NOTICE AND AGENDA
REGULAR MEETING

Thursday,
October 29, 2020

Arroyo Verdugo Communities Joint Powers Authority

ARROYO VERDUGO COMMUNITIES JOINT POWERS AUTHORITY (AVCJPA) GOVERNING BOARD

Thursday, November 5, 2020 – 4:00 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 **954 5043 2024**

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)

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*

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.*

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: Thursday, October 29, 2020

_____
Ann Wilson, Executive Director

SPECIAL AVCJPA GOVERNING BOARD MEETING
Thursday, November 5, 2020

PRELIMINARY BUSINESS

I. CALL TO ORDER

II. ROLL CALL

III. COMMENTS FROM THE PUBLIC

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.

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).

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.

IV. CONSENT AGENDA

A. Approval of the Arroyo Verdugo Communities Joint Powers Authority Minutes for the Meeting of October 15, 2020
Staff Recommendation: To Approve Minutes of October 15, 2020

B. Warrant Resolution
By: Mike Blazenski , Interim Treasurer
Staff Recommendation: Approve Resolution

C. Treasurer's Report
By: Mike Blazenski , Interim Treasurer
Staff Recommendation: To Receive and File

D. Verdugo Workforce Appointment/Reappointment
By: Judith Velasco, Director, Verdugo Workforce Development Board

Staff Recommendation: That the AVCJPA Governing appoint and re-appoint the following candidates on the Verdugo Workforce Investment Board:

New Appointment:

- Jennifer Hiramoto

Re-appointment:

- B.J. McGuire
- Julio Ruiz
- Gavin Koon
- Onnig Bulanikian
- Cesar Valladares

V. PRESENTATIONS - None

VI. PUBLIC HEARINGS – None

VII. REPORTS – INFORMATION ONLY

A. Reports from AVCJPA Appointees (Oral)

Presenter: Members or Appointees

1. Daniel Brotman SCAG (Energy & Environment Committee (EEC))-Rep.(Report Attached)
2. Emily Gabel-Luddy SCAG (Transportation Committee (TC) Rep. (Report Attached) + Video
3. Robert Joe SCAG (Community, Economic and Human Committee (CEHDC)) Rep.
4. Diana Mahmud League of California Cities Rep.(Report Attached)

Staff Recommendation:
To Receive and File

B. Report from AVCJPA TAC Representative

Presenter: David Kriske, AVCJPA Metro TAC Representative
Staff Recommendation:
To Receive and File

C. Report from AVCJPA Executive Director (Oral)

Presenter: Ann Wilson, Executive Director
Staff Recommendation: To receive and file
To Receive and File

VIII. OTHER BUSINESS

A. Strategic Plan

Presenter: Melanie Wong, Jon Overman, Lee Andrews Group
Staff Recommendation: That the Governing Board approve the Final Strategic Plan

B. Resolution 20-2 Establishing the Time, Place and Days of Regular Meetings and Rescinding Resolution 20-1

Presenter: Ann Wilson, Executive Director
Staff Recommendation: To Approve Resolution 20-2 Establishing the Time, Place and Days of Regular Meetings and Rescinding Resolution 20-1

C. AVCJPA Legal Services

Presenter: Ann Wilson, Executive Director
Staff Recommendation: Direct staff to meet with the legal staff of Burbank and Glendale with a request to serve as attorney of record if possible. Additionally, the proposal would include serving for a minimum of one year at a time, beginning each fiscal year. If Burbank

and Glendale were to approve of these terms, it would be put in the form of an agreement between the AVCJPA and the cities of Burbank and Glendale.

IX. REMAINING PUBLIC COMMENTS – IF ANY

X. RECOGNITION OF OUTGOING MEMBER MCAUSTIN

XI. COMMENTS FROM MEMBERS

XII. ADJOURN

Arroyo Verdugo Communities Joint Powers Authority

UNOFFICIAL UNTIL APPROVED

SPECIAL MEETING OF THE GOVERNING BOARD

MINUTES
ARROYO VERDUGO COMMUNITIES JOINT POWERS AUTHORITY
Wednesday, October 15, 2020 - 2:00 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 2:03 p.m.

II. ROLL CALL

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

III. COMMENTS FROM THE PUBLIC

None.

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

MOTION

Member McAustin moved and Member Walker seconded a motion to approve the minutes as amended. The motion carried 4-1-1, Member Joe abstaining and Member Perry absent.

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

Executive Director Wilson discussed the JPA's response to its first public records request, with assistance from the City of Glendale City Attorney; conclusion of Measure M work; Staff TAC meeting to provide its recommendation regarding Measure M funding; and November 5, 2020 meeting concluding the Strategic Plan work.

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

Jon Overman, Cambridge Systematics, presented the Multi-Year Subregional Program (MSP) updates to the draft MSP Plan including changes to the previously approved plan and MSP funding reallocation.

MOTION

Vice Chair Brotman moved and Member Joe seconded a motion to approve the updated final Measure M project list for submission to Metro for Programming. The question was called and the motion carried 5-1, Member Perry absent.

B. Strategic Planning Session (Approximately 1.5 hours)
Presenter: Melanie Wong and Jon Overman, Lee Andrews Group
Staff Recommendation: That the Governing Board participate in the exercise, and that the Governing Board alone either vote or indicate consensus as necessary on items within the session.

Melanie Wong, Lee Andrews Group, presented a PowerPoint including Planning process and timeline and presented the proposed mission statement.

Vice Chair Brotman asked if infrastructure and sustainability should be reflected in the statement. Member McAustin responded that it was addressed "through

coordinated efforts." Vice Chair Brotman suggested "shared or collective transportation issues." He questioned whether sustainability should be reflected in the mission statement.

Member Walker suggested the mission statement was broader and sustainability and mobility were included in the vision statement.

Chair Springer suggested the inclusion of "address transportation and mobility related issues." Member Joe and Vice Chair Brotman concurred.

Member Walker asked if the mission and vision statements could be combined. Ms. Wong explained the difference between the mission and vision statement. She suggested reconsidering the mission and vision statement after discussing the goals.

Member Joe asked the meaning of "progressive voice." Mr. Overman suggested progressive meant pushing forward, being open to new technologies/transportation and forward thinking.

Vice Chair Brotman suggested "progressive" meant looking forward at other ways to move people around.

Member McAustin stated she wanted to get to the point that there were so many changes in technology and transportation and wanted to ensure the board was forward thinking.

Member Joe suggested "forward thinking" rather than "progressive voice."

Chair Springer agreed that "progressive" had a political connotation and was willing to consider change.

The Board agreed to retain "progressive voice."

Ms. Wong presented the proposed goals. Mr. Overman led an exercise to prioritize the actions listed under each strategy. The Board ranked the strategies under Goal 1: Transportation & Quality of Life – Maintain quality of life in the Arroyo Verdugo Subregion through coordinate transportation efforts.

Vice Chair Brotman discussed the possibility of utilizing staff from other cities and interns to supplement the Executive Director's time.

Member Walker discussed the goals and did not anticipate the need for a substantial staff increase. Executive Director Wilson discussed the possible need for

a consultant to assist in identifying and investing in projects and programs of subregional significance. Member Walker discussed the job of the cities versus the JPA.

Member McAustin agreed with Goals 1-A1-A4 under Strategy 1 but agreed with the challenge of resources under Strategy 2. She stated the goals beyond transportation were aspirational but might be infeasible with the current budget.

Member Perry asked for clarification on Goal 1-A4 – Advocate for increased funding and resources for local transit operators. Mr. Overman explained the need to advocate for operators which arose from the tactical meeting. Executive Director Wilson discussed the three operators who were working on a project and need for more funding. She suggested increased communication between that group in order for the Board to provide additional support. Member Perry asked about the proposed medium cost for Goal 1-A4.

Member Joe indicated he would change his vote from 3 to 2 on A4 and reduce the cost to low.

Chair Springer discussed the Burbank Bus and indicated support for Goal 1-A4. She suggested City staff develop processes for identifiable subregional projects.

Mr. Overman drew a distinction between cities identifying projects and the JPA determining subregional projects. Executive Director Wilson explained the possibility of interjurisdictional projects.

The Board ranked the proposed strategies under Goal 2: Member Communication & Coordination – Improve communication and coordination of member agencies.

Executive Director Wilson requested clarification on the S1-A2 – Increase consistency and frequency of governing board meetings. Chair Springer suggested additional meetings to continue momentum. Member McAustin concurred with the need for more frequent meetings. Executive Director Wilson suggested scheduling six meetings per year and increasing if necessary. Member Walker concurred with six meetings each year. Vice Chair Brotman suggested widening the Board's scope to establish meeting content. Member Joe agreed to six meetings.

Member Brotman explained his rating of G2-A3 in order to allow the Board to consider new areas of focus and suggested it might occur during the annual review of the Strategic Plan.

Member Walker explained her rating of S3-A2 and expressed concern with part-time interns. Chair Springer concurred with the difficulty in managing interns.

Executive Director Wilson provided an example of utilizing intern assistance in website content.

Mr. Overman asked for input on whether the Strategic Plan should be updated annually. Member McAustin suggested annual review due to Board turnover.

The Board ranked and reviewed the results for Goal 3.

Executive Director Wilson discussed concerns with potential liability related to the ADA compliance on the website.

The Board ranked and reviewed the results for Goal 4.

Mr. Overman summarized innovating financing strategies and leveraging existing legislation tracking efforts by cities. Executive Director Wilson explained meetings with the legislative representatives from each JPA city and suggested JPA consideration at that time.

CONSENSUS
By consensus, the Board agreed to include "mobility" in the mission statement.

Member Walker reiterated her suggestion to combine the vision and mission statement into one statement. Chair Springer agreed that it was difficult to distinguish between vision and mission statements. Executive Director Springer explained the audience and purpose of the statements. Vice Chair Brotman concurred with having one statement. Member McAustin recommended retaining separate vision and mission statements. Ms. Wong suggested coming back with options for a mission and vision statement.

The Board took a straw poll and determined to combine the vision and mission statements into one mission statement, Member McAustin and Member Perry dissenting.

The Board agreed to the proposed Mission Statement as follows:
The Arroyo Verdugo Communities Joint Powers Authority serves our member agencies and constituents in the AV subregion through coordinated efforts on regional transportation, mobility and infrastructure solutions that support sustainable living and a high quality of life.

Ms. Wong provided the next steps for the final plan to be presented on November 5, 2020.

IX. REMAINING PUBLIC COMMENTS – IF ANY

None.

X. COMMENTS FROM MEMBERS

Vice Chair Brotman discussed the City of Glendale's passage of a ban on the sale of Mylar balloons and encouraged the other cities follow suite.

Member Perry informed the Board that the environmental process for the Antelope Valley Line Improvement Project began October 1, scoping meetings were being held October 15, and more information Metro.net/AVL. He discussed the Metro Construction Committee meeting and ongoing issues with I-5 construction project, including significant cost over runs of $50 million. He explained that Caltrans requested Metro help in filing the funding gap.

XI. ADJOURN

MOTION

Chair Springer adjourned the meeting at 4:15 p.m.

Arroyo Verdugo Communities Joint Powers Authority

WARRANT RESOLUTION NO. 20-05 (Informational)

The following payments have been issued by the Arroyo Verdugo Communities Joint Powers Authority (AVCJPA) since the report of its prior meeting on August 6, 2020. A total of $17,669.86 was expended. These are for fiscal year 2020-2021 costs, except as described below.

Payments included costs for two consultants, preparation of minutes, and reimbursement to the City of La Cañada Flintridge for lease space during fiscal years 2019-2020 and 2020-2021.

Check Warrant November 5, 2020

Checks issued 7/24/20 – 10/26/20

Check Date	Check Number	Payee	Description/Purpose	Amount
8/27/20	38	Lee Andrews Group Inc.	Strategic Plan Consultant	$2,225.44
10/8/20	39	Cambridge Systematics, Inc.	Measure M Project	$8,158.51
10/8/20	40	Lee Andrews Group Inc.	Strategic Plan Consultant	$6,908.91
10/8/20	41	Lisa Pope	Preparation of Minutes	$375.00
10/15/20	42	City of La Cañada Flintridge	Reimburse for Lease Fiscal Years 2019-2020 & 2020-2021	$2.00
				$17,669.86

Arroyo Verdugo Communities Joint Powers Authority

DATE: October 26, 202003 AVCJPA Warrant Resolution 11-5-20

TO: Governing Board

FROM: Michael M. Blazenski, Interim Treasurer

SUBJECT: Treasurer's Report

BACKGROUND
Attached for your information is the latest Treasurer's Report with activity through October 20, 2020 for the new fiscal year 2020-21.

Few expenditures are occurring.

The auditor firm of Moss, Levy & Hartzheim has been engaged and work is beginning on the FY 2019-20 audit. Results will be made available in early 2021.

FISCAL IMPACT
None

OPTIONS

1. Receive and file

RECOMMENDATION
Staff recommends that the Board receive and file this report.

Attachments: 1. Treasurer's Report as of 10/20/2020

Arroyo Verdugo Communities Joint Powers Authority

TREASURER'S REPORT

FY 2020-21

as of October 15, 2020

REVENUES			**Budget**		**Actual**
4395	Membership Dues				
	City of Burbank	$	7,773.00	$	6,137.00
	City of Pasadena	$	9,236.00	$	7,294.00
	County of Los Angeles	$	4,114.00	$	3,248.00
	City of Glendale	$	10,693.00	$	8,453.00
	City of La Canada Flintridge	$	4,912.00	$	3,879.00
	City of South Pasadena	$	4,352.00	$	3,436.00
	Less Refund of Measure M Advance	$	(8,633.00)		
	Actual Dues	$	32,447.00	$	32,447.00
4411	Subregional Measure M Funding (Metro Reimb.)	$	16,849.00	$	8,193.99
2318	Strategic Plan Carryover	$	9,694.00		
4610	Interest Income	$	-	$	-
	Total Revenues	$	58,990.00	$	40,640.99

EXPENSES			**Budget**		**Actual**
5003	Salaries - Other				
	Executive Director (salary x 18%)	$	21,500.00	$	-
	Management Intern (Board Clerk) (30 hrs)	$	580.00	$	-
6031	Office Supplies	$	-	$	-
6041	Insurance Premiums	$	11,500.00	$	-
6054	Training	$	-	$	-
6061	Professional Services				
	Minutes Preparation	$	1,800.00	$	375.00
	Financial Audit	$	3,200.00	$	-
	Measure M Consultant	$	16,849.00	$	9,134.35
	Strategic Plan Consultant	$	9,694.00	$	8,158.51
	Tax Filing Fee and Attorney Time	$	-	$	-
	Bank Fees	$	-	$	-
	Set-Aside for Reserves	$	2,500.00	$	-
	Total Expenditures	$	67,623.00	$	17,667.86

REVENUES LESS EXPENSES:	$	(8,633.00)	$	22,973.13

NOTES:

Budget is balanced.

Budget includes Measure M and strategic plan project funding carried forward from prior years and includes Metro funding through FY2020-21.

Arroyo Verdugo Communities Joint Powers Authority

DATE: November 5, 2020

TO: Governing Board

FROM: Ann Wilson, Executive Director

SUBJECT: Verdugo Workforce Development Board Appointment/Reappointments

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BACKGROUND

The Verdugo Workforce Development Board, or VWDB, represents the cities of Burbank, Glendale and La Cañada Flintridge.

Appointments by the Verdugo Workforce Development Board must be approved by the AVCJPA Governing Board.

Attached is a letter from the Workforce Board which lists further detail of those recommended for reappointment.

