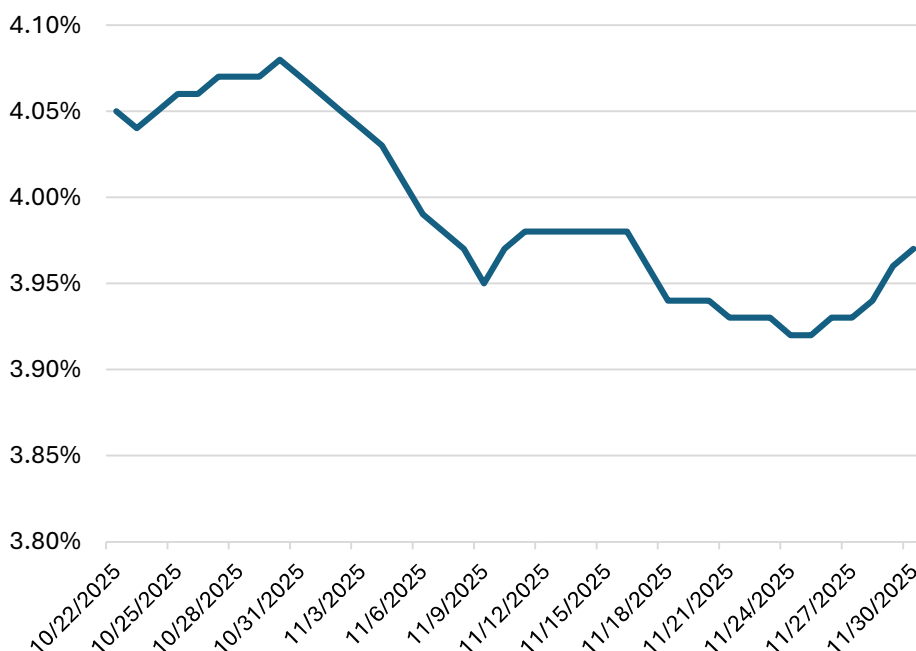
Managed by a Firm with a Public Sector Focus

- Chandler Asset Management, Inc. (Chandler) is the investment adviser and operational manager for CalFIT. Founded in 1988, Chandler managed \$42.9 billion in assets, including more than \$32.9 billion for local governments in California, as of 11/30/25.

For more information, please contact us:

- **Phone:** 844-915-5700
- **Website:** www.calfitfund.com
- **Email:** calfit@chandlerasset.com

7-Day Yields





CITY OF SIGNAL HILL
STAFF REPORT

2175 Cherry Avenue • Signal
Hill, California 90755-3799

1/13/2026

AGENDA ITEM

**TO: HONORABLE MAYOR
AND MEMBERS OF THE CITY COUNCIL**

**FROM: CARLO TOMAINO
CITY MANAGER**

SUBJECT: COUNCIL APPOINTMENTS TO VARIOUS ORGANIZATIONS

Summary:

The City Council actively participates in various intergovernmental committees and organizations that support the City's objectives. Following the recent City Council reorganization, the City Council will consider appointments to various committees and organizations.

Recommendation:

Adopt the resolution, entitled:

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SIGNAL HILL, CALIFORNIA,
AMENDING RESOLUTION NO. 2025-01-6857, CONFIRMING THE APPOINTMENT OF
DELEGATES AND ALTERNATES AS OFFICIAL REPRESENTATIVES OF THE CITY

Strategic Plan Goal(s):

Goal No. 5 High-Functioning Government: Strengthen internal communication, recruitment, retention, systems, and processes to increase the effectiveness and efficiency of City services.

Fiscal Impact:

The City Council's attendance and participation in various City Council committees and organizations are reviewed and budgeted annually.

Background:

The City Council participates in various intergovernmental committees and organizations which enhance the overall objectives of the City. These organizations and agencies include the California Contract Cities Association, League of California Cities, Long Beach Unified School District, National League of Cities, Southern California Association of Governments, and others.

Analysis:

Title 2, California Code of Regulations Section 18705.5 Section (c) allows a public official to name themselves to paid positions on government boards. In Signal Hill, appointments to the Gateway Cities Council of Governments (COG), Los Angeles County Vector Control District, Southern California Association of Governments (SCAG), and the Southern California Joint Powers Insurance Authority (JPIA) are subject to this regulation. The information on these meetings, stipends paid, and current representation are noted in Attachment A; The listing of all organizations with the current delegates and alternates is also included.

The positions of board members to the Sanitation Districts of Los Angeles County, which also pay stipends for attendance, are not subject to Title 2 as these are special districts established by State law. The City Council will review and consider appointments to these various organizations for the ensuing year.

Recommendation:

Staff recommends the City Council adopt a resolution formally confirming the appointments of delegates and alternates to the various committees and organizations as official representatives of the City.

Attachments:

- A. Boards and Committees
- B. Resolution

Board/Committee Name	Delegate(s)	Alternate(s)
California Contract Cities Association (CCCA) Meets 3 rd Wednesday monthly No compensation	Council Member Woods	Vice-Mayor Honeycutt
Central Basin Municipal Water District Quarterly general meeting No compensation	Mayor	Public Works Director
Central Basin Water Association As called No compensation	Mayor	Public Works Director
County Sanitation District No. 3 Meets 2 nd Wednesday monthly Occasional special meetings \$125/meeting + \$.555/mile	Mayor	Vice Mayor
County Sanitation District No. 29 Meets 2 nd Wednesday monthly \$125/meeting + \$.555/mile Council Members serve as Directors	All Council Members	N/A
Gateway Cities COG Meets 1 st Wednesday monthly \$125/meeting	Councilmember Jones	Vice-Mayor Honeycutt
Gateway Water Management Authority Meets 2 nd Thursday monthly No compensation	Public Works Director	Deputy Director Public Works
Joint City/LBUSD Meets quarterly No compensation	Mayor Hansen Council Member Copeland	N/A
L.A. Co. City Selection Committee As called No compensation	Mayor	Mayor's Designee
League of California Cities Meets 1 st Thursday monthly No compensation	Vice-Mayor Honeycutt	Councilmember Copeland
Southeast Resource Recovery Facility (SERRF) As called No compensation	Councilmember Jones	Mayor's Designee

Board/Committee Name	Delegate(s)	Alternate(s)
Southern California Association of Governments (SCAG) Energy & Environmental Committee Meets 1 st Thursday monthly \$120 per meeting	Council Member Copeland	N/A
Southern California Association of Governments (SCAG) General Assembly Annual Meeting in May \$120	Mayor	Councilmember Woods
California Joint Powers Insurance Authority (JPJA) Annual Meeting in July \$100	Councilmember Jones	Councilmember Woods
Vector Control District Meets 2 nd Thursday monthly \$100 per month	Councilmember Copeland	N/A
Sustainable City Committee Meets quarterly No compensation	Councilmember Copeland Councilmember Woods	N/A
Art Selection Subcommittee	Mayor Hansen Councilmember Woods	
Housing Subcommittee	Vice Mayor Hansen Councilmember Copeland	N/A
Spring Street Corridor JPA	All Council Members	N/A

RESOLUTION NO. 2026-01-XXXX

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF
SIGNAL HILL, CALIFORNIA, AMENDING RESOLUTION
NO. 2025-01-6857, CONFIRMING THE APPOINTMENT OF
DELEGATES AND ALTERNATES AS OFFICIAL
REPRESENTATIVES OF THE CITY**

**THE CITY COUNCIL OF THE CITY OF SIGNAL HILL DOES HEREBY
RESOLVE AS FOLLOWS:**

Section 1. The City Council of the City of Signal Hill does hereby appoint the following persons as delegates and alternate members of the boards, committees and bodies listed below for a term commenced January 14, 2026, and to terminate on January 12, 2027.

Board/Committee Name	Delegate(s)	Alternate(s)
California Contract Cities Association (CCCA) Meets 3 rd Wednesday monthly No compensation	Council Member Woods	Vice-Mayor Honeycutt
Central Basin Municipal Water District Quarterly general meeting No compensation	Mayor	Public Works Director
Central Basin Water Association As called No compensation	Mayor	Public Works Director
County Sanitation District No. 3 Meets 2 nd Wednesday monthly Occasional special meetings \$125/meeting + \$.555/mile	Mayor	Vice Mayor
County Sanitation District No. 29 Meets 2 nd Wednesday monthly \$125/meeting + \$.555/mile Council Members serve as Directors	All Council Members	N/A
Gateway Cities COG Meets 1 st Wednesday monthly \$125/meeting	Councilmember Jones	Vice-Mayor Honeycutt
Gateway Water Management Authority Meets 2 nd Thursday monthly No compensation	Public Works Director	Deputy Director Public Works

Board/Committee Name	Delegate(s)	Alternate(s)
Joint City/LBUSD Meets quarterly No compensation	Mayor Hansen Council Member Copeland	N/A
L.A. Co. City Selection Committee As called No compensation	Mayor	Mayor's Designee
League of California Cities Meets 1 st Thursday monthly No compensation	Vice-Mayor Honeycutt	Councilmember Copeland
Southeast Resource Recovery Facility (SERRF) As called No compensation	Councilmember Jones	Mayor's Designee
Southern California Association of Governments (SCAG) Energy & Environmental Committee Meets 1 st Thursday monthly \$120 per meeting	Council Member Copeland	N/A
Southern California Association of Governments (SCAG) General Assembly Annual Meeting in May \$120	Mayor	Councilmember Woods
California Joint Powers Insurance Authority (JPIA) Annual Meeting in July \$100	Councilmember Jones	Councilmember Woods
Vector Control District Meets 2 nd Thursday monthly \$100 per month	Councilmember Copeland	N/A
Sustainable City Committee Meets quarterly No compensation	Councilmember Copeland Councilmember Woods	N/A
Art Selection Subcommittee	Mayor Hansen Councilmember Woods	
Housing Subcommittee	Vice Mayor Hansen Councilmember Copeland	N/A

Board/Committee Name	Delegate(s)	Alternate(s)
Spring Street Corridor JPA	All Council Members	N/A

PASSED, APPROVED, AND ADOPTED at a regular meeting of the City Council of the City of Signal Hill, California, on this 13th day of January, 2026.

TINA HANSEN
MAYOR

ATTEST:

DARITZA PEREZ
CITY CLERK

STATE OF CALIFORNIA)
COUNTY OF LOS ANGELES)ss.
CITY OF SIGNAL HILL)

I, DARITZA PEREZ, City Clerk of the City of Signal Hill, California, do hereby certify that the foregoing Resolution No. 2026-01-XXXX was adopted by the City Council of the City of Signal Hill, California, at a regular meeting held on the 13th day of January, 2026, and that the same was adopted by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

DARITZA PEREZ
CITY CLERK



CITY OF SIGNAL HILL
STAFF REPORT

2175 Cherry Avenue • Signal
Hill, California 90755-3799

1/13/2026

AGENDA ITEM

**TO: HONORABLE MAYOR
AND MEMBERS OF THE CITY COUNCIL**

**FROM: CARLO TOMAINO
CITY MANAGER**

BY: CITY ATTORNEY'S OFFICE

**SUBJECT: WAIVE THE READING OF ORDINANCES IN FULL AND AUTHORIZE READING BY
TITLE ONLY**

Summary:

The recommended action waives reading of Ordinances in full and authorizes reading by title only. The purpose of this item is to help streamline the City Council meeting process, to avoid unnecessary delay, and to allow more time for substantive discussion of items on the agenda.

Strategic Plan Goal(s):

Goal No. 5 High-Functioning Government: Strengthen internal communication, recruitment, retention, systems, and processes to increase the effectiveness and efficiency of City services.

Recommendation:

Waive the reading of all Ordinances. Wherein the titles appear on the public agenda; said titles shall be determined to have been read by title, and further reading is waived.

Fiscal Impact:

There is no fiscal impact associated with the recommended action.



STAFF REPORT

1/13/2026

AGENDA ITEM

**TO: HONORABLE MAYOR
AND MEMBERS OF THE CITY COUNCIL**

**FROM: CARLO TOMAINO
CITY MANAGER**

**BY: MATTHEW E. RICHARDSON
CITY ATTORNEY**

**SUBJECT: SECOND READING AND ADOPTION OF AN OMNIBUS ORDINANCE AMENDING
VARIOUS SECTIONS OF THE SIGNAL HILL MUNICIPAL CODE TO CLARIFY
REGULATIONS, CONFORM TO STATE LAW, AND UPDATE PROVISIONS**

Summary:

Form of Notice: Notice of Ordinance Introduction was published in the Signal Tribune newspaper per Government Code §36933(c)(1) on December 12, 2025 and was posted in accordance with Signal Hill Municipal Code Section 1.08.010 at City Hall, Signal Hill Library, Reservoir Park, and Discovery Well Park on December 12, 2025.

City of Signal Hill ("City") staff annually identifies and proposes changes to sections of the Signal Hill Municipal Code ("SHMC") that require updating, to conform with State law, remove obsolete or redundant regulations, and generally integrate best practices. Staff, in collaboration with the City Attorney's office, has prepared various amendments and additions to the SHMC, including changes to the Zoning Code, health and safety regulations, public streets and parking regulations, and other miscellaneous changes. The proposed updates to the SHMC are discussed in more detail in this report and are presented to the City Council in one comprehensive omnibus ordinance ("Ordinance").

Strategic Plan Goal(s):

- Goal No. 2 Community Safety: Maintain community safety by supporting public safety services and increasing emergency preparedness.
- Goal No. 4 Infrastructure: Maintain and improve the City's physical infrastructure, water system, and recreational spaces.
- Goal No. 5 High-Functioning Government: Strengthen internal communication, recruitment, retention, systems, and processes to increase the effectiveness and efficiency of City services.

Recommendation:

Staff recommends the City Council approve the proposed changes to the Signal Hill Municipal Code ("SHMC") by introducing for first reading the Ordinance entitled:

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF SIGNAL HILL, CALIFORNIA RECOMMENDING CITY COUNCIL APPROVAL OF AN ORDINANCE AMENDING SPECIFIED PROVISIONS OF TITLE 20 (ZONING) OF THE CITY'S MUNICIPAL CODE AND OTHER SPECIFIED MUNICIPAL CODE PROVISIONS PURSUANT TO THE CITY'S ANNUAL CODE UPDATE, TO CLARIFY REGULATIONS, BOLSTER EXISTING ONES, REMOVE UNNECESSARY OR REDUNDANT PROVISIONS, UPDATE REGULATIONS TO CONFORM TO STATE LAW AND MODERNIZE SAME; AND FINDING SAID ACTION EXEMPT FROM CEQA

Fiscal Impact:

There is no fiscal impact associated with this action.

Background and Analysis:

The omnibus Ordinance includes revisions and additions to numerous provisions of the SHMC. Below are brief summaries of the sections proposed for revision and addition.

I. Zoning Code

Pursuant to Government Code section 65854(a), the City's Planning Commission held a public hearing to consider the below enumerated changes to the Zoning Code codified in Title 20 of the SHMC. The changes discussed in subsection (a) below were recommended for adoption at the Planning Commission's August 19, 2025, regular meeting. Staff recommended the remaining changes for adoption at the October 21, 2025, regular meeting.

a. *Permeable Landscape*

Since methane is combustible and potentially explosive if present at certain concentrations in the presence of oxygen, the SHMC regulates development to ensure concentrations remain at a certain level with the use of various types of venting systems and other mitigation measures. Where a relatively impermeable barrier, such as a concrete slab, artificial turf, decomposed granite, pavers, asphalt driveways and concrete walkways, is present at the ground surface, methane cannot dissipate and may become trapped or pressurized.

Through the proposed Ordinance, the City regulates changes to existing hardscape and landscape materials in the City's residential and commercial zones by requiring a certain level of permeability be maintained and establishing a maximum percentage of nonpermeable replacement materials to protect public safety while allowing for design flexibility. Specifically, for residential districts, the proposed Ordinance limits the maximum amount of nonpermeable materials, whether hardscape material or artificial turf, within the front setback. For both residential and commercial districts, newly constructed buildings or structures, and structural and physical improvements, the Ordinance both

limits the maximum allowed nonpermeable materials, including artificial turf, and may require installation of vent boxes for methane mitigation.

Further, any deviation or change-out of existing hardscape materials or landscape materials on either residential or commercial properties requires administrative review by the Director of Community Development, and approval, prior to installation, to ensure the requirements of the Ordinance are met and methane mitigation is maintained.

b. Defined Terms within the Zoning Code

Certain terms used in the Zoning Code are defined in Chapter 20.04 of the SHMC. Various existing definitions within Chapter 20.04 point to Chapter 20.68 of the SHMC, which no longer exists in the SHMC. Accordingly, the proposed Ordinance updates this chapter by removing reference to regulations that are no longer in effect.

The terms “day nursery” or “childcare nursery” were amended to mean and refer to the manner in which such terms are currently defined in Section 8.16.020 (Definitions) of Chapter 8.16 (Institutions) of Title 8 (Health and Safety) for uniformity throughout the SHMC, to update the definition of such term, and to more accurately encompass the intended use. Additional existing definitions are proposed to be amended for clarity.

Further, the terms “foster home” and “restaurant, drive-in” are deleted from the definitions section of the Zoning Code (Section 20.04.303 and Section 20.04.612 respectively), as such terms are obsolete. Staff also amended terms within Chapter 20.04 that used “foster home” in their definition to remove such reference.

c. Off-Street Parking Regulations

The Ordinance updates off-street parking requirements codified in Chapter 20.70 “Off Street Parking” of the SHMC and in Section 20.10.130 “Off-street parking”. The proposed changes clarify regulations concerning the use, maintenance, and design and construction of off-street parking facilities. In addition, new provisions are recommended that specify minimum parking requirements and would allow for alternative methods with greater flexibility to meet such minimum parking requirements. These proposed alternatives include the use of shared parking agreements, offsite parking facilities and requests for reductions in the schedule of required minimum off-street parking, with specified criteria to be satisfied.

d. Property Development Standards

The proposed Ordinance deletes Section 20.66.060 “Lot area-divisions resulting in smaller parcels prohibited” of Chapter 20.66 (Property Development Standards) in its entirety as this is inconsistent with State law. The Ordinance also adds Section 20.66.225 “Mechanical equipment” to shield mechanical equipment from public and private property views.

e. Removal of Auto Detailing/Carwash as an Allowed Use in certain Specific Plans

Currently, “auto detailing/carwash” is identified as an allowed use in the following specific plans: SP-19 General Industrial Specific Plan, and SP-10 Pacific Coast Highway Specific Plan. The Ordinance removes reference to such use. Staff would like to note that the City has a “permissive zoning code” meaning that removing the use means that such use is no longer permitted in SP-19 and SP-10.

f. Increase of Allowable Fence/Wall/Hedge Height

Permissible height requirements for fences, walls and hedges for commercial or industrial districts is codified in Section 20.20.070 “Fences, walls and hedges” of the SHMC. Currently no fence, wall or hedge over three feet in an industrial district is permitted in any required front yard or in the required street side of a corner lot. The Ordinance proposes to increase the height requirement to six feet.

g. Clarification of Planning Commission’s Role Concerning Conditional Use Permits

Section 20.64.060 “Commission hearing-Conduct and determination” of the Zoning Code (Title 20) discusses the Planning Commission’s role in connection with the approval of a conditional use permit. The proposed Ordinance more accurately describes the Commission’s role by clarifying that the Commission provides a recommendation to the City Council for approval of a conditional use permit, and does not render a “decision,” as the City Council is the final decision-maker.

h. Modernization of the Submission of Site Plan and Design Review Application Materials

Sections 20.52.030 “Review Procedures”, and 20.52.040 “Application and submission of Site Plan”, relate to the submission of required site plan and design review materials. The proposed Ordinance amends these sections to provide that electronic submittal of such information is preferred but not required, and to simplify the format and submission of required information.

II. General Welfare, Public Peace, and Health and Safety

a. Bolstering Shopping Cart Ordinance

To better mitigate the issue of abandoned shopping carts on public and private property, the City is bolstering its existing regulations concerning abandoned shopping carts codified in Chapter 8.54 of Title 8 (Health and Safety) of the SHMC. The proposed Ordinance repeals and replaces the entirety of Chapter 8.54 to, in part, adopt more stringent requirements applicable to business owners managing and retrieving their shopping carts and broaden the definition of “abandoned shopping carts” to clarify the types of shopping carts and circumstances which warrant removal by the City.

b. Prohibiting Smoking in Public Parks and Places

The Ordinance proposes to amend Section 9.08.010 “Acts prohibited in public parks and enclosures-Permits required for certain acts” of Chapter 9.08 (Conduct in Public Places of Title 9 (Public Peace, Morals and Welfare) to prohibit “smoking” in any “park” or “public place” as defined therein.

c. Organized Sports Games and Practices

The Ordinance proposes an additional change to Section 9.08.010 “Acts prohibited in public parks and enclosures-Permits required for certain acts” in connection with organized sports games and practices. The change clarifies that organized sports games and practices are prohibited within any public park or other public property, including the “public right of way” as defined therein, without a written permit from the Parks, Recreation and Library Services Director.

d. Regulating Adult Businesses in the City

This Ordinance proposes to amend the City's existing regulations concerning "Adult Business" codified in Chapter 9.64, of Title 9 (Public Peace, Morals and Welfare) to bolster the same. The ordinance requires "performers" (as defined) to obtain a license from the City in order to be employed or otherwise retained by an adult business for work as a performer. This change also establishes performer license application requirements, establishes new regulations related to adult business operations and inspections, and amends the parking requirements for specified adult businesses.

III. Public Streets and Parking Regulations

The SHMC currently provides that subject to certain exceptions, only oversized vehicles or trailers for which an oversized parking permit has been issued may park upon a public street or highway in the City. Exceptions from the foregoing are codified in Section 10.30.030 of Chapter 10.30 (Oversized Vehicles, Trailers, and Campers) of Title 10 (Vehicles and Traffic). The Ordinance proposes clarifying two categories of commercial vehicles that are exempt: (i) those engaged in the active loading and unloading of goods subject to a specified period of time; and (2) those engaged in the performance of a service, including but not limited to pool care, for which additional time is necessary and reasonable to complete said service.

The Ordinance also requires obtaining an encroachment permit in connection with encroachments caused by excavation or construction activities. (Sections 12.08.010 and 12.08.020). Similar to excavation permits, this requirement is not applicable to encroachments associated with activity performed pursuant to contracts awarded by the City.

IV. Miscellaneous

The Ordinance proposes certain changes to Title 1 (General Provisions) of the SHMC to: (i) update its requirement concerning the posting of public notices to lessen the amount of places in which posting of public notices are required to be posted (Section 1.08.010); (ii) modernize the means by which notices required under the SHMC may be provided by including electronic delivery (Section 1.08.020); (iii) clarify existing noticing requirements to cite to relevant state law (Section 1.08.030); (iv) replace references to "city treasurer" with "City's Finance Department" in connection with the receipt of funds (Section 1.12.030); (v) remove unnecessary language concerning the terms of Planning Commission and Parks and Recreation commissioners (Sections 2.32.050 and 2.36.050); (vi) allow for the exclusion of persons from the library under certain circumstances (Sections 2.88.030 and 2.88.040); and (vii) clarify rules and regulations concerning access to the library, its premises resources and services (Section 2.88.060).

Lastly, the Ordinance proposes to amend Section 21.28.030 concerning development impact fees, to require the payment of development impact fees on the date of the issuance of necessary building permits from the City, rather than upon the later occurrence of a final inspection or issuance of certificate of occupancy.

Reviewed for Fiscal Impact:

Siamlu Cox
Administrative Services Officer/Finance Director

1/13/2026

Attachments:

- A. Ordinance - Clean
- B. Ordinance - Redline



STAFF REPORT

1/13/2026

AGENDA ITEM

**TO: HONORABLE MAYOR
AND MEMBERS OF THE CITY COUNCIL**

**FROM: CARLO TOMAINO
CITY MANAGER**

**BY: CINDY FLARO
COMMUNICATION SPECIALIST**

SUBJECT: 2025-2027 COMMUNICATION PLAN

Summary:

In June 2023, the City Council approved a Communications Plan (Plan) for the period 2023-2025. The Plan is used as the City's roadmap for communication with the community, businesses, and visitors. The City strives to provide clear, concise, proactive, and timely information to our residents, businesses, employees, and media outlets. The Plan that recognizes our City has a diverse audience, promotes a transparent and honest atmosphere, and uses an omnichannel approach to communications by providing mediums for residents and businesses to engage with the City Council and staff.

The City's key objectives, as defined in this Plan, include inclusivity and accessibility; transparency and responsiveness; and omnichannel engagement. With respect to both goals and objectives, the City has identified a specific need to proactively share information with the community and promote Signal Hill as a destination for business development. In November 2025, staff presented proposed updates to the Plan for feedback and direction from the City Council for the period including 2025-2027. Staff is bringing this item back to the City Council for adoption.

Strategic Plan Goal(s):

Goal No. 5: High-Functioning Government: Strengthen internal communication, recruitment, retention, systems, and processes to increase the effectiveness and efficiency of City services.

Recommendation:

Approve and adopt the updated 2025-2027 Communications Plan substantially in the form presented.

There is no fiscal impact associated with the recommendation as Communications Plan activities are included in the proposed 2025-2026 Operating Budget.

Background:

The City recognizes the importance of creating meaningful opportunities for public engagement. The City holds public forums, public meetings, and publishes resident surveys to inform the community about decisions regarding public projects. The City has continued working to expand communications with residents and businesses through social media. Residents expect information regarding City operations, events, and emergencies to be provided in a relatively quick and accessible manner. The evolution in our communications preferences requires that local government employ an omnichannel approach to convey information, provide consistent messaging, and market the community to encourage economic development opportunities. These are multiple audiences the City may need to reach depending on the subject and the urgency of communication. In June 2023, the City Council approved the 2023-2025 Communications Plan as a means to establish a roadmap to maximize communication and engagement with the community. Staff developed the Plan to ensure the City met the communications needs of residents, and that it reflected the current and future efforts to inform residents and promote our business community.

Analysis:

In July 2025, the City released a survey as a means to obtain updated information about evolving communication trends in the community. Staff offered the public the opportunity to provide valuable feedback on their preferred method of City news and information by creating a digital and traditional survey. The digital survey was advertised on social media, the City website, E-Newsletter, and A-frames located in various locations throughout the City. For those preferring a more conventional approach, staff also provided paper copies at City Hall, the Signal Hill Public Library, and outreach at the Concerts in the Park, and National Night Out.

