

**NOTICE AND AGENDA
SPECIAL MEETING**

**Friday,
October 9, 2020**

Arroyo Verdugo Communities Joint Powers Authority

**ARROYO VERDUGO COMMUNITIES JOINT POWERS AUTHORITY (AVCJPA)
GOVERNING BOARD**

Thursday, October 15, 2020 – 2:00 p.m.
City of La Cañada Flintridge Council Chambers
One Civic Center Drive
La Cañada Flintridge, CA 91011

SPECIAL NOTE: DUE TO CORONAVIRUS (COVID-19) THE PUBLIC IS ENCOURAGED TO LISTEN TO THE MEETING VIA TELECONFERENCE
TO JOIN THE MEETING DIAL: (669) 900-9128 AND ENTER MEETING NUMBER 923 5130 3347

REMOTE PUBLIC COMMENT IS AVAILABLE FOR THE MEETING: BY
EMAILING: avpubliccomment@lcf.ca.gov

**SHARON SPRINGER, CHAIR
DANIEL BROTMAN, VICE-CHAIR
ROBERT JOE, MEMBER
MARGARET MCAUSTIN, MEMBER
DAVID PERRY, MEMBER
TERRY WALKER, MEMBER**

AMERICANS WITH DISABILITIES ACT

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Ann Wilson at (818) 790-8880 no later than Friday prior to the meeting. (28 CFR 34.102.104 ADA TITLE II)

SB 343: Any writings relating to an agenda item distributed to a majority of the Governing Board less than 72 hours prior to the meeting will be available for public review in the Executive Director's Office during normal business hours.

PLEASE NOTE: Copies of staff reports and supporting documentation pertaining to each item on this agenda are available for public viewing and inspection at City of La Cañada Flintridge City Hall, 2nd floor lobby area, during regular business hours. For further information regarding agenda items, please contact the Office of the Executive Director, Ann Wilson at (818) 790-8880, or by e-mail at awilson@lcf.ca.gov

GOVERNOR'S EXECUTIVE ORDER N-25-20 – In accordance with Executive Order N-25-20 the Arroyo Verdugo Joint Powers Authority is authorized to make public meetings accessible electronically for members of the public wishing to address Governing Board during the Public Comment portion of the meeting.

PLEASE TURN OFF CELL PHONES AND PAGERS WHILE MEETING IS IN PROGRESS.

I hereby certify under penalty of perjury under the laws of the State of California that the foregoing agenda was posted on the La Cañada Flintridge City Hall bulletin board at One Civic Center Drive, La Cañada Flintridge not less than 72 hours prior to the meeting in accordance with Government Code Section 54954.2.

Dated: Friday, October 9, 2020

Ann Wilson, Executive Director

SPECIAL AVCJPA GOVERNING BOARD MEETING Thursday, October 15, 2020

PRELIMINARY BUSINESS

I. CALL TO ORDER

II. ROLL CALL

III. COMMENTS FROM THE PUBLIC (20 Minutes)

Please note: The Arroyo Verdugo Communities Joint Powers Authority (AVCJPA) encourages the public to take steps to protect against the coronavirus COVID-19, including appropriate social distancing as outlined in the Governor's Executive Order and the Los Angeles County Department of Public Health's "Safer at Home" order. As such, AVCJPA Governing Board meetings are now exclusively conducted electronically to minimize the risk of exposure and opportunity for community spread. The City of La Cañada Flintridge City Hall Council Chambers are not available for public attendance during Governing Board meetings. If you are interested in addressing the Governing Board, please submit your comment(s) via e-mail to avpubliccomment@lcf.ca.gov one hour or more prior to the meeting time.

For any issue not on the agenda or regarding any item noted on the consent calendar, a copy of your email will be provided to each Governing Board member and it will be acknowledged as received during "**COMMENTS FROM THE PUBLIC**". If you wish your comment to be read into the record, please so indicate at the beginning of your comment(s). Comments received on all other indicated agenda items (other than consent calendar items), will be acknowledged and/or read into the record during the discussion of that particular item(s). If you have a comment regarding an item listed on the agenda, you must state the agenda item in the subject line of your email so that it may be read during the time the item is being considered.

Public Comments received via email and read into the record are limited to what can reasonably be read within 3 minutes per speaker for items on the Consent Calendar and items not on the Agenda within the subject matter jurisdiction of the AVCJPA Governing Board. Public comment at the beginning of the meeting is limited to a maximum of 20 minutes. Submitted emails not able to be read and entered into the record during the initial 20-minute time limit will be provided the opportunity to be included into the record at the end of the meeting. Emailed public comments will be read in the order that they are received. The Chair will ask the Executive Director if any public comments have been received. If comments received and read into the record exceed twenty minutes at the beginning of the meeting, the remainder of the comments will be read into the record near the end of the agenda as indicated on the agenda.

IV. CONSENT AGENDA

A. Approval of the Arroyo Verdugo Communities Joint Powers Authority Minutes for the Meeting of August 6, 2020

Staff Recommendation: To Approve Minutes of August 6, 2020

V. PRESENTATIONS – None

VI. PUBLIC HEARINGS – None

VII. REPORTS – INFORMATION ONLY

A. Report from AVCJPA Executive Director (Oral)

Presenter: Ann Wilson, Executive Director

Staff Recommendation: To Receive and File

VIII. OTHER BUSINESS

A. Measure M Projects - Revision

Presenter: Jon Overman, Cambridge Systematics

Staff Recommendation: Approve updated final Measure M project list for submission to Metro for Programming

B. Strategic Planning Session (Approximately 1.5 hours)

Presenters: Melanie Wong and Jon Overman, Lee Andrews Group

Staff Recommendation: That the Governing Board participate in the exercise, and that the Governing Board either vote or indicate consensus as necessary on items within the session.

IX. REMAINING PUBLIC COMMENTS – IF ANY (If not read into the record during the first 20 minutes of public comment)

X. COMMENTS FROM MEMBERS

XI. ADJOURN



Arroyo Verdugo Communities Joint Powers Authority

SPECIAL MEETING OF THE GOVERNING BOARD

MINUTES

ARROYO VERDUGO COMMUNITIES JOINT POWERS AUTHORITY

Wednesday, August 6, 2020 - 1:00 p.m.