RECOMMENDATION

That the AVCJPA Governing appoint and re-appoint the following candidates on the Verdugo Workforce Investment Board:

New Appointment:

- Jennifer Hiramoto

Re-appointment:

- B.J. McGuire
- Julio Ruiz
- Gavin Koon
- Onnig Bulanikian
- Cesar Valladares

Attachment

1. Report from Verdugo Workforce Development Board

DATE: October 19, 2020

TO: Arroyo Verdugo Communities Joint Powers Authority Governing Board

FROM: Judith Velasco
Director, Verdugo Workforce Development Board

SUBJECT: Recommendation for (1) new appointment of membership and (5) reappointments on the VERDUGO WORKFORCE DEVELOPMENT BOARD

RECOMMENDATION:

New Appointments

It is recommended that the Arroyo Verdugo Communities Joint Powers Governing Board Members appoint the following new members to the Verdugo Workforce Development Board:

Governmental and Economic and Community Development

- Jennifer Hiramoto, Deputy Director
  City of Glendale, Community Development Department
  Appointment expiration: September 16, 2023

Reappointments

It is recommended that the Arroyo Verdugo Communities Governing Board Members of Burbank, Glendale and La Cañada Flintridge reappoint the following (5) members of the Verdugo Workforce Development Board for the specified term:

Business

- BJ McGuire, Director, Enterprise Talent Acquisition
  The Walt Disney Company
  New Reappointment expiration: 06/10/2023

- Julio Ruiz, Owner
  LiquidSky Sports
  New Reappointment expiration: 06/20/2023

Labor

- Gavin Koon, Business Representative
  Operating Engineers, Local 501
  New Reappointment expiration: 09/29/2023

Governmental and Economic and Community Development

- Onnig Bulanikian, Director
  City of Glendale, Community Services and Parks
  New Reappointment expiration: 01/20/2023

- Cesar Valladares, Deputy Division Chief
  Employment Development Department
  New Reappointment expiration: 01/20/2023

BACKGROUND:

The Joint Powers Agreement among the Verdugo Consortium Cities of Burbank, Glendale, and La Cañada Flintridge gives the authority to members of those cities in the Arroyo Verdugo Communities Joint Powers Authority (AVCJPA) to appoint and reappointment members of the Verdugo Workforce Development Board (VWDB). The federal Workforce Innovation and Opportunity Act (WIOA) require that majority of members are from business, twenty percent of the membership must be representatives from organized labor and the remainder from various public agencies, organized labor and nonprofit organizations.

CONCLUSION:
The attached updated membership roster for the Verdugo Workforce Development Board shows the new labor candidate along with current members already approved by the AVCJPA. This roster is consistent with the nomination and membership criteria required by the Workforce Innovation and Opportunity Act (WIOA) of 2014.

Jennifer McLain Hiramoto

EDUCATION:

University of Southern California, Los Angeles, CA 5/2011
Master of Public Administration

San Jose State University, San Jose, CA 5/2006
Bachelor of Arts, *Major:* Comparative Religious Studies *Minor*: Middle Eastern Studies

EXPERIENCE:

City of Glendale, Glendale, *CA*
Deputy Director, Community Development **3/2019 – Today**
Principal Economic Development Officer **12/2015 – 3/2019**

- Serve as Section Head of the Business Attraction Section. Activities include: Develop and oversee marketing efforts; develop and implement the attraction strategy for a variety of sectors; represent the City at business organizations and trade shows; active monitoring of real estate market and outreach to brokers; and, cultivate relationships within and outside of the City.
- Raise the City's profile through effective leadership of teams in ideation, development and implementation of the following events: Brokers' Receptions; Executives in Innovation Roundtable; Monthly Tech on Tap series; and, Glendale Tech Week.
- Develop and implement complex strategic plans, such as the Montrose Vision Plan 20/20 and Glendale Tech Strategy. Specific components of the Glendale Tech Strategy that have been implemented include the creation and implementation of Glendale Tech Week, the issuance of a Tech Accelerator Request for Proposals ("RFP"), and relentless cultivation of relationships that have led to a stronger Glendale technology and innovation ecosystem.
- Serve as Section Head of the Business Services Section. This includes initiating and overseeing the implementation of the Glendale Relationship Initiation Team, a proactive business retention program.
- Serve as Board Member to the Downtown Glendale Association, a Property-Based Improvement District that represents nearly 200 property owners downtown. Successfully managed the City's role in DGA's Expansion efforts in 2018.
- Lead projects in the Asset Management Section, including: the successful transfer of the Artsakh Retail Units from the Redevelopment Agency to the City; leading the reimagination of the Arts and Entertainment District, including closing a portion of the Artsakh Paseo and hiring of consultant Studio One Eleven; and, serving as Property Manager to Museum of Neon Art, Orange Street Garage, and 117-131 N. Artsakh Avenue.
- Support aspects of Property Development through issuing Request for Proposals and supporting pro forma analysis, negotiation, and contract development, execution and management. Recent examples include Rockhaven, and the Hotel RFP.
- Foster a harmonious team environment in supervising five staff members, and in mobilizing other staff members outside of the Division. This is done through clear communication, being accessible, and approaching projects with enthusiasm, passion and sense of urgency.
- Foster positive community relationships with the Glendale Chamber of Commerce, Valley Economic Alliance, business improvement districts, brokers, non-profits, State legislators, neighboring cities, and businesses.
- Manage the budget and contracts for multiple consultants and contracts.
- Plan, organize and oversee day-to-day management functions of Economic Development and long-term strategic planning.

City of Ontario, Ontario, *CA* **1/2015 – 12/2015**
Economic Development Manager

- Served as Division Head overseeing Business Attraction and Business Retention in the Economic Development Department.
- Developed and implemented an Economic Development Strategy focused on business attraction, retention and expansion.
- Supervised and directed the activities of staff including employee selection, work assignment, and performance evaluations.
- Managed Economic Development's marketing and promotions efforts.
- Developed Requests for Proposals, and managed associated contracts and consultants.
- Assisted in the development and oversight of the budget.
- Fostered collaborative working relationships with organizations, private businesses, developers, and public agencies.
- Oversaw the development and revision of economic development information and materials across all platforms.
- Lead multidisciplinary teams in an effort to push forward development projects, special events and attraction strategies.

San Gabriel Valley Economic Partnership, *Irwindale, CA* **9/2013 – 12/2014**
Economic Development Manager

- Served as Division Head of the Partnership's Economic Development Program, including overseeing both the Business Attraction and Business Retention divisions.
- Supervised staff that supported marketing, promotions and economic development events.
- Served as an economic development expert and consultant to cities by providing best practices for promoting and assisting business development and retention. This included developing, implementing and serving as Project Manager for a Business Visit Program that was utilized by 12 San Gabriel Valley cities.
- Analyzed and presented economic development and workforce development reports and data.
- Developed and maintained effective relationships with business executives, elected officials and their staff, governmental officials, brokers, lenders, chamber executives, and with organizations such as the Foothill Workforce Investment Board.
- Represented the San Gabriel Valley at conferences, trade shows, and public meetings.

City of Monrovia, *Monrovia, CA* **5/2010 – 9/2013**
Economic Development Project Coordinator/Management Assistant

- Served as Section Head of the City's Business Attraction Team and Business Visit Program. Attraction efforts included identifying potential economic opportunities, establishing and maintaining relationships with public, private and non-profit organizations, meeting with interested and current businesses, and developing marketing packages.
- Supervised staff, and managed consultants and contracts, including contracts of the Successor Agency's 90 affordable housing agreements and nearly a dozen Business Development Assistance Loans.
- Served as a staff member on the Business Improvement District, which included assisting in marketing activities, collecting and interpreting economic development data for Monrovia and the region, and developing a downtown Strategic Plan.
- Fostered positive community relationships with organizations such as the Monrovia Chamber of Commerce, San Gabriel Valley Economic Partnership, brokers, community groups, businesses, City Council, and Old Town merchants.
- Assisted former Redevelopment Agency on activities such as property management, long-term strategic planning, and in liquidating the Successor Agency's assets per the requirements of ABX1 26.

A.C. Lazzaretto & Associates, *Santa Fe Springs, CA* **5/2009 – 8/2010**
Economic Development and Redevelopment Project Analyst

- Updated Five-Year Implementation Plans, which outlined future development goals, for La Mirada and Santa Fe Springs.
- Fostered positive relationships with County and City officials regarding public art and redevelopment opportunities.
- Supported redevelopment agency activities, including assisting in the preparation of staff reports for City Council and Planning Commission review and assisting with community outreach efforts.
- Applied for grants and oversaw implementation.

San Gabriel Valley Tribune, *West Covina, CA* **7/2006 – 8/2009**
Staff Writer

- Wrote six news stories a week for the 150,000-circulation daily newspaper in eastern Los Angeles County.
- Reported on government and politics in the cities of Rosemead, Irwindale, Monterey Park, West Covina, South El Monte and Covina, as well as special districts such as Sanitation Districts of Los Angeles County and public water agencies.
- Served as a Section Manager for the investigative reporting teams on special projects for print and digital publications.

Los Gatos Weekly Times, *Los Gatos, CA* **7/2005 – 7/2006**
Staff Writer

- Wrote five stories a week for this 20,000-circulation weekly newspaper nestled in the foothills of the Santa Cruz Mountains.
- Covered town politics by regularly attending Planning Commission and Town Hall meetings.

ADDITIONAL INFORMATION:

Awards: "Los Angeles County 2014 Woman Achiever," presented by Business Life Magazine; First place by the California Newspaper Publishers Association in Sports Writing category for "Hot Wheels," which appeared in the Los Gatos Weekly Times; Honorable Mention by the California Newspaper Publishers Association for Government Accountability series written for the San Gabriel Valley Tribune.

Volunteer Positions: Board Member, Downtown Glendale Association (10/18-Present); Board Member, Foothill Workforce Investment Board (6/14-6/19); Board Member, Santa Anita Family YMCA (6/12 – 6/14); YMCA Advisor, Youth in Government (6/14-Present); Monrovia Literacy Program (8/10 - 8/11).

Verdugo Board Membership

#	Last Name	First Name	Organization	Membership
Total Business Members: 9				
1	**Aslanian**	**Ara**	Inverselogic, Inc.	Business
2	**Astorian**	**Greg**	ReMax Tri-City Realty	Business
3	**Darcey**	**James**	Copy Central	Business
4	**Espinoza**	**Marisol**	Southern California Gas Company	Business
5	**Hacopian**	**Nicholas**	Glen West Management Co	Business
6	**Kukta**	**Debbie**	KO Properties, Inc.	Business
7	**McGuire**	**BJ**	The Walt Disney Company	Business
8	**Romero**	**Veronica**	PacFed Benefits Administrators	Business
9	**Ruiz**	**Julio**	LiquidSky Sports	Business
Total Labor Members: 5				
1	**Acosta**	**John**	Professional Musicians Local 47	Labor
2	**Casady**	**Lee**	IATSE Local 33	Labor
3	**Kaplan**	**Steve**	The Animation Guild, IATSE Local 839	Labor
4	**Koon**	**Gavin**	Operating Engineers, Local 501	Labor
5	**Sánchez**	**Teresa**	SEIU Local 721	Labor
Other				
Total Education & Training Members: 2				
1	***Lenz**	**Chris**	Cal State University LA - Career Dev. Svcs.	Education
2	****Ritterbrown**	**Michael**	GCC- Vice President, Instructional Services	Education
Total Government & Economic & Community development: 5				
1	**Bulanikian**	**Onnig**	City of Glendale, Comm. Services & Parks	Government
2	***Hamzoian**	**Mary**	City of Burbank, Economic Development	Economic Dev.
3	***Hiramoto**	**Jennifer**	City of Glendale, Economic Development	Economic Dev.
4	***Osipo-Peera**	**Nancy**	Department of Rehabilitation	WIOA Title IV
5	***Valladares**	**Cesar**	EDD	WIOA Title III

* = Member Required Under WIOA

** = Serves as a dual role representing Adult Education & Literacy, as well as Higher Education. GCC serves as the Adult School in Glendale.

Current Total membership: 21

Arroyo Verdugo Communities Joint Powers Authority

VII.A

DATE: November 5, 2020

TO: Governing Board

FROM: Ann Wilson, Executive Director

SUBJECT: Appointee Reports

BACKGROUND:
Many years ago, the Board of the Arroyo Verdugo Subregion requested oral or written reports of the Board's elected official appointees at Regular Meetings of the Governing Board. The Board's appointees are:

AVCJPA Elected Appointee	Agency
Robert Joe (South Pasadena)	SCAG (Community, Economic and Human Committee (CEHDC))
Emily Gabel-Luddy (Burbank)	SCAG (Transportation Committee (TC) Representative
Daniel Brotman (Glendale)	SCAG (Energy, & Environment Committee (EEC)) - Representative
Diana Mahmud (South Pasadena)	League of California Cities

The written reports by Daniel Brotman and Diana Mahmud are attached for your review.

Attachments:
1. Daniel Brotman SCAG (Energy & Environment Committee (EEC))-Rep
2. Diana Mahmud League of California Cities Rep

TO: AVCJPA GOVERNING BOARD

FROM: DANIEL BROTMAN, AVCJPA MEMBER

SUBJECT: SCAG ENERGY AND ENVIRONMENT COMMITTEE REPORT

DATE: November 5, 2020

Meeting date: October 1, 2020

The meeting consisted of three presentations.

1. The first was on traffic safety. Rachel Carpenter, Chief Safety Officer at Caltrans gave an update on the findings of the Zero Traffic Fatalities Task Force. This is a group that was formed out of legislation by Laura Friedman (AB 2363) to re-consider the car-centric rules around setting speed limits in California and look at creative solutions to eliminate traffic-related injures and fatalities. There is frustration among many, myself included, that local jurisdictions are stymied in efforts to respond to public demand to reduce traffic speeds and improve pedestrian and bicycle safety. The findings can be found here: https://cal.streetsblog.org/wp-content/uploads/sites/13/2020/02/CalSTA-Report-of-Findings-AB-2363-Zero-Traffic-Fatalities-Task-Force.pdf. And here's a nice Streets Blog article about the project. https://cal.streetsblog.org/2020/02/06/zero-fatalities-task-force-report-change-the-way-speed-limits-are-set/. Big takeaways are that we need new methodologies for speed setting that put more weight on the roadway context and non-car users and more flexibility for local agencies to apply the rules, and that we need more resources and new ideas for engineering changes and educational approaches to improve safety for all road users. Expecting additional legislation, and the typical pushback, to follow.
2. The second was on vehicle electrification (or "clean vehicles" to be more precise). Jeff And-Olsen from consulting firm ICF presented results of a study called Pathways to Clean Vehicle Technology and Alternative Fuels Implementation in San Bernardino County. The study used San Bernardino as a model to lay out the environmental and cost impacts of alternative paths and timelines to reduce GHG and NOx emissions in our vehicle fleets. It looked at a range of vehicle types—private, commercial and municipal—and focused on potential actions cities can take to implement changes quickly and cost effectively. The takeaway was that aggressive electrification is the best approach in terms of GHG reductions but other scenarios in which biofuels or natural gas are used as a bridge are also plausible approaches. The bridge approach did not show cost advantages over direct electrification. Details vary depending on vehicle segment, and the results were not definitive. Side note: I have asked Glendale staff to prepare a strategy and timeline to achieve 100% electrification of the municipal vehicle fleet. Culver City has committed to a 2029 date. Collaboration might be helpful If any other AVCJPA member agencies are working on a similar initiative.
3. The third presentation was about a program run by SGAC in collaboration with two outside firms to test messaging around climate change and climate adaptation. Community events called "Climate Talks" were held in various locations to provide education and test responses to different types of information. During the events, community members were invited to walk through and engage content in a "Pop-Up Box" exhibit. Results showed that the best responses came from information related to personal, financial or family health impacts and secondarily from images or narratives showing impacts of climate change on California natural resources.

I can share any of the presentations if members are interested.