The results indicated that residents desired to have accessible, timely, and inclusive communication, which includes removing barriers that may limit the accessibility of information, such as providing information in only one language. Residents also indicated a desire to have more avenues to connect with their local government representatives, and have their input heard and considered in the decision-making process. Of importance, the survey results and imprints indicate that there has been an overall 40 percent increase in the level of engagement through the various communications platforms, which include social, digital, print, and in person avenues, including three times the number of participants in the survey.

Staff proposes the City Council adopt the updated 2025-2027 Communications Plan and utilize the Plan as a roadmap to continue improving communication strategies with the community inclusive of residents, businesses, and visitors.

Reviewed for Fiscal Impact:

1/13/2026

Siamlu Cox

Attachment(s):

A. Communications Plan 2025-2027

CITY OF SIGNAL HILL

COMMUNICATIONS PLAN 2025-2027





Table of Contents

City Overview..... 1

Mission Statement.....2

Background..... 2

Goals and Objectives2

Branding and Marketing.....3

City Communications Assets.....6

Community Input.....8

Engagement and Campaign Highlights9

Citywide Survey Results 11

Future Communications Opportunities.....14

Guiding Documents and Procedures.....15

City Overview

The City of Signal Hill is a vibrant and historically significant community, known for the discovery of oil in 1921. Commonly referred to as an “oil town,” Signal Hill has grown into a diverse city that honors its rich history while embracing a bright future. Covering 2.2 square miles, the City is perched on a prominent hill in Los Angeles County and is completely surrounded by the City of Long Beach. Incorporated in April 1924, Signal Hill is home to approximately 11,563 residents, with a median age of 40 (Census Reporter).

The City is strategically located at the midpoint between Los Angeles County and Orange County, adjacent to the Ports of Long Beach and Los Angeles. Bordered by three major freeways, the City is highly accessible from nearly any direction, making it a prime location for business and commerce. Signal Hill features a vibrant commercial corridor that includes major retailers, successful auto dealerships, and a variety of thriving small businesses. The City is a centerpoint located near Los Angeles International Airport (LAX), Long Beach Airport, John Wayne Airport, I-405 and I-605, about 30 minutes from downtown Los Angeles, and only 3 miles from the beach.

Home to eleven parks and several notable monuments, the City also offers some of the region’s best hiking opportunities, with a multi-mile trail system featuring varied terrain that is open year-round and welcoming to hikers of all skill levels. A standout destination is Hilltop Park, known for its breathtaking panoramic views of the Pacific Ocean from San Pedro to Newport Beach, as well as Catalina Island, the Santa Monica Mountains, downtown Los Angeles, and Long Beach. The park is also located close to the Unity Monument, a tribute to the victims of September 11, framed by the backdrop of the San Gabriel Mountains and surrounding valleys.

Signal Hill offers the charm of a small-town neighborhood with a quiet, welcoming atmosphere. With scenic views, tree-lined streets, well-maintained parks, and a strong sense of community pride, the City is a great place to live, work, and play. Signal Hill is also deeply committed to fostering inclusivity, equity, and belonging for all.

Census Reporter. “Signal Hill, CA – Profile”. Accessed [November 4, 2025]
<https://censusreporter.org/profiles/16000US0671876-signal-hill-ca/>





Mission Statement

The City of Signal Hill is committed to delivering clear, concise, proactive, and transparent communication to residents, businesses, stakeholders, and visitors.

Background

The City of Signal Hill seeks to establish a strong framework for effective communication and information exchange with our diverse community, including residents, property owners, businesses, City staff, schools, childcare facilities, visitors, news media, nonprofit organizations, neighboring communities, and regional and state agencies. Our aim is to foster transparent, timely, and engaging communication that strengthens community ties and supports collaborative partnerships.

Goals and Objectives

By grounding our Communications Plan in what residents shared in the Citywide Communication Survey, we ensure that our approach is not just strategic but also reflective of community priorities. This plan is a living document, continually shaped by the voices of the people who live, work, and play in Signal Hill.

1 Inclusivity & Accessibility

Resident feedback showed that language and accessibility barriers can limit participation. To address this, we are committed to delivering equitable communication that reaches all members of our community.

Strategy Deliverables: Inclusive communications through multiple formats including print, online, social media, and in-person, ensuring accessibility, translations, and clear language.

Measurement: Track translation usage, accessibility requests, and engagement rates across platforms to ensure communications reach diverse audiences.

2 Transparency & Responsiveness

Community members want open dialogue with the City and a sense that their voices are heard. We will continue to refine communications based on resident input.

Strategy Deliverables: In-person town hall meetings and community-wide surveys.

Measurement: Monitor participation levels, survey responses, and feedback trends to evaluate responsiveness and identify areas for improvement.

3 Omni-Channel Engagement

Residents emphasized the importance of multiple ways to access City information. We aim to provide flexible, multi-platform communication that meets the needs of all community members.

Strategy Deliverables: Regularly update the City website with fresh, accessible content, explore and adopt new communication technologies, and maintain active social media channels.

Measurement: Track website analytics, social media engagement, and technology adoption to ensure content is reaching and connecting with the community effectively.

Branding and Marketing

City Seal (1930):

The City's first seal was created in the 1930s, and pictured the hilltop, with a mansion, a tree, a water tower and oil derricks of various sizes.



City Seal (1960):

In the 1960s, the City updated the original seal. This seal symbolized progress, transportation, and globalization.



City Seal (1970):

In the 1970s, the City Seal was updated with a design that shows commercial progress and future movement.



City Seal (1980):

In the 1980s, the City Seal was updated. This seal would be the longest standing seal to date. Around the top half of the margin of the Seal were 31 stars with the words "City of Signal Hill" directly underneath. The Seal shows a Native American woman watching a signal fire, with a cornucopia directly under depicting two oil derricks and two birds flying. There are five zinnias of orange, coral, yellow, lavender, and maroon along the bottom quarter. The City's incorporation year of 1924 is in the bottom center of the Seal.



Current City Seal (2024):

In 2024, to commemorate the City's upcoming centennial year, the City updated the seal to reflect a more modern, fresh look while maintaining key historical elements. Around the top half of the margin of the Seal is the city's name, with the lower half of the margin surrounded by the words, "A Beacon of Progress." The middle inner circle section of the Seal contains a flame, with orange and red zinnia flowers immediately behind the flame surrounding it on the lower portion of the inner circle. On the right side of the flame there is a gray oil derrick, and two black and white eagle feathers paying tribute to the region's Native American tribes on the left of the flame. The Pacific Ocean and Catalina Island are represented in the background. The City's year of incorporation, 1924, is located at the top of the seal below the city's name.



Centennial City Seal (2024 only):

This commemorative seal was created to celebrate Signal Hill's 100th anniversary, and was used for centennial-related events, campaigns, and materials.



City Logo:

The official logo of the City of Signal Hill that is displayed on official City documents, stationery, and monument signs.



95th Anniversary City Logo (2019):



Centennial City Logo (2024):

The Centennial City Logo was created to commemorate the City of Signal Hill's 100th anniversary. The design features the number "100" to symbolize a century of community, progress, and pride. It highlights Signal Hill's historic milestones while reflecting the City's forward-looking vision. The logo was used throughout the Centennial year on City communications, events, and marketing materials to celebrate this significant milestone in the City's history.



Leadership Academy:

The logo represents the Signal Hill Leadership Academy (SHLA), giving residents an inside look at local government through interactive sessions led by City staff and officials. Participants learned how the City works, how to get involved, and how to connect with their community.



Signal Hill Public Library:

A logo representing the Library as a place of learning and community, highlighting the programs and services it offers.



Youth Programs (Youth Sports):

Used to identify programs and sports opportunities for youth.



Youth Programs (Camps):

These logos represent the camp programs and services offered to youth.



Shop Local:

A promotional logo supporting local businesses and encouraging residents to shop within Signal Hill.



Police Badge:

An official symbol representing the Signal Hill Police Department, used exclusively for identification and official purposes.



Police Patch:

A uniform emblem identifying members of the Signal Hill Police Department, symbolizing service and community protection.



We are Signal Hill:

A community identity and engagement logo used for City campaigns and outreach that highlight civic pride and unity.





City Communications Assets

The City of Signal Hill uses a variety of communication tools to connect with our diverse, multi-generational community. With a median age of 40 and an adult population spanning ages 18–90+, our approach combines traditional methods with digital outreach to ensure timely and effective information-sharing. Over time, our communication strategy has evolved by listening to community feedback and analyzing how residents access information, allowing us to refine our channels and better meet the needs of our community.

Digital & Social Media (Existing Communication Assets)

City Website

Our City website offers a wealth of resources and in-depth information from every department. It is continuously updated with important news and announcements.

Electronic Billboards

Electronic billboards display real-time information to the public, including upcoming events and important resources. These billboards help keep residents and visitors informed while traveling through the City.

Email: City Staff

A direct way for residents to ask questions and receive timely responses from City staff about programs, resources, services, and community events.

E-Notify Texts

Signal Hill's alert system sends email notifications about emergencies, road closures, and important City updates. Residents can sign up on the City's website to stay informed.

E-Newsletter

Produced monthly and delivered by email, the City's E-Newsletter shares events, Library activities, Public Works improvements, Business Spotlights, Human Resources employment opportunities, City initiatives, and other important news.

Local TV Cable Channel

The City of Signal Hill broadcasts on local cable TV, Charter Spectrum Channel 3 and Frontier FIOS Channel 28. Programming runs 24 hours a day and includes City Council meetings, community messages, news updates, and City event highlights.

Phone Call: City Staff

Residents can call City departments directly to ask questions, request services, or get information about programs, events, and City services.

Press Releases

Press releases are used to share official news and important updates with the community and media. These announcements provide timely information about City services, events, public safety, and other key topics.

Media Wall

The Media Wall is a digital display located in the Parks and Recreation Library Services Department and the Signal Hill Public Library. It highlights City news, upcoming events, public service announcements, and community updates, providing an engaging way to keep visitors and residents informed while at these municipal facilities.

Nixle Alerts and Messages

Real time emergency alerts

Nixle is an opt-in alert and warning system that connects the City of Signal Hill with the community before, during, and after critical events. It enables real-time, two-way communication, allowing City staff to send targeted voice, SMS,

email, or social media messages in English and Spanish. Because users must opt in to receive Nixle alerts, the City may also use Wireless Emergency Alerts (WEA) or Reverse 9-1-1 calls to notify residents of incidents requiring immediate action, such as evacuations or active shooter situations.

School News

Messages from the Mayor to the Long Beach Unified School District highlighting City events, programs, and updates relevant to students.

Signal Hill Now App

Residents can use the Signal Hill Now app to pay bills, apply for permits, rent City facilities, obtain a business license, register for programs, and explore Community Services events. The app also allows you to reserve spaces, pay fees, request services, report issues such as graffiti or dumped items directly to Public Works, and manage your water services, all from your phone.

Social Media Platforms

Active presence on Instagram (2,412 followers), Facebook (1,879), X/Twitter (164), LinkedIn (441), and YouTube (250), with steady growth in audience size and engagement.



Community Input

Earlier this year, the City conducted a Citywide Communication Survey, which highlighted a clear community desire for more accessible, timely, and inclusive communication. Residents emphasized the need for multiple ways to stay informed from social media to printed materials and opportunities to share their perspectives with the City. This feedback directly shaped the goals of our Communications Plan, ensuring it reflects the priorities and needs of our community.

To remain responsive and relevant, the following principles will guide the implementation of this Communications Plan:

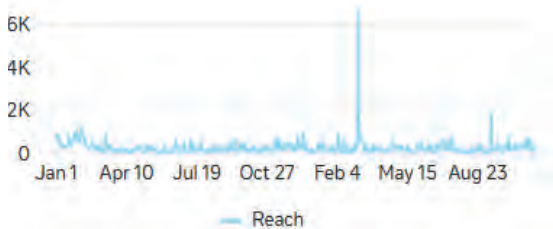


Insights & Analytics (January 1, 2024 – November 14, 2025)

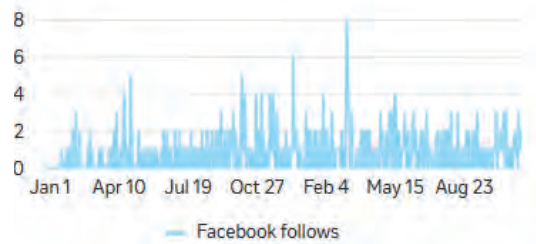
Facebook

We've seen strong growth across our Facebook metrics. Our total reach increased by 70.6k, and content interactions reached 5.9k. We also gained 480 new followers over the past year and 17.6k profile visits.

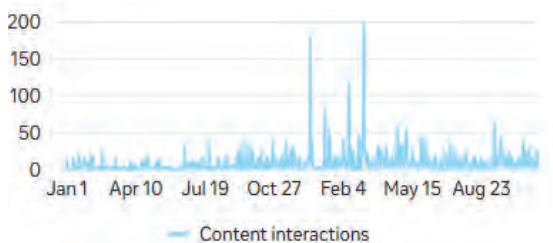
Reach: 70.6K ↑ 117.1%



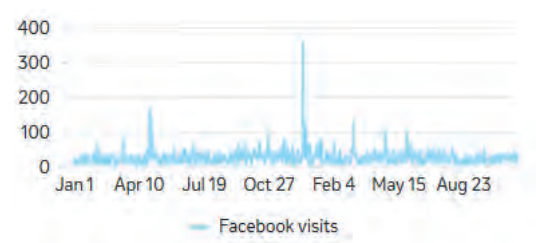
Follows: 480 ↑ 162.3%



Content Interactions: 5.9K ↑ 2.3K%



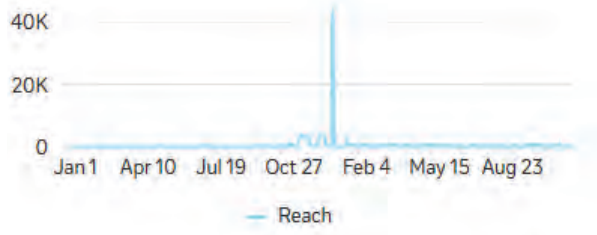
Visits: 17.6K ↑ 1.5K%



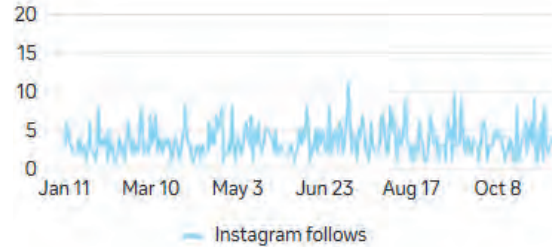
Instagram

We've seen strong growth across our Instagram metrics. Total reach increased by 150.2k, with 5.7k content interactions. We also gained 998 new followers over the past year and 15.8k profile visits.

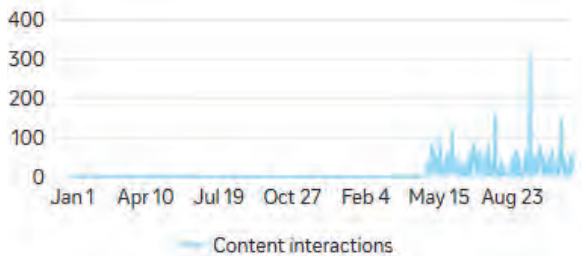
Reach: 150.2K ↑ 15.1K%



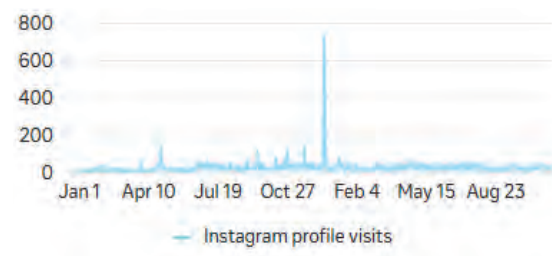
Follows: 998



Content Interactions: 5.7K ↑ 100%



Visits: 15.8K ↑ 2.4K%



Engagement and Campaign Highlights

- Mayor's Minute videos
- City programs and events
- Public Works crews in action
- Employment opportunities
- City Council meeting recaps
- Community recognitions and observance days highlighting City departments
- Capital Improvement Project updates
- Emergency preparedness tips
- Other City news and information

Summer on the Hill Brochure

"Summer on the Hill" is the City's seasonal program guide featuring a variety of free, family-friendly community events throughout the summer months. It serves as the official roadmap for all major summer offerings, celebrating community, entertainment, safety, and local engagement.

Digital & Social Media (New Communication Assets)

City Views Flipbook

A magazine converted into digital format. City Views delivers news, information, programs, and events. This magazine highlights everything that makes our City truly unique.

Spotlight on Small Business

Selected businesses are featured in a video recorded on-site, which is later shown at a City Council meeting and shared through the City's social media platforms and newsletters.

We Are Signal Hill Campaign

To celebrate the people who make Signal Hill a special place, this campaign will feature short videos highlighting residents, City employees, and local business owners. Each video will spotlight a familiar face in the community sharing what Signal Hill means to them. This initiative will foster community pride, strengthen connections, and personalize City communications by putting a spotlight on the individuals who contribute to Signal Hill's unique character.

In-Person Media (Existing Communication Assets)

City Council Meetings

City Council Meetings offer residents the opportunity to attend and engage in formal dialogue with elected officials on City matters. This remains the most structured form of communication between the City and the community.

City Events

Citywide events attract a diverse audience of both Signal Hill residents and visitors. From Spring Fest, Movies in the Park, Concerts in the Park, National Night Out, and more, these gatherings provide valuable face-to-face opportunities for City staff and elected officials to connect with the community in an informal setting.



City Banners

Displayed at City facilities and along Cherry Avenue to promote upcoming events and programs.

City Views Magazine

Published three times a year and mailed to every Signal Hill address, City Views magazine delivers news and information about upcoming City programs and events.



Community Announcements

Announcements are shared during City Council Meetings to highlight upcoming events, programs, and important community information.

Committee Meetings

Committee meetings are public gatherings where members of a City committee, such as the Sustainable City Committee or Diversity Coalition Committee, discuss issues, review proposals, and make recommendations on specific City initiatives. These meetings allow residents to observe and engage in the City's decision-making process.

Commissioner Meeting

Commissioner meetings are attended by appointed commissioners who serve on one of the City's three commissions: Planning Commission, Parks & Recreation Commission, or Civil Service Commission. Commissioners are selected through an application and interview process and may only serve on one commission. These meetings provide formal oversight and guidance on matters within each commission's jurisdiction.

Mail: City Staff

Residents can send written correspondence to City departments to ask questions, submit requests, or receive information about programs, services, and community events.

Print Media

For visitors to City Hall, the Police Department, and the the Parks, Recreation, and Library Services Department, printed materials such as flyers, handouts, are readily available throughout our public facilities to share important news and updates.

Citywide Survey Results

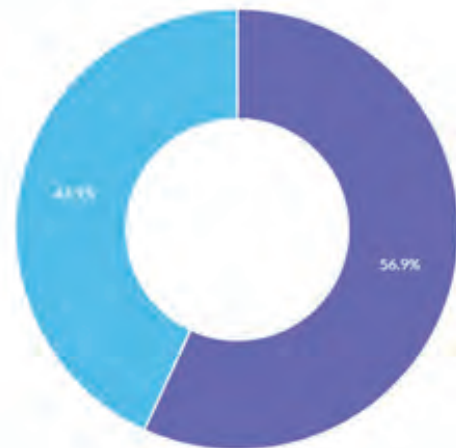
To develop an effective communications strategy, the City relies on meaningful community input and data. Community members were invited to share their preferred ways of receiving City news and information through both digital and traditional surveys. The digital survey was promoted through social media, the City website, A-frame posters at the Signal Hill Public Library and City Hall, the E-Newsletter, and email. For those who preferred a traditional option, paper copies were available at City Hall, Signal Hill Public Library, and City events, including Concerts in the Park and National Night Out. The survey received a total of 58 responses.



Survey Results

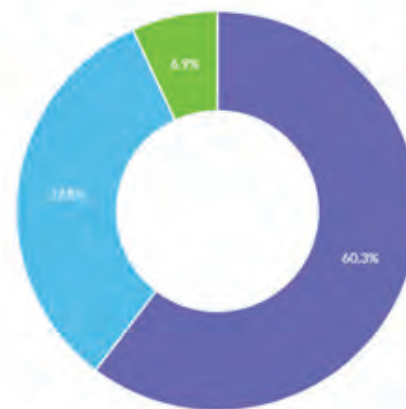
Do you live in the City of Signal Hill?

Choice	Total
Yes	33
No	25

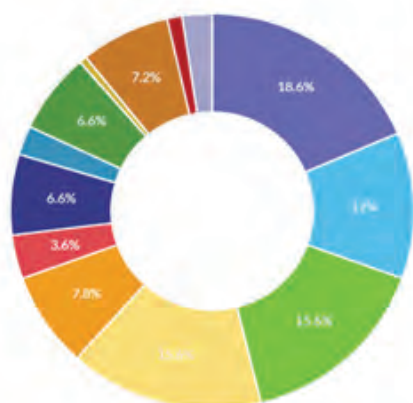


How satisfied are you with the City's efforts to share important news, resources, events, and updates?

Choice	Total
Very satisfied	35
Neutral	19
Very dissatisfied	4



How do you usually receive information from the City? (Select all that apply.)



Choice	Total
Social Media	31
E-newsletter	20
City Views magazines	26
City Website	26
E-Notify texts or email	13
City Council meetings	6

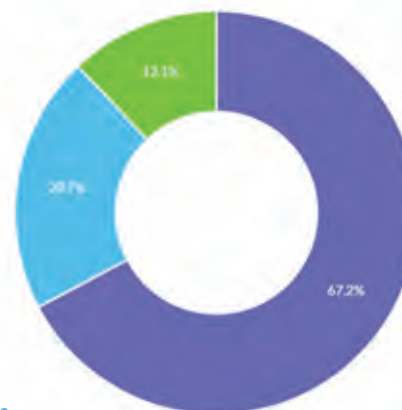
Choice	Total
Community announcements	11
Water Billing insert	4
Senior Scoop	11
Signal Hill Cable TV	1
Summer on the Hill	12

Are you subscribed to the City's monthly E-newsletter?



Choice	Total
Yes	24
No	27
I'm not sure how to subscribe	7

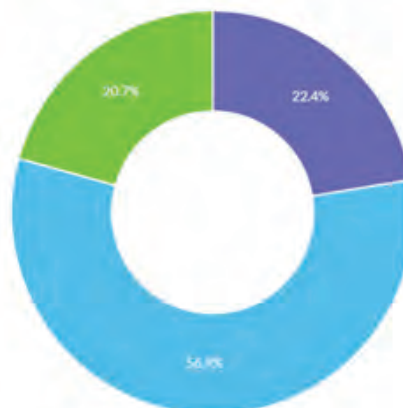
Do you read the City Views magazine?



Choice	Total
Yes	24
No	27
I haven't heard of it	7

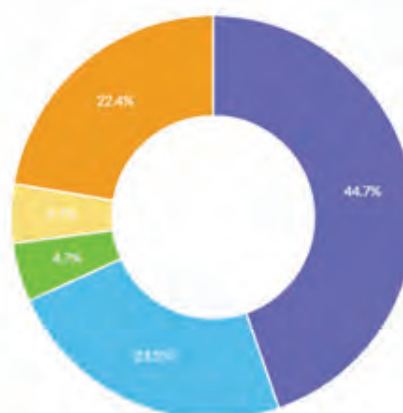
Do you use the “Signal Hill Now” mobile app to register for programs, request services, or manage your water account?

Choice	Total
Yes	35
No	19
I haven't heard of it	4

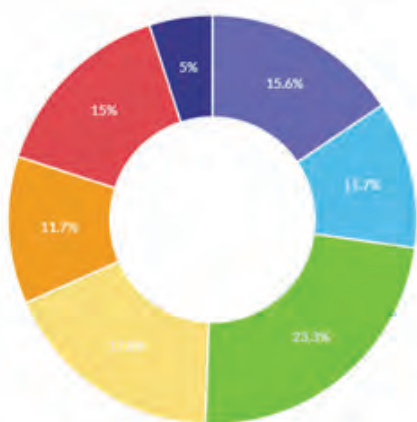


If you use social media, which platforms do you prefer?

Choice	Total
Instagram	38
Facebook	20
X (Twitter)	4
LinkedIn	4
YouTube	19



What types of updates would you like to receive more often?



Choice	Total
Capital improvement projects	28
Career opportunities	21
City events	42
City resources	32
Affordable housing	21
Public Safety	27
Other (please specify)	9

Future Communications Opportunities

To strengthen community engagement and enhance the City's visibility, the Communications Division will focus on targeted initiatives that align with the goals of this Communications Plan. These initiatives are designed to build trust, expand reach, and ensure residents have timely, accurate information.

A Day in the Life of a City Employee

To showcase the dedication and teamwork of our City employees, we will produce a short video featuring City staff in action throughout their workday. The video will highlight different departments, from public works and library services to police and parks, capturing authentic moments of staff serving the community. This engaging visual will help residents connect with the people behind City services and reinforce community pride. The video will be shared across our social media platforms.

Be the First and Most Trusted Source for Signal Hill News

Signal Hill is committed to delivering information that residents can rely on, no matter their demographic or preferred communication channel. Whether in person, in print, via email, or on social media, residents will have consistent access to current, reliable updates. As communication tools and technologies evolve, the Communications Division will stay ahead of trends, adopting and implementing new methods Citywide to keep our community informed.

City Podcast

A communication platform where current and former elected officials, City employees, and other community voices can engage in open conversations on topics of interest. This initiative allows for meaningful dialogue and connection with a broader audience.



City Calendar & Community Resources Guide

The City Calendar and Community Resource Guide will serve as a comprehensive, user-friendly publication designed to keep residents, businesses, and visitors informed and connected. The guide will provide an overview of city services, departments, programs, and community resources, along with key contact information to help residents easily access the support and services available to them.

In addition, the calendar highlights important city meetings, special events, recreational programs, library activities, and seasonal offerings throughout the year. By combining essential city information with an annual schedule of events and activities, the guide will promote civic engagement, encourage community participation, and support transparency and accessibility in city operations.

The City Calendar and Community Resource Guide will be valuable tools that reflect Signal Hill's commitment to communication, community connection, and quality of life for all who live, work, and visit the city.