City of La Cañada Flintridge Council Chambers

One Civic Center Drive

La Cañada Flintridge, CA 91011

I. CALL TO ORDER

Chair Walker called the meeting to order at 1:00 p.m.

II. ROLL CALL

Present: Terry Walker, Chair
Sharon Springer, Vice-Chair
Daniel Brotman, Member
Marina Khubesrian, Member
Margaret McAustin, Member
David Perry, Member

III. ANNUAL GOVERNING BOARD REORGANIZATION

A. Selection of Chair for the Arroyo Verdugo Communities Joint Powers Authority Governing Board.

The current Chair will take nominations for the new Chair and the Governing Board will vote to select a Chair for a term beginning on July 1, 2020 and ending on June 30, 2021.

MOTION

Member Brotman moved and Chair Walker seconded a motion to select Sharon Springer as the AVCJPA Governing Board Chair, for a term effective July 1, 2020 and ending on June 30, 2021.

B. Selection of Vice-Chair for the Arroyo Verdugo Communities Joint Powers Authority Governing Board.

The new Chair will take nominations for Vice-Chair and the Governing Board will vote to select a Vice-Chair for a term beginning on July 1, 2020 ending on June 30, 2021

MOTION

Member Walker moved to select Marina Khubesrian as the AVCJPA Governing Board Vice-Chair, for a term effective July 1, 2020 and ending on June 30, 2021.

Member Khubesrian declined the nomination, and announced she would not be running for re-election for her City Council seat.

MOTION

Member Austin moved to select David Perry as the AVCJPA Governing Board Vice-Chair, for a term effective July 1, 2020 and ending on June 30, 2021.

Member Austin nominated Member Perry to serve as Vice Chair. Member Perry deferred to any elected interested in the position. Member Brotman offered to serve as Chair.

The motion was withdrawn.

MOTION

Member Khubesrian moved and Member Austin seconded a motion to select Daniel Brotman as the AVCJPA Governing Board Vice-Chair, for a term effective July 1, 2020 and ending on June 30, 2021. The question was called and the motion carried unanimously.

Chair Springer commended Terry Walker for her service as Chair.

IV. COMMENTS FROM THE PUBLIC

None.

V. CONSENT AGENDA

- A. Approval of the Arroyo Verdugo Communities Joint Powers Authority Minutes for the Meeting of May 28, 2020**
Staff Recommendation: To Approve Minutes of May 28, 2020
 - B. Approval of the Arroyo Verdugo Communities Joint Powers Authority Minutes for the Meeting of June 24, 2020**
Staff Recommendation: To Approve Minutes of June 24, 2020
 - C. Warrant Resolution**
By: Rebekka Hosken , Treasurer
Staff Recommendation: Approve Resolution
 - D. Treasurer's Report**
By: Rebekka Hosken , Treasurer
Staff Recommendation: To Receive and File
 - E. Reports from AVCJPA Appointees**
By: Members or Appointees
 - 1.** Mayor Robert Joe - SCAG Community, Economic and Human Development Committee Update
- Burbank ▪ County of Los Angeles (5th District – La Crescenta/Montrose) ▪ Glendale
La Cañada Flintridge ▪ Pasadena ▪ South Pasadena

2. Mayor Pro Tem Diana Mahmud – League of California Cities Legislative Report

Staff Recommendation: To Receive and File

F. Report from AVCJPA TAC Representative

By: Yazdan Emrani, AVCJPA Metro Alternate

Staff Recommendation: To Receive and File

Executive Director Wilson and Chair Springer thanked Rebekka Hosken for her service as AVCJPA Treasurer.

MOTION

Member McAustin moved to select David Perry as the AVCJPA Governing Board Vice-Chair, for a term effective July 1, 2020 and ending on June 30, 2021.

MOTION

Member McAustin move and Vice Chair Brotman seconded a motion to approve the Consent Calendar. The question was called and the motion carried unanimously.

VI. PRESENTATIONS

None.

VII. PUBLIC HEARINGS – None

VIII. REPORTS – INFORMATION ONLY

A. Reports from AVCJPA Executive Director (Oral)

Presenter: Ann Wilson, Executive Director

Staff Recommendation: To Receive and File

IX. OTHER BUSINESS

A. Measure M Projects – City of South Pasadena

Presenter: Ann Wilson, Executive Director

Staff Recommendation:

Depending upon what projects are approved by the City of South Pasadena, one of the three options will be recommended by staff:

1. Do not take action if the projects have not changed.
2. If the projects are those previously approved by the Board, either on June 24, 2020, or projects included in the initial 5-Year MSP, or if the projects can be addressed by staff prior to the Board meeting, staff will recommend approval of the spreadsheet to be presented at the meeting.

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3. If there are projects that necessitate further review, that a Special Meeting be called.
4. Provide staff with alternate direction.

Executive Director Wilson discussed the City of South Pasadena's Council approval of its Measure M project.

Member Khubesrian explained the City of South Pasadena's need for matching funds to retain \$9 million in another fund.

Executive Director Wilson requested clarification. Jon Overman, Cambridge Systematics, Inc., discussed the need to unallocate funds. Executive Director Wilson explained that the City of South Pasadena could reprogram the funds unless they were needed right away.

Shahid Abbas, Director of Public Works for the City of South Pasadena, explained that the funds would not be used immediately but the matching funds would be used next Spring. He stated the situation was fluid.

Member McAustin questioned whether the Board could take action since the analysis was done on defunding the project. Executive Director Wilson asked the action of the Council. City Manager DeWolfe clarified the Council's action was to bank the dollars, and leave them uncommitted until the next project cycle.

Member Perry asked if, in June 2020, the Board approved the annual update for 5-year MSP list. Executive Director Wilson explained that it extended the program an additional two year. Member Perry asked if it had been approved by Metro. Executive Director Wilson stated it had not yet gone to Metro therefore changes could be made. Mr. Overman clarified that a preliminary list was submitted to Metro, and it has 60 days once the MSP and financial forms were submitted.

Chair Springer confirmed that the City of South Pasadena voted to unallocated the money.