DATE: October 28, 2020

TO: Arroyo Verdugo Communities Joint Powers Authority Governing Board

FROM: Emily Gabel-Luddy, SCAG Transportation Committee Member

SUBJECT: Summary of SCAG Transportation Committee meetings from October 2020.

The following is a summary of the SCAG Transportation Committee meeting on October 1, 2020.

This was an outstanding meeting and lead by a brilliant report focused on concerning statistics about the rise in car- pedestrian and car-cyclist fatalities and advocating for alternative effectives ways to legally reduce speed limits on City streets.

1. Setting Safe Speeds on Urban Streets

Jenny O'Connell from National Association of City Transportation Officials gave this report. Auto-pedestrian accidents: 1590 pedestrian accidents; 900 pedestrian/cyclist fatalities in California. There is a correlation between the increase of people walking and biking and the rise in percentage of people killed every year in collisions with cars.

FAQ: You have a 50% chance of surviving if hit by car going 30 MPH.

While overall car traffic is down 13% during COVID pandemic, there is a significant rise in speeding cars. Crashes are up 17%

The effort to bring a better balance to road speeds is focused on the fact that cities are increasingly accommodating a range of users in the public rights-of-way. The opportunities to better balance speeds with multiple users is gaining traction in some urban areas. The biggest obstacle to reducing speeds for automobiles is the 85th percentile rule, a common practice across all states. California has embedded the 85th percentile rule in its Vehicle Code. There are some efforts to chip away at it, but progress is very slow. Assemblymember Friedman, unable to secure a toehold on changing it in limited circumstances, set up a State Task Force to study and develop more recommendations on how to reduce speeds in urban areas. The TF Report will be used to modify the approach in California, but it remains a struggle to overcome the traffic engineers and the law enforcement officials' objections.

2. Go Human Campaign:

This report was made by Dorothy Carasquillo.

The Go Human initiative from SCAG has had success and will continue to support ways to educate and implement on a limited basis, methods to reduce speeding.

It is a voluntary effort to guide people to SLOW DOWN. Their Twitter has 80,000 followers. Costa Mesa successfully implemented a safety demonstration project. Long Beach initiated a pilot, asking: how has COVID affected your walking experience? Furthermore, Go Human is engaging programs for Latino health access; and supports expanding information into Central American indigenous languages.

They have received a $1.25 million grant. For more information on this, contact Carrasquillo@scag.org.

3. Emerging Technology: Broadband, Digital Infrastructure

This report was given by Michael Misrahi.

His presentation was about the broadband access across the region, especially with respect to digital equal access. Currently there is an attempt to maximize benefits of current applications of broadband.

Assessment of demand:

Service areas that have high-speed broadband range from 88-100% coverage.

LA = 100%

Orange = 99%

Imperial = 88%

The extent of coverage is related to the number of carriers that provide the broadband service. Some areas in the SCAG region only have one provider. Fewer providers stifle competition, so the SCAG region does not have a lot of competition. However, LA County and by extension cities in the AVCJPA are well covered.

4. Future of the Office After COVID-19

This was a report given by Amber Schiada with research from the JLL Strategic Consulting Group.

They are forecasting up to 70% of offices will be back eventually.

Work-from-home statistics:

10% before COVID.

25% increase in work-from-home during COVID.

Interviews with office-based businesses regarding how much office space they anticipate needing for their employees going forward as white-collar employees return to the office:

47% about same amount of space.

23% significantly will reduce size.

11% will expand footprint to accommodate social distancing

31% of 1,000 employees interviewed want a mix of the above.

Employees miss socialization, collaboration, and supportive collegiality.

Predictions for a new way of working:

1. Work will be broadly geographically distributed ("live in Tahoe, work in San Francisco")
2. Talent will move to lower cost geographies.
3. Average apartment rents are softening, more affordable places are seeing higher rents.
4. Home is preferred.
5. Strong home buying market. Prices +3.2%.
6. Physical offices will remain important.

But companies/employees accustomed to working from home will want a more flexible work model. Likely model is a high percentage who can, will work from home 2-3 days per week and go into office for face time and collaboration.

No Metrolink Report

SCAG Safety Pledge: http://Scag.wufoo.com/forms/scag-safety-pledge

The SCAG Safety Pledge encourages local governments to commit to improving safety in your community. It is a commitment to design and build safer streets that promote walking, biking and community connections.

Memo

To: Arroyo Verdugo Communities Board of Directors

From: Diana Mahmud, South Pasadena Mayor Pro Tem

cc: Ann Wilson, AVCJPA Executive Director

Date: October 28, 2020

Re: August 2020 – October 2020 Report re League of California Cities, Los Angeles County Division (LACD)

Here's what has happened at the LACD during the months of August 2020 – October 2020.

August 2020

The League of California Cities, LA County Division Board of Directors (Board) discussed whether to take a position on Los Angeles County Measure J, which would amend the County Charter to commit 2% of the county's $35 billion budget, or 10% of the $8.8 billion Net County Costs to categories of social services listed as "Direct Community Investment" and "Alternatives to incarceration." The Board voted to oppose the measure because the Board of Supervisors voted to place it on the November ballot just before the deadline, leaving no time for outreach to communities for development and understanding of the measure. Also, the Board expressed concern with the negative precedent of budgeting by initiative that would be established if the measure passed.

The Board also discussed its interest in locating a speaker to address political trends at the Division's luncheon meeting at the League's Annual Conference

September 2020

The highlight of this month's meeting was the participation of Assemblywoman Laura Friedman, who shared the dynamics of the last days of the recently concluded legislative session. She explained that although she voted to oppose SB 1120 because it was poorly drafted, she anticipates housing will remain a pressing issue at the legislature next year, and encouraged cities to work closely with authors to find areas of common agreement.

The Board also discussed various Propositions on the November ballot. We elected to stay neutral on Propositions 15 and 19 because of uncertainty regarding their ultimate impact on cities. We also voted to support the sole Resolution that will be considered at the League's Annual Conference. The Resolution urges Congress to amend Section 230 of the federal Communications Decency Act of 1996 to limit the immunity provided to online platforms when they are used to promote criminal activity.

October 2020

The Board heard the recommendations of the Division's 2021 Budget Subcommittee. Due to the continuing impacts of COVID-19, the Division doesn't anticipate having the ability to schedule in-person meetings until June at the earliest, which will result in some savings. The Subcommittee recommended a mid-year look at the budget in light of COVID-related uncertainty.

The Board also briefly discussed a Division letter submitted to the County Board of Supervisors expressing some concern with the project scoring guidelines utilized during the first year of the Safe Clean Water Program, based upon feedback received from Public Works Directors. A copy of the letter is attached to this report. Implementation of the Program should be of great interest and import to this JPA, as the Regional Board has estimated the 20-year cost of compliance with its recently issued draft permit for cities within Los Angeles and Ventura Counties. The Regional Board's total estimated MS4 permit compliance cost for AV Communities over 20 years is $999,080,000, based on capital and operations and maintenance expenses. The cost of consultants and monitoring is not included in the above total. For almost all Division member cities, they have no funds for MS4 permit compliance other than those available under the Safe Clean Water Program. Finally, the Board reviewed the Division's 2020 recap letter that will soon be sent to its members.

The Board will meet on December 7 to consider its 2021 strategic plan. I'm sure housing will remain an important topic, as we strive to preserve local control in the wake of continued legislative efforts to address the state's housing needs. Please don't hesitate to contact me if you have any other strategic issues you'd like me to raise at the Board's December 7 meeting.

Attachment

October 13, 2020

The Honorable Kathryn Barger
Chair, Los Angeles County Board of Supervisors
Kenneth Hahn Hall of Administration
500 West Temple St., Suite 869
Los Angeles, CA 90012
kathryn@bos.lacounty.gov

Re: Comments and recommendations on the Safe Clean Water Program Scoring Guidelines – Year 1 Submissions

Dear Safe Clean Water Program Staff:

On behalf of the Los Angeles County Division of the League of California Cities (Division), representing 86 cities in the county, we are submitting comments and feedback on the first round of project submissions for the Safe Clean Water Program (SCWP) Regional Program. After working with numerous stakeholders over several years to help craft Measure W, the first long-term dedicated funding to increase our local water supply, improve water quality, and to protect public health in Los Angeles County, the Division and its member cities are highly invested in maintaining the integrity of the program. Cities have operated in good faith within the program ordinance and guidelines adopted by the Board of Supervisors and we recognize the challenges of operationalizing a new program like this on a countywide scale. We hope our comments are constructive to the dialogue with all SCWP participants and stakeholders to ensure the program's success into the future.

Both the municipal and regional programs in the SCWP are especially critical today as cities deal with an estimated $7 billion shortfall statewide as a result of the COVID-19 pandemic and response. The League of California Cities estimates that in the face of these budget shortfalls, nine out of 10 cities report they will have to cut staff or decrease city services to residents, and nearly 3 in 4 cities report they may have to take both actions[1]. The SCWP is the only dedicated funding source outside of city general fund revenues designed to help meet the 2012 Multiple Separate Storm Sewer System Permit (MS4 Permit) requirements, which Los Angeles County Department of Public Works has estimated is to exceed $20 billion countywide in capital costs alone, not including O&M. Given these realities, cities must use these funds with strict fiscal prudence and comments aim to reflect that fiscal lens.

On August 26, 2020, the Division convened a meeting of Public Works Directors from throughout Los Angeles County to debrief on the recently completed first year project selection and scoring cycle. We have compiled comments and recommendations on key areas within the program guidelines:

1. **Disadvantaged Communities:** The use and application of Disadvantaged Communities (DAC) benefits were not consistent throughout the nine (9) Watershed Area Steering Committees. This led to inconsistent application of the DAC benefits when programming project funding, with members on various committees acting subjectively and delays experienced in the approval process of projects.

[1] https://www.cacities.org/Images/Support-Local-Recovery-Business-Coalition-Fact-(1).aspx

- Applicants brought up several potential issues related to the inconsistent nature of the DAC benefits application including:
    - If a project is not located in or close to a DAC, does a facility that is used by DAC's receive partial credit or points although it is not located immediately within a DAC?
    - Do applicants receive points if the drainage area from a DAC is being treated at a facility/project not immediately within the DAC but adjacent to a DAC?
    - If we are not applying the DAC benefits consistently, there may be an issue in applying the five-year balancing of funds and could lead to applicants not receiving funds in later years in order to comply with the five-year requirement and DAC benefits.

  In some WASCs with cities that do not have DAC areas, DAC projects may not be submitted. In addition, one of the WASCs approved 3 DAC projects, but the minimum DAC threshold was not met, no additional projects were programmed.

  ***Recommendations*:**
    - Drainage area from a DAC to a proposed project should receive credit/points on their overall score.
    - If a facility is used by DAC communities, they should receive credit/points on their overall score.
    - If a project outside of a DAC provides direct water quality benefit to a facility in a DAC, the project should receive credit/points on their overall score.
    - Consider changing the threshold to allow funding of projects if no DAC projects are submitted, or if the submitted DAC projects are all funded and threshold is not met, allow additional non-DAC projects to be funded.

2. **Minimum Point Threshold:** Applicants from various municipalities received inconsistent feedback regarding the minimum point threshold and if a WASC could program funding for a project not meeting the minimum 60-point threshold. Applicants also observed that large-scale projects did not score well despite the abundant water quality and water supply benefits.

   Recommendations:
    - Clarify whether or not a WASC can program funding for a project that does not meet the minimum 60-point threshold.
    - Allow for projects to score points for both wet weather and dry weather capabilities.
    - Develop specific criteria for a project that has the ability to capture both wet weather and dry weather flows.

3. **Community Support and Investment:** Observations from both the municipal community and NGO community is that there is not a consensus on what constitutes community support and investment in a project. Municipalities experience difficulties in conducting widespread community outreach with minimal funding and currently utilize existing tools such as various Board and Commission meetings, City Council meetings or other regulatory meetings at which public comment and review is readily available.

   In addition, community investment benefits are different for each community and can be limited based upon the jurisdiction. When seeking locations for storm water quality projects, built out cities have minimal or limited access to vacant land, and must utilize parks for project sites. School districts, another large land owner within cities, have been very reluctant to allow construction of stormwater BMPs on their property. Community benefit scoring should recognize the challenge of disrupting the use of a park and restoration of the previous use, and not suffer a penalty.

Recommendations:

- Letters of support from City Councils, adjacent municipalities, chambers of commerce, special districts and other stakeholders should be recognized as community support.
- Formal community outreach events that are project specific should be held once project funding is allotted toward these activities.
- Scope of work changes based on community recommendations should not disqualify or negatively affect a project if project funding has already been awarded.

4. **<u>Additional Issues and Recommendations:</u>** In addition to the above categorical areas, we also observed issue in the other areas of the program.

- Concerns were expressed regarding how Technical Resource Program (TRP) projects were to be evaluated and conducted.as well as the length of time projected by the County before TRPs could be started, in some cases up to a year or more to get these TRPs underway.

  Recommendation:

  - Work with City agency stakeholders to use city procurement processes to more quickly initiate projects and consultant selection where applicable.

- Flexibility for the WASC to recommend partial funding to a project, providing the project proponent agrees, would allow for preliminary design issues to be studied and clarified, before the entire project budget is recommended. In particular, preliminary design could be funded to help advance the project prior to a full commitment of funding.

  Recommendation:

  - Allow for WASC's to provide partial funding to project applicants, provided the applicants agree to the modification. This would maximize the flexibility of the program and still allow for projects to use SCWP funds to supplement other funding sources if they cannot garner full funding through the SCWP.

- During Round 1, the WASCs worked very hard to develop a SIP that met the needs of the watersheds. Valuable time and effort were consumed at the Regional Oversight Committee (ROC) by project proponents speaking on behalf of projects not funded or selected, and not part of the proposed SIP. An appeals process for projects that have been rejected or do not meet minimum requirements should be developed to allow for appeals at the WASC level.

  Recommendation:

  - Develop an appeals process for applicants. Should a project not meet minimum requirements, the applicants should be allowed to appeal the committee's decision and present additional information at a second hearing at the committee when they are met with a rejection.

- Projects employing Nature Based Solutions (NBS) are very different from traditional treatment projects such as infiltration cisterns. The scoring criteria may place certain types or sizes of projects at a disadvantage. Projects utilizing NBS tend to treat lower volumes of water at a slower rate, when compared to traditional treatment systems, thus impacting their clean water through-put and economic effectiveness. In addition, ongoing maintenance on NBS projects is also likely to be very costly, which may impact resulting water quality improvement, if not properly maintained. An adjustment to the scoring criteria may help to address these challenges.

Recommendations:

- Develop separate criteria for NBS projects. NBS projects often need space and cannot be proposed in just any area and require readily available land, favorable adjacent site and subsurface conditions, and must be properly maintained for them to be effective.
- Revise the criteria to recognize that subsurface/subterranean infiltration projects are part of NBS for scoring purposes.
- After a review of the SCWP NBS rating matrix, we suggest the development of similar matrices for other goal driven solutions, e.g. storm water capture to store, clean, reuse, and/or recharge groundwater basins, etc.

- In many cases, projects were considered at the WASC level without clarity on how those projects fit within the watershed operationally or achievement of watershed water quality or stormwater capture objectives.

  Recommendation:

  - Develop a means of identifying how a project fits within the watershed in relation to existing projects constructed or proposed, as well as how the project contributes to achievement of watershed water quality and stormwater capture objectives.

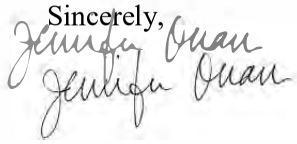
- Additional scoring concerns were raised regarding funding leverage related to staff time and O&M funding requests. Many cities have limited staff who have many diverse duties. Even though consultants are often used to design and manage projects, staff involvement and coordination is critical to ensure a successful project.