Guiding Documents and Procedures

Citywide Local Hazard Mitigation Plan (2025)

Created in response to the Disaster Mitigation Act of 2000, which requires state and local governments to prepare plans identifying hazards, potential losses, and mitigation strategies. This plan supports the City of Signal Hill's emergency management and land use planning efforts. It updates the 2018 plan and maintains eligibility for Hazard Mitigation Grant Program (HMGP) funding.

City Use of Auto Center Freeway Sign (1998)

The City shall have the right to use ten percent (10%) of the operational time of the freeway identification sign to display public service messages at no cost. This 10% allocation corresponds to approximately six frames. City public service messages will be displayed in

rotation with all other messages on the sign and distributed throughout each day during normal operating hours. The allocation of these messages will follow the same schedule as that used for Association and Owner advertising. The City shall have sole discretion over the content of its public service messages, which will be provided to the Association for display.

Electronic Communication Devices Use Policy (2024)

This policy establishes guidelines and expectations for the use of City-issued cell phones, personal cell phones, and other mobile communication devices ("electronic communication devices" or "ECDs"), as well as reimbursement for personal ECD use for City business. It is intended to ensure proper use, protect sensitive information, and ensure compliance with applicable laws, including the California Public Records Act (CPRA).



Electronic Signature Policy (2021)

The purpose of this policy is to enable the City of Signal Hill to utilize electronic records and electronic signatures, including digital signatures, to the fullest extent permitted by law, without limiting the City's ability to use them in any manner. All use of electronic records and signatures shall comply with applicable laws and City administrative policies and procedures, as may be amended from time to time by the City Manager. This policy does not override any law that requires a handwritten signature, nor does it restrict the City's right to conduct business or complete transactions on paper or in other non-electronic formats..

Strategic Plan (2023–2028)

Guided by our vision, the future we aspire to create, our mission, how we plan to achieve it, and our core values that shape how we serve our community. We invite the public to explore the plan and learn more about our goals for the years ahead.

Social Media Policy (2022)

Establishes guidelines for City use of social media sites. The City has an overriding interest and expectation in protecting the integrity of the information posted on City Social Media Sites and the content that is attributed to the City and its officials and employees. This policy applies to City officials, employees, contractors, volunteers, and any other person or entity participating in social media on behalf of the City as part of their duties.

Policy Public Information (1998)

The City promotes transparent media relations by encouraging staff involvement while designating a central contact to coordinate inquiries and ensure accurate information is shared.

Use of City Seal and/or City Logo

Signal Hill Municipal Code § 1.02.130 (2008)

The City Seal and City Logo are the property of the City of Signal Hill. The City Seal and City Logo are, and have been established and designated to identify official City facilities, events and publications. The impression of the City Seal/City Logo shall be made and used upon official documents executed by the City or its duly authorized officials. It shall be unlawful for any person to make, reproduce, manufacture, display or use the City Seal/City Logo, or its design or any design so closely resembling the same as to be apt to deceive or be reasonably mistaken for in any way the City Seal, for any purpose other than for the official business of the City.

City of Signal Hill. Adoption of Ordinance No. 2008-11-1392: Adding a New Chapter 1.02 to the Signal Hill Municipal Code Regarding Use of the City Seal and City Logo(s). December 9, 2008.

Available at:
https://cityofsignalhill.granicus.com/MetaViewer.php?clip_id=86&meta_id=9144&view_id=2.

Use of City “Hill” Logo (1999)

The “Hill” logo may be used for promotional items (e.g., shirts, brochures, pens) but should not appear on official City stationery, documents, or vehicles. The official City Seal remains the required emblem for formal City materials

Use of City Media (2004)

The City provides media resources to announce events and share information that benefits the Signal Hill community. Use is prioritized for governmental agencies or community-focused groups, at no additional cost to the City, ensuring communications primarily serve the public rather than individual organizations.





City of Signal Hill
2175 Cherry Ave.
Signal Hill, 90755

CHECK US OUT ONLINE AT:
www.cityofsignalhill.org

Instagram and Facebook: @cityofsignalhill
 X: @signalhillcity YouTube: cityofsignalhillCA





CITY OF SIGNAL HILL
STAFF REPORT

2175 Cherry Avenue • Signal
Hill, California 90755-3799

1/13/2026

AGENDA ITEM

TO: HONORABLE MAYOR
AND MEMBERS OF THE CITY COUNCIL

FROM: CARLO TOMAINO
CITY MANAGER

BY: SIAMLU COX
ADMINISTRATIVE SERVICES OFFICER/FINANCE DIRECTOR

DAVID CASTRO
MANAGEMENT ANALYST

SUBJECT: ANNUAL REPORT ON DEVELOPMENT IMPACT FEES FOR FISCAL YEAR (FY)
2024-25

Summary:

In accordance California Government Code, Section 66006, the City is required to report on the status of Development Impact Fees (DIFs), including the collection of revenue and expenditures of these funds. This report summarizes the required annual financial information for Fiscal Year 2024-2025.

Strategic Plan Goals:

- Goal No. 1 Financial Stability: Ensure the City's long-term financial stability and resilience.
- Goal No. 3 Economic & Downtown Development: Improve the local economy, support local businesses, and create a vibrant downtown core.
- Goal No. 4 Infrastructure: Maintain and improve the City's physical infrastructure, water system, and recreational spaces.

Recommendation:

Receive and file the annual financial report findings relating to the Traffic Impact Fees, Park and Recreation Impact Fees, and the Water System Impact Fees required under the California Mitigation Act (AB 1600).

Fiscal Impact:

There is no fiscal impact related to receiving and filing this report, impact fee revenues and expenditures have already been approved as part of the City's budget. Reporting of this information satisfies the City's statutory requirements related to Development Impact Fees (DIF) for new development.

Background and Analysis:

California Government Code Sections 66000 through 66006 contain certain procedural requirements that apply to the collection of DIFs and the expenditure of these revenues. California Government Code, Section 66006, specifies accountability and annual reporting requirements pertaining to development impact fees; SB 1693 modified this code section as of January 1, 1997. While staff prepares an update to the DIF funds with the annually adopted budget, State law requires the City periodically provide reports and make findings to support the ongoing implementation of the current impact fee program. These requirements include: 1) an annual report of receipts, expenditures, and status of DIF funds; and 2) findings every five years providing specific information about certain fund balances. Staff presented the five-year report findings for the year ending June 30, 2022, to City Council at the January 10, 2023, meeting.

The annual report presents a review of the development impact fee activity, by account, for the fiscal year; the report does not include recommendations for any fee changes. However, fee changes that may have occurred during the year have been incorporated into this report. The report includes the following items:

- A. A brief description of the type of fee in the account.
- B. The amount of the fee.
- C. The beginning and ending balance of the account.
- D. The amount of fees collected, and interest earned.
- E. Identification of each public improvement for which fees were spent, the total public expenditures for each improvement, and the percentage of the expenditures that were paid for with development impact fees.
- F. An approximate date by which construction of the public improvement would commence if the City determined that sufficient funds have been collected to complete financing on an incomplete public improvement.
- G. Amount of refunds or re-allocation of development impact fees made pursuant to Government Code 66001

The Water System Impact Fee is considered a capacity fee and is treated differently than other fees under AB 1600 and is not subject to the same findings and accounting requirements. Nonetheless, the Water System Impact fees have historically been a part of this report and are included for full disclosure.

California Government Code, Section 66006(b)(1), requires each local agency to make public a

status report of its development fees within 180 days after the last day of each fiscal year. Section 66006(2) also requires each local legislative body to review the annual report on development fees at a public meeting not earlier than 15 days after the information is made available to the public. The City made its annual report available to the public on December 19, 2025.

The City published a notice in the Signal Tribune newspaper pursuant to Government Code Section 65091 (a)(4) on December 19, 2025, in accordance with Signal Hill Municipal Code Section 1.08.010 on or before December 30, 2025.

As explained in the report, the City has continued to collect and program DIFs to fund important transportation, parks, and water improvement projects needed to address new growth. Staff recommends the City Council receive and file the annual impact fee report in compliance with State codes governing impact fees.

Attachment

A. Annual Impact Fee Report - June 30, 2025



City of Signal Hill Annual Impact Fee Report

For the Fiscal Year Ending June 30, 2025

TABLE OF CONTENTS

INTRODUCTION AND BACKGROUND.....	1
Requirements for Development Impact Fee Reporting.....	1
Establishing a Reasonable Relationship.....	2
Funding of Infrastructure	2
 ANNUAL REPORT.....	 4
Description of Impact Fee Programs	4
Current and Pending Impact Fee Schedules.....	5
Annual Financial Summary.....	10
Traffic Impact Fee Fund	11
Park and Recreation Impact Fee Fund	12
Water System Fee Fund	13
Approximate Date of Construction.....	14
Interfund Transfers or Loans.....	16
Summary of Refunds	16

INTRODUCTION AND BACKGROUND

In California, State legislation sets certain legal and procedural parameters for the charging of development impact fees. This legislation was passed as AB 1600 by the California Legislature and is now codified as California Government Code Sections 66000 through 66008 ("Mitigation Fee Act"). This State law went into effect on January 1, 1989.

Requirements for Development Impact Fee Reporting

The Mitigation Fee Act imposes certain accounting and reporting requirements with respect to the fees collected. The fees must be deposited in a special account to avoid commingling the fees with the City's other revenues or funds. Interest on each development fee fund or account must be credited to that fund or account and used only for those purposes for which the fees were collected.

The Mitigation Fee Act also requires any local agency that imposes development impact fees to prepare an annual report and a five-year report that provides specific information about those fees. This annual report has been prepared for the City of Signal Hill for the fiscal year (FY) ended June 30, 2025, in accordance with the provisions of California Government Code Section 66006 (b) and 66001 (d).

Annual Report

California Government Code Section 66006 (b) requires each local agency that imposes Development Impact Fees under the Mitigation Fee Act to prepare an annual report providing specific information about those fees for the previous fiscal year. Specifically, Section 66006 (b) requires that for each separate fund the local agency shall make available to the public the information shown below for the most recent fiscal year:

- 66006 (b) (1) (A): A brief description of the type of fee in the account or fund.
- 66006 (b) (1) (B): The amount of the fees.
- 66006 (b) (1) (C): The beginning (July 1) and ending (June 30) balance of a particular impact fee fund.
- 66006 (b) (1) (D): The amount of the fees collected, and interest earned by fund.

- 66006 (b) (1) (E): An identification of each public improvement upon which fees were expended and the amount of expenditures on each improvement including the total percentage of the cost of the public improvement that was funded with fees.
- 66006 (b) (1) (F): An identification of an approximate date by which the construction of the public improvement will commence if the local agency determines that sufficient funds have been collected to complete financing on an incomplete public improvement.
- 66006 (b) (1) (G): A description of each interfund transfer or loan made from the account or fund, including the public improvement on which the transferred or loaned fees will be expended; and, in the case of an interfund loan, the terms of the loan, including the repayment schedule for the loan, and the rate of interest that the account or fund will receive on the loan.
- 66006 (b) (1) (H): A summary of any refunds made, and their respective amount, due to sufficient funds being collected to complete financing of scheduled public improvements and the amount of reallocation of funds made due to administrative costs of refunding unexpended revenues exceeding the amount to be refunded.

Per California Government Code Section 66006 (d), all funds established for the collection and expenditure of Development Impact Fees have additional requirements. For the fifth fiscal year following the first deposit into the fund and every five years thereafter, the local agency shall make all of the following findings with respect to that portion of the fund remaining unexpended, whether committed or uncommitted:

- Identify the purpose to which the fee is to be put;
- Demonstrate a reasonable relationship between the fee and purpose for which it is charged
- Identify all sources and amounts of funding anticipated to complete financing in incomplete improvements; and
- Designate the approximate dates on which the funding is expected to be deposited into the appropriate account or fund

State law requires the City to prepare and make available to the public the above information within 180 days after the last day of each fiscal year. The City Council must review the annual report at a regularly scheduled public meeting not less than fifteen days after the information is made available to the public. This report was filed with the City Clerk's office and available for public review on December 19, 2025.

Establishing a Reasonable Relationship Between the Fee and the Purpose for Which It Is Charged

Development Impact Fees provide the proportionate share of the funding for the City's capital facilities needs that can be reasonably attributed to new growth in the City. The revenue, in turn, provides the traffic, park and recreation, and water infrastructure and improvements necessary to mitigate the impacts of new residential, commercial, and industrial development on the City and its residents and businesses.

In order to ensure a reasonable relationship between the fee and the purpose for which it is charged, development impact fees in the City are derived based on mathematical calculations that consider future development, the facilities and infrastructure needed to serve that future development, and the estimated costs of those improvements. These mathematical calculations establish the relationship between contemplated future development, the facilities needed to serve that development, and the estimated costs of those improvements based on the City's Capital Improvement Program (CIP). The development impact fees are then used to fund facilities and infrastructure necessary to serve new development. Absent a comprehensive impact fee update, the development impact fees are typically adjusted annually in accordance with the Consumer Price Index and Engineering News Record Construction Cost Index according to the City's municipal code.

The 2026 Development Impact Fees will be updated to realign growth prospects in the City, the facility and infrastructure improvements required to mitigate the impacts of the anticipated growth, and the current costs of the required improvements.

Funding of Infrastructure

California Government Code Section 66002 states that local agencies that have developed a fee program may adopt a CIP indicating the approximate location, size, and timing of projects, plus an estimate for the cost of all facilities or improvements to be financed by fees.

The City has developed and adopted a CIP, which is updated annually during the normal budget process. The City's current, adopted Fiscal Year (FY) 2025-26 CIP can be found on the City's website as part of the City's adopted budget report.

As a CIP project is identified, the project is evaluated to determine the portion of the project that will serve existing residents and businesses versus new development. This analysis is used to determine the

portion of the project that is eligible to receive impact fee funding. The anticipated funding and commencement dates for projects are indicated and may be adjusted, as needed, to reflect the needs of the community, funding constraints, and development priorities. Any modification of impact fee funding within the CIP requires Council action. Mid-year CIP budget adjustments occur as needed wherein staff seeks City Council approval to modify the CIP list of projects, or to modify the budget allocated to specific CIP projects.

ANNUAL REPORT

Description of Impact Fee Programs

66006(b)(1)(A) and 66013(d)(1)

Pursuant to Chapter 21 of the Signal Hill Municipal Code (SHMC), the City has three development impact fee programs.

Traffic Impact Fee. Pursuant to Chapter 21.48 of the SHMC, all development projects which are not otherwise exempt pursuant to Section [21.04.050](#) shall be required to pay traffic impact fees.

Park and Recreation Impact Fee. Pursuant to Chapter 21.40, the applicant for any development project which results or will result in the construction of a) chargeable space and/or b) a residential housing unit, not otherwise subject to an exemption under this title, shall be required to pay a park and recreation impact fee.

Water System Impact Fee. Pursuant to Chapter 21.44, the applicant for any development project which consists totally or in part of commercial/industrial property and the applicant for any development project which includes any residential dwelling units shall be required to pay a water impact fee.

1. **Traffic Impact Fee (SHMC 21.48.010).** The traffic fee is a means by which the city can collect funds for the acquisition, improvement, and expansion of street, parkway, thoroughfare, intersection, and other traffic and circulation improvements. This is intended to authorize the imposition of reasonable fees related to new development so that the burdens of installing public

improvements, the need for which is created by certain new development projects, and which will benefit certain land in addition to such development projects, will be required to be borne by all of the land so benefited.

2. **Park and Recreation Impact Fee (SHMC 21.40.010).** The park and recreation impact fee is a means by which the city can collect funds for the acquisition, improvement, and expansion of park and recreation facilities. This fee shall be known as the park and recreation impact fee. Pursuant to Chapter 21.40.020, the applicant for any development project which results or will result in the construction or reconstruction of chargeable space not otherwise subject to an exemption under this title shall be required to pay a park and recreation impact fee. Chargeable space is defined in Section 21.08.030 as follows:

"Chargeable space" means all of the square footage covered and enclosed within the perimeter of a commercial or industrial structure, not including garages, parking structures, outdoor walkways, utility or disposal areas, elevator shafts, or stairways.

3. **Water Impact Fee (SHMC 21.44.010).** The water impact fee provides a mechanism by which the city can finance the reasonable costs of constructing new water system facilities made necessary by development projects, through the imposition of water system connection charges. This fee shall be known as the water system connection charge.

Current Impact Fee Schedules

66006(b)(1)(B)

Traffic Impact Fee

The fee in effect during the fiscal year ending June 30, 2025, for Traffic are presented below in accordance with the Signal Hill Municipal Code (SHMC):

SHMC 21.48.040 Calculation of minimum traffic impact fee.

The minimum traffic impact fee (the "Minimum Traffic Impact Fee") established under this chapter shall be calculated in accordance with the provisions of this section as follows:

- A. Residential Uses. Traffic impact fees for residential uses shall be based upon the number of dwelling units and shall be equal to \$697.57 per dwelling unit.
- B. Industrial Uses. Traffic impact fees for industrial uses shall be based upon the chargeable space in square feet of the building and shall be equal to \$0.99 cents per square foot.
- C. Commercial Uses. Traffic impact fees for commercial uses shall be based upon the chargeable space in square feet of the building and shall be equal to the following:
 - 1. For high intensity commercial uses, the fee shall be \$8.26 per square foot. "High intensity commercial" shall include discount club, drive-through fast food restaurants, drive-through banks or savings and loans, and other commercial uses determined by the director of community development to be high-traffic generating commercial uses. Generally, such uses would be those projected to generate over six p.m. peak hour trips per one thousand square feet.
 - 2. For office uses, the fee shall be \$1.62 cents per square foot. "Office," as determined by the director of community development, shall generally include property used exclusively for professional offices, including accounting, architectural, engineering, insurance, legal, medical, dental, optometric and clinical.
 - 3. For all other commercial uses, the fee shall be \$4.12 per square foot.

SHMC 21.48.050 Alternate traffic impact fee.

- a. The minimum traffic impact fee calculated pursuant to Section 21.48.040 is intended to represent the fair and reasonable impact attributable to each new development calculated on a per-foot basis. However, due to variations in the intensity of commercial and industrial uses, it is necessary to provide an alternative method of fee calculation where the intensity of use will generate additional trips beyond those calculated pursuant to Section 21.48.040 to ensure all new development adequately contributes to new transportation improvements. Accordingly, notwithstanding Section 21.48.040, an alternate traffic impact fee of \$687.87 per peak hour trip (the "Alternative Fee") shall apply if the director of public works determines that a particular project's total p.m. peak hour trip generation is fifty percent or more above the p.m. peak hour trip generation which would typically be anticipated for the use. The p.m. peak hour trip generation rates published

in the manual shall be used to make the determination. Accordingly, the alternative fee will apply if the p.m. peak hour trip generation rates exceed the following:

1. Industrial Uses. If an industrial project will generate more than 2.16 p.m. peak hour trips per one thousand square feet, then the applicant shall be charged the alternate traffic impact fee.
 2. High Intensity Commercial Uses. If a high intensity commercial project will generate more than 18 p.m. peak hour trips per one thousand square feet, then the applicant shall be charged the alternate traffic impact fee.
 3. Office. If an office project will generate more than 3.51 p.m. peak hour trips per one thousand square feet, then the applicant shall be charged the alternate traffic impact fee.
 4. Commercial Uses. If a commercial project, other than a project determined to be a high intensity commercial or office project, will generate more than nine p.m. peak hour trips per one thousand square feet, then the applicant shall be charged the alternate traffic impact fee.
 5. Mixed Uses. Total project p.m. peak trip generation for mixed use development shall be determined by calculating the trip generation of each use in the project using the trip generation rates established in Section 21.48.040 above.
- b. Offset for Transportation Mitigation Measures. In the event the director of public works does determine that the alternative fee applies, the director of public works shall inform the applicant of such determination, the reasons therefor, and the calculation of the alternative fee. The applicant may then propose a transportation mitigation program (the "Mitigation Program"). The mitigation program may include an array of measures to reduce trips, modify trip profiles, alter the means of transportation, promote public transportation, construct, or contribute to additional infrastructure improvements, or other similar measures. The mitigation program must be long term and incorporated in a recorded covenant, agreement, or other agreement in a form approved by the city attorney. The director of public works shall determine the number of peak hour trips that should be credited against the alternative fee due to the implementation of the mitigation program, but in no event shall the fee be reduced below the minimum traffic impact fee.

Park and Recreation Impact Fee

The fee in effect during the fiscal year ending June 30, 2025, for Park and Recreation are presented below in accordance with the Signal Hill Municipal Code (SHMC):

SHMC 21.40.020 Fee for chargeable space.

The applicant for any development project which results or will result in the construction or reconstruction of chargeable space not otherwise subject to an exemption under this title shall be required to pay a park and recreation impact fee of eighty-four cents (\$0.84) per square foot of chargeable space, payable at the time of the final inspection or certificate of occupancy, whichever is later. This fee shall be adjusted each January from and after its effective date by the amount of increase in the consumer price index, "All Urban Consumers" for the preceding twelve-month period as published by the United States Department of Labor, Bureau of Labor Statistics for the Los Angeles-Anaheim-Riverside metropolitan area, or such other price index deemed approximate by city council in the event such consumer price index is discontinued. The annual adjustment shall be made in connection with the preparation and review of the city's annual budget.

(Ord. 91-06-1100 § 1 (part))

SHMC 21.40.030 Fee for residential units.

The applicant for any development project which results or will result in the construction of a residential housing unit, not otherwise subject to an exemption under this title, shall be required to pay a park and recreation impact fee of an amount as follows:

- Single-family dwelling unit \$26,385/unit
- Multifamily dwelling unit \$18,198/unit

Water System Impact Fee

The fee in effect during the fiscal year ending June 30, 2025, for Water System are presented below in accordance with the Signal Hill Municipal Code (SHMC):

SHMC 21.44.020 Commercial/industrial connection charge.

The applicant for any development project which consists totally or in part of commercial/industrial property shall be required to pay a water system connection charge of four dollars ninety-one cents (\$4.91) per square foot of chargeable space on the commercial/industrial portion at the time an

application for utility service is received by the city. This charge represents the reasonable pro rata share on a per square foot basis of additional water system facilities, and replacement water system facilities required as a result of new commercial/industrial development projects and the cost of obtaining additional water rights to service new commercial/industrial development.

SHMC 21.44.030 Residential connection charge.

- A. The applicant for any development project which includes any residential dwelling units shall be required to pay a water system connection charge thereof at the time an application for utility service is received by the city. This charge shall be based upon meter size and capacity, calculated from a proportionate share of the total additional water system facilities attributable to new residential development. This residential connection charge is calculated on the pro rata basis of the cost of providing new water system facilities, the proportionate share of replacement water system facilities caused by new residential development projects, and the cost of obtaining additional water rights to service new residential development.
- B. The specific amount of the water connection charge shall be as follows:

Meter Size	Connection Charge
5/8" - 3/4"	\$16,494.37
1"	\$27,667.87
1 1/2"	\$54,807.34
2"	\$88,093.73
3"	\$175,856.38
4"	\$275,093.51
6"	\$549,654.16
8"	\$879,552.78

SHMC 21.44.040 Adjustment to water system connection charge.

On an annual basis, and in connection with the preparation and review of the city's annual budget, the commercial/industrial connection charge and the residential connection charge shall be increased by any annual increase in the Construction Cost Index for Los Angeles, or the surrounding area as published in the Engineering News Record. Any further or other adjustments to either the commercial/ industrial connection charge or residential connection charge shall require an engineer's report, public hearing, and findings pursuant to Section 21.18.030.

Annual Financial Summary

Table 1

Annual Financial Summary

Statement of All Impact Fee Programs' Revenues, Expenditures, and Changes in Fund Balance For the Fiscal Year Ending June 30, 2025

	Fee Program		
	Traffic	Parks & Recreation	Water
Revenues			
Fees	-	-	-
Interest	49,154	36,939	53,867
Other	-	-	-
Total Revenues	49,154	36,939	53,867
Expenditures			
Capital Improvements	108,174	511,272	-
Other	-	-	-
Total Expenditures	108,174	511,272	-
Revenues over Expenditures	(59,020)	(474,333)	53,867
Beginning Fund Balance	980,533	752,000	1,047,200
Ending Fund Balance	921,513	277,667	1,101,067

Traffic Impact Fee Fund

The following tables respond to Government Code Section 66006(b)(1)(C), (D), and (E) for the Traffic Impact Fee Program.

Table 2
Traffic Improvement Impact Fee Fund
Statement of Revenue, Expenditures, Changes in Fund Balance
and History of Expenditures
Ending June 30, 2025

	FY 2024/25
Revenues	
Fees	-
Interest	49,154
Other	
Total Revenues	49,154
Expenditures	
Capital Improvements	108,174
Other	
Total Expenditures	108,174
Revenues over Expenditures	(59,020)
Beginning Fund Balance	980,533
Ending Fund Balance	921,513

FY 2024/25 History of Expenditures			
Improvement Name	FY 2024/25	Total Project Costs	% of Total Project Costs
Willow Street Corridor	12,760	300,000	4.25%
Redondo & 20th St Traffic Signal	76,968	627,714	12.26%
California & 27th - Street Widening	6,201	200,000	3.10%
City-Wide Street Signs - Phase I	12,245	200,000	6.12%
Total Capital Expenditures	108,174		

Park and Recreation Impact Fee Fund

The following tables respond to Government Code Section 66006(b)(1)(C), (D), and (E) for the Park and Recreation Impact Fee Program.

Table 3

**Park and Recreation Improvement Impact Fee Fund
Statement of Revenue, Expenditures, Changes in Fund Balance,
and History of Expenditures
Ending June 30, 2025**

	FY 2024/25
Revenues	
Fees	-
Interest	36,939
Other	-
Total Revenues	36,939
Expenditures	
Capital Improvements	511,272
Other	
Total Expenditures	511,272
Revenues over Expenditures	(474,331)
Beginning Fund Balance	752,000
Ending Fund Balance	277,669

	FY 2024/25 History of Expenditures		
Improvement Name	FY 2024/25	Total Project Costs	% of Total Project Costs
Hillbrook Park	511,272	2,259,623	22.63%
Total Capital Expenditures	511,272		

Water System Impact Fee Fund

The following tables respond to Government Code Section 66006(b)(1)(C), (D), and (E) and Section 66013(d)(2), (3), and (4)(A) and (B) for the Water System Impact Fee Program.