Member Khubesrian expressed concern with the loss of \$9 million if matching funds were not allocated. Executive Director Wilson discussed the process for reviewing new projects prior to Board decision. She recommended adopting the unallocated funds as the City Council recommended and the matter could be revisited at a special meeting if necessary.

MOTION

Member Khubesrian moved and Member Perry seconded to approve the updated Multi-year Subregional Program 5-year funding plan (MSP Plan) for Arroyo

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Verdugo Communities Joint Powers Authority (AVCJPIA) in Table 4 for submission to Metro for Measure M programming; and approve the updated reallocation of Arroyo Verdugo MSP program funding through the swapping between future Arroyo Verdugo Communities MSP sources as described in Table 5.

Mr. Overman reviewed the spreadsheet outlining the prior adoption in June 2020. He explained the unprogramming of South Pasadena funds and noted the request by La Canada Flintridge to move unprogrammed funds to year 6. He summarized the changes to Table 5 based on Metro's requirements. He recommended the Board adopt the new funding allocation and new MSP Plan.

Member McAustin asked if South Pasadena had approved the reobligation. City Manager DeWolfe stated the City was just the banking of the dollars until the next cycle. Executive Director Wilson explained that the chart reflected South Pasadena's motion.

The question was called and the motion carried unanimously.

B. Strategic Planning Session (Approximately 2.5 hours)

Presenter: Melanie Wong, Jon Overman, Lee Andrews Group

1. Introduction/Overview (10 Minutes)
2. Review & Get Feedback on Proposed Vision, Mission, and Values Statements (15 Minutes)
3. Proposed Strategic Goals (20 Minutes)
 - a. Facilitator to review strategic goals as based on interview and survey results
 - b. Facilitator to gather feedback on each strategic goal

5-minute break

4. Breakout Session #1 (40 Minutes)

5-minute break

5. Breakout Session #2 (40 minutes)
6. Wrap Up and Next Steps (5 minutes)

Staff Recommendation: That the Governing Board participate in the exercise with the other designated elected and staff participants from each agency, and that the Governing Board alone either vote or indicate consensus as necessary on items within the session.

Executive Director Wilson explained the Brown Act requirements related to breakout sessions.

Melanie Wong, Lee Andrews Group, presented a PowerPoint outlining the purpose and desired outcome; ground rules; planning process including kickoff meeting, background research, interviews, and survey; interview and survey findings;

mission and vision statements. She presented the proposed mission statement and requested feedback from the Board.

Member Perry suggested adding prioritization of projects for the subregion.

Roubik Golanian, Assistant City Manager City of Glendale, suggested removing Measure M from the mission statement, rather funds related to transportation.

Vice Chair Brotman asked what organizations were used similar to the AVCJPA. Ms. Wong stated the information could be provided to the Board. Vice Chair Brotman asked the meaning of "desire for a more formalized structure" from the survey results. Ms. Wong stated a few of the member agencies mentioned that desire during the interviews and asked if they would like to clarify. Vice Chair Brotman suggested including housing and sustainability in the proposed mission.

Member McAustin suggested reconsidering the mission statement following discussion about the Authority's purview.

Ms. Wong explained the purpose of goals and presented proposed goals for the Authority. Mr. Overman explained the process for drafting goals.

Two break-out session groups were created to draft goals.

Member McAustin suggested the need to strengthen the Authority's identity within the region as a progressive voice for regional transportation solutions.

Member Walker asked the difference between transportation and mobility. Mr. Overman suggested mobility was used for outcomes that were less concrete and transportation improvements generally increased mobility. Executive Director Wilson stated transportation was a broader category than mobility.

Member Khubesrian discussed accessing needs within 15 minutes and emphasizing on the structure for pedestrians.

Mr. Golanian suggested inclusion of active transportation, including pedestrian and cycling. Mr. Overman suggested including specifics as a later time.

Chair Springer agreed that mobility seemed more encompassing than transportation and that all modes including pedestrians and appropriate infrastructure should be included.

Member Perry suggested "Promote, through education and advocacy, public policies that support subregional mobility and infrastructure improvements to enhance quality of life."

Chair Springer suggested adding "connectivity."

Vice Chair Brotman questioned whether the goals should be broadened beyond mobility. Mr. Overman suggested inserting language into the goals to call out specific outcome areas.

Chair Springer stated properly placed transportation could positively impact housing.

Vice Chair Brotman suggested "sustainable transportation."

Member McAustin explained that she focused on transportation because that was the Authority's foundation; however, she agreed that transportation and housing were inextricably linked. She suggested mobility supported sustainable housing solutions.

Member Walker suggested taking care not to have too much focus on different areas specifically because of limited staff.

Chair Springer reiterated that transportation done correctly would result in housing, improved air quality, and sustainable lifestyle.

Member Perry noted that mobility done in the proper way would reduce sustainability.

Vice Chair Brotman suggested retaining the idea of a progressive voice in regional mobility solutions that supported healthy and equitable or sustainable and equitable communities.

Executive Director Wilson stated she was going to suggest either striking "infrastructure" or adding specifics.

Laura Cornejo suggested the conversation be considered under JPA versus COG and consider available resources when establishing goals.

Julie Gutierrez reported on her break out group which determined that the Board needed to decide whether to expand to include issues such as economic development, sustainability, housing.

Member McAustin summarized her group's discussion as a goal to elevate identity and gain respect within the transportation community. She recommended a stepped process to expanding beyond transportation.

Mr. Overman stated the discussion seemed more like a mission statement and suggested consideration of capacity goals. He stated success would be finalizing the idea of the vision for the JPA.

Ms. Wong introduce the proposed vision – A vibrant, healthy, safe and sustainable Arroyo Verdugo subregion.

Mr. Abbas asked how the proposed vision related to the future of transportation. He discussed the cancellation of the Intelligent Transportation Society and need to interlink corridor management strategies.

Mr. Golanian suggested adding "connected" to the vision.

Chair Springer expressed enthusiasm with the Authority being the progressive, well informed group on transportation.

Mr. Overman summarized the proposed vision as "A progressive voice in regional transportation solutions that supports sustainable and equitable living."

Vice Chair Brotman indicated support for the proposed vision statement.