  Recommendations:

  - Scoring criteria should be clarified to allow for staff time to be used when scoring funding support.
  - Develop separate scoring criteria for Operations and Maintenance funding requests. If a separate project has been constructed with funds other than SCWP, the scoring criteria should recognize the 100% leverage of funds for the construction of the project.

Again, the Los Angeles County Division appreciates the efforts of county staff on this program. We look forward to its long-term success to improve water quality, water supply and public health benefits throughout Los Angeles County.

Sincerely,



Jennifer Quan
Executive Director
Los Angeles County Division
League of California Cities

Cc: Los Angeles County Supervisor Hilda Solis
Los Angeles County Supervisor Mark Ridley-Thomas
Los Angeles County Supervisor Sheila Kuehl
Los Angeles County Supervisor Janice Hahn
Mark Pestrella, Director, Los Angeles County Flood Control District
Matt Frary, Safe Clean Water Program
Leslie Friedman-Johnson, CNRG California

Arroyo Verdugo Communities Joint Powers Authority

DATE: November 5, 2020

TO: Governing Board

FROM: **David Kriske, AVCJPA Representative, Metro Technical Advisory Committee**

SUBJECT: Metro Technical Advisory Committee (TAC) Update

BACKGROUND

The Metro TAC meets monthly to provide input on Metro programs and projects, and to hear updates on various Metro programs that affect the cities, subregions, and Councils of Government in Los Angeles County. The following summarizes the major projects or programs discussed at TAC since the AVCJPA Governing Board met in December.

DISCUSSION

Updates on ATP Program

The TAC received several updates on the ongoing ATP and Local Streets and Roads Program grant funding programs. The California ATP Cycle 5 Quick Build Projects applications were due this past July 2020 and the California Transportation Commission (CTC) will adopt the Quick Build Projects in their December meeting. Applications submitted in September 2020 through the statewide selection process, as well as the small urban/rural projects will be announced in March 2021. Projects nominated by SCAG will be awarded in June 2021.

Budget Updates and COVID-19

Metro staff gave an overview of the FY21 budget process and how it will be impacted by COVID-19. FY 21 will be a transition and recovery year as the pandemic has negatively impacted Metro's financials and operations. Full financial impacts of COVID-19 are unknown due to uncertainties around the severity and duration of the pandemic. Metro staff indicated it will temporarily experience near-term budget and cash flow challenges due to reimbursement timing of CARES Act. Budget impact will also vary based on if another potential federal stimulus funding is approved. Metro is preparing for long-lasting impact of COVID to the economy while still meeting operating bus and rail services goals, Measure M and R project schedules, and implementing NextGen. Currently, the preliminary FY21 Budget compared to the FY20 Budget (adopted) shows a decline of 11.4%.

Comprehensive Pricing Study

The TAC heard a presentation on a comprehensive pricing study being undertaken to evaluate all of Metro's transportation prices. The need for a comprehensive study is based on Metro's complicated fare structure that can affect ridership; there exists a variety of contemporary fare pricing and Metro needs to understand what is best for the region. The purpose is to unify Metro's fares for all its services so that fare policy is consistent across all services. This would include Identifying better performing

pricing policy options that would align with the goals of revenue, equity, security, ridership, and user experience. The end result of the study would be a set of specific pricing policy recommendations for the Board to consider for its different transportation services. The study should be complete in Spring 2021 and will include outreach to various stakeholders including Service Councils and municipal operators. Separately, Metro is also exploring the effects of making fares free on its bus and rail network for an extended period of time as an economic recovery tool to reduce the cost of transportation. Municipal Operators have engaged with Metro to express concerns over how free fares would impact local transit services, fare reimbursements, and formula funding.

Traffic Reduction Study Update

Metro staff gave a presentation to update the TAC On its Traffic Reduction Study. This study, formally called the Congestion Pricing Study, will look at using congestion pricing of roadways to influence traffic demand for the purposes of reducing congestion. Metro outlined the various methods for congestion pricing (toll lanes or roads along a corridor like the 110 Express Lanes or a congestion fee assessed when entering a zone or neighborhood) and discussed how pricing for congestion can reduce traffic and incentivize switches to other modes of travel. Metro will be assessing the applicability of congestion pricing on different parts of the LA region and will identify a potential pilot project with a partner city or agency. The study will also include options for directing revenue from congestion pricing towards alternative transportation services and will include significant public outreach. Metro hopes to identify a pilot project in Fall 2020 and complete the analysis of the study and pilot program in Summer 2021. The Metro Board could consider implementing the pilot program in Spring 2022.

BRT Vision and Principles Study

TAC received an update on the BRT Vision and Principles Study, which aims to set BRT design standards and guidelines for future BRT projects, as well as identify additional BRT corridors to implement. The study outcomes are a set of design guidelines to be used when implementing BRT, including separate standards for BRT and BRT "Lite" as well as desired operating characteristics, cross sections, platform standards, branding, and other elements. This is pertinent to the NoHo to Pasadena BRT project currently under environmental review, as well as future BRT corridors that could serve the Arroyo Verdugo Cities. Metro staff intends to present the final BRT standards and priority future corridors at the November 2020 Board meeting.

FISCAL IMPACT

There is no Fiscal Impact to receive this TAC update.

RECOMMENDATION

Note and File.

Lee Andrews GROUP
Moving your ideas forward

DATE: November 5, 2020

TO: Governing Board

FROM: Lee Andrews Group, Inc.

SUBJECT: Strategic Plan 2020-2025 Approval

Recommended Actions

That the Governing Board:

1. Receive the presentation;
2. Approve the attached Five-Year Strategic Plan for the Arroyo Verdugo Communities Joint Powers Authority (AVCJPA)

ATTACHMENT

A. Strategic Plan 2020-2025

ARROYO VERDUGO COMMUNITIES JOINT POWERS AUTHORITY

Burbank ▪ County of Los Angeles (5th District – La Crescenta/Montrose) ▪ Glendale ▪
La Cañada Flintridge ▪ Pasadena ▪ South Pasadena

STRATEGIC PLAN

2020-2025

Adopted
November 5, 2020

Prepared For:
Arroyo Verdugo Communities Joint Powers Authority
By:

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Message from the Executive Director

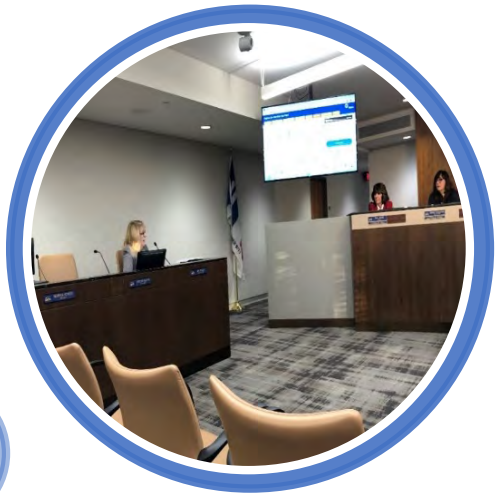
The AVCJPA is a Joint Powers Authority formed in 2017 comprised of six agencies: the City of Burbank, the County of Los Angeles 5th District (La Crescenta/Montrose), the City of Glendale, the City of La Cañada Flintridge, the City of Pasadena and the City of South Pasadena. The combined population of 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. While still a Subregion, the jurisdictions planned to become a Joint Powers Authority, so that Measure M funds would be received through the AVCJPA.

The Arroyo Verdugo Communities Joint Powers Agreement states that the "Purpose of the Authority is to provide a vehicle for the Members to coordinate regional a 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 Member agencies."

Five of the six member agencies currently belong to a Council of Governments (COG). Burbank, Glendale, and the County 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.

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.



Ann Wilson
Executive Director

AVCJPA Leadership

The AVCJPA is led by a six-member Governing Board.

Sharon Springer, Chair
BURBANK

Dave Perry, Member
LA COUNTY 5TH DISTRICT

Daniel Brotman, Vice Chair
GLENDALE

Terry Walker, Member
LA CAÑADA FLINTRIDGE

Margaret McAustin, Member
PASADENA

Robert Joe, Member
SOUTH PASADENA

Planning Process Overview

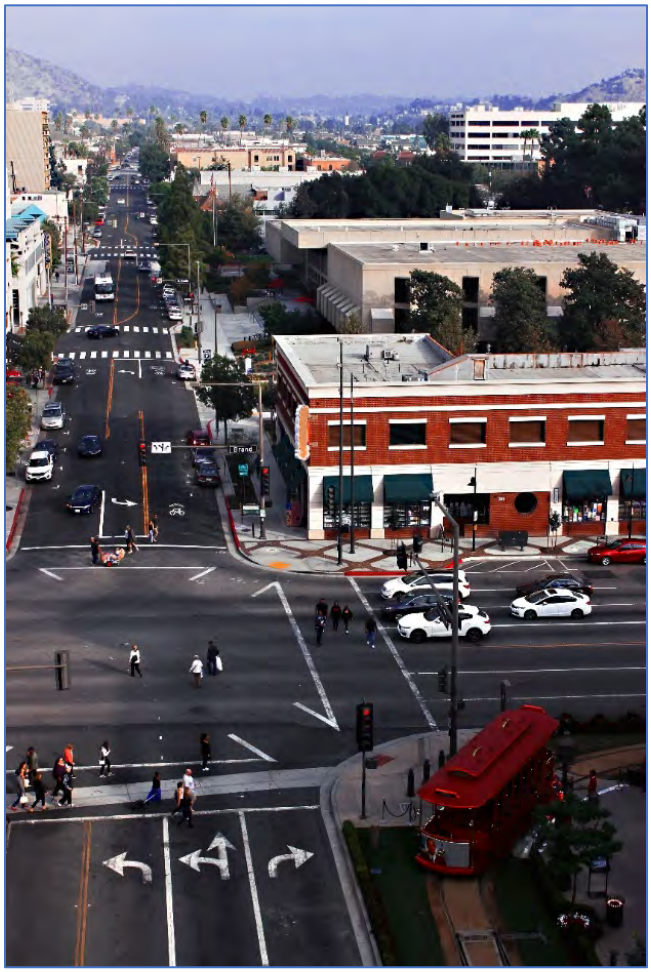
Comprehensive efforts were used to gather sufficient input for this strategic plan. Diverse methods were employed to solicit input from the participants. The activities conducted are outlined in the below timeline. A full list of the interview participants can be found in the appendix.

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. Core Values: Our deeply held beliefs that we abide by no matter what.
C. Goals: Our focus and direction.
D. Strategies/Actions: Steps to achieve our goals.

Mission

Statement of purpose. Why do we exist?

- The AVCJPA serves our member agencies and constituents in the Arroyo Verdugo Subregion through coordinated efforts on regional transportation, mobility, and infrastructure solutions that support sustainable living and a high quality of life.

Core Values

Our deeply held beliefs that we abide by no matter what.

- **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.

Goals

Our focus and direction.

- **TRANSPORTATION & QUALITY OF LIFE** – Maintain quality of life in the Arroyo Verdugo Subregion through coordinated transportation efforts.
- **MEMBER COMMUNICATION & COORDINATION** – Improve communication and coordination of member agencies.
- **BRAND** – Enhance the AVCJPA brand as a respected and influential voice for the region by increasing awareness of agency's work and purpose.
- **REGIONAL ADVOCACY** – Advocate for the interests of the Arroyo Verdugo Subregion.

Mission Statement

The AVCJPA serves our member agencies and constituents in the Arroyo Verdugo Subregion through coordinated efforts on regional transportation, mobility, and infrastructure solutions that support sustainable living and a high quality of life.

Core Values

COMMUNITY – We embrace our unique strengths to build an empowered team united toward a mutual goal.
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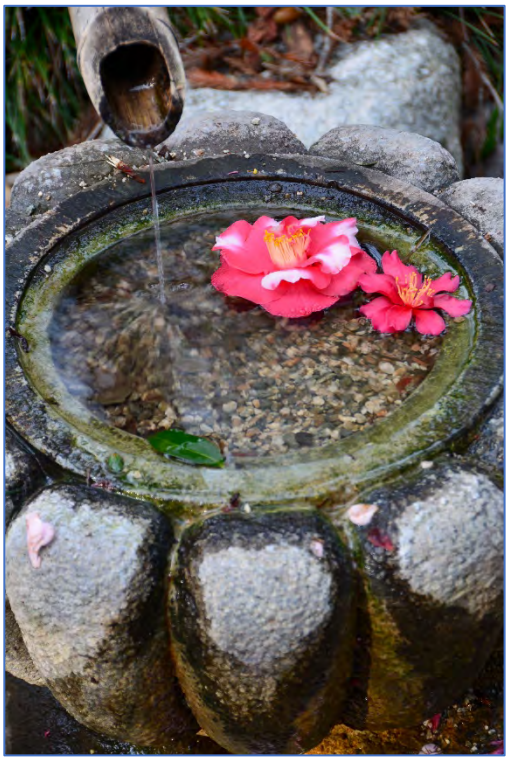


GOAL 1: TRANSPORTATION & QUALITY OF LIFE

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

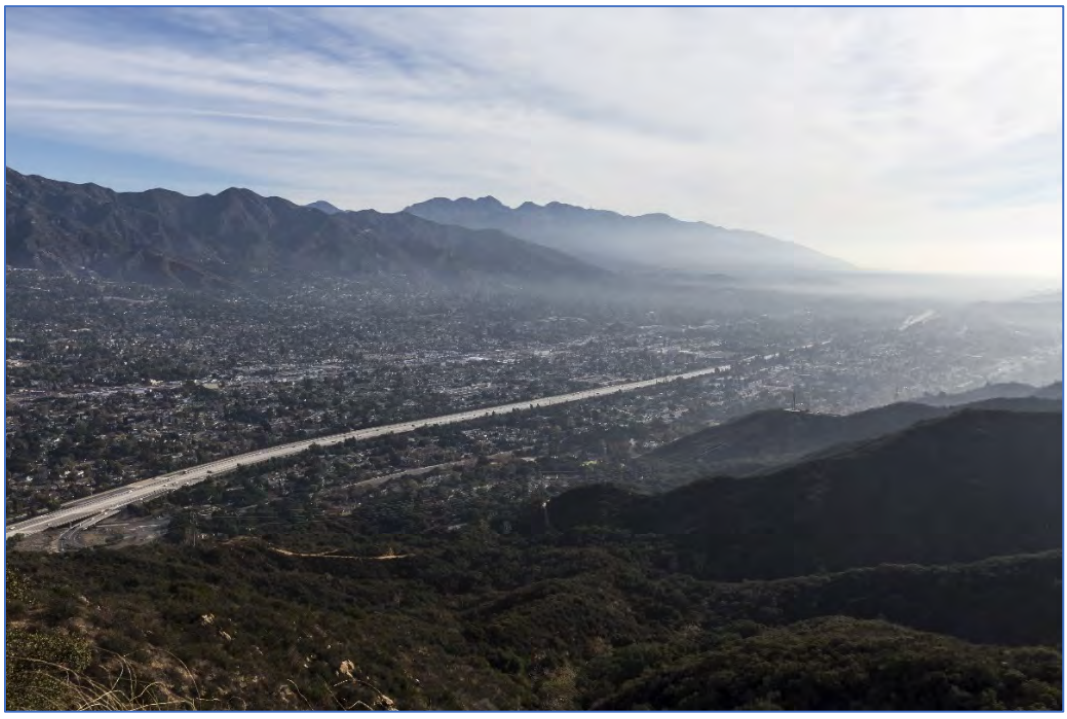
- A1: Create an organizational chart that clearly defines JPA’s staff structure, roles, decision-making processes, communication and reporting processes, etc.

➔ 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.)