Table 4

Water System Improvement Impact Fee Fund

Statement of Revenue, Expenditures, Changes in Fund Balance, and History of Expenditures Ending June 30, 2025

	FY 2024/25
Revenues	
Fees	-
Interest	53,867
Other	
Total Revenues	53,867
Expenditures	
Capital Improvements	-
Other	
Total Expenditures	-
Revenues over Expenditures	53,867
Beginning Fund Balance	1,047,200
Ending Fund Balance	1,101,067

	FY 2024/25 History of Expenditures		
Improvement Name	FY 2024/25	Total Project Costs	% of Total Project Costs
	-		
Total Capital Expenditures	0.00		

Approximate Date of Construction

GC 66006(b)(1)(F)

Government Code Section 66006 (b) (1) (F) of the Mitigation Fee Act requires an identification of an approximate date by which the construction of the public improvement will commence if the local agency determines that sufficient funds have been collected to complete financing on an incomplete public improvement. The City has determined that there are nine public improvements for which sufficient funds have been collected to complete financing.

Traffic Impact Fees:

- 1. Willow Street Corridor Design Costs – to improve congestion relief and for major intersection improvement**
 1. Funded with Traffic Impact fee revenue.
 2. Design Costs began in FY 2021/22 and estimated to be completed by FY 2025/26.
- 2. California and 27th Street - street widening project to improve congestion**
 1. Funded with Traffic Impact fee revenue and general funds.
 2. Design costs began in FY 2020/21 and estimated to be completed by FY 2025/26.
- 3. Local Roadway Safety Projects (LRSP) – to comply with LRSP’s study safety requirements**
 1. Funded with Traffic Impact fee revenue, grants, and general funds.
 2. Estimated to start in FY 2024/25 and to be completed by FY 2026/27.
- 4. City-Wide Street Signs – to update all street signs city-wide**
 1. Funded with Traffic Impact fee revenue.
 2. Estimated to be completed in FY 2025/26.

Park Development Impact Fees:

- 5. Reservoir Park – new fence construction**
 1. Funded with Park Impact fee revenue.
 2. Estimated to be completed by FY 2025/26

- 6. City-Wide Park Design & Maintenance Master Plan - a study to prepare a master plan for all city parks, assessing each park and identifying maintenance requirements**
 1. Funded with Park Impact fee revenue.
 2. Estimated to be completed by FY 2025/26.

Water Development Impact Fees:

None

Interfund Transfers or Loans

66006(b)(1)(G) and 66013(d)(5)

Section 66006 (b) (1) (G) of the Mitigation Fee Act requires a description of each interfund transfer or loan made from the account or fund, including the public improvement on which the transferred or loaned fees will be expended; and, in the case of an interfund loan, the terms of the loan, including the repayment schedule for the loan, and the rate of interest that the account or fund will receive on the loan.

In the fiscal year ended June 30, 2025, there were no interfund transfers or loans made from any of the impact fee funds.

Summary of Refunds

66006(b)(1)(H)

Section 66006 (b) (1) (H) of the Mitigation Fee Act requires a summary of any refunds made, and their respective amount, due to sufficient funds being collected to complete financing of scheduled public improvements and the amount of reallocation of funds made due to administrative costs of refunding unexpended revenues exceeding the amount to be refunded.

At this time, all fees collected have been earmarked for current or future capital projects necessary to maintain the current levels of service to serve new development.



CITY OF SIGNAL HILL
STAFF REPORT

2175 Cherry Avenue • Signal
Hill, California 90755-3799

1/13/2026

AGENDA ITEM

**TO: HONORABLE MAYOR
AND MEMBERS OF THE CITY COUNCIL**

**FROM: CARLO TOMAINO
CITY MANAGER**

**BY: DAVID HOPPER
CITY TREASURER**

**SIAMLU COX
ADMINISTRATIVE SERVICES OFFICER/FINANCE DIRECTOR**

SUBJECT: WARRANT REGISTER PRESENTED JANUARY 13, 2026

Summary:

The Warrant Register is a listing of all general disbursements issued since the prior warrant register and are requested to be approved by the City Council.

Strategic Plan Goal(s):

Goal No. 1 Financial Stability: Ensure the City's long-term financial stability and resilience.

Recommendation:

Authorize payment of the Warrant Registers presented January 13, 2026.

Fiscal Impact:

The City has sufficient funds budgeted and available for payment.

Analysis:**Warrant Register for Council Meeting**

Payment Type	Payment Date	Payment Numbers	Total
Regular Check	11.25.2025	120880 THRU 120916	\$ 843,142.57
Regular EFT	11.25.2025	105124 THRU 105155	\$ 783,346.91
Regular Check	12.11.2025	120921 THRU 120968	\$ 369,186.01
Regular EFT	12.11.2025	105162 THRU 105191	\$ 1,137,535.23
Manual Check	12.01.2025	120917 - 120919	\$ 138,699.40
Voided Check	12.01.25	120917	\$ (3,298.85)
Manual Check	12.03.2025	120920	\$ 5,940.00
Manual DFT*	11.22.25 - 12.19.25	VARIOUS	\$ 106,808.11
Manual DFT*	12.04.25 - 12.05.25	VARIOUS	\$ 176,012.10
Manual DFT*	12.08.25 - 12.18.25	VARIOUS	\$ 544,679.40
Subtotal			\$ 4,102,050.88
Utility Billing Refund	11.25.2025	120875 THRU 120879	\$ 3,367.77
Utility Billing Refund	12.11.2025	120969 THRU 120972	\$ 1,704.33
Subtotal			\$ 5,072.10
Payroll Net**	12.04.2025	VARIOUS	\$ 362,403.21
Payroll Net**	12.18.2025	VARIOUS	\$ 459,722.02
Subtotal			\$ 822,125.23
Grand Total			\$ 4,929,248.21

* EFT/Draft - Electronic/Draft Funds Transfer

** Represents the total net payroll direct deposit on pay date

Staff is submitting all warrants for approval; invoices and supporting documentation are available for review in the Finance Department.

Attachment:

A. Warrant Register



City of Signal Hill

Warrant Register

By Vendor Name

Payment Dates 11/22/2025 - 12/19/2025

Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
Vendor: 9541 - 1ST JON INC							
120880	11/25/2025	137828	11/04/2025	CALIFORNIA AVE IMPROVEMENT: FENCE INSTALLATION	400-40-5894	Street Capital Improvements	470.29
Vendor 9541 - 1ST JON INC Total:							470.29
Vendor: 8952 - ABC IMAGING							
105124	11/25/2025	I-22851187	11/12/2025	PROFESSIONAL SVCS: BANNERS - TREE LIGHTING	100-82-5723	Event/Program Costs	1,139.66
Vendor 8952 - ABC IMAGING Total:							1,139.66
Vendor: 0007 - ABC PRESS							
120921	12/11/2025	250450	10/15/2025	PRINTING SVCS: BUSINESS CARDS	100-63-5740	General Supplies	96.14
Vendor 0007 - ABC PRESS Total:							96.14
Vendor: 4695 - ADMINISTRATIVE SERVICE CO-OP							
105162	12/12/2025	251020	10/31/2025	DIAL-A-TAXI SVCS: OCT 2025	202-40-5674	Dial-A-Taxi	876.22
Vendor 4695 - ADMINISTRATIVE SERVICE CO-OP Total:							876.22
Vendor: 9925 - ADVANCED HEALTHSTYLES FITNESS EQUIPMENT							
120918	12/01/2025	090745-R0	09/26/2025	REPLACEMENT OF EQUIPMENT	100-74-5840	Capital Outlay	6,824.68
120918	12/01/2025	091794-R0	11/06/2025	LEG CURL MACHINE	100-74-5400	Contract Services - General	3,577.98
Vendor 9925 - ADVANCED HEALTHSTYLES FITNESS EQUIPMENT Total:							10,402.66
Vendor: 0388 - AFLAC							
DFT0015725	12/05/2025	INV0015719	11/06/2025	Aflac - After Tax	100-21536	AFLAC Payable	144.67
DFT0015726	12/05/2025	INV0015720	11/06/2025	Aflac Benefit - After Tax	100-21536	AFLAC Payable	21.13
DFT0015727	12/05/2025	INV0015721	11/06/2025	Aflac Benefit - Pre Tax	100-21536	AFLAC Payable	60.69
DFT0015728	12/05/2025	INV0015722	11/06/2025	Aflac - Pre Tax	100-21536	AFLAC Payable	96.85
DFT0015826	12/05/2025	INV0015825	11/20/2025	Aflac - After Tax	100-21536	AFLAC Payable	144.67
DFT0015826	12/05/2025	INV0015825	11/20/2025	Aflac - After Tax	100-51-5273	Health Benefits	-0.05
DFT0015827	12/05/2025	INV0015826	11/20/2025	Aflac Benefit - After Tax	100-21536	AFLAC Payable	21.13
DFT0015828	12/05/2025	INV0015827	11/20/2025	Aflac Benefit - Pre Tax	100-21536	AFLAC Payable	60.69
DFT0015829	12/05/2025	INV0015828	11/20/2025	Aflac - Pre Tax	100-21536	AFLAC Payable	96.85
Vendor 0388 - AFLAC Total:							646.63
Vendor: 9807 - ALASKA WATER PRODUCTS INC							
120922	12/11/2025	10473	10/31/2025	WATER OPERATOR CONSULTING SVCS: OCT 202	500-40-5400	Contract Services - General	7,515.00
Vendor 9807 - ALASKA WATER PRODUCTS INC Total:							7,515.00

Warrant Register						Payment Dates: 11/22/2025 - 12/19/2025	
Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
Vendor: 1151 - ALL CITY MANAGEMENT SRVCS INC.							
105125	11/25/2025	104870	11/12/2025	CROSSING GUARD SVCS: 10/26 - 11/8/25	100-74-5400	Contract Services - General	5,631.12
Vendor 1151 - ALL CITY MANAGEMENT SRVCS INC. Total:							5,631.12
Vendor: 8241 - ALLIED UNIVERSAL SECURITY SERVICES							
105126	11/25/2025	17754069	11/06/2025	SECURITY SVCS: 10-24 - 11/6/25	100-72-5400	Contract Services - General	3,910.08
105163	12/12/2025	17808524	11/20/2025	SECURITY SERVICES: 11/7 - 11/20/25	100-72-5400	Contract Services - General	3,858.40
Vendor 8241 - ALLIED UNIVERSAL SECURITY SERVICES Total:							7,768.48
Vendor: 5562 - ALTA LANGUAGE SERVICES INC							
105127	11/25/2025	IS797772	07/31/2025	LANGUAGE SERVICES - JUL 2025	100-46-5360	Education / General Employe	144.00
Vendor 5562 - ALTA LANGUAGE SERVICES INC Total:							144.00
Vendor: 9219 - ANDREW DAVIS							
120923	12/11/2025	100	11/25/2025	OUTDOOR PUBLIC ART: HILLBROOK PARK	400-40-5895	Park Capital Improvements	650.00
Vendor 9219 - ANDREW DAVIS Total:							650.00
Vendor: 5633 - AQUA BACKFLOW INC.							
105164	12/12/2025	2025-0344	11/04/2025	BACKFLOW MANAGEMENT: OCT 2025	500-40-5400	Contract Services - General	256.50
105164	12/12/2025	2025-0376	12/01/2025	BACKFLOW MANAGEMENT: NOV 2025	500-40-5400	Contract Services - General	332.50
Vendor 5633 - AQUA BACKFLOW INC. Total:							589.00
Vendor: 8640 - ARCHITERRA, INC.							
105165	12/12/2025	34553	10/31/2025	PROFESSIONAL SVCS: LANDSCAPE ARCHITECT	100-23530	Deposits-Community Develo	129.00
105165	12/12/2025	34553	10/31/2025	PROFESSIONAL SVCS: LANDSCAPE ARCHITECT	100-23530	Deposits-Community Develo	645.00
105165	12/12/2025	34553	10/31/2025	PROFESSIONAL SVCS: LANDSCAPE ARCHITECT	100-34-4600	Administrative Fee (CD)	-129.00
Vendor 8640 - ARCHITERRA, INC. Total:							645.00
Vendor: 1008 - ASSOCIATED SOILS ENGINEERING							
120924	12/11/2025	48760	07/31/2025	ON-CALL SVCS: CA AVE 28TH TO SPRING	400-40-5894	Street Capital Improvements	5,980.00
120924	12/11/2025	48858	09/30/2025	ON-CALL SVCS: CITY HALL WINDOWS	400-40-5896	Facilities Capital Improveme	1,675.00
Vendor 1008 - ASSOCIATED SOILS ENGINEERING Total:							7,655.00
Vendor: 5580 - AYDA GHEBREZGHI							
120881	11/25/2025	10212025	10/21/2025	CIVIL SVCS COMMISSION: 1ST QTR - JUL - SEP 2025	100-46-5150	Commission Meetings	225.00
Vendor 5580 - AYDA GHEBREZGHI Total:							225.00

Warrant Register						Payment Dates: 11/22/2025 - 12/19/2025	
Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
Vendor: 1567 - BAKER & TAYLOR							
120882	11/25/2025	2039105472	06/03/2025	LIBRARY: VOX AUDIO-ENABLED BOOKS	100-81-5721	Special Department Supplies	58.92
120882	11/25/2025	2039121794	06/10/2025	LIBRARY: VOX AUDIO-ENABLED BOOKS	100-81-5721	Special Department Supplies	120.95
120882	11/25/2025	2039147451	06/24/2025	LIBRARY: VOX AUDIO-ENABLED BOOKS	100-81-5721	Special Department Supplies	58.92
Vendor 1567 - BAKER & TAYLOR Total:							238.79
Vendor: 8740 - BANK OF AMERICA - OPEB							
105156	12/04/2025	INV0015944	12/04/2025	110156 CITY OF SIGNAL HILL OPEB INV TRUST ACCT -EE	100-21525	OPEB Employee Paid W/ Wa	576.96
105156	12/04/2025	INV0015945	12/04/2025	110156 CITY OF SIGNAL HILL OPEB INV TRUST ACCT -ER	100-21525	OPEB Employee Paid W/ Wa	623.04
105156	12/04/2025	INV0015946	12/04/2025	110156 CITY OF SIGNAL HILL OPEB INV TRUST ACCT -EE	100-21525	OPEB Employee Paid W/ Wa	2,720.52
105156	12/04/2025	INV0015947	12/04/2025	110156 CITY OF SIGNAL HILL OPEB INV TRUST ACCT -ER	100-21525	OPEB Employee Paid W/ Wa	2,720.52
105192	12/18/2025	INV0016008	12/18/2025	110156 CITY OF SIGNAL HILL OPEB INV TRUST ACCT -EE	100-21525	OPEB Employee Paid W/ Wa	5.79
105192	12/18/2025	INV0016009	12/18/2025	110156 CITY OF SIGNAL HILL OPEB INV TRUST ACCT -ER	100-21525	OPEB Employee Paid W/ Wa	5.79
105192	12/18/2025	INV0016053	12/18/2025	110156 CITY OF SIGNAL HILL OPEB INV TRUST ACCT -EE	100-21525	OPEB Employee Paid W/ Wa	576.96
105192	12/18/2025	INV0016054	12/18/2025	110156 CITY OF SIGNAL HILL OPEB INV TRUST ACCT -ER	100-21525	OPEB Employee Paid W/ Wa	623.04
105192	12/18/2025	INV0016055	12/18/2025	110156 CITY OF SIGNAL HILL OPEB INV TRUST ACCT -EE	100-21525	OPEB Employee Paid W/ Wa	2,768.81
105192	12/18/2025	INV0016056	12/18/2025	110156 CITY OF SIGNAL HILL OPEB INV TRUST ACCT -ER	100-21525	OPEB Employee Paid W/ Wa	2,768.81
Vendor 8740 - BANK OF AMERICA - OPEB Total:							13,390.24
Vendor: 8218 - BEST BEST & KRIEGER LLP							
105128	11/25/2025	08202025	08/20/2025	GENERAL LEGAL SVCS: JUL 2025 CHARGES	100-16000	Inventory & Prepayments	72,139.91
105128	11/25/2025	09242025	09/24/2025	GENERAL LEGAL SVCS: AUG 2025 CHARGES	100-16000	Inventory & Prepayments	50,806.10
105128	11/25/2025	10092025	10/09/2025	GENERAL LEGAL SVCS: SEP 2025 CHARGES	100-16000	Inventory & Prepayments	70,199.49
105128	11/25/2025	11212025	11/21/2025	GENERAL LEGAL SERVICES: OCT 2025 CHARGES	100-16000	Inventory & Prepayments	86,533.94
Vendor 8218 - BEST BEST & KRIEGER LLP Total:							279,679.44
Vendor: 1427 - BIXBY KNOLLS CAR WASH							
120883	11/25/2025	09302025	09/30/2025	CAR WASH SVCS: SEP 2025	601-40-5540	Vehicle Maintenance	65.97
120883	11/25/2025	10312025	10/31/2025	CAR WASH SVCS: OCT 2025	601-40-5540	Vehicle Maintenance	131.94
Vendor 1427 - BIXBY KNOLLS CAR WASH Total:							197.91

Warrant Register						Payment Dates: 11/22/2025 - 12/19/2025	
Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
Vendor: 8527 - BLACK BIRD FIRE PROTECTION, INC.							
105129	11/25/2025	31463110325	11/03/2025	ANNUAL FIRE ALARM TEST: LIBRARY	100-92-5400	Contract Services - General	850.00
						Vendor 8527 - BLACK BIRD FIRE PROTECTION, INC. Total:	850.00
Vendor: 9460 - BLUDOT TECHNOLOGIES INC							
120920	12/03/2025	5ED2976C-0004	07/01/2025	SHOP LOCAL - YEAR 2	100-47-5400	Contract Services - General	5,940.00
						Vendor 9460 - BLUDOT TECHNOLOGIES INC Total:	5,940.00
Vendor: 9450 - BOOT BARN HOLDINGS							
120884	11/25/2025	INV00535162	10/27/2025	BOOTS (2)	500-40-5730	Uniforms	495.50
						Vendor 9450 - BOOT BARN HOLDINGS Total:	495.50
Vendor: 4368 - BROADWAY LOCKSMITH SHOP							
120925	12/11/2025	0000144080	11/04/2025	FLEET DEPT SUPPLIES	601-40-5740	General Supplies	122.63
120925	12/11/2025	0000144122	11/12/2025	FLEET DEPT SUPPLIES	601-40-5540	Vehicle Maintenance	253.40
						Vendor 4368 - BROADWAY LOCKSMITH SHOP Total:	376.03
Vendor: 8906 - CABLEGUYS CORPORATION							
120926	12/11/2025	483928	10/21/2025	CITY HALL RENOVATION - NETWORK CABLING	400-40-5896	Facilities Capital Improveme	2,509.70
120926	12/11/2025	483929	10/21/2025	CITY HALL RENOVATION - NETWORK CABLING	400-40-5896	Facilities Capital Improveme	15,113.21
120926	12/11/2025	483930	10/21/2025	CITY HALL RENOVATION - NETWORK CABLING	400-40-5896	Facilities Capital Improveme	3,827.68
						Vendor 8906 - CABLEGUYS CORPORATION Total:	21,450.59
Vendor: 0471 - CALIF DEPT JUSTICE							
120927	12/11/2025	002499	11/04/2025	FINGERPRINTING - OCT 2025	100-46-5400	Contract Services - General	262.00
						Vendor 0471 - CALIF DEPT JUSTICE Total:	262.00
Vendor: 1596 - CALIF.STATE DISBURSEMENT UNIT							
DFT0015987	12/04/2025	INV0015984	12/04/2025	CSSD - Child Support	100-21580	CA State Reimbursement Uni	781.38
DFT0016110	12/18/2025	INV0015998	12/18/2025	CSSD - Child Support	100-21580	CA State Reimbursement Uni	781.38
						Vendor 1596 - CALIF.STATE DISBURSEMENT UNIT Total:	1,562.76
Vendor: 0556 - CALIFORNIA JPIA							
105166	12/12/2025	PRIM-00103-2	12/01/2025	LIABILITY & WORKERS COMP INSURANCE: FY 25-26	100-16000	Inventory & Prepayments	718,671.50
105166	12/12/2025	PROP00100-2	12/01/2025	ALL RISK PROPERTY INSURANCE: FY 25-26	100-16000	Inventory & Prepayments	270,644.00
						Vendor 0556 - CALIFORNIA JPIA Total:	989,315.50
Vendor: 0203 - CALIFORNIA,STATE OF							
DFT0015981	12/04/2025	INV0015978	12/04/2025	State Income Tax Withholdin	100-21513	State Withholding Taxes Paya	24,901.33
DFT0015985	12/04/2025	INV0015982	12/04/2025	State Income Tax Withholdin	100-21513	State Withholding Taxes Paya	858.12
DFT0016002	12/04/2025	CM0000288	12/04/2025	State Income Tax Withholdin	100-21513	State Withholding Taxes Paya	-113.95
DFT0016032	12/18/2025	INV0016001	12/18/2025	State Income Tax Withholdin	100-21513	State Withholding Taxes Paya	1,530.24
DFT0016035	12/18/2025	INV0016004	12/18/2025	State Income Tax Withholdin	100-21513	State Withholding Taxes Paya	1,001.69
DFT0016045	12/18/2025	INV0016014	12/18/2025	State Income Tax Withholdin	100-21513	State Withholding Taxes Paya	363.90

Warrant Register						Payment Dates: 11/22/2025 - 12/19/2025	
Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
DFT0016108	12/18/2025	INV0016087	12/18/2025	State Income Tax Withholdin	100-21513	State Withholding Taxes Paya	26,419.55
						Vendor 0203 - CALIFORNIA,STATE OF Total:	54,960.88
Vendor: 0407 - CALPERS							
DFT0015729	12/08/2025	INV0015723	11/06/2025	Anthem HMO Select	100-21531	Health Insurance Payable	916.88
DFT0015730	12/08/2025	INV0015724	11/06/2025	Anthem HMO Select - 2 Part	100-21531	Health Insurance Payable	2,750.64
DFT0015731	12/08/2025	INV0015725	11/06/2025	Anthem HMO Select - Family	100-21531	Health Insurance Payable	3,575.85
DFT0015732	12/08/2025	INV0015726	11/06/2025	Anthem HMO Traditional - Single	100-21531	Health Insurance Payable	1,620.95
DFT0015733	12/08/2025	INV0015727	11/06/2025	Anthem HMO Traditional - 2 Party	100-21531	Health Insurance Payable	1,065.46
DFT0015734	12/08/2025	INV0015728	11/06/2025	Blue Shield Access+ - Single	100-21531	Health Insurance Payable	1,242.72
DFT0015735	12/08/2025	INV0015729	11/06/2025	Blue Shield Access+ -2 Party	100-21531	Health Insurance Payable	1,656.96
DFT0015736	12/08/2025	INV0015730	11/06/2025	Blue Shield Access+ - Family	100-21531	Health Insurance Payable	2,154.06
DFT0015737	12/08/2025	INV0015731	11/06/2025	Blue Shield Net Value - Singl	100-21531	Health Insurance Payable	738.12
DFT0015738	12/08/2025	INV0015732	11/06/2025	Blue Shield Net Value - Famil	100-21531	Health Insurance Payable	959.55
DFT0015750	12/08/2025	INV0015747	11/06/2025	Health Net Salud y Mas - Family	100-21531	Health Insurance Payable	928.72
DFT0015751	12/08/2025	INV0015748	11/06/2025	Kaiser CA - Single	100-21531	Health Insurance Payable	10,654.98
DFT0015752	12/08/2025	INV0015749	11/06/2025	Kaiser CA - 2 Party	100-21531	Health Insurance Payable	6,503.46
DFT0015753	12/08/2025	INV0015750	11/06/2025	Kaiser CA - Family	100-21531	Health Insurance Payable	7,226.88
DFT0015767	12/08/2025	INV0015769	11/06/2025	PERS Gold - Single	100-21531	Health Insurance Payable	1,736.32
DFT0015768	12/08/2025	INV0015770	11/06/2025	PERS Gold - Family	100-21531	Health Insurance Payable	2,527.46
DFT0015768	12/08/2025	INV0015770	11/06/2025	PERS Gold - Family	100-21531	Health Insurance Payable	11,281.57
DFT0015768	12/08/2025	INV0015770	11/06/2025	PERS Gold - Family	100-21531	Health Insurance Payable	926.52
DFT0015768	12/08/2025	INV0015770	11/06/2025	PERS Gold - Family	100-21531	Health Insurance Payable	1,732.80
DFT0015768	12/08/2025	INV0015770	11/06/2025	PERS Gold - Family	100-51-5273	Health Benefits	-0.28
DFT0015769	12/08/2025	INV0015771	11/06/2025	PERS Platinum - Single	100-21531	Health Insurance Payable	1,895.61
DFT0015770	12/08/2025	INV0015772	11/06/2025	PERS Platinum - 2 Party	100-21531	Health Insurance Payable	5,054.92
DFT0015771	12/08/2025	INV0015773	11/06/2025	PERS Platinum - Family	100-21531	Health Insurance Payable	1,642.85
DFT0015772	12/08/2025	INV0015775	11/06/2025	PORAC - Single	100-21531	Health Insurance Payable	485.00
DFT0015773	12/08/2025	INV0015778	11/06/2025	United Health Care SH - Family	100-21531	Health Insurance Payable	1,966.32
DFT0015830	12/08/2025	INV0015829	11/20/2025	Anthem HMO Select	100-21531	Health Insurance Payable	916.88
DFT0015831	12/08/2025	INV0015830	11/20/2025	Anthem HMO Select - 2 Part	100-21531	Health Insurance Payable	2,750.64
DFT0015832	12/08/2025	INV0015831	11/20/2025	Anthem HMO Select - Family	100-21531	Health Insurance Payable	3,575.85
DFT0015833	12/08/2025	INV0015832	11/20/2025	Anthem HMO Traditional - Single	100-21531	Health Insurance Payable	1,620.95
DFT0015834	12/08/2025	INV0015833	11/20/2025	Anthem HMO Traditional - 2 Party	100-21531	Health Insurance Payable	1,065.46
DFT0015835	12/08/2025	INV0015834	11/20/2025	Blue Shield Access+ - Single	100-21531	Health Insurance Payable	1,242.72
DFT0015836	12/08/2025	INV0015835	11/20/2025	Blue Shield Access+ -2 Party	100-21531	Health Insurance Payable	1,656.96
DFT0015837	12/08/2025	INV0015836	11/20/2025	Blue Shield Access+ - Family	100-21531	Health Insurance Payable	2,154.06
DFT0015838	12/08/2025	INV0015837	11/20/2025	Blue Shield Net Value - Singl	100-21531	Health Insurance Payable	738.12
DFT0015839	12/08/2025	INV0015838	11/20/2025	Blue Shield Net Value - Famil	100-21531	Health Insurance Payable	959.55