Mr. Abbas stated transportation must promote health and reduce greenhouse gas emissions.

Member McAustin indicated support for the vision as edited by Mr. Overman.

Executive Director Wilson requested clarification on "equitable living." Chair Springer explained "equitable living" to her meant the opportunity through transportation to get to work or travel throughout the region.

Vice Chair Brotman suggested "...support sustainable and equitable community."

Member Perry discussed the need to ensure the transportation solutions or projects fit the Arroyo Verdugo Subregional and the individual agencies.

Chair Springer suggested "A progressive voice in regional transportation/mobility/infrastructure solutions..."

Member Walker asked if the goal was to come out with the exact wording or provide consultants concepts to wordsmith. Ms. Wong requested agreement on concepts and they would come back with specific language.

Mr. Abbas requested adding environmental sustainability and environmental issues. He commended the consultants on their work and professionalism.

Mr. Overman asked the next steps. Ms. Wong discussed the option to have a separate session. Executive Director Wilson stated her understanding that the consultant would write the strategic plan from input received and present it on November 5 or to meet again before November 5.

Member Walker discussed consideration of COG versus JPA during the phone interviews. Chair Springer asked if the Board wanted to meet again to discuss COG versus JPA. Member McAustin discussed the various COGs and grant funding available to COGs. She stated it seemed as if the Board was not prepared to transition to a COG but it could be a goal for future consideration. Vice Chair Brotman agreed with a special meeting to continue discussion and requested the opportunity to share his views with the consultant.

CONSENSUS

By consensus, the Board determined to conduct a special meeting prior to November 5, 2020.

X. COMMENTS FROM MEMBERS

Executive Director Wilson announced that the cities of Glendale and Burbank would provide pro bono attorney services on six month rotating basis.

XI. ADJOURN

MOTION

Chair Springer adjourned the meeting at 3:48 p.m.

Report

TO: Arroyo Verdugo Communities Joint Powers Authority (AVCJPA) Governing Board

FROM: Cambridge Systematics on behalf of the AVCJPA Technical Advisory Committee

DATE: October 15th, 2020

RE: Measure M Multi-Year Subregional Program Plan Approval – Updated Tables

Recommended Actions

That the Governing Board:

1. Approve the attached updated Multi-year Subregional Program 7-year funding plan (MSP Plan) for Arroyo Verdugo Communities Joint Powers Authority (AVCJPA) in **Table 4** for submission to Metro for Measure M programming; and
2. Approve the updated reallocation of Arroyo Verdugo MSP program funding through the swapping between future Arroyo Verdugo Communities MSP sources as described in **Table 5**.

Background

On June 24th, 2020 the AVCJPA Board reviewed and approved the new MSP Plan including the funding request (Table 4) and the funding reallocation (Table 5).

At a special JPA Board meeting on August 6th, the JPA Board reviewed and approved several minor changes to the MSP Plan and funding reallocation tables. The MSP Plan was submitted to LA Metro on August 18th, 2020, which began Metro's 60 day review period. Metro finished their review of the AVCJPA MSP Plan on 10/1/20 and the Board is anticipated to approve the MSP Plan at the Planning and Programming Committee Meeting on 11/18/20, pending the AVCJPA Board's approval of the latest changes

Summary of Changes

The City of Pasadena requested funds for a transit maintenance facility project during Round 1 of the Arroyo Verdugo MSP. Since then, changes in the availability of property where the City of Pasadena planned to locate the maintenance facility have resulted in delays to the project and require a de-obligation of the MSP funds until available land is identified and the project advances again. The \$3,035,612 that was programmed during the first MSP submittal will be programmed for their Bus Replacement project, which received funding in the first MSP (Year 3) and was already scheduled to receive \$1,634,402 in the new MSP submittal (Year 6).

The City of Burbank is removing its request to fund its Implement Burbank Complete Streets Plan project in Year 7 of the MSP. This is due to recent shifts in the organizational structure of city entities responsible for reviewing and approving infrastructure projects, delaying the overall process of project approval. The City of Burbank plans to request funding from the Arroyo Verdugo MSP in a future year, once project approval within the City of Burbank is more certain. A total of \$2,221,245 will be available for Burbank to program in a subsequent MPS update.

The City of Glendale has provided a more accurate estimate for the Victory Blvd Complete Streets project's yearly expenditures. Previously, there was \$4,131,180 programmed for the project in FY 20/21. To better reflect the project's anticipated schedule for design and construction, the initially programmed funds have been spread between FY 20/21, FY 21/22, and FY 22/23 (Years 4, 5, & 6). It should be noted that this project is also receiving \$1,820,407 in new funding in FY22/23.

Table 4. Arroyo Verdugo Communities Draft 7-Year Multi-year Subregional Program Plan (MSP Plan)

Agency and Project	7-Year Total MSP Funding	Years 1 & 2 (FY 17-18 & 18-19)	Year 3 (FY 19-20)	Year 4 (FY 20-21)	Year 5 (FY 21-22)	Year 6 (FY 22-23)	Year 7 (FY 23-24)
Burbank	\$ 7,021,245	\$ 3,000,000	\$ -	\$ -	\$ 1,800,000		\$ 2,221,245
Victory Blvd Connectivity Gap Closure and Transit Enhancements - Burbank portion	\$ 3,000,000	\$ 3,000,000					
BurbankBus State of Good Repair - Bus Replacement 2020	\$ 1,800,000				\$ 1,800,000		
Implement Burbank Complete Streets Plan	\$ 2,221,245	-	-	-	-		\$ 2,221,245
<i>Un-programmed Burbank Funds</i>	<i>\$ 2,221,245</i>						<i>\$ 2,221,245</i>
Glendale	\$ 13,526,600	\$ -	\$ 4,426,000	\$4,963,231	\$ -	\$ 1,820,407	\$ 2,316,963
Beeline Maintenance Facility	\$ 4,426,000		\$ 4,426,000				
Beeline Replacement Buses 2021	\$ 832,051			\$832,051			
Victory Blvd Complete Streets Project	\$ 5,951,587			\$250,000	\$400,000	\$5,301,587	
Bus Purchase and Bus-Related Infrastructure	\$ 2,316,963						\$ 2,316,963
La Cañada-Flintridge	\$ 1,366,203	\$ 953,919				\$ 206,142	\$ 206,142
Foothill Blvd Link Bikeway and Ped. Greenbelt	\$ 953,919	\$ 953,919					
<i>Un-programmed La Cañada Flintridge</i>	<i>\$ 412,284</i>					<i>\$ 206,142</i>	<i>\$ 206,142</i>
La Crescenta-Montrose	\$1,324,099	\$ -	\$ -	\$ -	\$ -	\$1,324,099	
<i>Un-programmed La Crescenta/Montrose Funds</i>	<i>\$ 1,324,099</i>					<i>\$ 1,324,099</i>	