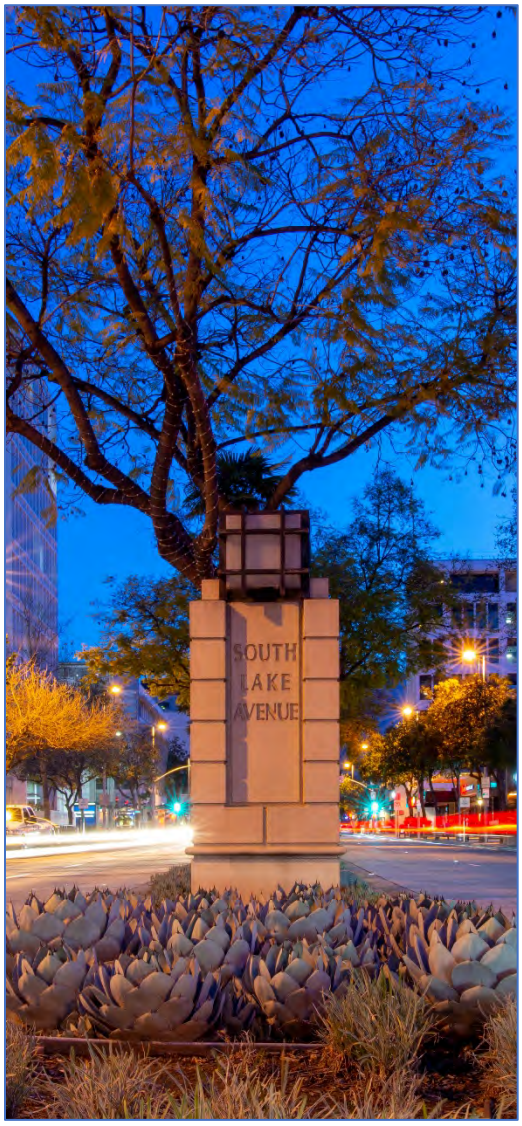
GOAL 4: REGIONAL ADVOCACY

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.



GOAL 1: TRANSPORTATION & QUALITY OF LIFE

Maintain quality of life in the Arroyo Verdugo Subregion through coordinated transportation efforts

TASK	RESPONSIBLE PARTY	STAFF RESOURCES REQUIRED	COST	COMPLETION YEAR	OUTCOME
➔ S1: Coordinate subregional transportation planning.					
◆ A1: Promote public policies that support subregional mobility and infrastructure improvements			Low	Ongoing	
◆ A2: Develop Measure M Multi-Year Subregional Plan (MSP) Funding Plan	ED, TAC, Board	Consultant, City Staff/City Council	Med	Ongoing	
◆ A3: Develop process for identification of subregional projects	City Staff	City Staff	High	Ongoing	
◆ A4: Advocate for increased funding and resources for local transit operators			Low	Ongoing	
➔ S2: Identify opportunities to promote health and support regional environmental sustainability efforts through transportation programs					
◆ A1: Keep sustainability in mind when considering projects	Board	City Staff	Low	Ongoing	
◆ A2: Identify and invest in projects and programs of subregional significance	Board	City Staff	Low-Med	Start 2021	

<u>Top Priorities/Recommendations:</u>

1. Identify interjurisdictional projects that increase **safety for pedestrians and motorists**, **enhance mobility** and **connectivity**, promote **health**, and support regional **environmental sustainability** efforts.
    a. Add bike paths that continue across city borders of adjacent cities
    b. Build bicycle facilities
    c. Optimize traffic signal timing/coordination to reduce delays
    d. Increase access to hiking trails, parks, and other green space for locals to recreate
    e. Expand/improve pedestrian infrastructure throughout the subregion to encourage more people to walk/reduce vehicle dependance
    f. Expand local shuttle services for seniors
    g. Improve/maintain hiking trails and other outdoor, nature areas where locals can exercise/conduct leisurely activities
    h. Expand local transit options

2. Identify and assign research projects to member agency interns such as exploring potential interjurisdictional projects that exist in the subregion that the city could potentially secure grant funding for
3. Consider establishing a working group to research, identify and lead grant coordination efforts
4. Consider conducting a subregional transportation/mobility needs assessment to determine where the gaps are, what type of projects are most needed and beneficial to the subregion

GOAL 2: MEMBER COMMUNICATION & COORDINATION

Improve communication and coordination of member agencies

TASK	RESPONSIBLE PARTY	STAFF RESOURCES REQUIRED	COST	COMPLETION YEAR	OUTCOME
➔ 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	ED	Intern	Low	2025	
◆ A2: Increase consistency and frequency of Governing Board meetings	ED	ED, Board Clerk	Low	2021	
◆ 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.	ED		Low	2025	
➔ 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	ED, TAC	Department Heads	Low	2021-Ongoing	
◆ A2: Encourage Board members to brief their city councils on AVCJPA actions and opportunities	ED, Board	Department Heads	Low	Ongoing	
➔ 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	ED	Department Heads	Med-High	Ongoing	
◆ A2: Explore use of pro-bono staff, interns (students or recent graduates), volunteers, "loaned" staff member from a member agency, retired community member, etc.	ED	Department Heads	Low-Med	Ongoing	
➔ 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	ED		Low	Ongoing	
➔ 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.	ED		Low	2021	
◆ A2: Identify core functions of JPA administration and develop training materials	ED		Med	2021	
➔ S7: Develop and share tools that support transportation planning					
◆ A1: Inventory member agencies' challenges and needs with respect to planning data and analysis	ED	Member Agency Intern or Staff	Med	2023	
➔ S8: Review the strategic plan on an annual basis	ED	Consultant	Med	Annual	

Top Priorities/Recommendations:

1. Increase frequency of Governing Board Meetings to six meetings per year.
    a. Consider hiring an intern to support ED with meeting coordination, form 700s, special projects, and other duties performed by the ED.
    b. Produce reference documents to help onboard new Board Members.
2. Establish staff working groups within transportation to promote best practice/information sharing among members, particularly with regard to projects, and to prioritize recommendations to the TAC, which will go to the Board.
3. Review 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

TASK	RESPONSIBLE PARTY	STAFF RESOURCES REQUIRED	COST	COMPLETION YEAR	OUTCOME
➔ S1: Create a strong brand identity for AVCJPA and develop and implement a marketing strategy for the Arroyo Verdugo subregion (this is an action)					
◆ A1: Communicate the value and accomplishments of AVCJPA and its member agencies	ED	Intern (via website), Member Agency Staff, Consultant	Low	Ongoing	
◆ A2: Produce clear and consistent communications, media, and promotional campaigns	ED	Intern, Member Agency Staff, Consultant	Low-Med	Ongoing	
➔ S2: Develop online presence for JPA					
◆ A1: Develop and maintain AVCJPA website	Pasadena to Develop, Host, Maintain Site; Intern to Create, Update, Publish Content (Under ED Supervision)	Intern, Member Agency Staff	Med	2021	
◆ A2: Develop social media presence	ED	Intern	Med	2021	
➔ S3: Expand JPA's presence in community					
◆ A1: Look for opportunities to partner with organizations that support JPA's mission	ED		Low	Ongoing	
◆ A2: Provide a JPA presence at selected community events	ED		Med	2023-2025	
◆ 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.)	ED	City Staff	Low-Med	Ongoing	

<u>Top Priorities/Recommendations:</u>

1. Establishing a website is essential to elevating the JPA's brand. The website should be simple, user-friendly and easy to update. Choosing the right content management system is important. A website lets the world know the JPA exists. It increases JPA's legitimacy, its

visibility in the subregion, transparency, and allows constituents and other stakeholders to learn more about the subregion. Establishing this presence will help the JPA as they pursue grant funding, strive for greater influence and recognition. Potential website uses:

- Notify the public of upcoming meetings, post Board agenda packets/meeting minutes.
- Post Joint Powers Agreement.
- Post Strategic Plan.
- Post Measure M 5-Year MSP Funding Plan.
- Post organizational chart, historical context document, etc.
- Allow the public to sign up to receive agenda packets, submit public comments, receive news/updates from JPA.

2. Consider creating social media presence. Potential uses:
    - Facebook – Communicate directly with local residents; target influencers.
    - Instagram – Post engaging photos spotlighting the subregion and showcasing the best amenities the cities offer; create branded hashtags; launch a photo contest.
    - Twitter – Notify residents and businesses of traffic accidents, road closures, delays; retweet city/county tweets; engage with constituents directly; build brand through hashtag campaigns; use geo-demographic targeted ads/boosted posts to reach specific audiences.
    - Nextdoor – Create a public agency page; notify constituents of upcoming meetings.

GOAL 4: REGIONAL ADVOCACY

Advocate for the interests of the Arroyo Verdugo Subregion

TASK	RESPONSIBLE PARTY	STAFF RESOURCES REQUIRED	COST	COMPLETION YEAR	OUTCOME
➔ S1: Pursue initiatives to increase funding for subregional projects					
◆ A1: Identify and pursue grant opportunities	ED	Member Agency Staff	Med	Ongoing	
◆ A2: Explore innovative financing strategies	ED	Member Agency Staff	Low-Med	2024-2025	
◆ A3: Identify regional projects for which AVCJPA can seek funding	ED	Member Agency Staff	High	Ongoing	
◆ A4: Leverage existing legislation tracking efforts by cities	ED	Coordinate w/ City Staff	Low	Ongoing	
➔ S2: Continue to actively engage in regional planning activities					
◆ A1: Continue to attend Metro Policy Advisory Committee (PAC) and Technical Advisory Committee (TAC) meetings	TAC/PAC Member or Alternative		Low	Ongoing	
◆ A2: Continue to build and maintain relationships with key decision makers at local, regional and state level	All JPA Members	N/A	Low	Ongoing	

<u>Top Priorities/Recommendations:</u>

1. Consider establishing a legislative committee to spearhead grant research, writing and coordination efforts
2. Identify and assign research projects to member agency intern or staff to explore potential interjurisdictional projects/grant opportunities available to the subregion
3. Research other cities that have similar geo-demographical characteristics that may have similar transportation needs/priorities to identify best practices and opportunities

APPENDIX A

Interviews w/ Governing Board & Staff

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 is 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)

Strategic Plan 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 comprised nine 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 (see Appendix D).

Strategic Plan Workshop/Governing Board Meeting

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.

Governing Board Special Meeting

A Special Meeting was held on October 15, 2020. The Board was presented a draft plan and asked to comment on the mission and vision. The Board also participated in an interactive activity to determine the Board's priorities (see Appendix B).

APPENDIX B

Please assign each action a score based on these criteria:

0. Not a priority (should not do this / remove from list)
1. Low-priority (should be done much later or only if other needs are met)
2. Medium-priority (should be done, but if/when there are resources)
3. High-priority (should be done as soon as possible)

Populate blue cells under your initials only

GOAL 1: TRANSPORTATION & QUALITY OF LIFE Maintain quality of life in the Arroyo Verdugo Subregion through coordinated transportation efforts							
➔ S1: Coordinate subregional transportation planning.	SS	DP	DB	TW	MM	RJ	Cost
◆ A1: Promote public policies that support subregional mobility and infrastructure improvements	3	3	3	3	3	2	Low
◆ A2: Develop Measure M Multi-Year Subregional Plan (MSP) Funding Plan	3	3	3	3	3	3	Med
◆ A3: Develop process for identification of subregional projects	3	3	3	3	3	3	High
◆ A4: Advocate for increased funding and resources for local transit operators	3	2	3	3	3	2	Med
➔ S2: Identify opportunities to promote health and support regional environmental sustainability efforts through transportation programs	SS	DP	DB	TW	MM	RJ	Cost
◆ A1: Keep sustainability in mind when considering projects	3	2	3	3	3	3	Low
◆ A2: Identify and invest in projects and programs of subregional significance	3	3	3	3	3	2	Low-Med

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	SS	DP	DB	TW	MM	RJ	Cost
◆ A1: Implement annual survey to identify and track member agency needs	1	1	1	0	0	1	Low
◆ A2: Increase consistency and frequency of Governing Board meetings	3	2	3	3	3	2	Low
◆ 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.	0	1	3	1	3	1	Low
➔ S2: Encourage sharing of information between cities about their successful approaches to service delivery and projects, and ways of sharing services	SS	DP	DB	TW	MM	RJ	Cost
◆ A1: Establish staff working groups specific within transportation to share best practices	2	2	3	2	3	2	Low
◆ A2: Encourage Board members to brief their city councils on AVCJPA actions and opportunities	3	3	3	3	3	2	Low
➔ S3: Streamline communications between JPA administration, elected officials, staff, TAC members, and/or other representative	SS	DP	DB	TW	MM	RJ	Cost
◆ A1: Identify staff resources to help with communications, coordination or other management duties	2	2	2	1	2	2	Med - High
◆ A2: Explore use of pro-bono staff, interns (students or recent graduates), volunteers, “loaned” staff member from a member agency, retired community member, etc.	1	2	3	1	2	2	Low - Med
➔ S4: Strengthen relationships between AVCJPA staff and city/county staff to increase collaboration between AVCJPA and its cities/county	SS	DP	DB	TW	MM	RJ	Cost
◆ A1: Identify ways to maximize/leverage existing networking events/opportunities	2	2	2	3	2	2	Low

➔ S5: Document AVCJPA processes to document institutional knowledge and promote long-term continuity	SS	DP	DB	TW	MM	RJ	Cost
◆ A1: Create an organizational chart that clearly defines JPA's staff structure, roles, decision-making processes, communication and reporting processes, etc.	2	3	2	3	3	3	Low
◆ A2: Identify core functions of JPA administration and develop training materials	2	2	2	2	3	3	Med
➔ S7: Develop and share tools that support transportation planning	SS	DP	DB	TW	MM	RJ	Cost
◆ A1: Inventory member agencies' challenges and needs with respect to planning data and analysis	2	2	2	2	3	2	Med
➔ S8: Review the strategic plan on an annual basis	3	1	3	3	3	2	Med

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	SS	DP	DB	TW	MM	RJ	Cost
◆ A1: Communicate the value and accomplishments of AVCJPA and its member agencies	3	2	3	3	3	2	Low
◆A2: Produce clear and consistent communications, media, and promotional campaigns	3	2	3	3	3	2	Low - Med
➔ S2: Develop online presence for JPA	SS	DP	DB	TW	MM	RJ	Cost
◆ A1: Develop and maintain AVCJPA website	3	3	2	1	3	2	Med
◆ A2: Develop social media presence	2	1	2	1		2	Med
➔ S3: Expand JPA's presence in community	SS	DP	DB	TW	MM	RJ	Cost
◆ A1: Look for opportunities to partner with organizations that support JPA's mission	3	2	3	3	3	2	Low

◆ A2: Provide a JPA presence at selected community events	2	2	2	2	3	2	Med
◆ 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.)	2	2	2	3	3	2	Low- Med

GOAL 4: REGIONAL ADVOCACY Advocate for the interests of the Arroyo Verdugo Subregion							
➔ S1: Pursue initiatives to increase funding for subregional projects	SS	DP	DB	TW	MM	RJ	Cost
◆ A1: Identify and pursue grant opportunities	3	3	3	3	3	2	Med
◆ A2: Explore innovative financing strategies	3	2	1	3	0	2	Low- Med
◆ A3: Identify regional projects for which AVCJPA can seek funding	3	3	3	3	3	2	High
◆ A4: Leverage existing legislation tracking efforts by cities	2	2	3	3	3	2	Low
➔ S2: Continue to actively engage in regional planning activities	SS	DP	DB	TW	MM	RJ	Cost
◆ A1: Continue to attend Metro Policy Advisory Committee (PAC) and Technical Advisory Committee (TAC) meetings	3	3	3	3	3	2	Low
◆ A2: Continue to build and maintain relationships with key decision makers at local, regional and state level	3	3	3	3	3	2	Low