Warrant Register
Payment Dates: 11/22/2025 - 12/19/2025

Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
DFT0015851	12/08/2025	INV0015852	11/20/2025	Health Net Salud y Mas - Family	100-21531	Health Insurance Payable	928.72
DFT0015852	12/08/2025	INV0015853	11/20/2025	Kaiser CA - Single	100-21531	Health Insurance Payable	10,654.98
DFT0015853	12/08/2025	INV0015854	11/20/2025	Kaiser CA - 2 Party	100-21531	Health Insurance Payable	6,503.46
DFT0015854	12/08/2025	INV0015855	11/20/2025	Kaiser CA - Family	100-21531	Health Insurance Payable	7,226.88
DFT0015855	12/09/2025	INV0015861	11/20/2025	PERS Survivor Benefit	100-21520	PERS - City Paid	22.32
DFT0015856	12/09/2025	INV0015862	11/20/2025	PERS 25143	100-21520	PERS - City Paid	10,971.20
DFT0015856	12/09/2025	INV0015862	11/20/2025	PERS 25143	100-51-5230	Retirement Contributions	-0.13
DFT0015857	12/09/2025	INV0015863	11/20/2025	PERS 25143	100-21520	PERS - City Paid	11,319.23
DFT0015858	12/09/2025	INV0015864	11/20/2025	PERS 26091	100-21520	PERS - City Paid	13,895.66
DFT0015859	12/09/2025	INV0015865	11/20/2025	PERS 26091	100-21520	PERS - City Paid	14,272.20
DFT0015860	12/09/2025	INV0015866	11/20/2025	PERS 8703	100-21520	PERS - City Paid	1,647.97
DFT0015861	12/09/2025	INV0015867	11/20/2025	PERS 8703	100-21520	PERS - City Paid	2,961.63
DFT0015862	12/09/2025	INV0015868	11/20/2025	PERS 8704	100-21520	PERS - City Paid	4,701.37
DFT0015863	12/09/2025	INV0015869	11/20/2025	PERS 8704	100-21520	PERS - City Paid	7,226.69
DFT0015864	12/09/2025	INV0015870	11/20/2025	PERS 9063	100-21520	PERS - City Paid	6,774.10
DFT0015865	12/09/2025	INV0015871	11/20/2025	PERS 9063 Management	100-21520	PERS - City Paid	804.84
DFT0015866	12/09/2025	INV0015872	11/20/2025	PERS 9063	100-21520	PERS - City Paid	14,874.77
DFT0015867	12/09/2025	INV0015873	11/20/2025	PERS 9063 Management	100-21520	PERS - City Paid	2,624.67
DFT0015868	12/08/2025	INV0015874	11/20/2025	PERS Gold - Single	100-21531	Health Insurance Payable	1,736.32
DFT0015869	12/08/2025	INV0015875	11/20/2025	PERS Gold - Family	100-21531	Health Insurance Payable	9,024.38
DFT0015870	12/08/2025	INV0015876	11/20/2025	PERS Platinum - Single	100-21531	Health Insurance Payable	1,895.61
DFT0015871	12/08/2025	INV0015877	11/20/2025	PERS Platinum - 2 Party	100-21531	Health Insurance Payable	2,527.46
DFT0015872	12/08/2025	INV0015878	11/20/2025	PERS Platinum - Family	100-21531	Health Insurance Payable	1,642.85
DFT0015873	12/08/2025	INV0015880	11/20/2025	PORAC - Single	100-21531	Health Insurance Payable	485.00
DFT0015874	12/08/2025	INV0015883	11/20/2025	United Health Care SH - Family	100-21531	Health Insurance Payable	1,966.32
DFT0015955	12/11/2025	INV0015949	12/04/2025	PERS Survivor Benefit	100-21520	PERS - City Paid	22.32
DFT0015956	12/11/2025	INV0015950	12/04/2025	PERS 25143	100-21520	PERS - City Paid	11,163.05
DFT0015956	12/11/2025	INV0015950	12/04/2025	PERS 25143	100-51-5230	Retirement Contributions	-0.07
DFT0015957	12/11/2025	INV0015951	12/04/2025	PERS 25143	100-21520	PERS - City Paid	11,517.18
DFT0015958	12/11/2025	INV0015952	12/04/2025	PERS 26091	100-21520	PERS - City Paid	13,884.25
DFT0015959	12/11/2025	INV0015953	12/04/2025	PERS 26091	100-21520	PERS - City Paid	14,260.48
DFT0015960	12/11/2025	INV0015954	12/04/2025	PERS 8703	100-21520	PERS - City Paid	1,647.96
DFT0015961	12/11/2025	INV0015955	12/04/2025	PERS 8703	100-21520	PERS - City Paid	2,961.64
DFT0015962	12/11/2025	INV0015956	12/04/2025	PERS 8704	100-21520	PERS - City Paid	4,701.37
DFT0015963	12/11/2025	INV0015957	12/04/2025	PERS 8704	100-21520	PERS - City Paid	7,226.70
DFT0015964	12/11/2025	INV0015958	12/04/2025	PERS 9063	100-21520	PERS - City Paid	7,175.98
DFT0015965	12/11/2025	INV0015959	12/04/2025	PERS 9063 Management	100-21520	PERS - City Paid	804.84
DFT0015966	12/11/2025	INV0015960	12/04/2025	PERS 9063	100-21520	PERS - City Paid	15,757.26
DFT0015967	12/11/2025	INV0015961	12/04/2025	PERS 9063 Management	100-21520	PERS - City Paid	2,624.67
DFT0015988	12/08/2025	INV0015986	12/08/2025	Retirees Medical December 2025	100-51-5273	Health Benefits	106.01

Warrant Register						Payment Dates: 11/22/2025 - 12/19/2025	
Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
DFT0015988	12/08/2025	INV0015986	12/08/2025	Retirees Medical December 2025	100-51-5290	Retiree Medical Benefit	14,220.00
DFT0015988	12/08/2025	INV0015986	12/08/2025	Retirees Medical December 2025	100-51-5290	Retiree Medical Benefit	62.05
						Vendor 0407 - CALPERS Total:	332,749.70
Vendor: 8274 - CANON SOLUTIONS AMERICA, INC							
120885	11/25/2025	6013910983	11/12/2025	COPIER USAGE: 8/12 - 11/11/25	100-51-5552	Rental/Lease of Equipment	248.48
						Vendor 8274 - CANON SOLUTIONS AMERICA, INC Total:	248.48
Vendor: 10071 - CARLY LAKE-IRIGOYEN							
120928	12/11/2025	100	11/24/2025	OUTDOOR PUBLIC ART: HILLBROOK PARK RENDERIN	400-40-5895	Park Capital Improvements	650.00
						Vendor 10071 - CARLY LAKE-IRIGOYEN Total:	650.00
Vendor: 5101 - CAROLINE KISS-LEE							
105167	12/12/2025	12032025	12/03/2025	PARKS & REC COMMISSIONER: 2ND QTR	100-82-5150	Commission Meeting Attend	150.00
						Vendor 5101 - CAROLINE KISS-LEE Total:	150.00
Vendor: 1560 - CARUSO FORD							
105130	11/25/2025	14439	10/31/2025	VEHICLE MAINT: UNIT #7271	601-40-5540	Vehicle Maintenance	71.23
105168	12/12/2025	14441	11/17/2025	VEHICLE MAINT: UNIT #726	601-40-5540	Vehicle Maintenance	136.14
105168	12/12/2025	FOCS106852	10/15/2025	VEHICLE MAINT: UNIT #7271	601-40-5540	Vehicle Maintenance	871.11
						Vendor 1560 - CARUSO FORD Total:	1,078.48
Vendor: 9876 - CCS FACILITY SERVICES - ORANGE COUNTY INC							
120929	12/11/2025	723765	09/01/2025	JANITORIAL SVCS: SEP 2025	100-92-5521	Cleaning Services	20,788.00
						Vendor 9876 - CCS FACILITY SERVICES - ORANGE COUNTY INC Total:	20,788.00
Vendor: 0111 - CENTRAL BASIN MUNI WATER DIST							
105131	11/25/2025	SH-SEP25	10/15/2025	WATER AND SVCS CHARGES: SEP 2025	500-40-5780	Water Supply Costs	264,790.55
						Vendor 0111 - CENTRAL BASIN MUNI WATER DIST Total:	264,790.55
Vendor: 5431 - CINTAS CORPORATION							
120930	12/11/2025	4244225030	09/23/2025	UNIFORMS	100-92-5730	Uniforms	47.27
120930	12/11/2025	4244225030	09/23/2025	UNIFORMS	100-94-5730	Uniforms	14.35
120930	12/11/2025	4244225030	09/23/2025	UNIFORMS	100-95-5730	Uniforms	60.75
120930	12/11/2025	4244225030	09/23/2025	UNIFORMS	500-40-5730	Uniforms	47.82
120930	12/11/2025	4244225030	09/23/2025	UNIFORMS	601-40-5730	Uniforms	7.89
120930	12/11/2025	4248664312	11/04/2025	UNIFORMS	100-92-5730	Uniforms	44.05
120930	12/11/2025	4248664312	11/04/2025	UNIFORMS	100-94-5730	Uniforms	14.24
120930	12/11/2025	4248664312	11/04/2025	UNIFORMS	100-95-5730	Uniforms	60.75
120930	12/11/2025	4248664312	11/04/2025	UNIFORMS	500-40-5730	Uniforms	34.08
120930	12/11/2025	4248664312	11/04/2025	UNIFORMS	601-40-5730	Uniforms	7.89
120930	12/11/2025	4249407614	11/11/2025	UNIFORMS	100-92-5730	Uniforms	44.07
120930	12/11/2025	4249407614	11/11/2025	UNIFORMS	100-94-5730	Uniforms	14.24

Warrant Register						Payment Dates: 11/22/2025 - 12/19/2025	
Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
120930	12/11/2025	4249407614	11/11/2025	UNIFORMS	100-95-5730	Uniforms	60.74
120930	12/11/2025	4249407614	11/11/2025	UNIFORMS	500-40-5730	Uniforms	34.07
120930	12/11/2025	4249407614	11/11/2025	UNIFORMS	601-40-5730	Uniforms	7.89
120930	12/11/2025	4250184387	11/18/2025	UNIFORMS	100-92-5730	Uniforms	44.05
120930	12/11/2025	4250184387	11/18/2025	UNIFORMS	100-94-5730	Uniforms	14.24
120930	12/11/2025	4250184387	11/18/2025	UNIFORMS	100-95-5730	Uniforms	60.75
120930	12/11/2025	4250184387	11/18/2025	UNIFORMS	500-40-5730	Uniforms	34.08
120930	12/11/2025	4250184387	11/18/2025	UNIFORMS	601-40-5730	Uniforms	7.89
120930	12/11/2025	4251056186	11/25/2025	UNIFORMS	100-92-5730	Uniforms	42.62
120930	12/11/2025	4251056186	11/25/2025	UNIFORMS	100-94-5730	Uniforms	14.24
120930	12/11/2025	4251056186	11/25/2025	UNIFORMS	100-95-5730	Uniforms	62.51
120930	12/11/2025	4251056186	11/25/2025	UNIFORMS	500-40-5730	Uniforms	27.83
120930	12/11/2025	4251056186	11/25/2025	UNIFORMS	601-40-5730	Uniforms	14.51
Vendor 5431 - CINTAS CORPORATION Total:							822.82
Vendor: 5780 - CITY EMPLOYEES ASSOCIATES LLC							
105157	12/04/2025	INV0015969	12/04/2025	PT Employee Association	100-21050	Accrued Liabilities Payable	10.00
105193	12/18/2025	INV0016078	12/18/2025	PT Employee Association	100-21050	Accrued Liabilities Payable	10.00
Vendor 5780 - CITY EMPLOYEES ASSOCIATES LLC Total:							20.00
Vendor: 0377 - CITY OF LONG BEACH							
DFT0016015	12/10/2025	7236-112025	11/20/2025	GAS SVCS - 2745 WALNUT AVE	100-92-5512	Utility Services	193.99
DFT0016016	12/10/2025	4016-112025	11/20/2025	GAS SVCS - 1919 E HILL ST	100-92-5512	Utility Services	14.80
DFT0016017	12/10/2025	8237-112025	11/20/2025	GAS SVCS - 2175 E 28TH ST	100-92-5512	Utility Services	18.39
DFT0016018	12/10/2025	9816-112025	11/20/2025	GAS SVCS - 1780 E HILL ST	100-92-5512	Utility Services	136.38
DFT0016019	12/11/2025	8906-112125	11/21/2025	GAS SVCS - 2175 CHERRY AV	100-92-5512	Utility Services	16.57
DFT0016020	12/11/2025	8387-112125	11/21/2025	WATER SVCS - 6059 CHERRY AVE	500-40-5512	Utility Services	58.41
DFT0016021	12/11/2025	1784-112125	11/21/2025	WATER SVCS - 6475 ORANGE AVE	500-40-5512	Utility Services	724.70
DFT0016022	12/11/2025	1715-112125	11/21/2025	1971 E 21ST STREET - SVC ESTABLISHMENT	100-92-5512	Utility Services	35.00
Vendor 0377 - CITY OF LONG BEACH Total:							1,198.24
Vendor: 5248 - CITY OF LONG BEACH							
120931	12/11/2025	43717	09/30/2025	FY 25-26 ANIMAL CONTROL SVCS: 1ST QTR	100-82-5400	Contract Services - General	39,874.25
Vendor 5248 - CITY OF LONG BEACH Total:							39,874.25
Vendor: 7313 - CITY OF SIGNAL HILL							
DFT0016004	12/16/2025	11302025	12/15/2025	MONTHLY WATER CHARGES - NOV 2025	100-13001	Accrued Accounts Receivabl	765.34
DFT0016004	12/16/2025	11302025	12/15/2025	MONTHLY WATER CHARGES - NOV 2025	100-47-5512	Utility Services	29.62
DFT0016004	12/16/2025	11302025	12/15/2025	MONTHLY WATER CHARGES - NOV 2025	100-92-5512	Utility Services	6,514.14

Warrant Register						Payment Dates: 11/22/2025 - 12/19/2025	
Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
DFT0016004	12/16/2025	11302025	12/15/2025	MONTHLY WATER CHARGES - NOV 2025	100-94-5512	Utility Services	22,838.19
DFT0016004	12/16/2025	11302025	12/15/2025	MONTHLY WATER CHARGES - NOV 2025	100-95-5512	Utility Services	30.00
DFT0016004	12/16/2025	11302025	12/15/2025	MONTHLY WATER CHARGES - NOV 2025	260-40-5512	Utility Services	1,240.28
DFT0016004	12/16/2025	11302025	12/15/2025	MONTHLY WATER CHARGES - NOV 2025	500-40-5512	Utility Services	753.46
						Vendor 7313 - CITY OF SIGNAL HILL Total:	32,171.03
Vendor: 10068 - CLAUDIA RAMIREZ							
120886	11/25/2025	11132025	11/13/2025	RENTAL ASSISTANCE	400-40-5805	Capital Outlay	7,134.00
						Vendor 10068 - CLAUDIA RAMIREZ Total:	7,134.00
Vendor: 1239 - CLEAN ENERGY							
105169	12/12/2025	CE12822263	11/30/2025	CNG FUEL: NOV 2025	601-40-5754	Fuel Purchases	555.06
						Vendor 1239 - CLEAN ENERGY Total:	555.06
Vendor: 5702 - COLONIAL							
DFT0015739	12/05/2025	INV0015733	11/06/2025	Colonial - After Tax	100-21537	Colonial Payable	109.08
DFT0015740	12/05/2025	INV0015734	11/06/2025	Colonial - Pre Tax	100-21537	Colonial Payable	103.39
DFT0015741	12/05/2025	INV0015735	11/06/2025	Colonial Benefit - After Tax	100-21537	Colonial Payable	141.10
DFT0015742	12/05/2025	INV0015736	11/06/2025	Colonial Benefit - PreTax	100-21537	Colonial Payable	44.61
DFT0015840	12/05/2025	INV0015839	11/20/2025	Colonial - After Tax	100-21537	Colonial Payable	109.08
DFT0015841	12/05/2025	INV0015840	11/20/2025	Colonial - Pre Tax	100-21537	Colonial Payable	103.39
DFT0015842	12/05/2025	INV0015841	11/20/2025	Colonial Benefit - After Tax	100-21537	Colonial Payable	141.10
DFT0015843	12/05/2025	INV0015842	11/20/2025	Colonial Benefit - PreTax	100-21537	Colonial Payable	44.61
						Vendor 5702 - COLONIAL Total:	796.36
Vendor: 0336 - CONSERVATION CORP OF LB							
105132	11/25/2025	8908	09/30/2025	CLEAN UP & MAINT: CHERRY & WILLOW - SEP 2025	100-93-5400	Contract Services - General	608.00
105132	11/25/2025	8909	09/30/2025	CLEAN UP & MAINT: BUS STOPS - SEP 2025	202-40-5400	Contract Services - General	1,579.08
						Vendor 0336 - CONSERVATION CORP OF LB Total:	2,187.08
Vendor: 8215 - CONSOLIDATED ELECTRICAL DISTRIBUTORS							
105170	12/12/2025	4208-1025395	11/03/2025	PUBLIC WORKS SUPPLIES: CI	400-40-5894	Street Capital Improvements	19.65
105170	12/12/2025	4208-1025620	11/19/2025	PUBLIC WORKS SUPPLIES	100-92-5400	Contract Services - General	442.82
105170	12/12/2025	4208-1025622	11/21/2025	PUBLIC WORKS SUPPLIES	100-92-5400	Contract Services - General	81.25
105170	12/12/2025	4208-1025719	11/26/2025	PUBLIC WORKS SUPPLIES	100-94-5400	Contract Services - General	104.22
						Vendor 8215 - CONSOLIDATED ELECTRICAL DISTRIBUTORS Total:	647.94
Vendor: 9577 - DDC ELECTRIC SUPPLY, INC							
120932	12/11/2025	G-39602	11/13/2025	PW SUPPLIES - CH LIGHTING	400-40-5896	Facilities Capital Improveme	108.70
120932	12/11/2025	G-39722	11/20/2025	PW SUPPLIES - CH LIGHTING	400-40-5896	Facilities Capital Improveme	1,016.75
						Vendor 9577 - DDC ELECTRIC SUPPLY, INC Total:	1,125.45

Warrant Register						Payment Dates: 11/22/2025 - 12/19/2025	
Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
Vendor: 8917 - DE NOVO PLANNING GROUP							
120933	12/11/2025	4919	10/31/2025	PROFESSIONAL SVCS: CEQA CONSULTING	100-23530	Deposits-Community Develo	1,175.00
120933	12/11/2025	4919	10/31/2025	PROFESSIONAL SVCS: CEQA CONSULTING	100-23530	Deposits-Community Develo	235.00
120933	12/11/2025	4919	10/31/2025	PROFESSIONAL SVCS: CEQA CONSULTING	100-34-4600	Administrative Fee (CD)	-235.00
Vendor 8917 - DE NOVO PLANNING GROUP Total:							1,175.00
Vendor: 0618 - DELTA DENTAL INSURANCE CO							
DFT0015744	12/10/2025	INV0015738	11/06/2025	Acct#05-R10222400000 Dental Care - Employee Only	100-21532	Dental Insurance Payable	164.16
DFT0015745	12/10/2025	INV0015739	11/06/2025	Acct#05-R10222400000 Dental Care - Employee + 1	100-21532	Dental Insurance Payable	75.25
DFT0015746	12/10/2025	INV0015740	11/06/2025	Acct#05-R10222400000 Dental Care - Family	100-21532	Dental Insurance Payable	133.56
DFT0015845	12/10/2025	INV0015844	11/20/2025	Acct#05-R10222400000 Dental Care - Employee Only	100-21532	Dental Insurance Payable	164.16
DFT0015845	12/10/2025	INV0015844	11/20/2025	Acct#05-R10222400000 Dental Care - Employee Only	100-21532	Dental Insurance Payable	-18.24
DFT0015846	12/10/2025	INV0015845	11/20/2025	Acct#05-R10222400000 Dental Care - Employee + 1	100-21532	Dental Insurance Payable	75.25
DFT0015847	12/10/2025	INV0015846	11/20/2025	Acct#05-R10222400000 Dental Care - Family	100-21532	Dental Insurance Payable	89.04
DFT0015989	12/10/2025	INV0015989	12/09/2025	Dental Retirees HMO December 2025	100-21560	Retiree Dental Insurance Pay	54.72
Vendor 0618 - DELTA DENTAL INSURANCE CO Total:							737.90
Vendor: 5701 - DELTA DENTAL OF CALIFORNIA							
DFT0015743	12/10/2025	INV0015737	11/06/2025	Acct#05-0007700000 Dental - Safety	100-21532	Dental Insurance Payable	151.80
DFT0015747	12/10/2025	INV0015741	11/06/2025	Acct#05-0007700000 Dental DPO - Employee Only	100-21532	Dental Insurance Payable	552.72
DFT0015748	12/10/2025	INV0015742	11/06/2025	Acct#05-0007700000 Dental DPO - Employee + 1	100-21532	Dental Insurance Payable	1,003.48
DFT0015749	12/10/2025	INV0015743	11/06/2025	Acct#05-0007700000 Dental DPO - Family	100-21532	Dental Insurance Payable	52.63
DFT0015749	12/10/2025	INV0015743	11/06/2025	Acct#05-0007700000 Dental DPO - Family	100-21532	Dental Insurance Payable	97.97
DFT0015749	12/10/2025	INV0015743	11/06/2025	Acct#05-0007700000 Dental DPO - Family	100-21532	Dental Insurance Payable	195.94
DFT0015749	12/10/2025	INV0015743	11/06/2025	Acct#05-0007700000 Dental DPO - Family	100-21532	Dental Insurance Payable	1,724.31
DFT0015749	12/10/2025	INV0015743	11/06/2025	Acct#05-0007700000 Dental DPO - Family	100-21532	Dental Insurance Payable	-160.94
DFT0015749	12/10/2025	INV0015743	11/06/2025	Acct#05-0007700000 Dental DPO - Family	100-21532	Dental Insurance Payable	52.63

Warrant Register						Payment Dates: 11/22/2025 - 12/19/2025	
Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
DFT0015749	12/10/2025	INV0015743	11/06/2025	Acct#05-0007700000 Dental DPO - Family	100-51-5273	Health Benefits	-0.39
DFT0015844	12/10/2025	INV0015843	11/20/2025	Acct#05-0007700000 Dental - Safety	100-21532	Dental Insurance Payable	151.80
DFT0015848	12/10/2025	INV0015847	11/20/2025	Acct#05-0007700000 Dental DPO - Employee Only	100-21532	Dental Insurance Payable	605.36
DFT0015849	12/10/2025	INV0015848	11/20/2025	Acct#05-0007700000 Dental DPO - Employee + 1	100-21532	Dental Insurance Payable	709.55
DFT0015850	12/10/2025	INV0015849	11/20/2025	Acct#05-0007700000 Dental DPO - Family	100-21532	Dental Insurance Payable	1,724.31
DFT0015991	12/10/2025	INV0015988	12/09/2025	Dental Retirees PPO December 2025	100-21560	Retiree Dental Insurance Pay	798.34
						Vendor 5701 - DELTA DENTAL OF CALIFORNIA Total:	7,659.51
Vendor: 9128 - DIANA PHILLIPS							
105133	11/25/2025	10212025	10/21/2025	CIVIL SVCS COMMISSION: 1ST QTR - JUL - SEP 2025	100-46-5150	Commission Meetings	225.00
						Vendor 9128 - DIANA PHILLIPS Total:	225.00
Vendor: 8268 - ELECTRA-MEDIA INC							
105171	12/12/2025	18464	10/06/2025	DIGITAL BILLBOARD ADVERTISING & SVCS: NOV 2025	100-47-5400	Contract Services - General	3,053.20
						Vendor 8268 - ELECTRA-MEDIA INC Total:	3,053.20
Vendor: 9629 - ESTATE DESIGN AND CONSTRUCTION, INC							
120919	12/01/2025	CSH-005	11/24/2025	CITY HALL INTERIOIR RENOVATION	400-21150	Retention Payable	-6,578.84
120919	12/01/2025	CSH-005	11/24/2025	CITY HALL INTERIOIR RENOVATION	400-40-5896	Facilities Capital Improveme	131,576.73
						Vendor 9629 - ESTATE DESIGN AND CONSTRUCTION, INC Total:	124,997.89
Vendor: 1121 - EWING IRRIGATION PRODUCTS INC.							
120887	11/25/2025	28345992	11/12/2025	WATER DEPT SUPPLIES	500-40-5740	General Supplies	138.85
						Vendor 1121 - EWING IRRIGATION PRODUCTS INC. Total:	138.85
Vendor: 3580 - EXCEL PAVING COMPANY							
105172	12/12/2025	R-28852	10/13/2025	RETENTION	400-21150	Retention Payable	44,801.62
						Vendor 3580 - EXCEL PAVING COMPANY Total:	44,801.62
Vendor: 8087 - FCG CONSULTANTS, INC.							
120934	12/11/2025	1136-1002	09/09/2025	CONSTRUCTION MGMT SVCS: CITYWIDE ROOF	100-91-5400	Contract Services - General	39,694.89
						Vendor 8087 - FCG CONSULTANTS, INC. Total:	39,694.89
Vendor: 5121 - FERGUSON ENTERPRISES INC. #1350							
105134	11/25/2025	5793497	10/02/2025	WATER DEPT SUPPLIES	500-40-5740	General Supplies	112.01
105134	11/25/2025	5886255	11/06/2025	PUBLIC WORKS SUPPLIES	100-92-5740	General Supplies	110.02
105134	11/25/2025	5886943	11/06/2025	PUBLIC WORKS SUPPLIES	100-92-5740	General Supplies	79.55
105173	12/12/2025	5902456	11/18/2025	WATER DEPT SUPPLIES	500-40-5740	General Supplies	27.99