Agency and Project	7-Year Total MSP Funding	Years 1 & 2 (FY 17-18 & 18-19)	Year 3 (FY 19-20)	Year 4 (FY 20-21)	Year 5 (FY 21-22)	Year 6 (FY 22-23)	Year 7 (FY 23-24)
Pasadena	\$ 9,589,163	\$ 300,000	\$ 2,500,000	\$ 1,870,632	\$2,000,000	\$ 1,999,403	\$ 919,128
Avenue 64 Complete Street Project	\$1,800,000	\$ 300,000	\$1,500,000				
N. Hill Complete Street Project	\$1,500,000		\$300,000	\$235,020	\$ 600,000	\$365,000	
Pasadena Transit Maintenance Facility	\$3,035,612	-	-	\$1,635,612	\$1,400,000		
Purchase Replacement Buses (FY 2018-2022)	\$5,370,015		\$ 700,000		\$2,600,000	\$2,070,015	
Pedestrian Crossing Enhancement Program	\$236,148						\$236,148
New Traffic Signals for Pedestrian Connectivity	\$683,000						\$683,000
De-obligated Funds	\$(3,035,612)			\$(1,635,612)	\$(1,400,000)		
South Pasadena	\$ 1,722,624			\$ 947,145	\$ 262,507	\$ 256,486	\$ 256,486
Columbia St and Pasadena Ave Turn Lanes, Columbia St and Orange Grove Ave Striping	\$ 150,000		\$ 150,000				
Garfield Ave and Monterey Road Signal	\$ 400,000		\$ 400,000				
Garfield Ave and Oak St Signal	\$ 400,000		\$ 400,000				
Fremont Ave and Huntington Dr Signage	\$ 140,000				\$ 140,000		
Grevelia St and Fair Oaks Ave Striping and Signal Timing	\$ 50,000				\$ 50,000		
Fair Oaks, El Centro/Oxley, Meridian, Fremont Bikeway Improvements	\$69,652				\$69,652		
De-obligated Funds	\$(1,209,652)	-	\$(950,000)		\$(259,652)		

Agency and Project	7-Year Total MSP Funding	Years 1 & 2 (FY 17-18 & 18-19)	Year 3 (FY 19-20)	Year 4 (FY 20-21)	Year 5 (FY 21-22)	Year 6 (FY 22-23)	Year 7 (FY 23-24)
Un-programmed South Pasadena Funds	\$ 1,722,624			\$ 947,145	\$ 262,507	\$ 256,486	\$ 256,486
Total AVC MSP Funding Request	\$28,869,683	\$4,253,919	\$6,926,000	\$5,198,251	\$5,000,000	\$4,255,402	\$3,236,111
Total AVC MSP Available Funding	\$ 34,549,935	\$9,180,564	\$4,826,706	\$4,953,657	\$5,025,858	\$5,215,083	\$5,348,067
Cumulative Cash Flow (End of Year Balance, excluding unprogrammed)	\$5,680,252	\$4,926,645	\$2,827,351	\$2,582,757	\$2,608,615	\$3,568,297	\$5,680,252
<i>Un-programmed Funds</i>	<i>\$5,680,253</i>			<i>\$947,145</i>	<i>\$262,507</i>	<i>\$1,992,869</i>	<i>\$2,477,731</i>

Notes:

- Red text indicates changes from the Adopted MSP Plan in August, 2020
- South Pasadena has deprogrammed all of their projects, indicated with strikethrough in the table. These funds are now left un-programmed in years 4 through 7
- LA County's full 7-year total is available in FY 22/23 (Year 6) or any subsequent year
- South Pasadena and La Canada-Flintridge's unprogrammed Year 6 and 7 funds are divided evenly between year 6 and 7
- Pasadena has chosen to de-obligate their Transit Maintenance Facility project and add those funds to the existing project: Purchase Replacement Buses
- Burbank has chosen to remove the Implement Burbank Complete Streets Plan and leave their available funds un-programmed in this MSP submittal
- Glendale's Victory Blvd project has been updated based on the anticipated expenditures on this project. No new funding has been added.

Table 5: Reallocation of MSP Fund Amounts for Arroyo Verdugo Communities MSP Plan

Multiyear Subregional Program	First 5 Year Program (FY17/18 - FY21/22)		Second 2 Year Program (FY 22/23 & FY/24)	Total 7 Year Program	
	Metro Allocation	AVC MSP ¹ Programmed Funds	Metro Allocation	Metro Allocation	AVC Proposed Allocation
<i>Transit Projects</i>	\$ 13,462,386	\$ 10,793,663	\$ 5,885,879	\$19,348,264	\$14,745,029
<i>Modal Connectivity and Complete Streets</i>	\$ 10,577,215	\$ 3,958,591	\$ 4,624,455	\$15,201,671	\$5,173,067
<i>Highway Efficiency, Noise Mitigation, and Arterial Projects</i>	\$ -	\$ 1,140,000	\$ -	\$-	\$-
<i>Active Transportation</i>	\$ -	\$ 7,131,180	\$ -	\$-	\$8,951,587
<i>Un-programmed</i>	\$ -	\$ 1,016,167	\$ -	\$-	\$5,680,253
Total	\$24,039,601	\$24,039,601	\$10,510,334	\$34,549,935	\$34,549,935

ARROYO VERDUGO COMMUNITIES
JOINT POWERS AUTHORITY

DRAFT

Strategic Plan Elements:
Mission, Vision, Goals, and Actions
FY 2020-25

DRAFT

Prepared for:
Arroyo Verdugo Communities Joint Powers Authority

October 15, 2020

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Introduction

The AVCJPA is a Joint Powers Authority formed in 2017 comprised of six agencies: the City of Burbank, the County of Los Angeles 5th District (La Crescenta/Montrose), the City of Glendale, the City of La Cañada Flintridge, the City of Pasadena and the City of South Pasadena. The combined population of the member agencies is approximately 525,000.