APPENDIX C

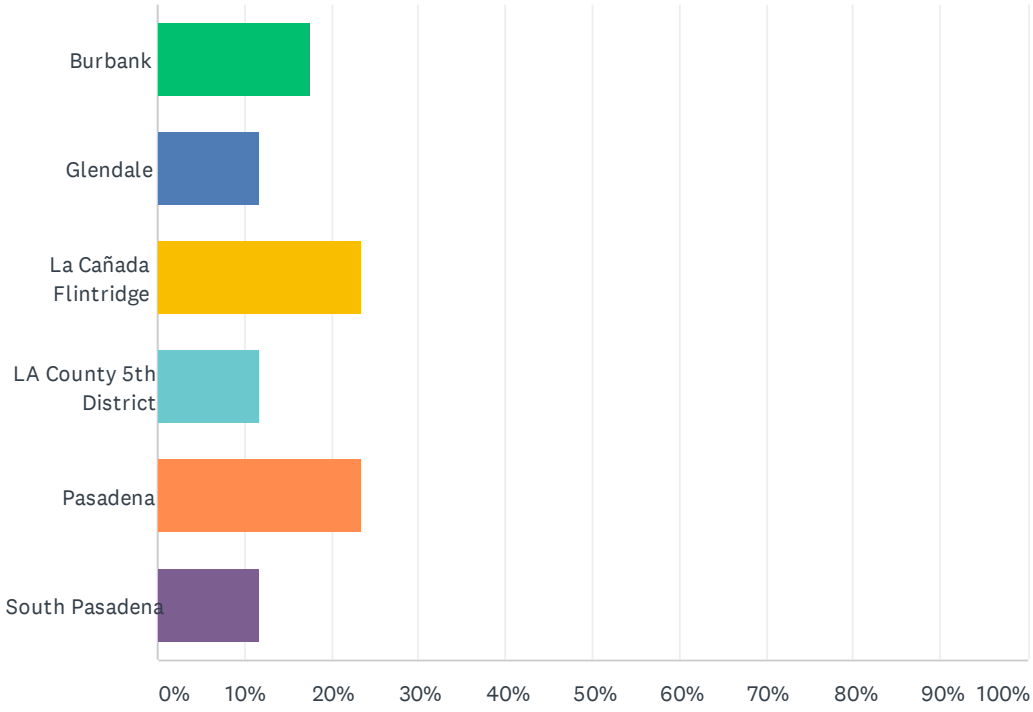
GOAL	STRATEGY	ACTION	RESPONSIBLE PARTY	STAFF RESOURCES REQUIRED	COST	2021	2022	2023	2024	2025
1	➔ S1: Coordinate subregional transportation planning.	◆ A1: Promote public policies that support subregional mobility and infrastructure improvements			Low	X	X	X	X	X
1	➔ S1: Coordinate subregional transportation planning.	◆ A2: Develop Measure M Multi-Year Subregional Plan (MSP) Funding Plan	ED, TAC, Board	Consultant, City Staff/City	Med	X	X	X	X	X
1	➔ S1: Coordinate subregional transportation planning.	◆ A3: Develop process for identification of subregional projects	City Staff	City Staff	High	X	X	X	X	X
1	➔ S1: Coordinate subregional transportation planning.	◆ A4: Advocate for increased funding and resources for local transit operators			Low	X	X	X	X	X
1	➔ S2: Identify opportunities to promote health and support regional environmental sustainability efforts through transportation programs	◆ A1: Keep sustainability in mind when considering projects	Board	City Staff	Low	X	X	X	X	X
1	➔ S2: Identify opportunities to promote health and support regional environmental sustainability efforts through transportation programs	◆ A2: Identify and invest in projects and programs of subregional significance	Board	City Staff	Low-Med	X	X	X	X	X
2	➔ 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	ED	Intern	Low					X
2	➔ 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	◆ A2: Increase consistency and frequency of Governing Board meetings	ED	ED, Board Clerk	Low	X	X	X	X	X
2	➔ 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	◆ 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.	ED		Low					X
2	➔ 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	ED, TAC	Department Heads	Low		X	X	X	X
2	➔ S2: Encourage sharing of information between cities about their successful approaches to service delivery and projects, and ways of sharing services	◆ A2: Encourage Board members to brief their city councils on AVCJPA actions and opportunities	ED, Board	Department Heads	Low	X	X	X	X	X
2	➔ 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	ED	Department Heads	Med-High	X	X	X	X	X
2	➔ S3: Streamline communications between JPA administration, elected officials, staff, TAC members, and/or other representative	◆ A2: Explore use of pro-bono staff, interns (students or recent graduates), volunteers, “loaned” staff member from a member agency, retired community member, etc.	ED	Department Heads	Low-Med	X	X	X	X	X
2	➔ 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	ED		Low	X	X	X	X	X
2	➔ 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.	ED		Low	X				
2	➔ S5: Document AVCJPA processes to document institutional knowledge and promote long-term continuity	◆ A2: Identify core functions of JPA administration and develop training materials	ED		Med		X	X		
2	➔ S7: Develop and share tools that support transportation planning	◆ A1: Inventory member agencies’ challenges and needs with respect to planning data and analysis	ED	Member Agency Intern or Staff	Med			X		
2	➔ S8: Review the strategic plan on an annual basis	◆ A1: Review the strategic plan on an annual basis	ED	Consultant	Med	X	X	X	X	X
3	➔ S1: Create a strong brand identity for AVCJPA and develop and implement a marketing strategy for the Arroyo Verdugo subregion (this is an action)	◆ A1: Communicate the value and accomplishments of AVCJPA and its member agencies	ED	Intern (via website), Member Agency Staff, Consultant	Low	X	X	X	X	X
3	➔ S1: Create a strong brand identity for AVCJPA and develop and implement a marketing strategy for the Arroyo Verdugo subregion (this is an action)	◆ A2: Produce clear and consistent communications, media, and promotional campaigns	ED	Intern, Member Agency Staff, Consultant	Low- Med	X	X	X	X	X

GOAL	STRATEGY	ACTION	RESPONSIBLE PARTY	STAFF RESOURCES REQUIRED	COST	2021	2022	2023	2024	2025
3	➔ S2: Develop online presence for JPA	◆ A1: Develop and maintain AVCJPA website	Pasadena to Develop, Host, Maintain Site; Intern to Create, Update, Publish Content (Under ED Supervision)	Intern, Member Agency Staff	Med	X				
3	➔ S2: Develop online presence for JPA	◆ A2: Develop social media presence	ED	Intern	Med	X				
3	➔ S3: Expand JPA's presence in community	◆ A1: Look for opportunities to partner with organizations that support JPA's mission	ED		Low			X	X	X
3	➔ S3: Expand JPA's presence in community	◆ A2: Provide a JPA presence at selected community events	ED		Med			X	X	X
3	➔ S3: Expand JPA's presence in community	◆ 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.)	ED	City Staff	Low-Med		X	X	X	X
4	➔ S1: Pursue initiatives to increase funding for subregional projects	◆ A1: Identify and pursue grant opportunities	ED	Member Agency Staff	Med	X	X	X	X	X
4	➔ S1: Pursue initiatives to increase funding for subregional projects	◆ A2: Explore innovative financing strategies	ED	Member Agency Staff	Low-Med				X	X
4	➔ S1: Pursue initiatives to increase funding for subregional projects	◆ A3: Identify regional projects for which AVCJPA can seek funding	ED	Member Agency Staff	High	X	X	X	X	X
4	➔ S1: Pursue initiatives to increase funding for subregional projects	◆ A4: Leverage existing legislation tracking efforts by cities	ED	Coordinate w/ City Staff	Low	X	X	X	X	X
4	➔ S2: Continue to actively engage in regional planning activities	◆ A1: Continue to attend Metro Policy Advisory Committee (PAC) and Technical Advisory Committee (TAC) meetings	TAC/PAC Member or Alternative		Low	X	X	X	X	X
4	➔ S2: Continue to actively engage in regional planning activities	◆ A2: Continue to build and maintain relationships with key decision makers at local, regional and state level	All JPA Members	N/A	Low	X	X	X	X	X

APPENDIX D

Q1 Which member agency are you with?

Answered: 17 Skipped: 0



ANSWER CHOICES	RESPONSES	
Burbank	17.65%	3
Glendale	11.76%	2
La Cañada Flintridge	23.53%	4
LA County 5th District	11.76%	2
Pasadena	23.53%	4
South Pasadena	11.76%	2
TOTAL		17

Walker

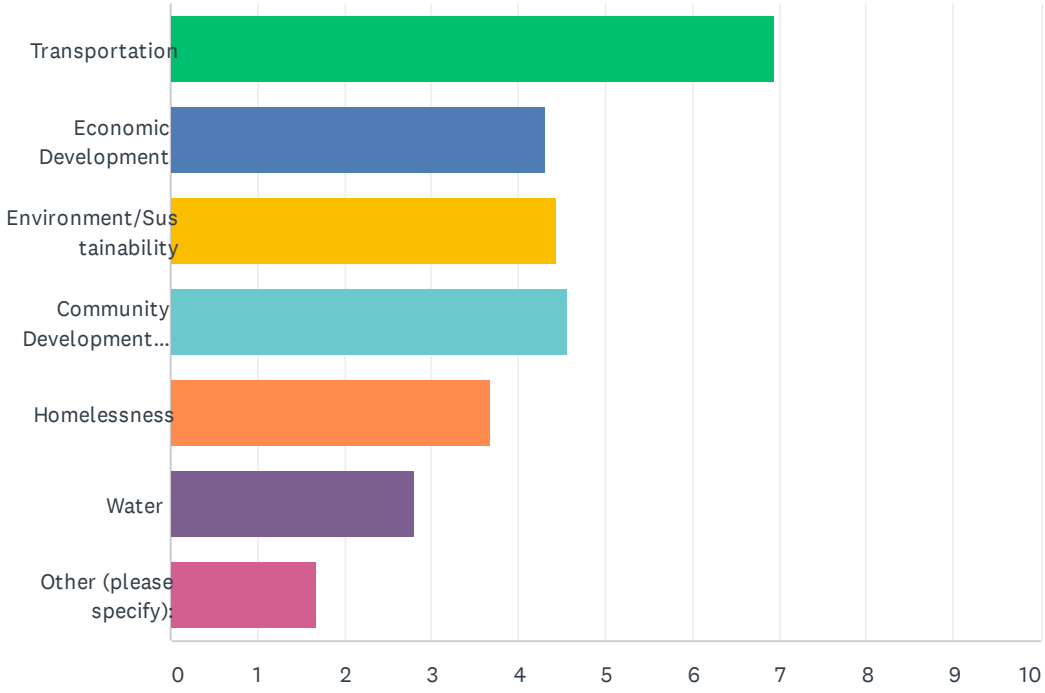
Q2 Please provide your full name.

Answered: 17 Skipped: 0

1.	Terry Walker	6/22/2020 5:22 PM
2.	David Perry	6/22/2020 4:42 PM
3.	Justin Hess	6/22/2020 3:43 PM
4.	David Kriske	6/22/2020 1:28 PM
5.	Patrick DeChellis	6/19/2020 5:14 PM
6.	Sharon Springer	6/19/2020 1:47 PM
7.	Mark Alexander	6/19/2020 10:34 AM
8.	Julie Gutierrez	6/19/2020 10:19 AM
9.	Steve Mermell	6/19/2020 7:01 AM
10.	Marina Khubesrian	6/18/2020 11:23 PM
11.	Andrew Ross	6/18/2020 9:54 AM
12.	Daniel Brotman	6/17/2020 6:00 PM
13.	Ann Wilson	6/16/2020 3:31 PM
14.	Roubik Golanian	6/16/2020 2:05 PM
15.	Shahid Abbas	6/8/2020 11:56 AM
16.	laura cornejo	6/8/2020 9:52 AM
17.	Margaret McAustin	6/7/2020 3:30 PM

Q3 Currently, the JPA's primary focus, per its Joint Powers Agreement, is transportation. Moving forward, what should the AVCJPA focus on? Please rank the following priorities in order of importance.