Warrant Register						Payment Dates: 11/22/2025 - 12/19/2025	
Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
105173	12/12/2025	5912364	11/17/2025	PUBLIC WORKS SUPPLIES	100-92-5740	General Supplies	99.29
105173	12/12/2025	5937522	11/28/2025	WATER DEPT SUPPLIES	500-40-5740	General Supplies	60.10
						Vendor 5121 - FERGUSON ENTERPRISES INC. #1350 Total:	488.96
Vendor: 1651 - FLEMING ENVIRONMENTAL INC							
120888	11/25/2025	22987	08/06/2025	MONTHLY INSPECTION: JUL 2025	601-40-5400	Contract Services - General	155.00
120888	11/25/2025	23015	08/07/2025	ANNUAL MONITORING & TESTING	601-40-5400	Contract Services - General	1,183.00
						Vendor 1651 - FLEMING ENVIRONMENTAL INC Total:	1,338.00
Vendor: 5303 - FRONTIER							
DFT0016005	11/28/2025	1026-110225	11/02/2025	FRONTIER SVCS: NOV 2025	100-51-5511	Telephone/Internet	790.00
DFT0016006	11/28/2025	1335-110225	11/02/2025	FRONTIER SVCS: NOV 2025	500-40-5511	Telephone/Data	1,710.62
DFT0016007	12/02/2025	1844-110725	11/07/2025	FRONTIER SVCS: NOV 2025	100-74-5511	Telephone	730.38
DFT0016008	12/03/2025	1663-110825	11/08/2025	FRONTIER SVCS: NOV 2025	100-51-5511	Telephone/Internet	112.11
DFT0016011	12/09/2025	9765-111325	11/13/2025	FRONTIER SVCS: NOV 2025	100-51-5511	Telephone/Internet	116.66
DFT0016013	12/10/2025	6025-111525	11/15/2025	FRONTIER SVCS: NOV 2025	100-51-5511	Telephone/Internet	769.42
DFT0016023	12/12/2025	1920-111725	11/17/2025	FRONTIER SVCS: DEC 2025	100-51-5511	Telephone/Internet	1,003.52
DFT0016024	12/12/2025	0842-111725	11/17/2025	FRONTIER SVCS: DEC 2025	100-51-5511	Telephone/Internet	519.38
DFT0016024	12/12/2025	0842-111725	11/17/2025	FRONTIER SVCS: DEC 2025	500-40-5511	Telephone/Data	2,048.01
DFT0016111	12/16/2025	4539-111925	11/19/2025	FRONTIER SVCS: NOV 2025	100-51-5511	Telephone/Internet	79.29
DFT0016112	12/16/2025	9331-111925	11/19/2025	FRONTIER SVCS: NOV 2025	100-51-5511	Telephone/Internet	939.99
DFT0016113	12/16/2025	2538-111925	11/19/2025	FRONTIER SVCS: NOV 2025	100-51-5511	Telephone/Internet	105.98
DFT0016114	12/16/2025	1652-111925	11/19/2025	FRONTIER SVCS: NOV 2025	100-51-5511	Telephone/Internet	155.87
DFT0016115	12/16/2025	2864-111925	11/19/2025	FRONTIER SVCS: NOV 2025	100-51-5511	Telephone/Internet	79.29
DFT0016116	12/16/2025	3609-111925	11/19/2025	FRONTIER SVCS: NOV 2025	100-51-5511	Telephone/Internet	155.87
DFT0016117	12/16/2025	4902-111925	11/19/2025	FRONTIER SVCS: NOV 2025	100-51-5511	Telephone/Internet	838.80
DFT0016118	12/16/2025	8708-111925	11/19/2025	FRONTIER SVCS: NOV 2025	100-51-5511	Telephone/Internet	79.29
DFT0016119	12/16/2025	0106-111925	11/19/2025	FRONTIER SVCS: NOV 2025	100-51-5511	Telephone/Internet	1,050.54
DFT0016119	12/16/2025	0106-111925	11/19/2025	FRONTIER SVCS: NOV 2025	500-40-5511	Telephone/Data	1,636.80
DFT0016120	12/16/2025	0920-111925	11/19/2025	FRONTIER SVCS: NOV 2025	100-51-5511	Telephone/Internet	79.29
DFT0016121	12/16/2025	1854-111925	11/19/2025	FRONTIER SVCS: NOV 2025	100-51-5511	Telephone/Internet	243.50
DFT0016122	12/16/2025	5908-111925	11/19/2025	FRONTIER SVCS: NOV 2025	100-51-5511	Telephone/Internet	79.29
DFT0016123	12/16/2025	3247-111925	11/19/2025	FRONTIER SVCS: NOV 2025	100-51-5511	Telephone/Internet	155.87
DFT0016124	12/16/2025	6947-111925	11/19/2025	FRONTIER SVCS: NOV 2025	100-51-5511	Telephone/Internet	66.62
DFT0016125	12/16/2025	5226-111925	11/19/2025	FRONTIER SVCS: NOV 2025	100-51-5511	Telephone/Internet	43.19
DFT0016126	12/16/2025	9203-111925	11/19/2025	FRONTIER SVCS: NOV 2025	100-51-5511	Telephone/Internet	43.19
DFT0016127	12/16/2025	6071-111925	11/19/2025	FRONTIER SVCS: NOV 2025	100-51-5511	Telephone/Internet	13.85
DFT0016128	12/16/2025	1887-112125	11/21/2025	FRONTIER SVCS: NOV 2025	100-74-5511	Telephone	697.59
DFT0016129	12/16/2025	7290-112025	11/20/2025	FRONTIER SVCS: NOV 2025	100-51-5511	Telephone/Internet	483.67
						Vendor 5303 - FRONTIER Total:	14,827.88

Warrant Register						Payment Dates: 11/22/2025 - 12/19/2025	
Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
Vendor: 0130 - GALLS LLC							
105135	11/25/2025	032920301	10/22/2025	UNIFORMS	100-73-5730	Uniforms	124.31
						Vendor 0130 - GALLS LLC Total:	124.31
Vendor: 8854 - GOVINVEST INC.							
105136	11/25/2025	2024-5316R	10/23/2025	PROFESSIONAL SVCS: GASB 68 AND 75 REPORTING	100-51-5400	Contract Services - General	1,800.00
105136	11/25/2025	2024-5316R	10/23/2025	PROFESSIONAL SVCS: GASB 68 AND 75 REPORTING	100-51-5400	Contract Services - General	2,150.00
						Vendor 8854 - GOVINVEST INC. Total:	3,950.00
Vendor: 9299 - GRACE ENVIROMENTAL SERVICES, INC							
120889	11/25/2025	2050R	09/30/2025	VALVE EXERCISING ON CALL: SEP 2025	500-40-5400	Contract Services - General	13,502.44
120889	11/25/2025	2073	10/28/2025	RESIDENTIAL WATER METER READING SVCS: OCT 2025	500-40-5400	Contract Services - General	4,778.88
						Vendor 9299 - GRACE ENVIROMENTAL SERVICES, INC Total:	18,281.32
Vendor: 1194 - GRAINGER							
105137	11/25/2025	9700508238	11/05/2025	WATER DEPT SUPPLIES	500-40-5740	General Supplies	856.86
105137	11/25/2025	9701274749	11/05/2025	WATER DEPT SUPPLIES	500-40-5740	General Supplies	214.85
105137	11/25/2025	9705867886	11/10/2025	WATER DEPT SUPPLIES	500-40-5740	General Supplies	-71.62
						Vendor 1194 - GRAINGER Total:	1,000.09
Vendor: 0225 - HACH COMPANY							
105174	12/12/2025	14720626	10/20/2025	WATER DEPT SUPPLIES	500-40-5721	Special Department Supplies	86.92
105174	12/12/2025	14721751	10/20/2025	WATER DEPT SUPPLIES	500-40-5721	Special Department Supplies	38.88
105174	12/12/2025	14765798	11/19/2025	WATER DEPT SUPPLIES	500-40-5721	Special Department Supplies	709.42
105174	12/12/2025	2238895	08/19/2025	WATER DEPT SUPPLIES	500-40-5721	Special Department Supplies	-71.27
						Vendor 0225 - HACH COMPANY Total:	763.95
Vendor: 8907 - HARRY & SALLY INC							
120890	11/25/2025	1008	11/04/2025	FINGERPRINTS - OCT 2025	100-46-5400	Contract Services - General	66.00
						Vendor 8907 - HARRY & SALLY INC Total:	66.00
Vendor: 8595 - HEALTHEQUITY, INC.							
105175	12/12/2025	INV8450710	11/24/2025	FSA ADMIN FEES: NOV 2025	100-53-5273	Health Benefits	150.00
						Vendor 8595 - HEALTHEQUITY, INC. Total:	150.00
Vendor: 1840 - ICREATE GRAPHIX							
120891	11/25/2025	05_9770-	09/16/2025	UNIFORMS: PUBLIC WORKS	100-92-5730	Uniforms	187.47
120891	11/25/2025	05_9770-	09/16/2025	UNIFORMS: PUBLIC WORKS	100-94-5730	Uniforms	374.94
120891	11/25/2025	05_9770-	09/16/2025	UNIFORMS: PUBLIC WORKS	100-95-5730	Uniforms	1,499.76
120891	11/25/2025	05_9770-	09/16/2025	UNIFORMS: PUBLIC WORKS	500-40-5730	Uniforms	937.35
120935	12/11/2025	05_9848-	11/24/2025	LIBRARY STAFF POLOS	100-81-5730	Uniforms	180.67
						Vendor 1840 - ICREATE GRAPHIX Total:	3,180.19

Warrant Register						Payment Dates: 11/22/2025 - 12/19/2025	
Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
Vendor: 9877 - IMEG CONSULTANTS CORP							
120936	12/11/2025	25004980.00-2	11/18/2025	PROFESSIONAL SVCS: EMERGENCY GENERATOR	400-40-5896	Facilities Capital Improveme	7,396.00
Vendor 9877 - IMEG CONSULTANTS CORP Total:							7,396.00
Vendor: 8818 - INFINITY TECHNOLOGIES							
105138	11/25/2025	4442	10/08/2025	SOFTWARE LICENSING: SEP 2025	100-74-5570	Software Licensing & Suppor	265.00
105138	11/25/2025	4600	11/10/2025	IT SVCS: OCT 2025	100-52-5440	Technology Technical Service	9,250.00
105138	11/25/2025	4600	11/10/2025	IT SVCS: OCT 2025	100-74-5440	IT Services	9,250.00
105138	11/25/2025	4602	11/10/2025	DATTO OFFICE 365: OCT 202	100-52-5570	Software Licensing & Suppor	465.75
105138	11/25/2025	4603	11/10/2025	IT SVCS: DATTO BACKUP APPLIANCE - OCT 2025	100-52-5570	Software Licensing & Suppor	24,000.00
105176	12/12/2025	4601	11/10/2025	SOFTWARE LICENSING: OCT 2025	100-74-5570	Software Licensing & Suppor	280.00
Vendor 8818 - INFINITY TECHNOLOGIES Total:							43,510.75
Vendor: 6528 - INFOSEND, INC							
105139	11/25/2025	298075	10/31/2025	MAILING & PRINTING SVCS: OCT 2025	500-45-5720	Postage	1,833.45
Vendor 6528 - INFOSEND, INC Total:							1,833.45
Vendor: 9353 - JCL TRAFFIC SERVICES							
120892	11/25/2025	130215	07/16/2025	TRAFFIC CONTROL PLAN: CHERRY & SOUTH	500-40-5400	Contract Services - General	1,319.50
Vendor 9353 - JCL TRAFFIC SERVICES Total:							1,319.50
Vendor: 9829 - JENNIFER ARZATE							
105140	11/25/2025	10212025	10/21/2025	CIVIL SVCS COMMISSION: 1ST QTR - JUL - SEP 2025	100-46-5150	Commission Meetings	225.00
Vendor 9829 - JENNIFER ARZATE Total:							225.00
Vendor: 9582 - JESSE LEE							
120937	12/11/2025	1237	06/09/2025	ELECTRICIAN LABOR: 2 DAYS	100-94-5400	Contract Services - General	855.00
120937	12/11/2025	1241	07/09/2025	CITY HALL RENOVATION: POWER OUTLETS/MEDIA BOXES	400-40-5896	Facilities Capital Improveme	2,478.75
120937	12/11/2025	1291	10/12/2025	CITY HALL RENOVATION: INTERIOR LIGHTING	400-40-5896	Facilities Capital Improveme	14,987.50
Vendor 9582 - JESSE LEE Total:							18,321.25
Vendor: 1661 - JOE A. GONSALVES & SON							
120893	11/25/2025	162885	10/24/2025	STATE LEGISLATIVE ADVOCACY: NOV 2025	100-44-5400	Contract Services - General	4,000.00
Vendor 1661 - JOE A. GONSALVES & SON Total:							4,000.00
Vendor: 8644 - JOE MAR POLYGRAPH							
120938	12/11/2025	25-019-SHPD	11/26/2025	POLYGRAPH EXAM SVCS	100-74-5400	Contract Services - General	250.00

Warrant Register						Payment Dates: 11/22/2025 - 12/19/2025	
Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
120938	12/11/2025	25-022-SHPD	11/25/2025	POLYGRAPH SVCS	100-74-5400	Contract Services - General	250.00
						Vendor 8644 - JOE MAR POLYGRAPH Total:	500.00
Vendor: 10067 - JOHN E NEFF							
120894	11/25/2025	6226-01	11/13/2025	DEVELOPER DEPOSIT REFUN	100-23530	Deposits-Community Develo	1,150.00
						Vendor 10067 - JOHN E NEFF Total:	1,150.00
Vendor: 0548 - JOHN HUNTER & ASSOCS. INC.							
120939	12/11/2025	SH1IW12508	10/29/2025	INDUSTRIAL WASTE: AUG 2025	100-93-5400	Contract Services - General	2,345.25
120939	12/11/2025	SH1MS412508	10/29/2025	NPDES: AUG 2025	100-93-5400	Contract Services - General	7,061.50
120939	12/11/2025	SH1MS412508	10/29/2025	NPDES: AUG 2025	100-93-5425	TMDL Watershed Profession	1,153.75
120939	12/11/2025	SH1PLD12508	10/29/2025	LAND DEVELOPMENT SERVICES: 1933 TEMPLE	100-23560	Deposits-Public Works	923.75
120939	12/11/2025	SH1PLD12508	10/29/2025	LAND DEVELOPMENT SERVICES: 1933 TEMPLE	100-23560	Deposits-Public Works	184.75
120939	12/11/2025	SH1PLD12508	10/29/2025	LAND DEVELOPMENT SERVICES: 1933 TEMPLE	100-34-4900	Administrative Fee (PW)	-184.75
						Vendor 0548 - JOHN HUNTER & ASSOCS. INC. Total:	11,484.25
Vendor: 9797 - KINGDOM CAUSES BELLFLOWER							
120940	12/11/2025	11202025	11/20/2025	HOMELESS PREVENTION PROGRAM: OCT 2025	100-44-5400	Contract Services - General	3,118.44
						Vendor 9797 - KINGDOM CAUSES BELLFLOWER Total:	3,118.44
Vendor: 9429 - KIRAN GIDWANI							
120941	12/11/2025	12032025	12/03/2025	PARKS & REC COMMISSIONER: 2ND QTR	100-82-5150	Commission Meeting Attend	150.00
						Vendor 9429 - KIRAN GIDWANI Total:	150.00
Vendor: 9900 - KORMEX CONSTRUCTION INC							
105141	11/25/2025	003	10/31/2025	WILLOW ST MEDIAN PROJECT: OCT 2025	400-21150	Retention Payable	-6,290.20
105141	11/25/2025	003	10/31/2025	WILLOW ST MEDIAN PROJECT: OCT 2025	400-40-5894	Street Capital Improvements	125,804.00
						Vendor 9900 - KORMEX CONSTRUCTION INC Total:	119,513.80
Vendor: 8352 - KPFF, INC							
120942	12/11/2025	585293	10/22/2025	CONSTRUCTION SUPPORT SVCS: GUNDRY RESERVOIR	500-40-5840	Capital Outlay	9,029.50
120942	12/11/2025	585667	11/05/2025	CONSTRUCTION SUPPORT SVCS: GUNDRY RESERVOIR	500-40-5840	Capital Outlay	705.00
						Vendor 8352 - KPFF, INC Total:	9,734.50
Vendor: 8790 - L.N. CURTIS AND SONS							
120895	11/25/2025	INV1008079	11/10/2025	UNIFORMS	100-72-5730	Uniforms	308.99
120895	11/25/2025	INV1008695	11/12/2025	UNIFORMS	100-75-5730	Uniforms	234.30
						Vendor 8790 - L.N. CURTIS AND SONS Total:	543.29

Warrant Register						Payment Dates: 11/22/2025 - 12/19/2025	
Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
Vendor: 0655 - LA COUNTY SHERIFF'S DEPARTMENT							
120943	12/11/2025	261008BL	11/18/2025	INMATE MEALS: OCT 2025	100-75-5721	Special Department Supplies	168.00
Vendor 0655 - LA COUNTY SHERIFF'S DEPARTMENT Total:							168.00
Vendor: 1573 - LAKEWOOD GLASS & SCREEN							
105142	11/25/2025	841454	09/23/2025	PROFESSIONAL SVCS: LIBRARY GLASS REPAIR	100-92-5400	Contract Services - General	647.00
Vendor 1573 - LAKEWOOD GLASS & SCREEN Total:							647.00
Vendor: 9466 - LBG EXPRESS CAR WASH, LLC							
120944	12/11/2025	886	11/01/2025	CITYWIDE CAR WASH: OCT 2025	601-40-5540	Vehicle Maintenance	82.00
Vendor 9466 - LBG EXPRESS CAR WASH, LLC Total:							82.00
Vendor: 8720 - LIEBERT CASSIDY WHITMORE							
120945	12/11/2025	308811	10/31/2025	LEGAL COUNSEL SVCS - CIVIL SVC COMMISSION	100-46-5410	Legal Services	642.50
Vendor 8720 - LIEBERT CASSIDY WHITMORE Total:							642.50
Vendor: 9281 - LINDA EDWARDS							
105177	12/12/2025	12032025	12/03/2025	PARKS & REC COMMISSIONER: 2ND QTR	100-82-5150	Commission Meeting Attend	150.00
Vendor 9281 - LINDA EDWARDS Total:							150.00
Vendor: 3583 - LONG BEACH POLICE DEPARTMENT							
120946	12/11/2025	SHPD-2512	11/14/2025	BOOKING COSTS: SEP 2025	100-72-5400	Contract Services - General	700.00
Vendor 3583 - LONG BEACH POLICE DEPARTMENT Total:							700.00
Vendor: 1545 - LOOMIS							
120947	12/11/2025	13856453	11/30/2025	ARMORED CAR SVCS: DEC 2025	100-51-5435	Banking Services	217.50
120947	12/11/2025	13856453	11/30/2025	ARMORED CAR SVCS: DEC 2025	500-45-5420	Professional Services	217.50
Vendor 1545 - LOOMIS Total:							435.00
Vendor: 9269 - MACHAN SIGN COMPANY, INC							
120896	11/25/2025	33658	11/03/2025	WILLOW MEDIAN - MONUMENT SIGN	400-40-5894	Street Capital Improvements	8,248.91
Vendor 9269 - MACHAN SIGN COMPANY, INC Total:							8,248.91
Vendor: 9837 - MARIA AVIRA GENGENBACHER							
105143	11/25/2025	10212025	10/21/2025	CIVIL SVCS COMMISSION: 1ST QTR - JUL - SEP 2025	100-46-5150	Commission Meetings	225.00
Vendor 9837 - MARIA AVIRA GENGENBACHER Total:							225.00
Vendor: 9285 - MARIA E BODRAN							
120897	11/25/2025	965950	10/31/2025	COPIES: STREET TREE PLANTING	400-40-5894	Street Capital Improvements	1,326.60
120897	11/25/2025	965965	11/04/2025	COPIES: AMPHITHEATER	400-40-5896	Facilities Capital Improveme	2,838.00
Vendor 9285 - MARIA E BODRAN Total:							4,164.60

Warrant Register						Payment Dates: 11/22/2025 - 12/19/2025	
Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
Vendor: 0498 - MEARNES CONSULTING CORP							
105178	12/12/2025	17-1933 Temple	11/14/2025	PROFESSIONAL SVCS: ENVIRONMENTAL CONSULTING	100-23530	Deposits-Community Develo	915.00
105178	12/12/2025	17-1933 Temple	11/14/2025	PROFESSIONAL SVCS: ENVIRONMENTAL CONSULTING	100-23530	Deposits-Community Develo	183.00
105178	12/12/2025	17-1933 Temple	11/14/2025	PROFESSIONAL SVCS: ENVIRONMENTAL CONSULTING	100-34-4600	Administrative Fee (CD)	-183.00
Vendor 0498 - MEARNES CONSULTING CORP Total:							915.00
Vendor: 5673 - MEDICO PROFESSIONAL LINEN SERVICE							
105179	12/12/2025	21338897	11/19/2025	SHPD SUPPLIES	100-75-5721	Special Department Supplies	117.15
Vendor 5673 - MEDICO PROFESSIONAL LINEN SERVICE Total:							117.15
Vendor: 5140 - MICHAEL BAKER INTERNATIONAL, INC.							
105144	11/25/2025	1267463	11/17/2025	CDBG: PROGRAM MANAGEMENT & LABOR COMPLIANCE SVCS	100-82-5400	Contract Services - General	1,190.00
Vendor 5140 - MICHAEL BAKER INTERNATIONAL, INC. Total:							1,190.00
Vendor: 1652 - MOTOROLA SOLUTIONS INC							
105180	12/12/2025	1411192100	07/12/2025	ALPR SUBSCRIPTION RENEWAL FEE	100-74-5570	Software Licensing & Suppor	2,184.00
Vendor 1652 - MOTOROLA SOLUTIONS INC Total:							2,184.00
Vendor: 9605 - NAPOLEON J MEDINA							
120898	11/25/2025	1428	11/19/2025	EVENT RENTALS: TREE LIGHTING	100-82-5723	Event/Program Costs	4,000.00
Vendor 9605 - NAPOLEON J MEDINA Total:							4,000.00
Vendor: 9862 - NAZ ELECTRIC AND CONTROLS, INC.							
120899	11/25/2025	INV-002038	06/27/2025	PROFESSIONAL SVCS: WELL #9 VFD	500-40-5400	Contract Services - General	760.00
120899	11/25/2025	INV-002048	09/02/2025	PROFESSIONAL SVCS: GUNDRY PUMP	500-40-5400	Contract Services - General	1,140.00
120899	11/25/2025	INV-002050	09/09/2025	PROFESSIONAL SVCS: WELL #9 PUMP	500-40-5400	Contract Services - General	2,280.00
120899	11/25/2025	INV-002062	10/20/2025	PROFESSIONAL SVCS: WELL #9 FLOWMETER	500-40-5400	Contract Services - General	1,140.00
120899	11/25/2025	INV-002069	11/07/2025	PROFESSIONAL SVCS: WELL #9 PUMP CONTROLS	500-40-5400	Contract Services - General	1,885.48
Vendor 9862 - NAZ ELECTRIC AND CONTROLS, INC. Total:							7,205.48
Vendor: 4738 - OCEAN BLUE ENVIRONMENTAL SERVICES, INC.							
105145	11/25/2025	42058	10/14/2025	PROFESSIONAL SVCS: WASTE MANAGEMENT	100-93-5400	Contract Services - General	5,303.10

Warrant Register					Payment Dates: 11/22/2025 - 12/19/2025		
Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
105145	11/25/2025	42076	10/14/2025	PROFESSIONAL SVCS: CLEAN UP	100-93-5400	Contract Services - General	1,905.33
Vendor 4738 - OCEAN BLUE ENVIRONMENTAL SERVICES, INC. Total:							7,208.43
Vendor: 0170 - OFFICE DEPOT							
105146	11/25/2025	441930868001	10/20/2025	OFFICE SUPPLIES: PD	100-74-5740	General Supplies	173.09
105146	11/25/2025	444952140001	10/27/2025	OFFICE SUPPLIES: PD	100-76-5740	General Supplies	102.92
105146	11/25/2025	444952329001	10/24/2025	OFFICE SUPPLIES: PD	100-76-5740	General Supplies	68.91
105146	11/25/2025	445477790001	10/28/2025	OFFICE SUPPLIES: PD	100-76-5740	General Supplies	197.45
105146	11/25/2025	445483682001	10/28/2025	OFFICE SUPPLIES: PD	100-75-5740	General Supplies	410.15
105181	12/12/2025	442156347001	10/29/2025	OFFICE SUPPLIES: PUBLIC WORKS	100-91-5740	General Supplies	149.26
105181	12/12/2025	444952140002	10/30/2025	OFFICE SUPPLIES: PD	100-76-5740	General Supplies	27.77
105181	12/12/2025	445407106001	11/06/2025	OFFICE SUPPLIES: PUBLIC WORKS	100-92-5740	General Supplies	35.98
105181	12/12/2025	445876785001	10/31/2025	OFFICE SUPPLIES: PD	100-74-5740	General Supplies	-62.06
105181	12/12/2025	447634363001	11/07/2025	OFFICE SUPPLIES: COMM DE	100-51-5710	Office Supplies	70.16
105181	12/12/2025	447634363001	11/07/2025	OFFICE SUPPLIES: COMM DE	100-61-5740	General Supplies	16.55
Vendor 0170 - OFFICE DEPOT Total:							1,190.18
Vendor: 7837 - OFFICE SOLUTIONS BUSINESS PRODUCTS & SERV LLC							
105182	12/12/2025	I-20001528	11/11/2025	CITY HALL REMODEL: NEW FURNISHINGS / ARCHITECTURES	400-40-5896	Facilities Capital Improveme	4,420.00
Vendor 7837 - OFFICE SOLUTIONS BUSINESS PRODUCTS & SERV LLC Total:							4,420.00
Vendor: 9812 - PACIFIC PRODUCTS AND SERVICES LLC							
120900	11/25/2025	36949	10/08/2025	PUBLIC WORKS SUPPLIES	100-95-5740	General Supplies	403.33
Vendor 9812 - PACIFIC PRODUCTS AND SERVICES LLC Total:							403.33
Vendor: 8662 - PAM DUTCH HUGHES							
120948	12/11/2025	12032025	12/03/2025	PARKS & REC COMMISSIONER: 2ND QTR	100-82-5150	Commission Meeting Attend	150.00
Vendor 8662 - PAM DUTCH HUGHES Total:							150.00
Vendor: 8819 - PARKWOOD LANDSCAPE MAINTENANCE, INC.							
120949	12/11/2025	110326	10/31/2025	LLMD LANDSCAPE MAINT: OCT 2025	260-40-5530	Lawn Care Services	2,611.97
120949	12/11/2025	110465	11/30/2025	LLMD LANDSCAPE MAINT: NOV 2025	260-40-5530	Lawn Care Services	2,611.97
Vendor 8819 - PARKWOOD LANDSCAPE MAINTENANCE, INC. Total:							5,223.94
Vendor: 9411 - PERRIS FENCE & SUPPLY, INC							
120901	11/25/2025	46346	10/30/2025	PUBLIC WORKS SUPPLIES	100-95-5740	General Supplies	38.67
Vendor 9411 - PERRIS FENCE & SUPPLY, INC Total:							38.67
Vendor: 1318 - PITNEY BOWES GLOBAL FINANCIAL SRVCS LLC							
DFT0016012	12/09/2025	2296-111125	11/11/2025	POSTAGE REFILL	100-51-5720	Postage	1,541.99