In the mid-1990's the "Arroyo Verdugo Subregion" was formed and consisted of all the cities currently in the AVCJPA except the County. This served as the precursor to the AVCJPA. The organization met regularly to discuss issues of mutual concern. In October 2017, the Arroyo Verdugo Subregion was dissolved and the AVCJPA was born. The primary purpose for becoming a Joint Powers Authority was so the member agencies could receive and distribute Measure M funds through this Joint Powers Authority instead of through their existing Councils of Governments.

Five of the six member agencies currently belong to a Council of Governments (COG). Burbank, the County, and Glendale belong to the San Fernando Valley COG. La Cañada Flintridge and South Pasadena belong to the San Gabriel Valley COG. Pasadena does not belong to a COG.

Per its Joint Powers Agreement, the AVCJPA was created to "provide a vehicle for the Members to coordinate regional and cooperative planning, primarily in the area of transportation and determining how to prioritize regional transportation projects and the allocation of Measure M funds and other public monies, including building a more connective transportation system between the Member agencies."

One reason for engaging in a strategic planning process is to determine if this definition is still appropriate, currently and in the future. The desired outcomes of the strategic planning process are producing mission, core values and vision statements, and a comprehensive five-year strategic plan that defines and outlines strategic goals that the AVCJPA will focus on over the next five years.



Figure 1 AVCJPA Governing Board

Planning Process Overview

Comprehensive efforts were used to gather sufficient input for this strategic plan. Diverse methods were employed to solicit input from the participants. The activities conducted are outlined in the below timeline. A full list of the interview participants can be found in the appendix along with the survey results and key findings from outreach.

Major Milestones/Timeline

- Kickoff Meeting – February 6, 2020
- Interviews – March 4, 2020 – August 11, 2020
- Survey – June 10, 2020 – June 22, 2020
- Strategic Plan Workshop – August 6, 2020
- Staff Strategic Planning Session – September 3, 2020
- Governing Board Special Meeting – October 15, 2020
- Governing Board Meeting – November 5, 2020

Key Findings

Several themes emerged from the survey and discussions. Summarized below are the key findings.

Impact (Transportation)

Improvements can be made within the realm of transportation. Improvements can be made to local transit. Transportation projects/programs that promote environmental sustainability, economic development, and healthy communities are desired by many.

A more connected transportation is desired by many respondents. Expanding local transit options would improve quality of life in the subregion.

Communication/Coordination

Many respondents said infrequent meetings and shared staffing were the biggest challenges facing the JPA. More consistent/frequent meetings would help the cities.

Brand

Some respondents expressed concerns that the JPA is not viewed as a respected and influential voice for the subregion

The value of the JPA can be better communicated to elected officials, city managers, and staff as well as outside agencies/stakeholders. The JPA's role in the subregion is not widely understood.

Advocacy

Several respondents noted that the JPA could do a better job leveraging member agency, subregional, legislative and other resources and pursuing grant funding opportunities.

Operations/Capacity

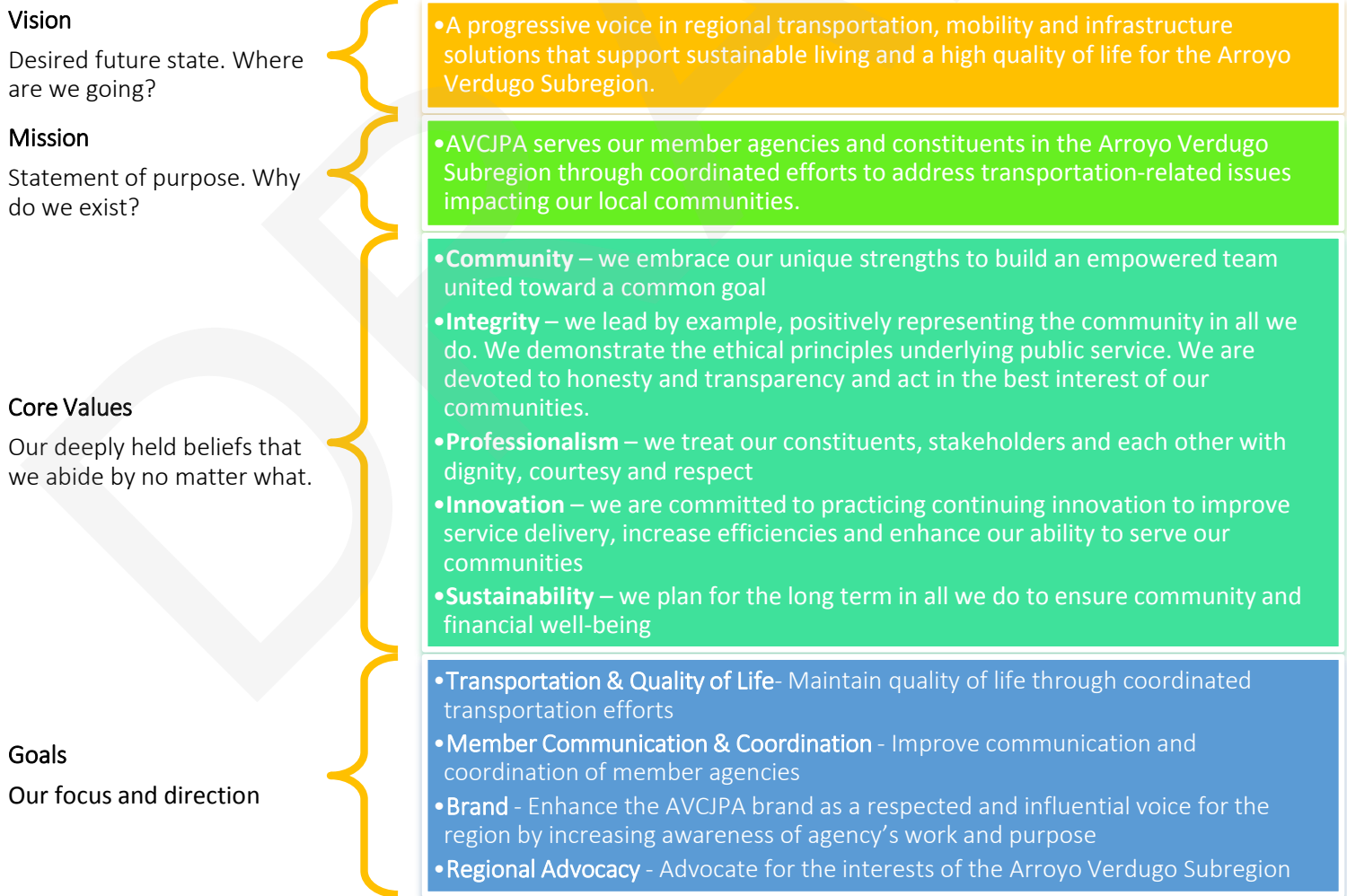
Concerns were expressed regarding the lack of an organizational structure and clear processes that are understandable from the outside looking in.