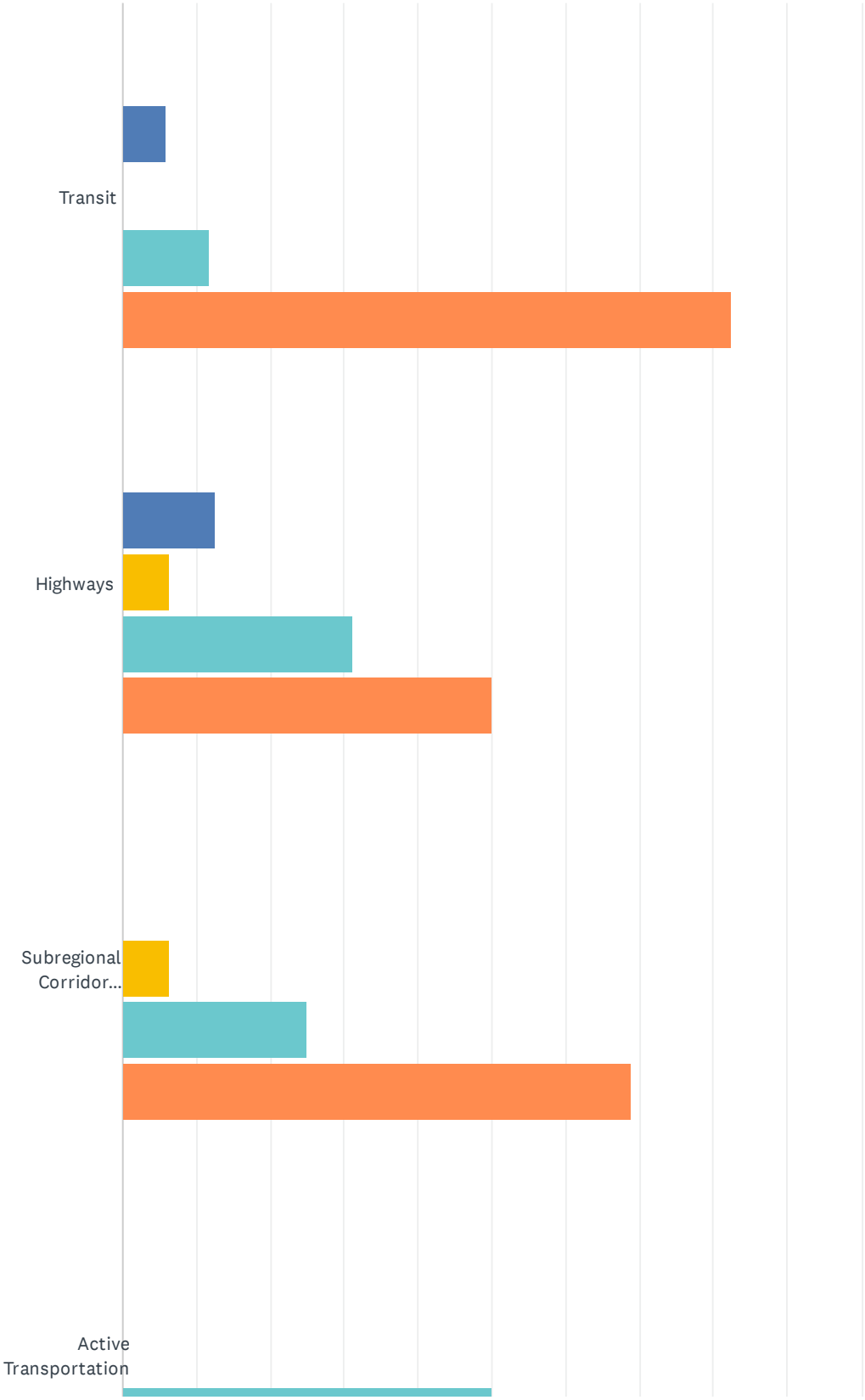
Answered: 17 Skipped: 0

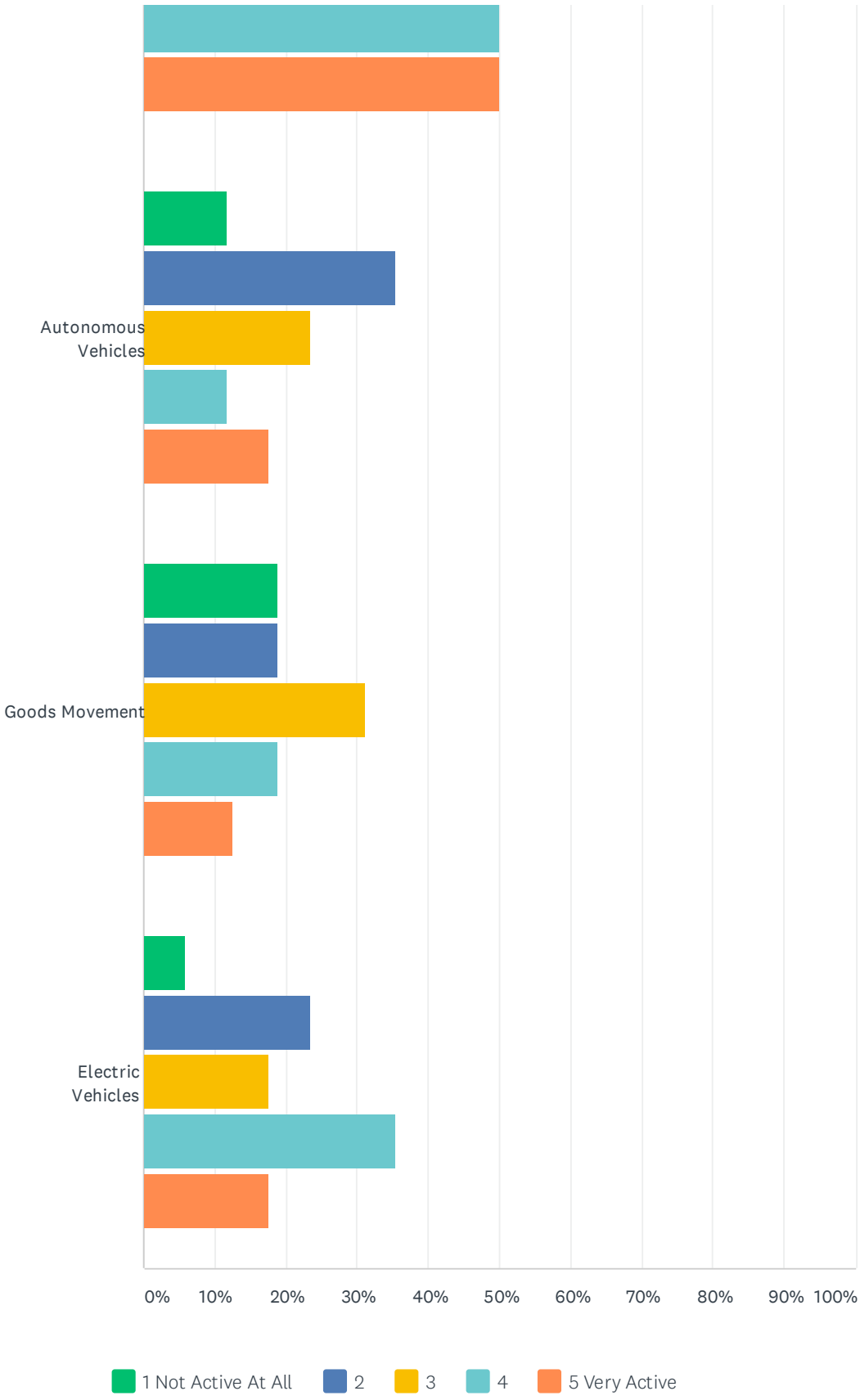


	1	2	3	4	5	6	7	TOTAL	SCORE
Transportation	94.12% 16	5.88% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	17	6.94
Economic Development	0.00% 0	12.50% 2	25.00% 4	50.00% 8	6.25% 1	6.25% 1	0.00% 0	16	4.31
Environment/Sustainability	0.00% 0	31.25% 5	18.75% 3	18.75% 3	25.00% 4	6.25% 1	0.00% 0	16	4.44
Community Development (Planning) including Housing	6.25% 1	25.00% 4	37.50% 6	6.25% 1	0.00% 0	25.00% 4	0.00% 0	16	4.56
Homelessness	0.00% 0	18.75% 3	12.50% 2	6.25% 1	43.75% 7	18.75% 3	0.00% 0	16	3.69
Water	0.00% 0	6.25% 1	0.00% 0	18.75% 3	25.00% 4	43.75% 7	6.25% 1	16	2.81
Other (please specify):	0.00% 0	0.00% 0	16.67% 1	0.00% 0	0.00% 0	0.00% 0	83.33% 5	6	1.67

Q4 How active should the AVCJPA be in relation to the following areas within transportation?

Answered: 17 Skipped: 0



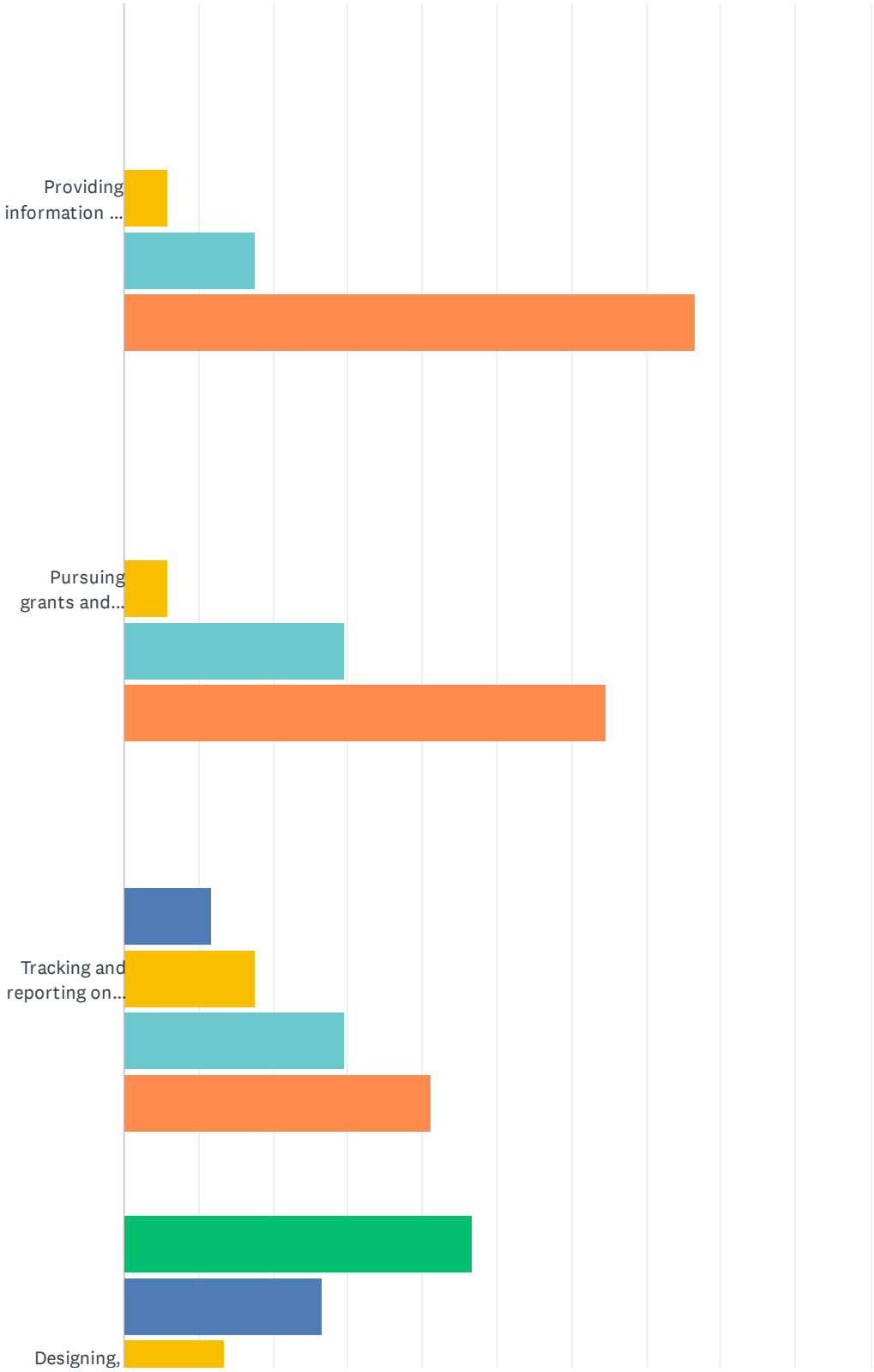

Autonomous Vehicles
Goods Movement
Electric Vehicles
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
1 Not Active At All
2
3
4
5 Very Active

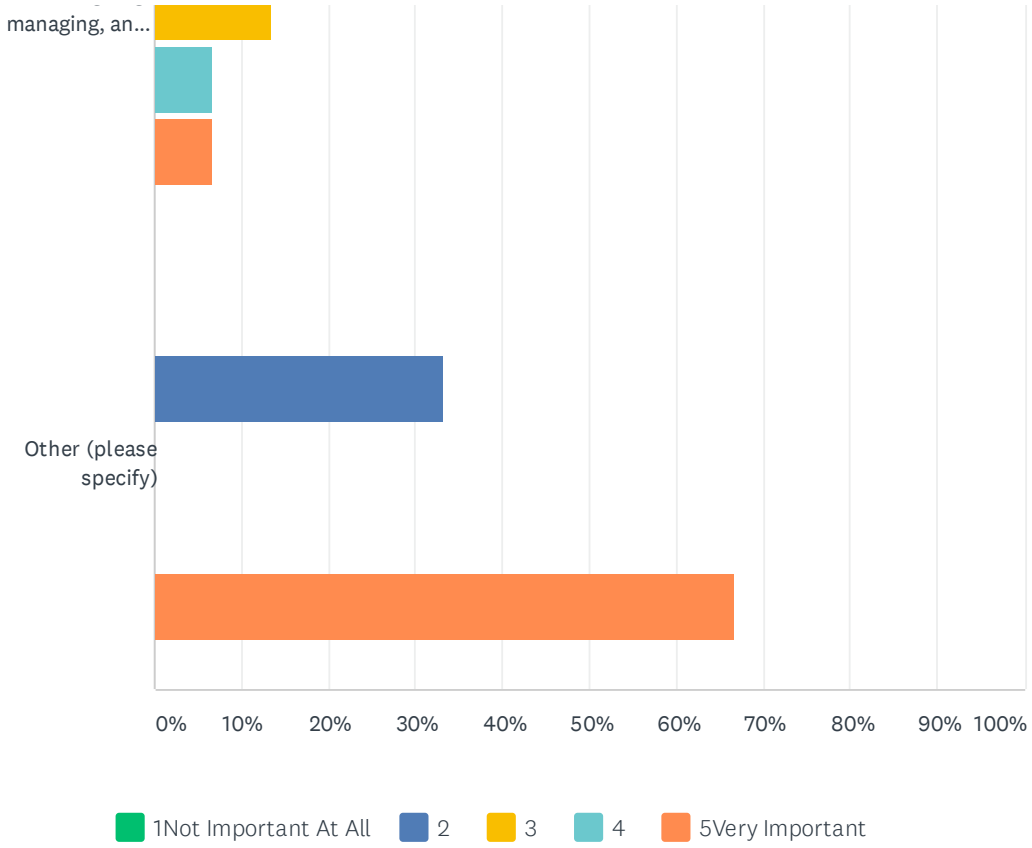
	1 NOT ACTIVE AT ALL	2	3	4	5 VERY ACTIVE	TOTAL	WEIGHTED AVERAGE
Transit	0.00% 0	5.88% 1	0.00% 0	11.76% 2	82.35% 14	17	4.71
Highways	0.00% 0	12.50% 2	6.25% 1	31.25% 5	50.00% 8	16	4.19
Subregional Corridor Improvements	0.00% 0	0.00% 0	6.25% 1	25.00% 4	68.75% 11	16	4.63
Active Transportation	0.00% 0	0.00% 0	0.00% 0	50.00% 8	50.00% 8	16	4.50
Autonomous Vehicles	11.76% 2	35.29% 6	23.53% 4	11.76% 2	17.65% 3	17	2.88
Goods Movement	18.75% 3	18.75% 3	31.25% 5	18.75% 3	12.50% 2	16	2.88
Electric Vehicles	5.88% 1	23.53% 4	17.65% 3	35.29% 6	17.65% 3	17	3.35

#	PLEASE IDENTIFY ANY OTHER AREAS RELATED TO TRANSPORTATION THAT THE AVCJPA SHOULD BE INVOLVED IN.	DATE
1	Complete Streets Planning	6/19/2020 5:14 PM
2	Affordable Housing, Affordable Living and the importance of connected local and regional transportation - all modes.	6/19/2020 1:47 PM
3	Metro Funding Opportunities	6/16/2020 3:31 PM
4	Curbside Management	6/8/2020 9:52 AM

Q5 What types of activities should the AVCJPA engage in, both now and in the future? Please rate each of the following activities on a scale of 1-5, where 1 = not important at all and 5 = very important.

Answered: 17 Skipped: 0





	1NOT IMPORTANT AT ALL	2	3	4	5VERY IMPORTANT	TOTAL	WEIGHTED AVERAGE
Providing information to member agencies	0.00% 0	0.00% 0	5.88% 1	17.65% 3	76.47% 13	17	4.71
Pursuing grants and other funding sources	0.00% 0	0.00% 0	5.88% 1	29.41% 5	64.71% 11	17	4.59
Tracking and reporting on State and Federal legislation	0.00% 0	11.76% 2	17.65% 3	29.41% 5	41.18% 7	17	4.00
Designing, managing, and implementing capital projects	46.67% 7	26.67% 4	13.33% 2	6.67% 1	6.67% 1	15	2.00
Other (please specify)	0.00% 0	33.33% 2	0.00% 0	0.00% 0	66.67% 4	6	4.00

#	COMMENTS FOR "PROVIDING INFORMATION TO MEMBER AGENCIES"	DATE
1	Information about transportation issues at the Regional, State and Federal levels	6/19/2020 5:14 PM
2	Transportation, Transit Oriented Communities and movement towards RHNA numbers while reducing green house gases.	6/19/2020 1:47 PM
3	AVCJPA should be a resource and inforomaiton portal through which all member cities are receiving infomraiton from the local, regional, state and federal level, allowing us, as one body to make decisions in the interest of the subregion.	6/8/2020 9:52 AM

#	COMMENTS FOR "PURSUING GRANTS AND OTHER FUNDING SOURCES"	DATE
1	Very important because we may be missing out on funding opportunities.	6/19/2020 5:14 PM

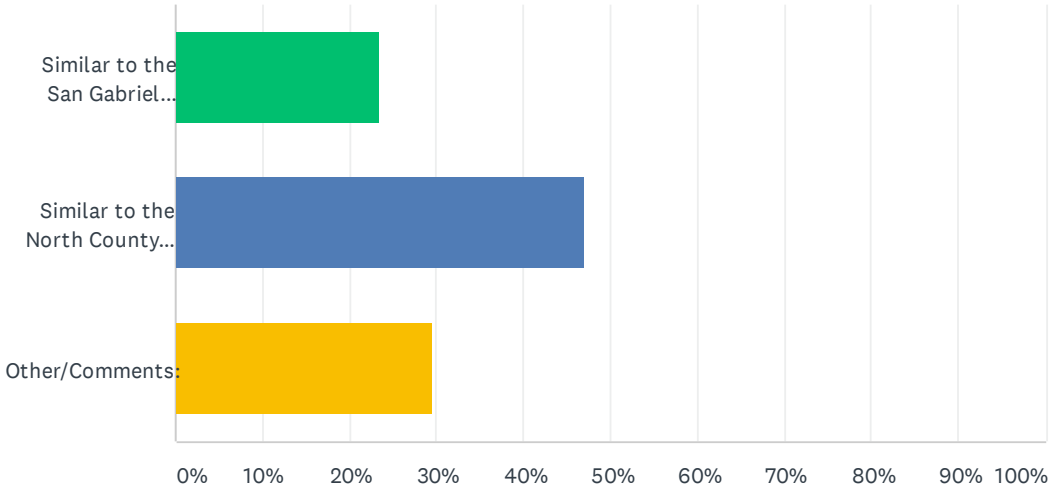
#	COMMENTS FOR "TRACKING AND REPORTING ON STATE AND FEDERAL LEGISLATION"	DATE
1	in combination with providing information to member agencies	6/19/2020 5:14 PM
2	Particularly in regards to legislation with a subregional impact	6/8/2020 9:52 AM

#	COMMENTS FOR "DESIGNING, MANAGING, AND IMPLEMENTING CAPITAL PROJECTS"	DATE
1	I see that the member agencies should be on the lead for these functions, not the JPA.	6/19/2020 5:14 PM
2	This effort would best be served on subregional projects, for example Metro efforts.	6/8/2020 9:52 AM

#	COMMENTS FOR "OTHER (PLEASE SPECIFY)"	DATE
1	Collaboratively identifying subregional priorities	6/22/2020 4:42 PM
2	How do we better combine efforts to improve transportation for our Subregion?	6/19/2020 5:14 PM
3	Housing and Transportation Oriented Communities	6/19/2020 1:47 PM
4	Coordinating joint programs	6/19/2020 10:34 AM
5	identifying regional transit projects	6/19/2020 10:19 AM
6	Coordinate emergency resources like police, fire and materials, skilled manpower.	6/8/2020 11:56 AM

Q6 Where do you want the AVCJPA to be in 5-10 years?