Warrant Register						Payment Dates: 11/22/2025 - 12/19/2025	
Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
DFT0016130	12/19/2025	1028496210	11/19/2025	POSTAGE SUPPLIES: SEALAN	100-51-5720	Postage	32.09
						Vendor 1318 - PITNEY BOWES GLOBAL FINANCIAL SRVCS LLC Total:	1,574.08
Vendor: 9897 - PLACER LABS INC							
120950	12/11/2025	INUS04720	08/22/2025	GEOSPACIAL SVCS FOR ECONOMIC DEVELOPMENT	100-47-5631	Software Purchases	15,000.00
						Vendor 9897 - PLACER LABS INC Total:	15,000.00
Vendor: 9625 - PLACEWORKS, INC							
120951	12/11/2025	CSHI-01.0 - 11	10/31/2025	PLACEWORKS - OSA STUDY: OCT 2025	100-47-5400	Contract Services - General	17,310.90
120951	12/11/2025	CSHI-01.0-10	09/30/2025	PLACEWORKS- OSA STUDY: SEP 2025	100-47-5400	Contract Services - General	25,659.20
120951	12/11/2025	CSHI-01.0-8	07/31/2025	PLACEWORKS- OSA STUDY: JUL 2025	100-47-5400	Contract Services - General	15,055.05
						Vendor 9625 - PLACEWORKS, INC Total:	58,025.15
Vendor: 1841 - PROJECT PARTNERS INC							
120902	11/25/2025	28348	11/10/2025	WATER QUALITY COORDINATOR SVCS: OCT 2025	500-40-5423	Engineering Services	3,575.00
						Vendor 1841 - PROJECT PARTNERS INC Total:	3,575.00
Vendor: 1137 - R P LAURAIN & ASSOCIATES							
120952	12/11/2025	10323	11/24/2025	PROPERTY APPRAISAL	100-47-5400	Contract Services - General	4,500.00
						Vendor 1137 - R P LAURAIN & ASSOCIATES Total:	4,500.00
Vendor: 1866 - RCS INVESTIGATIONS & CONSULTING LLC							
120953	12/11/2025	7195	07/31/2025	CONTRACT BACKGROUND & INVESTIGATION SVCS	100-74-5400	Contract Services - General	6,000.00
120953	12/11/2025	7210	08/19/2025	CONTRACT BACKGROUND & INVESTIGATION SVCS	100-74-5400	Contract Services - General	16,231.25
120953	12/11/2025	7238	10/04/2025	CONTRACT BACKGROUND & INVESTIGATION SVCS	100-74-5400	Contract Services - General	12,000.00
120953	12/11/2025	7249	11/05/2025	CONTRACT BACKGROUND & INVESTIGATION SVCS	100-74-5400	Contract Services - General	2,000.00
120953	12/11/2025	7256	12/02/2025	CONTRACT BACKGROUND & INVESTIGATION SVCS	100-74-5400	Contract Services - General	17,330.00
						Vendor 1866 - RCS INVESTIGATIONS & CONSULTING LLC Total:	53,561.25
Vendor: 10074 - REACH SPORTS MARKETING GROUP, INC							
120954	12/11/2025	112568	10/24/2025	ANNUAL PLAYER LICENSE	400-40-5896	Facilities Capital Improveme	1,475.98
						Vendor 10074 - REACH SPORTS MARKETING GROUP, INC Total:	1,475.98
Vendor: 10070 - ROBERTO L. DELGADO							
120955	12/11/2025	100	11/24/2025	OUTDOOR PUBLIC ART: HILLBROOK PARK RENDERIN	400-40-5895	Park Capital Improvements	650.00
						Vendor 10070 - ROBERTO L. DELGADO Total:	650.00

Warrant Register						Payment Dates: 11/22/2025 - 12/19/2025	
Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
Vendor: 1554 - ROBERTSON'S READY MIX, LTD							
120903	11/25/2025	750446	11/06/2025	PUBLIC WORKS SUPPLIES	100-95-5740	General Supplies	1,196.49
Vendor 1554 - ROBERTSON'S READY MIX, LTD Total:							1,196.49
Vendor: 9058 - ROGERS ANDERSON MALODY & SCOTT LLP							
120904	11/25/2025	79020	10/31/2025	AUDIT SVCS: JUL - OCT 2025	100-53-5430	Audit Services	10,224.82
120904	11/25/2025	79020	10/31/2025	AUDIT SVCS: JUL - OCT 2025	500-45-5450	Contract Professional Labor	1,975.18
Vendor 9058 - ROGERS ANDERSON MALODY & SCOTT LLP Total:							12,200.00
Vendor: 1575 - RONALD GRIGGS							
120905	11/25/2025	10212025	10/21/2025	CIVIL SVCS COMMISSION: 1ST QTR - JUL - SEP 2025	100-46-5150	Commission Meetings	225.00
Vendor 1575 - RONALD GRIGGS Total:							225.00
Vendor: 1602 - RON'S MAINTENANCE INC.							
105147	11/25/2025	1409	11/05/2025	ANNUAL CATCH BASIN CLEANING	100-93-5400	Contract Services - General	9,670.00
Vendor 1602 - RON'S MAINTENANCE INC. Total:							9,670.00
Vendor: 3019 - RPW SERVICES							
120906	11/25/2025	47627	10/28/2025	RODENT CONTROL: 1925 E 21ST ST - OCT 2025	100-94-5400	Contract Services - General	230.00
Vendor 3019 - RPW SERVICES Total:							230.00
Vendor: 8639 - RRM DESIGN GROUP, A CALIFORNIA CORPORATION							
105183	12/12/2025	3090-01-CU23-4	11/06/2025	PROFESSIONAL SVCS: CITY HALL RENOVATION	400-40-5896	Facilities Capital Improveme	2,031.75
Vendor 8639 - RRM DESIGN GROUP, A CALIFORNIA CORPORATION Total:							2,031.75
Vendor: 0992 - RUSSELL ROBINETT							
105184	12/12/2025	12112025	12/11/2025	RENT PAYMENTS: JAN 2026	100-47-5551	Rental of Land & Buildings Ex	671.67
105184	12/12/2025	12112025	12/11/2025	RENT PAYMENTS: JAN 2026	100-47-5551	Rental of Land & Buildings Ex	716.42
105184	12/12/2025	12112025	12/11/2025	RENT PAYMENTS: JAN 2026	100-47-5551	Rental of Land & Buildings Ex	955.25
105184	12/12/2025	12112025	12/11/2025	RENT PAYMENTS: JAN 2026	100-47-5551	Rental of Land & Buildings Ex	956.83
105184	12/12/2025	12112025	12/11/2025	RENT PAYMENTS: JAN 2026	100-47-5551	Rental of Land & Buildings Ex	958.00
105184	12/12/2025	12112025	12/11/2025	RENT PAYMENTS: JAN 2026	100-47-5551	Rental of Land & Buildings Ex	1,313.42
105184	12/12/2025	12112025	12/11/2025	RENT PAYMENTS: JAN 2026	100-47-5551	Rental of Land & Buildings Ex	3,441.67
105184	12/12/2025	12112025	12/11/2025	RENT PAYMENTS: JAN 2026	100-47-5551	Rental of Land & Buildings Ex	3,681.67
105184	12/12/2025	12112025	12/11/2025	RENT PAYMENTS: JAN 2026	100-47-5551	Rental of Land & Buildings Ex	6,125.08
105184	12/12/2025	12112025	12/11/2025	RENT PAYMENTS: JAN 2026	100-47-5551	Rental of Land & Buildings Ex	23,441.67
105184	12/12/2025	12112025	12/11/2025	RENT PAYMENTS: JAN 2026	100-47-5551	Rental of Land & Buildings Ex	642.33
Vendor 0992 - RUSSELL ROBINETT Total:							42,904.01
Vendor: 3508 - S & J SUPPLY CO INC							
105185	12/12/2025	S100261608.001	11/20/2025	WATER DEPT SUPPLIES	500-40-5740	General Supplies	1,244.78
Vendor 3508 - S & J SUPPLY CO INC Total:							1,244.78

Warrant Register						Payment Dates: 11/22/2025 - 12/19/2025	
Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
Vendor: 0118 - SHELTERCLEAN SERVICES INC							
105148	11/25/2025	SI-002173	10/31/2025	SHELTER/BUS STOP MAINT: OCT 2025	202-40-5400	Contract Services - General	968.24
Vendor 0118 - SHELTERCLEAN SERVICES INC Total:							968.24
Vendor: 9857 - SIERRA HOLISTIC COLLECTIVE INC							
120956	12/11/2025	03014	11/25/2025	SENIORS: TAI CHI CLASS	100-82-5723	Event/Program Costs	162.50
Vendor 9857 - SIERRA HOLISTIC COLLECTIVE INC Total:							162.50
Vendor: 0446 - SIGNAL HILL EMPLOYEES ASSOC							
105158	12/04/2025	INV0015970	12/04/2025	Signal Hill Employees Assn	100-21555	SHEA Union Dues Deduction	922.50
105194	12/18/2025	INV0016079	12/18/2025	Signal Hill Employees Assn	100-21555	SHEA Union Dues Deduction	922.50
Vendor 0446 - SIGNAL HILL EMPLOYEES ASSOC Total:							1,845.00
Vendor: 0447 - SIGNAL HILL POLICE OFFICERS							
105159	12/04/2025	INV0015968	12/04/2025	Police Officer Assn Dues	100-21550	POA Union Dues Deductions	1,512.00
105195	12/18/2025	INV0016077	12/18/2025	Police Officer Assn Dues	100-21550	POA Union Dues Deductions	1,584.00
Vendor 0447 - SIGNAL HILL POLICE OFFICERS Total:							3,096.00
Vendor: 4432 - SIGNAL HILL,CITY OF							
105160	12/04/2025	INV0015938	12/04/2025	Child Care	100-21538	Flex Spending Payable	312.50
105160	12/04/2025	INV0015939	12/04/2025	Flex Spending	100-21538	Flex Spending Payable	973.39
105196	12/18/2025	INV0016047	12/18/2025	Child Care	100-21538	Flex Spending Payable	312.50
105196	12/18/2025	INV0016048	12/18/2025	Flex Spending	100-21538	Flex Spending Payable	856.65
Vendor 4432 - SIGNAL HILL,CITY OF Total:							2,455.04
Vendor: 5423 - SITEIMPROVE INC.							
105186	12/12/2025	USI-00009063	09/16/2025	MEDIA SERVICES: 10/31/25 - 10/30/26	100-45-5630	Media Services	2,688.64
Vendor 5423 - SITEIMPROVE INC. Total:							2,688.64
Vendor: 0460 - SMITH PAINT							
105149	11/25/2025	961627	10/09/2025	WATER DEPT SUPPLIES	500-40-5740	General Supplies	334.98
105149	11/25/2025	962238	10/20/2025	PUBLIC WORKS SUPPLIES	100-92-5740	General Supplies	83.49
Vendor 0460 - SMITH PAINT Total:							418.47
Vendor: 0686 - SOUTH COAST AQMD							
120907	11/25/2025	4606639	09/16/2025	AQMD EMISSIONS FEES: FY 24-25	500-40-5400	Contract Services - General	170.94
120907	11/25/2025	4617124	10/16/2025	GEN DIESEL	500-40-5400	Contract Services - General	1,191.95
120907	11/25/2025	4618284	10/16/2025	AQMD EMISSIONS FEES: FY 24-25	500-40-5400	Contract Services - General	170.94
Vendor 0686 - SOUTH COAST AQMD Total:							1,533.83
Vendor: 0464 - SOUTHERN CALIFORNIA EDISON							
DFT0016009	12/08/2025	8542-112425	11/24/2025	ELECTRIC SVCS: NOV 2025	100-94-5512	Utility Services	71.08
DFT0016010	12/08/2025	9772-112525	11/25/2025	ELECTRIC SVCS: OCT 2025	100-13001	Accrued Accounts Receivabl	-31.97
DFT0016010	12/08/2025	9772-112525	11/25/2025	ELECTRIC SVCS: OCT 2025	100-92-5512	Utility Services	11,048.06
DFT0016010	12/08/2025	9772-112525	11/25/2025	ELECTRIC SVCS: OCT 2025	100-94-5512	Utility Services	-144.28

Warrant Register						Payment Dates: 11/22/2025 - 12/19/2025	
Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
DFT0016010	12/08/2025	9772-112525	11/25/2025	ELECTRIC SVCS: OCT 2025	100-95-5510	Electricity	17,260.40
DFT0016010	12/08/2025	9772-112525	11/25/2025	ELECTRIC SVCS: OCT 2025	100-95-5512	Utility Services	1,226.70
DFT0016010	12/08/2025	9772-112525	11/25/2025	ELECTRIC SVCS: OCT 2025	260-40-5512	Utility Services	-92.33
DFT0016010	12/08/2025	9772-112525	11/25/2025	ELECTRIC SVCS: OCT 2025	500-40-5512	Utility Services	7,454.72
DFT0016014	12/10/2025	1820-112925	11/29/2025	ELECTRIC SVCS: NOV 2025	100-47-5512	Utility Services	2,521.99
DFT0016025	12/15/2025	5614-120125	12/01/2025	ELECTRIC SVCS: NOV 2025	100-92-5512	Utility Services	4,672.99
DFT0016026	12/15/2025	6288-120125	12/01/2025	ELECTRIC SVCS: NOV 2025	100-95-5510	Electricity	32.16
DFT0016027	12/15/2025	1487-120225	12/02/2025	ELECTRIC SVCS: NOV 2025	100-92-5512	Utility Services	9,454.36
DFT0016028	12/15/2025	1222-120125	12/01/2025	ELECTRIC SVCS: NOV 2025	500-40-5512	Utility Services	2,601.85
DFT0016029	12/15/2025	9189-120125	12/01/2025	ELECTRIC SVCS: NOV 2025	100-95-5510	Electricity	961.15
						Vendor 0464 - SOUTHERN CALIFORNIA EDISON Total:	57,036.88
Vendor: 9323 - SOUTHERN TIRE MART LLC							
120957	12/11/2025	7100050732	10/29/2025	TIRE REPAIR	601-40-5750	Gasoline, Oil, & Tires	198.00
120957	12/11/2025	7100053265	11/18/2025	TIRES: UNIT # 50910	601-40-5750	Gasoline, Oil, & Tires	721.85
120957	12/11/2025	7100053269	11/18/2025	TIRES: UNIT #40817	601-40-5750	Gasoline, Oil, & Tires	1,002.02
						Vendor 9323 - SOUTHERN TIRE MART LLC Total:	1,921.87
Vendor: 9864 - SOUTHLAND ROOFING INC							
120908	11/25/2025	1974	10/27/2025	CITYWIDE ROOFING REPLACEMENT	400-21150	Retention Payable	-38,621.03
120908	11/25/2025	1974	10/27/2025	CITYWIDE ROOFING REPLACEMENT	400-40-5896	Facilities Capital Improveme	772,420.50
						Vendor 9864 - SOUTHLAND ROOFING INC Total:	733,799.47
Vendor: 9859 - SOUTHWEST VALVE & EQUIPMENT, LLC							
105150	11/25/2025	50831B42342	09/22/2025	WATER DEPT SUPPLIES: HYDRANT FLUSHERS	500-40-5740	General Supplies	1,766.40
105150	11/25/2025	50831B42695	09/29/2025	WATER DEPT SUPPLIES: HYDRANT FLUSHERS	500-40-5740	General Supplies	3,532.80
						Vendor 9859 - SOUTHWEST VALVE & EQUIPMENT, LLC Total:	5,299.20
Vendor: 0474 - STANDARD INSURANCE COMPANY							
DFT0016192	12/11/2025	INV0015992	12/11/2025	STD/LTD/EAP	100-41-5270	Other Employee Benefits	1.25
DFT0016192	12/11/2025	INV0015992	12/11/2025	STD/LTD/EAP	100-44-5270	Other Employee Benefits	251.61
DFT0016192	12/11/2025	INV0015992	12/11/2025	STD/LTD/EAP	100-51-5270	Other Employee Benefits	-0.15
DFT0016192	12/11/2025	INV0015992	12/11/2025	STD/LTD/EAP	100-53-5270	Other Employee Benefits	253.51
DFT0016192	12/11/2025	INV0015992	12/11/2025	STD/LTD/EAP	100-61-5270	Other Employee Benefits	299.96
DFT0016192	12/11/2025	INV0015992	12/11/2025	STD/LTD/EAP	100-72-5270	Other Employee Benefits	115.47
DFT0016192	12/11/2025	INV0015992	12/11/2025	STD/LTD/EAP	100-73-5270	Other Employee Benefits	36.63
DFT0016192	12/11/2025	INV0015992	12/11/2025	STD/LTD/EAP	100-74-5270	Other Employee Benefits	222.23
DFT0016192	12/11/2025	INV0015992	12/11/2025	STD/LTD/EAP	100-75-5270	Other Employee Benefits	184.09
DFT0016192	12/11/2025	INV0015992	12/11/2025	STD/LTD/EAP	100-75-5270	Other Employee Benefits	45.40
DFT0016192	12/11/2025	INV0015992	12/11/2025	STD/LTD/EAP	100-76-5270	Other Employee Benefits	102.22
DFT0016192	12/11/2025	INV0015992	12/11/2025	STD/LTD/EAP	100-81-5270	Other Employee Benefits	80.66
DFT0016192	12/11/2025	INV0015992	12/11/2025	STD/LTD/EAP	100-82-5270	Other Employee Benefits	236.24
DFT0016192	12/11/2025	INV0015992	12/11/2025	STD/LTD/EAP	100-83-5270	Other Employee Benefits	94.49

Warrant Register

Payment Dates: 11/22/2025 - 12/19/2025

Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
DFT0016192	12/11/2025	INV0015992	12/11/2025	STD/LTD/EAP	100-91-5270	Other Employee Benefits	265.86
DFT0016192	12/11/2025	INV0015992	12/11/2025	STD/LTD/EAP	100-92-5270	Other Employee Benefits	120.31
DFT0016192	12/11/2025	INV0015992	12/11/2025	STD/LTD/EAP	100-95-5270	Other Employee Benefits	309.42
DFT0016192	12/11/2025	INV0015992	12/11/2025	STD/LTD/EAP	500-40-5270	Other Employee Benefits	198.99
DFT0016192	12/11/2025	INV0015992	12/11/2025	STD/LTD/EAP	601-40-5270	Other Employee Benefits	45.40
DFT0016192	12/11/2025	INV0015993	12/11/2025	Life and AD&D Insurance	100-41-5276	Life Insurance Benefit	12.10
DFT0016192	12/11/2025	INV0015993	12/11/2025	Life and AD&D Insurance	100-44-5276	Life Insurance Benefit	209.30
DFT0016192	12/11/2025	INV0015993	12/11/2025	Life and AD&D Insurance	100-53-5276	Life Insurance Benefit	204.27
DFT0016192	12/11/2025	INV0015993	12/11/2025	Life and AD&D Insurance	100-53-5276	Life Insurance Benefit	-0.07
DFT0016192	12/11/2025	INV0015993	12/11/2025	Life and AD&D Insurance	100-61-5276	Life Insurance Benefit	136.85
DFT0016192	12/11/2025	INV0015993	12/11/2025	Life and AD&D Insurance	100-72-5276	Life Insurance Benefit	161.00
DFT0016192	12/11/2025	INV0015993	12/11/2025	Life and AD&D Insurance	100-73-5276	Life Insurance Benefit	40.25
DFT0016192	12/11/2025	INV0015993	12/11/2025	Life and AD&D Insurance	100-74-5276	Life Insurance Benefit	209.30
DFT0016192	12/11/2025	INV0015993	12/11/2025	Life and AD&D Insurance	100-75-5276	Life Insurance Benefit	8.05
DFT0016192	12/11/2025	INV0015993	12/11/2025	Life and AD&D Insurance	100-75-5276	Life Insurance Benefit	40.25
DFT0016192	12/11/2025	INV0015993	12/11/2025	Life and AD&D Insurance	100-76-5276	Life Insurance Benefit	24.15
DFT0016192	12/11/2025	INV0015993	12/11/2025	Life and AD&D Insurance	100-81-5276	Life Insurance Benefit	16.10
DFT0016192	12/11/2025	INV0015993	12/11/2025	Life and AD&D Insurance	100-82-5276	Life Insurance Benefit	128.80
DFT0016192	12/11/2025	INV0015993	12/11/2025	Life and AD&D Insurance	100-83-5276	Life Insurance Benefit	24.15
DFT0016192	12/11/2025	INV0015993	12/11/2025	Life and AD&D Insurance	100-91-5276	Life Insurance Benefit	169.05
DFT0016192	12/11/2025	INV0015993	12/11/2025	Life and AD&D Insurance	100-92-5276	Life Insurance Benefit	64.40
DFT0016192	12/11/2025	INV0015993	12/11/2025	Life and AD&D Insurance	100-95-5276	Life Insurance Benefit	80.50
DFT0016192	12/11/2025	INV0015993	12/11/2025	Life and AD&D Insurance	500-40-5276	Life Insurance Benefit	48.30
DFT0016192	12/11/2025	INV0015993	12/11/2025	Life and AD&D Insurance	601-40-5276	Life Insurance Benefit	8.05
Vendor 0474 - STANDARD INSURANCE COMPANY Total:							4,448.39
Vendor: 1040 - STATE WATER RESOURCES CONTROL BOARD							
120909	11/25/2025	SW-0322733	11/05/2025	ANNUAL PERMIT FEES: FY 25-26	100-93-5691	NPDES Fee	7,279.00
120958	12/11/2025	WD-0305684	11/19/2025	ANNUAL PERMIT FEE: LCC FY 25-26	500-40-5400	Contract Services - General	563.00
Vendor 1040 - STATE WATER RESOURCES CONTROL BOARD Total:							7,842.00
Vendor: 5227 - STUDIO SPECTRUM							
105151	11/25/2025	193345	11/01/2025	CITY COUNCIL CHAMBERS A/V IMPROVEMENT PROJECT	100-43-5400	Contract Services - General	1,650.00
105151	11/25/2025	193352	11/07/2025	COUNCIL CHAMBERS A/V IMPROVEMENT PROJECT:	100-43-5400	Contract Services - General	8,100.00
Vendor 5227 - STUDIO SPECTRUM Total:							9,750.00
Vendor: 9636 - SVA ARCHITECTS, INC							
105187	12/12/2025	64122	10/31/2025	PROFESSIONAL SVCS: AMPHITHEATER PROJECT	400-40-5896	Facilities Capital Improveme	21,424.56
Vendor 9636 - SVA ARCHITECTS, INC Total:							21,424.56

Warrant Register						Payment Dates: 11/22/2025 - 12/19/2025	
Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
Vendor: 5109 - TERMINIX INTERNATIONAL LP							
120959	12/11/2025	465376407	10/21/2025	PEST CONTROL SVCS: OCT 2025	100-92-5400	Contract Services - General	151.06
Vendor 5109 - TERMINIX INTERNATIONAL LP Total:							151.06
Vendor: 8702 - THAT SOUND GUY							
120910	11/25/2025	381.5	11/18/2025	TREE LIGHTING SOUND	100-82-5723	Event/Program Costs	2,150.00
Vendor 8702 - THAT SOUND GUY Total:							2,150.00
Vendor: 5408 - THE PITTSBURGH PAINTS CO							
120960	12/11/2025	806720013150	11/10/2025	PUBLIC WORKS SUPPLIES	100-95-5721	Special Dept Supplies-Graffiti	549.65
Vendor 5408 - THE PITTSBURGH PAINTS CO Total:							549.65
Vendor: 9457 - THE SAUCE CREATIVE SERVICES CORP							
105152	11/25/2025	7796	09/11/2025	CITY VIEWS POSTAGE: FALL 2025	100-45-5400	Contract Services - General	224.39
105152	11/25/2025	7796	09/11/2025	CITY VIEWS POSTAGE: FALL 2025	100-45-5632	Newsletter	1,121.97
105152	11/25/2025	7797	09/18/2025	CITY VIEWS MAGAZINE: FALL 2025	100-45-5400	Contract Services - General	2,092.13
105152	11/25/2025	7797	09/18/2025	CITY VIEWS MAGAZINE: FALL 2025	100-45-5632	Newsletter	10,460.63
Vendor 9457 - THE SAUCE CREATIVE SERVICES CORP Total:							13,899.12
Vendor: 5643 - THIRKETTLE CORP							
120961	12/11/2025	INV0110934	10/28/2025	WATER DEPT SUPPLIES	500-40-5740	General Supplies	2,504.21
Vendor 5643 - THIRKETTLE CORP Total:							2,504.21
Vendor: 9296 - THOMAS BEKELE							
120962	12/11/2025	11052025	11/05/2025	WELLNESS REIMBURSEMENT: FY 25-26	100-91-5280	Wellness Benefit	71.99
Vendor 9296 - THOMAS BEKELE Total:							71.99
Vendor: 5699 - TIM ANHORN							
105188	12/12/2025	12032025	12/03/2025	PARKS & REC COMMISSIONER: 2ND QTR	100-82-5150	Commission Meeting Attend	150.00
Vendor 5699 - TIM ANHORN Total:							150.00
Vendor: 1072 - TOTAL TELCO SPECIALISTS INC							
120911	11/25/2025	29980	11/19/2025	HOLIDAY TREE LIGHTS INSTALLATION 2025	100-82-5723	Event/Program Costs	4,488.00
Vendor 1072 - TOTAL TELCO SPECIALISTS INC Total:							4,488.00
Vendor: 1723 - TRAFFIC MANAGEMENT INC							
120912	11/25/2025	06-119231	10/21/2025	PUBLIC WORKS SUPPLIES	100-95-5740	General Supplies	1,878.50
120912	11/25/2025	06-119695	11/10/2025	PUBLIC WORKS SUPPLIES	100-91-5740	General Supplies	138.13
120912	11/25/2025	06-119792	11/13/2025	PUBLIC WORKS SUPPLIES	100-95-5740	General Supplies	1,581.30
Vendor 1723 - TRAFFIC MANAGEMENT INC Total:							3,597.93