Strategic Plan Overview

The below components are included in this Strategic Plan. Accompanying each goal is an implementation action plan that outlines the key strategies that will be carried out along with the responsible party, resources required, and timeline.

Key Plan Components

- A. Mission: Statement of purpose. Why do we exist?
- B. Vision: Desired future state. Where are we going?
- C. Core Values: Our deeply held beliefs that we abide by no matter what.
- D. Goals: Our focus and direction
- E. Strategies/Actions: Steps to achieve our goals



Mission Statement

AVCJPA serves our member agencies and constituents in the Arroyo Verdugo Subregion through coordinated efforts to address transportation-related issues impacting our local communities.

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Vision Statement

A progressive voice in regional transportation, mobility and infrastructure solutions that support sustainable living and a high quality of life for the Arroyo Verdugo Region.

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Core Values

Community – we embrace our unique strengths to build an empowered team united toward a mutual goal

Integrity – we lead by example, positively representing the community in all we do. We demonstrate the ethical principles underlying public service. We are devoted to honesty and transparency and act in the best interest of our communities.

Professionalism – we treat our constituents, stakeholders and each other with dignity, courtesy and respect

Innovation – we are committed to practicing continuing innovation to improve service delivery, increase efficiencies and enhance our ability to serve our communities

Sustainability – we plan for the long term in all we do to ensure community and financial well-being

Goal 1: Transportation & Quality of Life – Maintain quality of life in the Arroyo Verdugo Subregion through coordinated transportation efforts

- S1: Coordinate subregional transportation planning.
 - ◆ A1: Promote public policies that support subregional mobility and infrastructure improvements
 - ◆ A2: Develop Measure M Multi-Year Subregional Plan (MSP) Funding Plan
 - ◆ A3: Develop process for identification of subregional projects
 - ◆ A4: Advocate for increased funding and resources for local transit operators
- S2: Identify opportunities to promote **health** and support regional **environmental sustainability** efforts through transportation programs
 - ◆ A1: Keep sustainability in mind when considering projects
 - ◆ A2: Identify and invest in projects and programs of subregional significance

Goal 2: Member Communication & Coordination - Improve communication and coordination of member agencies

- S1: Use formal and informal methods to obtain feedback from member agencies, including Board members and staff from those agencies, about their needs and satisfaction with AVCJPA programs
 - ◆ A1: Implement annual survey to identify and track member agency needs
 - ◆ A2: Increase consistency and frequency of Governing Board meetings
 - ◆ A3: Establish a method for the board to determine if AVCJPA should pursue a new area of focus, and, if the decision is to do so, how the JPA will proceed.
- S2: Encourage sharing of information between cities about their successful approaches to service delivery and projects, and ways of sharing services
 - ◆ A1: Establish staff working groups specific within transportation to share best practices
 - ◆ A2: Encourage Board members to brief their city councils on AVCJPA actions and opportunities
- S3: Streamline communications between JPA administration, elected officials, staff, TAC members, and/or other representative
 - ◆ A1: Identify staff resources to help with communications, coordination or other management duties
 - ◆ A2: Explore use of pro-bono staff, interns (students or recent graduates), volunteers, “loaned” staff member from a member agency, retired community member, etc.
- S4: Strengthen relationships between AVCJPA staff and city/county staff to increase collaboration between AVCJPA and its cities/county
 - ◆ A1: Identify ways to maximize/leverage existing networking events/opportunities
- S5: Document AVCJPA processes to document institutional knowledge and promote long-term continuity
 - ◆ A1: Create an organizational chart that clearly defines JPA’s staff structure, roles, decision-making processes, communication and reporting processes, etc.
- S6: Identify core functions of JPA administration and develop training materials
- S7: Develop and share tools that support transportation planning
 - ◆ A1: Inventory member agencies’ challenges and needs with respect to planning data and analysis
- S8: Review the strategic plan on an annual basis

Goal 3: Brand - Enhance the AVCJPA brand as a respected and influential voice for the region by increasing awareness of agency's work and purpose

- S1: Create a strong brand identity for AVCJPA and develop and implement a marketing strategy for the Arroyo Verdugo subregion
 - ◆ A1: Communicate the value and accomplishments of AVCJPA and its member agencies
 - ◆ A2: Produce clear and consistent communications, media, and promotional campaigns
- S2: Develop online presence for JPA
 - ◆ A1: Develop and maintain AVCJPA website
 - ◆ A2: Develop social media presence
- S3: Expand JPA's presence in community
 - ◆ A1: Look for opportunities to partner with organizations that support JPA's mission
 - ◆ A2: Provide a JPA presence at selected community events
 - ◆ A3: Proactively research, identify and secure speaking opportunities for the Governing Board, TAC, or other AVCJPA representative to promote the AVCJPA to wider audiences (League of Cities, Contract Cities Association, Independent Cities Association, etc.)

Goal 4: Regional Advocacy - Advocate for the interests of the Arroyo Verdugo Subregion

- S1: Pursue initiatives to increase funding for subregional projects
 - ◆ A1: Identify and pursue grant opportunities
 - ◆ A2: Explore innovative financing strategies
 - ◆ A3: Identify regional projects that AVCJPA can seek funding for
- S2: Leverage existing legislation tracking efforts by cities
- S3: Continue to actively engage in regional planning activities
 - ◆ A1: Continue to attend Metro Policy Advisory Committee (PAC) and Technical Advisory Committee (TAC) meetings
 - ◆ A2: Continue to build and maintain relationships with key decision makers at local, regional and state level
- S4: Advocate for increased funding and resources to enhance regional transit system that improves the lives of residents in the participating jurisdictions

Implementation Plan

An action plan has been created for each goal identified in this Strategic Plan. Each action plan includes key strategies/tasks, responsible party and resources required to carry out the strategies.

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Goal 1: Transportation & Quality of Life – Maintain quality of life in the Arroyo Verdugo Subregion through coordinated transportation efforts

STRATEGY	RESPONSIBLE PARTY	RESOURCES REQUIRED	ESTIMATED COST TO THE JPA	COMPLETION YEAR
Example	Executive Director	Staff, Consultants, Interns	Low	2021

_____ (task) will be done by _____ (title) by the end of Year ____ of the Strategic Plan, using _____ (consultant, ED, other entity staff) and will have a _____ (low, medium, high) cost to the AVCJPA

Goal 2: Member Communication & Coordination- Improve communication and coordination of member agencies

STRATEGY	RESPONSIBLE PARTY	RESOURCES REQUIRED	ESTIMATED COST TO THE JPA	COMPLETION YEAR	OUTCOME

_____ (task) will be done by _____ (title) by the end of Year ____ of the Strategic Plan, using _____ (consultant, ED, other entity staff) and will have a _____ (low, medium, high) cost to the AVCJPA

Goal 3: Brand - Enhance the AVCJPA brand as a respected and influential voice for the region by increasing awareness of agency’s work and purpose

STRATEGY	RESPONSIBLE PARTY	RESOURCES REQUIRED	ESTIMATED COST TO THE JPA	COMPLETION YEAR	OUTCOME

_____ (task) will be done by _____ (title) by the end of Year ____ of the Strategic Plan, using _____ (consultant, ED, other entity staff) and will have a _____ (low, medium, high) cost to the AVCJPA

Goal 4: Regional Advocacy - Advocate for the interests of the Arroyo Verdugo Subregion

STRATEGY	RESPONSIBLE PARTY	RESOURCES REQUIRED	ESTIMATED COST TO THE JPA	COMPLETION YEAR	OUTCOME

_____ (task) will be done by _____ (title) by the end of Year ____ of the Strategic Plan, using _____ (consultant, ED, other entity staff) and will have a _____ (low, medium, high) cost to the AVCJPA

APPENDIX

Interviews

21 people were interviewed between March 4, 2020 and August 11, 2020. The interviews included 6 elected officials, 5 city managers, 2 assistant city managers, 4 transportation directors, 1 transportation deputy, 2 public works directors and 1 civil engineer. The full list of interviewees are below:

- **City of Burbank (March 6, 2020)**
 - Sharon Springer (Mayor, City of Burbank)
 - Justin Hess (City Manager, City of Burbank)
 - David Kriske (Assistant Community Development Director, Transportation, City of Burbank)

- **City of Glendale (March 18, 2020)**
 - Paula Devine (Council Member, City of Glendale)
 - Yasmin Beers (City Manager, City of Glendale)
 - Roubik Golanian (Assistant City Manager, City of Glendale)
 - Yazdan Emrani (Public Works Director, City of Glendale)

- **City of Pasadena (March 31, 2020)**
 - Margaret McAustin (Council Member, City of Pasadena)
 - Steve Mermell (City Manager, City of Pasadena)
 - Julie Gutierrez (Assistant City Manager, City of Pasadena)
 - Laura Cornejo (Transportation Director, City of Pasadena)

- **LA County 5th District (April 3, 2020)**
 - Dave Perry (Transportation Deputy, County of Los Angeles 5th Supervisorial District)
 - Andrew Ross (Civil Engineer, County of Los Angeles Department of Public Works)

- **City of La Cañada Flintridge (April 7, 2020)**
 - Terry Walker (Council Member, City of La Cañada Flintridge)
 - Mark Alexander (City Manager, City of La Cañada Flintridge)
 - Patrick DeChelis (Public Works Director, City of La Cañada Flintridge)
 - Ann Wilson (Division Manager, City of La Cañada Flintridge)

- **City of South Pasadena (April 21, 2020)**
 - Marina Khubesrian (Council Member, City of South Pasadena)
 - Stephanie DeWolfe (City Manager, City of South Pasadena)
 - Shahid Abbas (Director of Public Works, City of South Pasadena)

- **City of Glendale (August 11, 2020)**
 - Daniel Brotman (Council Member, City of Glendale)
 - Yazdan Emrani (Public Works Director, City of Glendale)
 - Roubik Golanian (Assistant City Manager, City of Glendale)

Survey

To supplement the feedback received during the interviews, the Strategic Planning Team developed an online survey using the SurveyMonkey tool. The survey was distributed to the 20 individuals that participated in the interviews, except Paula Devine, who departed the AVCJPA Board and was replaced by Daniel Brotman. The survey was comprised of nine questions and featured a mix of multiple choice, ranking, and open-ended questions. The questions focused on what the AVCJPA should focus on moving forward, whether the JPA should become a “Council of Governments” and what resources are required to achieve AVCJPA’s vision. The survey was made available from June 7, 2020 to June 22, 2020. 17 responses were received.

Strategic Plan Workshop

A Strategic Planning Workshop/Governing Board Meeting was held on August 6, 2020 via Zoom. The purpose of this workshop was to review the findings of the interviews and survey and solicit feedback on the mission and vision statements.

Staff Strategic Plan Session

Following the August 6 workshop, a staff-only strategic planning session convened on September 3, 2020. The session focused on developing the goals, strategies and actions. Staff provided input during this session and the comments were incorporated into the plan by the consultants following the session.