Warrant Register						Payment Dates: 11/22/2025 - 12/19/2025	
Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
Vendor: 9545 - TRANSTECH ENGINEERS, INC							
105189	12/12/2025	20256413	10/31/2025	ON CALL SVCS: OCT 2025	100-91-5400	Contract Services - General	4,199.50
						Vendor 9545 - TRANSTECH ENGINEERS, INC Total:	4,199.50
Vendor: 9866 - TURBO DATA SYSTEMS, INC							
120913	11/25/2025	47064	10/31/2025	PARKING CITATION & DATA PROCESSING SVCS	100-76-5400	Contract Services - General	1,380.00
						Vendor 9866 - TURBO DATA SYSTEMS, INC Total:	1,380.00
Vendor: 0801 - U.S. BANK - PARS							
105161	12/04/2025	INV0015948	12/04/2025	PARS Contributions	100-21514	Part-time Employee PARS Pa	1,466.81
105197	12/18/2025	INV0016057	12/18/2025	PARS Contributions	100-21514	Part-time Employee PARS Pa	1,702.76
						Vendor 0801 - U.S. BANK - PARS Total:	3,169.57
Vendor: 0122 - ULINE							
120914	11/25/2025	200131527	11/04/2025	PUBLIC WORKS SUPPLIES	100-92-5740	General Supplies	839.04
120914	11/25/2025	200131527	11/04/2025	PUBLIC WORKS SUPPLIES	100-95-5740	General Supplies	982.05
120914	11/25/2025	200164871	11/05/2025	SAFETY GLOVES	100-76-5740	General Supplies	257.62
120963	12/11/2025	199734939	10/27/2025	PUBLIC WORKS SUPPLIES	100-92-5740	General Supplies	134.65
120963	12/11/2025	199734939	10/27/2025	PUBLIC WORKS SUPPLIES	100-94-5740	General Supplies	269.30
120963	12/11/2025	199734939	10/27/2025	PUBLIC WORKS SUPPLIES	100-95-5740	General Supplies	1,077.21
120963	12/11/2025	199734939	10/27/2025	PUBLIC WORKS SUPPLIES	500-40-5740	General Supplies	269.30
120963	12/11/2025	199734939	10/27/2025	PUBLIC WORKS SUPPLIES	601-40-5740	General Supplies	134.65
120963	12/11/2025	200336851	11/10/2025	SAFETY GLOVES	100-76-5740	General Supplies	256.02
120963	12/11/2025	200841522	11/05/2025	INCORRECT ITEM RECEIVED	100-76-5740	General Supplies	-257.46
						Vendor 0122 - ULINE Total:	3,962.38
Vendor: 0497 - UNDERGROUND SERVICE ALERT							
120964	12/11/2025	1120250693	12/01/2025	MONTHLY DATABASE MAINT: DEC 2025	500-40-5400	Contract Services - General	242.00
120964	12/11/2025	25-261890	12/01/2025	CA STATE REGULATORY COSTS: DEC 2025	500-40-5400	Contract Services - General	54.59
						Vendor 0497 - UNDERGROUND SERVICE ALERT Total:	296.59
Vendor: 0237 - UNIVERSITY TROPHIES							
105153	11/25/2025	73350	11/12/2025	ENGRAVING SVCS	100-74-5740	General Supplies	16.50
105190	12/12/2025	73517	11/26/2025	YOUTH SPORTS AWARDS	100-83-5723	Event/Program Costs	322.66
						Vendor 0237 - UNIVERSITY TROPHIES Total:	339.16
Vendor: 5452 - US TREASURY							
DFT0015979	12/04/2025	INV0015976	12/04/2025	Social Security	100-21510	FICA Taxes Payable	30,666.56
DFT0015980	12/04/2025	INV0015977	12/04/2025	Medicare	100-21511	Medicare Taxes Payable	16,419.22
DFT0015982	12/04/2025	INV0015979	12/04/2025	Federal Income Tax Withholding	100-21512	US Withholding Taxes Payabl	61,890.08
DFT0015983	12/04/2025	INV0015980	12/04/2025	Social Security	100-21510	FICA Taxes Payable	484.60
DFT0015984	12/04/2025	INV0015981	12/04/2025	Medicare	100-21511	Medicare Taxes Payable	511.22
DFT0015986	12/04/2025	INV0015983	12/04/2025	Federal Income Tax Withholding	100-21512	US Withholding Taxes Payabl	1,996.83

Warrant Register						Payment Dates: 11/22/2025 - 12/19/2025	
Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
DFT0016001	12/04/2025	CM0000287	12/04/2025	Medicare	100-21511	Medicare Taxes Payable	-41.42
DFT0016003	12/04/2025	CM0000289	12/04/2025	Federal Income Tax Withholding	100-21512	US Withholding Taxes Payabl	-356.44
DFT0016030	12/18/2025	INV0015999	12/18/2025	Social Security	100-21510	FICA Taxes Payable	4,825.46
DFT0016031	12/18/2025	INV0016000	12/18/2025	Medicare	100-21511	Medicare Taxes Payable	1,439.82
DFT0016033	12/18/2025	INV0016002	12/18/2025	Federal Income Tax Withholding	100-21512	US Withholding Taxes Payabl	4,246.03
DFT0016034	12/18/2025	INV0016003	12/18/2025	Medicare	100-21511	Medicare Taxes Payable	548.55
DFT0016036	12/18/2025	INV0016005	12/18/2025	Federal Income Tax Withholding	100-21512	US Withholding Taxes Payabl	2,755.17
DFT0016043	12/18/2025	INV0016012	12/18/2025	Social Security	100-21510	FICA Taxes Payable	669.70
DFT0016044	12/18/2025	INV0016013	12/18/2025	Medicare	100-21511	Medicare Taxes Payable	156.62
DFT0016046	12/18/2025	INV0016015	12/18/2025	Federal Income Tax Withholding	100-21512	US Withholding Taxes Payabl	834.48
DFT0016106	12/18/2025	INV0016085	12/18/2025	Social Security	100-21510	FICA Taxes Payable	31,643.04
DFT0016107	12/18/2025	INV0016086	12/18/2025	Medicare	100-21511	Medicare Taxes Payable	16,992.88
DFT0016109	12/18/2025	INV0016088	12/18/2025	Federal Income Tax Withholding	100-21512	US Withholding Taxes Payabl	64,822.22
						Vendor 5452 - US TREASURY Total:	240,504.62
Vendor: 4842 - USA BLUEBOOK							
120915	11/25/2025	INV00860559	10/20/2025	WATER DEPT SUPPLIES	500-40-5740	General Supplies	318.08
120915	11/25/2025	INV00863442	10/22/2025	WATER DEPT SUPPLIES	500-40-5740	General Supplies	344.73
120915	11/25/2025	INV00881462	11/10/2025	WATER DEPT SUPPLIES	500-40-5740	General Supplies	2,272.89
120965	12/11/2025	INV00871454	10/30/2025	WATER DEPT SUPPLIES	500-40-5740	General Supplies	261.63
120965	12/11/2025	INV00892259	11/21/2025	WATER DEPT SUPPLIES	500-40-5740	General Supplies	198.85
120965	12/11/2025	INV00892308	11/21/2025	WATER DEPT SUPPLIES	500-40-5740	General Supplies	69.40
120965	12/11/2025	INV00892491	11/21/2025	WATER DEPT SUPPLIES	500-40-5740	General Supplies	2,625.62
						Vendor 4842 - USA BLUEBOOK Total:	6,091.20
Vendor: 9139 - V&V MANUFACTURING, INC							
120966	12/11/2025	63393	11/13/2025	BADGE SVCS	100-72-5730	Uniforms	401.47
120966	12/11/2025	63444	11/25/2025	BADGE SVCS	100-72-5730	Uniforms	289.40
						Vendor 9139 - V&V MANUFACTURING, INC Total:	690.87
Vendor: 1632 - VISION SERVICE PLAN-CA							
DFT0015774	12/10/2025	INV0015779	11/06/2025	Vision Ins - Employee Only	100-21533	Vision Insurance Payable	321.65
DFT0015775	12/10/2025	INV0015780	11/06/2025	Vision Ins - Employee + 1	100-21533	Vision Insurance Payable	317.79
DFT0015776	12/10/2025	INV0015781	11/06/2025	Vision Ins - Family	100-21533	Vision Insurance Payable	378.13
DFT0015875	12/10/2025	INV0015884	11/20/2025	Vision Ins - Employee Only	100-21533	Vision Insurance Payable	336.20
DFT0015875	12/10/2025	INV0015884	11/20/2025	Vision Ins - Employee Only	100-21533	Vision Insurance Payable	29.22
DFT0015875	12/10/2025	INV0015884	11/20/2025	Vision Ins - Employee Only	100-21533	Vision Insurance Payable	22.69
DFT0015875	12/10/2025	INV0015884	11/20/2025	Vision Ins - Employee Only	100-51-5273	Health Benefits	0.52
DFT0015876	12/10/2025	INV0015885	11/20/2025	Vision Ins - Employee + 1	100-21533	Vision Insurance Payable	226.98
DFT0015877	12/10/2025	INV0015886	11/20/2025	Vision Ins - Family	100-21533	Vision Insurance Payable	378.04

Warrant Register						Payment Dates: 11/22/2025 - 12/19/2025	
Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
DFT0015990	12/10/2025	INV0015987	12/09/2025	Vision Retiree December 202	100-21561	Retiree Vision Insurance Pay	313.01
Vendor 1632 - VISION SERVICE PLAN-CA Total:							2,324.23
Vendor: 5703 - VOYA 401A PLAN 664281							
DFT0015920	12/04/2025	INV0015907	12/04/2025	401A	100-21570	Deferred Compensation Ded	1,620.11
DFT0015921	12/04/2025	INV0015908	12/04/2025	401A%	100-21570	Deferred Compensation Ded	921.82
DFT0016037	12/18/2025	INV0016006	12/18/2025	401A	100-21570	Deferred Compensation Ded	50.00
DFT0016047	12/18/2025	INV0016016	12/18/2025	401A	100-21570	Deferred Compensation Ded	1,620.11
DFT0016048	12/18/2025	INV0016017	12/18/2025	401A%	100-21570	Deferred Compensation Ded	921.82
Vendor 5703 - VOYA 401A PLAN 664281 Total:							5,133.86
Vendor: 5704 - VOYA 457 PLAN 664280							
DFT0015922	12/04/2025	INV0015909	12/04/2025	457	100-21570	Deferred Compensation Ded	-123.49
DFT0015922	12/04/2025	INV0015909	12/04/2025	457	100-21570	Deferred Compensation Ded	2,526.25
DFT0015923	12/04/2025	INV0015910	12/04/2025	457	100-21570	Deferred Compensation Ded	9,180.70
DFT0015924	12/04/2025	INV0015911	12/04/2025	457 Benefit	100-21570	Deferred Compensation Ded	9,045.75
DFT0015925	12/04/2025	INV0015912	12/04/2025	457	100-21570	Deferred Compensation Ded	500.00
DFT0015926	12/04/2025	INV0015913	12/04/2025	457 ROTH	100-21570	Deferred Compensation Ded	1,205.00
DFT0015992	12/04/2025	CM0000284	12/04/2025	457	100-21570	Deferred Compensation Ded	-142.80
DFT0016038	12/18/2025	INV0016007	12/18/2025	457	100-21570	Deferred Compensation Ded	100.00
DFT0016038	12/18/2025	INV0016007	12/18/2025	457	100-21570	Deferred Compensation Ded	123.49
DFT0016049	12/18/2025	INV0016018	12/18/2025	457	100-21570	Deferred Compensation Ded	2,299.36
DFT0016050	12/18/2025	INV0016019	12/18/2025	457	100-21570	Deferred Compensation Ded	9,180.70
DFT0016051	12/18/2025	INV0016020	12/18/2025	457 Benefit	100-21570	Deferred Compensation Ded	9,590.85
DFT0016052	12/18/2025	INV0016021	12/18/2025	457	100-21570	Deferred Compensation Ded	500.00
DFT0016053	12/18/2025	INV0016022	12/18/2025	457 ROTH	100-21570	Deferred Compensation Ded	1,205.00
Vendor 5704 - VOYA 457 PLAN 664280 Total:							45,190.81
Vendor: 1110 - W.G. ZIMMERMAN ENGINEERING INC.							
105191	12/12/2025	25-10-882	11/06/2025	ON CALL SVCS: OCT 2025	100-91-5400	Contract Services - General	925.00
105191	12/12/2025	25-10-883	11/06/2025	ON CALL SVCS: WILLOW & CHERRY OCT 2025	400-40-5894	Street Capital Improvements	225.00
105191	12/12/2025	25-10-884	11/06/2025	PS&E FOR BURNETT PEDESTRIAN & BICYCLE ENHANCEMENT	400-40-5894	Street Capital Improvements	6,515.00
Vendor 1110 - W.G. ZIMMERMAN ENGINEERING INC. Total:							7,665.00
Vendor: 1316 - WATER REPLENISHMENT DISTRICT							
105154	11/25/2025	09302025	09/30/2025	GROUNDWATER REPLENISHMENT: SEP 2025	500-40-5780	Water Supply Costs	81.72
Vendor 1316 - WATER REPLENISHMENT DISTRICT Total:							81.72
Vendor: 5161 - WECK LABORATORIES							
120916	11/25/2025	W5I0156	09/03/2025	WATER ANALYSIS	500-40-5400	Contract Services - General	120.00
120916	11/25/2025	W5J1210	10/21/2025	WATER ANALYSIS	500-40-5400	Contract Services - General	525.00
120916	11/25/2025	W5K0227	11/04/2025	WATER ANALYSIS	500-40-5400	Contract Services - General	150.00
120916	11/25/2025	W5K0245	11/05/2025	WATER ANALYSIS	500-40-5400	Contract Services - General	173.00

Warrant Register						Payment Dates: 11/22/2025 - 12/19/2025	
Payment Number	Payment Date	Payable Number	Payable Date	Description (Payable)	Account Number	Account Name	Amount
120916	11/25/2025	W5K0619	11/10/2025	WATER ANALYSIS	500-40-5400	Contract Services - General	88.00
120916	11/25/2025	W5K1005	11/14/2025	WATER ANALYSIS	500-40-5400	Contract Services - General	2,510.00
120967	12/11/2025	W5K1189	11/18/2025	WATER ANALYSIS	500-40-5400	Contract Services - General	405.00
120967	12/11/2025	W5K1361	11/21/2025	WATER ANALYSIS	500-40-5400	Contract Services - General	1,345.00
120967	12/11/2025	W5K1449	11/25/2025	WATER ANALYSIS	500-40-5400	Contract Services - General	105.00
Vendor 5161 - WECK LABORATORIES Total:							5,421.00
Vendor: 9762 - Z&K CONSULTANTS, INC							
120968	12/11/2025	2981	11/14/2025	CONSTRUCTABILITY REVIEW: CITYWIDE MEDIANS	400-40-5894	Street Capital Improvements	5,478.00
120968	12/11/2025	2982	11/14/2025	CONSTRUCTABILITY REVIEW: CITYWIDE MEDIANS	400-40-5894	Street Capital Improvements	7,968.00
120968	12/11/2025	2983	11/14/2025	CONSTRUCTABILITY REVIEW: CITYWIDE MEDIANS	400-40-5894	Street Capital Improvements	8,300.00
Vendor 9762 - Z&K CONSULTANTS, INC Total:							21,746.00
Vendor: 8846 - ZONES, LLC							
105155	11/25/2025	W10977050101	11/15/2025	IT SVCS - CSP/NCE OFFICE 365: 11/13 - 11/15/25	100-52-5725	Software	1.32
105155	11/25/2025	W10980590102	11/17/2025	IT SVCS - CSP/NCE OFFICE 365: 11/15 - 12/15/25	100-52-5725	Software	4,212.25
Vendor 8846 - ZONES, LLC Total:							4,213.57
Grand Total:							4,102,050.88

Report Summary

Fund Summary

Fund	Payment Amount
100 - General Fund	2,566,814.25
202 - Transportation	3,423.54
260 - Lighting and Landscape	6,371.89
400 - Capital Improvement	1,158,031.81
500 - Water Operations Fund	361,625.87
601 - Vehicle and Equipment	5,783.52
Grand Total:	4,102,050.88

Account Summary

Account Number	Account Name	Payment Amount
100-13001	Accrued Accounts Recei	733.37
100-16000	Inventory & Prepayment	1,268,994.94
100-21050	Accrued Liabilities Payab	20.00
100-21510	FICA Taxes Payable	68,289.36
100-21511	Medicare Taxes Payable	36,026.89
100-21512	US Withholding Taxes Pa	136,188.37
100-21513	State Withholding Taxes	54,960.88
100-21514	Part-time Employee PAR	3,169.57
100-21520	PERS - City Paid	185,844.35
100-21525	OPEB Employee Paid W/	13,390.24
100-21531	Health Insurance Payabl	132,517.77
100-21532	Dental Insurance Payabl	7,544.74
100-21533	Vision Insurance Payable	2,010.70
100-21536	AFLAC Payable	646.68
100-21537	Colonial Payable	796.36
100-21538	Flex Spending Payable	2,455.04
100-21550	POA Union Dues Deducti	3,096.00
100-21555	SHEA Union Dues Deduc	1,845.00
100-21560	Retiree Dental Insurance	853.06
100-21561	Retiree Vision Insurance	313.01
100-21570	Deferred Compensation	50,324.67
100-21580	CA State Reimbursemen	1,562.76
100-23530	Deposits-Community De	4,432.00
100-23560	Deposits-Public Works	1,108.50
100-34-4600	Administrative Fee (CD)	-547.00
100-34-4900	Administrative Fee (PW)	-184.75
100-41-5270	Other Employee Benefit	1.25
100-41-5276	Life Insurance Benefit	12.10
100-43-5400	Contract Services - Gene	9,750.00
100-44-5270	Other Employee Benefit	251.61

Account Summary

Account Number	Account Name	Payment Amount
100-44-5276	Life Insurance Benefit	209.30
100-44-5400	Contract Services - Gene	7,118.44
100-45-5400	Contract Services - Gene	2,316.52
100-45-5630	Media Services	2,688.64
100-45-5632	Newsletter	11,582.60
100-46-5150	Commission Meetings	1,125.00
100-46-5360	Education / General Em	144.00
100-46-5400	Contract Services - Gene	328.00
100-46-5410	Legal Services	642.50
100-47-5400	Contract Services - Gene	71,518.35
100-47-5512	Utility Services	2,551.61
100-47-5551	Rental of Land & Buildin	42,904.01
100-47-5631	Software Purchases	15,000.00
100-51-5230	Retirement Contribution	-0.20
100-51-5270	Other Employee Benefit	-0.15
100-51-5273	Health Benefits	105.81
100-51-5290	Retiree Medical Benefit	14,282.05
100-51-5400	Contract Services - Gene	3,950.00
100-51-5435	Banking Services	217.50
100-51-5511	Telephone/Internet	8,004.48
100-51-5552	Rental/Lease of Equipm	248.48
100-51-5710	Office Supplies	70.16
100-51-5720	Postage	1,574.08
100-52-5440	Technology Technical Ser	9,250.00
100-52-5570	Software Licensing & Su	24,465.75
100-52-5725	Software	4,213.57
100-53-5270	Other Employee Benefit	253.51
100-53-5273	Health Benefits	150.00
100-53-5276	Life Insurance Benefit	204.20
100-53-5430	Audit Services	10,224.82
100-61-5270	Other Employee Benefit	299.96
100-61-5276	Life Insurance Benefit	136.85
100-61-5740	General Supplies	16.55
100-63-5740	General Supplies	96.14
100-72-5270	Other Employee Benefit	115.47
100-72-5276	Life Insurance Benefit	161.00
100-72-5400	Contract Services - Gene	8,468.48
100-72-5730	Uniforms	999.86
100-73-5270	Other Employee Benefit	36.63
100-73-5276	Life Insurance Benefit	40.25
100-73-5730	Uniforms	124.31
100-74-5270	Other Employee Benefit	222.23

Account Summary

Account Number	Account Name	Payment Amount
100-74-5276	Life Insurance Benefit	209.30
100-74-5400	Contract Services - Gene	63,270.35
100-74-5440	IT Services	9,250.00
100-74-5511	Telephone	1,427.97
100-74-5570	Software Licensing & Su	2,729.00
100-74-5740	General Supplies	127.53
100-74-5840	Capital Outlay	6,824.68
100-75-5270	Other Employee Benefit	229.49
100-75-5276	Life Insurance Benefit	48.30
100-75-5721	Special Department Sup	285.15
100-75-5730	Uniforms	234.30
100-75-5740	General Supplies	410.15
100-76-5270	Other Employee Benefit	102.22
100-76-5276	Life Insurance Benefit	24.15
100-76-5400	Contract Services - Gene	1,380.00
100-76-5740	General Supplies	653.23
100-81-5270	Other Employee Benefit	80.66
100-81-5276	Life Insurance Benefit	16.10
100-81-5721	Special Department Sup	238.79
100-81-5730	Uniforms	180.67
100-82-5150	Commission Meeting Att	750.00
100-82-5270	Other Employee Benefit	236.24
100-82-5276	Life Insurance Benefit	128.80
100-82-5400	Contract Services - Gene	41,064.25
100-82-5723	Event/Program Costs	11,940.16
100-83-5270	Other Employee Benefit	94.49
100-83-5276	Life Insurance Benefit	24.15
100-83-5723	Event/Program Costs	322.66
100-91-5270	Other Employee Benefit	265.86
100-91-5276	Life Insurance Benefit	169.05
100-91-5280	Wellness Benefit	71.99
100-91-5400	Contract Services - Gene	44,819.39
100-91-5740	General Supplies	287.39
100-92-5270	Other Employee Benefit	120.31
100-92-5276	Life Insurance Benefit	64.40
100-92-5400	Contract Services - Gene	2,172.13
100-92-5512	Utility Services	32,104.68
100-92-5521	Cleaning Services	20,788.00
100-92-5730	Uniforms	409.53
100-92-5740	General Supplies	1,382.02
100-93-5400	Contract Services - Gene	26,893.18
100-93-5425	TMDL Watershed Profes	1,153.75

Account Summary

Account Number	Account Name	Payment Amount
100-93-5691	NPDES Fee	7,279.00
100-94-5400	Contract Services - Gene	1,189.22
100-94-5512	Utility Services	22,764.99
100-94-5730	Uniforms	446.25
100-94-5740	General Supplies	269.30
100-95-5270	Other Employee Benefit	309.42
100-95-5276	Life Insurance Benefit	80.50
100-95-5510	Electricity	18,253.71
100-95-5512	Utility Services	1,256.70
100-95-5721	Special Dept Supplies-Gr	549.65
100-95-5730	Uniforms	1,805.26
100-95-5740	General Supplies	7,157.55
202-40-5400	Contract Services - Gene	2,547.32
202-40-5674	Dial-A-Taxi	876.22
260-40-5512	Utility Services	1,147.95
260-40-5530	Lawn Care Services	5,223.94
400-21150	Retention Payable	-6,688.45
400-40-5805	Capital Outlay	7,134.00
400-40-5894	Street Capital Improvem	170,335.45
400-40-5895	Park Capital Improveme	1,950.00
400-40-5896	Facilities Capital Improv	985,300.81
500-40-5270	Other Employee Benefit	198.99
500-40-5276	Life Insurance Benefit	48.30
500-40-5400	Contract Services - Gene	42,724.72
500-40-5423	Engineering Services	3,575.00
500-40-5511	Telephone/Data	5,395.43
500-40-5512	Utility Services	11,593.14
500-40-5721	Special Department Sup	763.95
500-40-5730	Uniforms	1,610.73
500-40-5740	General Supplies	17,082.71
500-40-5780	Water Supply Costs	264,872.27
500-40-5840	Capital Outlay	9,734.50
500-45-5420	Professional Services	217.50
500-45-5450	Contract Professional La	1,975.18
500-45-5720	Postage	1,833.45
601-40-5270	Other Employee Benefit	45.40
601-40-5276	Life Insurance Benefit	8.05
601-40-5400	Contract Services - Gene	1,338.00
601-40-5540	Vehicle Maintenance	1,611.79
601-40-5730	Uniforms	46.07
601-40-5740	General Supplies	257.28
601-40-5750	Gasoline, Oil, & Tires	1,921.87

Account Summary

Account Number	Account Name	Payment Amount
601-40-5754	Fuel Purchases	555.06
Grand Total:		4,102,050.88

Project Account Summary

Project Account Key	Payment Amount
None	2,909,792.80
6174	1,872.00
6223	1,410.00
6226	1,150.00
80.25008.ARTR.125	1,950.00
805	10,638.00
806	322.66
813	162.50
818	1,139.66
90.19004.CCMPR.119	153,027.32
90.19004.LBR.111	28,194.43
90.22008.TIF.233	225.00
90.24012.CIPG.240	6,515.00
90.24013.CACG.281	21,424.56
90.24013.CCMPR.119	2,838.00
90.24016.CIPR	7,396.00
90.25010.CIPR.113	470.29
90.25012.CIPG.240	1,326.60
90.25017.CIPR.113	7,134.00
90.25018.CIPR.113	772,420.50
90.26003.RMRA.238	5,980.00
90.26006.CIPR.113	155,818.56
9079	1,108.50
95.23001	9,734.50
Grand Total:	4,102,050.88

Authorization Signatures

STAFF REPORT

Verify accuracy of the Warrant Register.

Dated

Finance Director

City Manager