Answered: 17 Skipped: 0



ANSWER CHOICES	RESPONSES	
Similar to the San Gabriel Valley Council of Governments, San Fernando Valley Council of Governments, or other COG (multi-functional COGs)	23.53%	4
Similar to the North County Transportation Coalition (JPA – transportation only)	47.06%	8
Other/Comments:	29.41%	5
TOTAL		17

#	OTHER/COMMENTS:	DATE
1	Somewhere in between the two. I believe that the JPA should have more than just a transportation focus but not to the extent that it is doing everything as a COG.	6/19/2020 5:14 PM
2	I want us to be a well known, well informed, respected transportation commission that understands and advocates for regional connectivity for all modes and helps the region move forward with Transit Oriented Communities and green house gas reduction.	6/19/2020 1:47 PM
3	Expanded areas of focus. Full COG only if the scope of activities/staffing required warrants it.	6/19/2020 10:34 AM
4	More organized, focused and relevant compared to the SGVCOG	6/19/2020 10:19 AM
5	Legislative Advocacy for member agencies	6/18/2020 11:23 PM

Q7 Are there benefits for the AVCJPA to changing its function to become a Council of Governments that make it worth changing the agency's purpose? If so, please list those benefits:

Answered: 15 Skipped: 2

#	RESPONSES	DATE
1	Might give them more clout with Metro	6/22/2020 5:22 PM
2	I'm not sure, at this point. So long as the cities continue to find that they are represented in their respective COGS, on issues fall outside of transportation, then there may be no benefit in becoming a full COG.	6/22/2020 4:42 PM
3	Possible if it can commit necessary time and resources and define specific purposes/goals	6/22/2020 3:43 PM
4	I think the current JPA structure is sufficient. I think that if the JPA wished to expand its role into other areas that this could still be accomplished within a JPA framework.	6/22/2020 1:28 PM
5	I am not sure the effectiveness of becoming a COG and definitely not the cost-effectiveness of being one.	6/19/2020 5:14 PM
6	Increased visibility; higher level of commitment from participating agencies; greater assistance provided to the members.	6/19/2020 10:34 AM
7	Yes. Other granting agencies will recognize the AVCJPA as a legitimate conduit for funding	6/19/2020 10:19 AM
8	The member agencies have much in common and by strengthening the AVCJPA by becoming a COG they can better further their collective goals.	6/19/2020 7:01 AM
9	There are.	6/18/2020 11:23 PM
10	Stronger voice with coordinated effort/stance Dedicated place to provide for coordination	6/18/2020 9:54 AM
11	Greater self-determination over more areas because the group is small with common interests. Possible that more funding could be sought for AVCJPA agencies, if more staff hours available.	6/16/2020 3:31 PM
12	greater control of funds for the subregion	6/16/2020 2:05 PM
13	Coordinate regional transportation projects, maximize grant funding opportunities, better protect the interest of the participating agencies specially smaller communities.	6/8/2020 11:56 AM
14	Yes! Having a unified, cohesive vision for the subregion on a number of key issues is important to position us to better advance collective goals and opportunities. The COG model allows us to accomplish this.	6/8/2020 9:52 AM
15	The primary benefit would be a louder, stronger voice in the SGV. The SGVCOG doesn't really have our interests at heart. We may have access to grant funding and the ability to work on projects together to address common budget problems like sharing services among members and having a bigger budget to address housing problems in a way that works for the SGV.	6/7/2020 3:30 PM

Q8 Are there detriments to the AVCJPA changing its function to become a Council of Governments?

Answered: 15 Skipped: 2

#	RESPONSES	DATE
1	Could be spread too thin if we tried to get involved in all the issues that COGs deal with. Would like the concentration to remain on regional transportation issues and not get diluted.	6/22/2020 5:22 PM
2	May require a significant increase in staffing and resources.	6/22/2020 4:42 PM
3	May just become unfocused if too much is on its plate	6/22/2020 3:43 PM
4	I think elevating to a COG would add expense and complexity to coordination on regional issues.	6/22/2020 1:28 PM
5	I think that we can be more effective by focusing on the things important to all of the JPA member agencies and using the existing COGs as a resource for those items that are not a high priority for all members.	6/19/2020 5:14 PM
6	higher costs; increased staffing requirements; likely withdrawal from other COGs may result in certain services no longer being available	6/19/2020 10:34 AM
7	Not at this time	6/19/2020 10:19 AM
8	Not that I can think of	6/19/2020 7:01 AM
9	Cost	6/18/2020 11:23 PM
10	More costs associated (either JPA staff time or jurisdiction"s staff) Potential for competing interests	6/18/2020 9:54 AM
11	The cost per agency may not have any economy of scale because the group is small and the dues for a broad ranging COG are likely to cost a great deal more. Some agencies who are members of two COGs might be forced by their City Councils to choose between one or the other. If, for some reason, the AVCJPA was not chosen, membership would decrease from the present 6. There could be representation issues with agencies having 2 COGs. Possibly representation on SCAG Policy Committees would be limited, due to countywide SCAG politics or SCAG itself.	6/16/2020 3:31 PM
12	competition with other COG's and the need for additional resources	6/16/2020 2:05 PM
13	Administrative expenses, and budget needed will be a drain on the existing resources.	6/8/2020 11:56 AM
14	The initial growing pains are typical of any organization that is re-imaginign it's role and growing. But i think well worth the long term benefits.	6/8/2020 9:52 AM
15	It will require more funding from members and possibly the hiring of staff separate from the member cities.	6/7/2020 3:30 PM

Q9 What tasks do you think need to be accomplished to realize your vision of the AVCJPA, and what resources (in-house staff, consultants, etc.) and funding will be needed to do these tasks?

Answered: 12 Skipped: 5

See chart on next page

TASK	BY (INTERNAL STAFF, CONSULTANTS)	WHEN	FUNDING SOURCE
Development of Sub-regional Connectivity projects within the JPA region	City & County Staff	5-10 Years	Member Agencies
Annual review/amendment of 5-year subregion MSP list	Internal	Annually	In-kind work
Obtaining monies/grants	All	Regularly	Dues
Advocate for Transportation Issues of the Subregion	Internal Staff with assistance from consultants	Short Term	JPA resources (dues)
Activities listed under Q5 above	Internal Staff must lead, consultants provide the necessary support	As soon as possible	Eligible Subregional funding/local return funding
Implementation of programming	Either	Next 5 years	Grants / Member contributions
Completing the process to become a COG	internal staff	By the end of the calendar year	Current AVCJPA Budget
Determine required actions to become a cog and have the collective will to move forward	Staff augmented by consultants if needed	Mid-2021	Contributions from members
Expand staff for AVCJPA	By utilizing specified staff from all agencies or hiring a consultant.	Over a period of 5 years, beginning in FY 2021-22	Dues or in-kind services from agencies
Clearly define the aim and objectives of organization	Internal Staff / Consultant	Over a period of 5 years, beginning in FY 2021-22	Measure M, and grant, agency contributions.
Develop by-laws, mission statement, goals, objectives, etc.	joint	(Blank)	existing funding
Gain consensus for a plan of action to make changes (or not)	Staff, with Board consent	(Blank)	
Design and implement First-Last Mile Connectivity for La Canada Flintridge. We currently have no viable transportation solutions to connect with the Gold Line or the Burbank Airport.	Member Agencies	5-10 Years	Metro
5 or 10-year review of subregion priorities (projects)	Consultants	2024, 2029	Member agencies
Monitor transportation funding opportunities	Internal Staff with assistance from consultants	Short Term	JPA resources (dues)
Activities listed under Q4 above	lead - Internal Staff; consultant provide support	after implementation of activities in Q5	eligible subregional funding/local return funding
Legislative Tracking	Internal Staff	Ongoing	Member contributions
Developing the mission, goals, and values of the AVC COG	internal staff	By end of the year	Current AVCJPA budget
Representative members selection and rotation policies - Term limited	Internal staff	Within a year.	NA
Develop a staffing structure	led by cities/staff with facilitation from consultant	(Blank)	(Blank)
Highways - Complete Soundwalls along the 210 Freeway in La Canada Flintridge	Plan is already in place. Need funding.	ASAP	Grants - SB1
Financing, Project Development/Delivery Tools	Consultants	As needed	Grant(s)
Coordinate subregional transportation project development	Internal Staff with assistance from consultants	Short- or Mid-Term	JPA resources (dues) or regional project funds
Lobbying/Advocacy	Consultants	Next 2 years	Member contributions
Information sharing on technology advancement in the field of transportation	Consultant, thru workshops	ASAP	Measure M and agency contribution
Develop financing structure	Joint	(Blank)	(Blank)
Design and Implement an active transportation system within the region	Consultants	3-5 years	Member Agencies
Regional coordination of Transportation	Both	Next 3 years 6/19	Grants / Member contributions
A formalized procedure to assess the needs of member agencies	Staff and Consultant	ASAP	Measure M and agency contribution.

Arroyo Verdugo Communities Joint Powers Authority

DATE: November 5, 2020

TO: Governing Board

FROM: Ann Wilson, Executive Director

SUBJECT: Resolution Establishing the Time, Place and Days of Regular Meetings and Rescinding Resolution 20-1

BACKGROUND

California Government Code § 54954 provides that (a) Each legislative body of a local agency, except for advisory committees or standing committees, shall provide, by ordinance, resolution, bylaws, or by whatever other rule is required for the conduct of business by that body, the time and place for holding regular meetings. Meetings of advisory committees or standing committees, for which an agenda is posted at least 72 hours in advance of the meeting pursuant to subdivision (a) of Section 54954.2, shall be considered for purposes of this chapter as regular meetings of the legislative body.

The AVCJPA has been meeting at the City of La Cañada Flintridge City Hall Council Chambers at 4:00pm on the first Thursday of the month. The meetings have been quarterly, beginning in February.

The Governing Board, at its Special Meeting on October 15, 2020, as a part of the Strategic Planning Session, reached consensus on increasing the number of Regular Meetings from four to six per year. This schedule accommodates that direction. This schedule still commences the meetings in February and concludes the first week of December.

FISCAL IMPACT: None

OPTIONS

1. Adopt Resolution 20-2 Establishing the time, place and days of regular meetings and rescinding Resolution 20-1
2. Give staff alternate direction

RECOMMENDATION

1. Adopt Resolution 20-2 Establishing the time, place and days of regular meetings and rescinding Resolution 20-1

Attachments

1. Resolution 20-2

ATTACHMENT 1

THE ARROYO VERDUGO COMMUNITIES JOINT POWERS AUTHORITY
RESOLUTION NO. 20-2

A RESOLUTION OF THE GOVERNING BOARD OF THE ARROYO VERDUGO COMMUNITIES JOINT POWERS AUTHORITY ESTABLISHING THE TIME, PLACE AND DAYS OF REGULAR MEETINGS AND RESCINDING RESOLUTION 20-1

WHEREAS, the California Government Code § 54954 provides that (a) Each legislative body of a local agency, except for advisory committees or standing committees, shall provide, by ordinance, resolution, bylaws, or by whatever other rule is required for the conduct of business by that body, the time and place for holding regular meetings. Meetings of advisory committees or standing committees, for which an agenda is posted at least 72 hours in advance of the meeting pursuant to subdivision (a) of Section 54954.2, shall be considered for purposes of this chapter as regular meetings of the legislative body; and

WHEREAS, at a Regular Meeting of the Arroyo Verdugo Communities Joint Powers Authority (AVCJPA) held on February 5, 2020, the AVCJPA Governing Board adopted Resolution 20-1, a schedule for regular meetings; and

WHEREAS, a schedule that presents an increased number of meetings for the Governing Board members is contained in this Resolution.

NOW, THEREFORE, the Governing Board of the Arroyo Verdugo Communities Joint Powers Authority Steering Committee does hereby rescind Resolution 20-1 and adopt the following as its Regular meeting schedule and place:

Time: 4:00 p.m.

Place: City of La Cañada Flintridge City Council Chambers
One Civic Center Drive
La Cañada Flintridge, CA 91011

Schedule: Bi-monthly as follows:

1. February of each year - 1st Thursday
2. April of each year – 1st Thursday
3. June of each year – 1st Thursday
4. August of each year – 1st Thursday
5. October of each year – 1st Thursday
6. December of each year – 1st Thursday

PASSED, APPROVED and ADOPTED this 5th day of November 2020.

_____
Terry Walker, Chair

ATTEST:

_____
Ann Wilson, Executive Director

Arroyo Verdugo Communities Joint Powers Authority

DATE: November 5, 2020

TO: Governing Board

FROM: Ann Wilson, Executive Director

SUBJECT: AVCJPA Legal Services

BACKGROUND:
Previously, the AVCJPA did not have legal services, per se. Staff primarily used the attorneys for La Cañada Flintridge and, most of the time, these were brief questions. The AVCJPA was not charged. On at least one occasion, the matter was detailed enough for the AVCJPA to be charged. Additionally, Pasadena provided attorney services for purchasing-related matters. Since La Cañada Flintridge is the provider of many services for which the AVCJPA is not charged, such as Treasurer and Treasurer's staff time, extra Executive Director time, benefits for Executive Director and Board Clerk services (only salaries are charged), the AVCJPA sought in-kind legal services from other member agencies. As has been mentioned in previous meetings, Burbank and Glendale have offered to provide legal services, rotating six months at a time each.

Recently, the City of Burbank relayed to the Executive Director, that while they would be providing legal services, their intention (reportedly along with the City of Glendale legal staff) was to enter into an agreement with the AVCJPA, but that such legal services would not extend to being the AVCJPA's Attorney of Record. Staff's understanding of the term "Attorney of Record" is that, in case of any action which could potentially take the AVCJPA into litigation or an administrative proceeding, the agency providing the services (Burbank or Glendale) would not be available to provide the AVCJPA with legal representation.

For further information on the practices of other COGs/JPAs, staff conducted a survey of legal services amongst all of the COGs. The results are attached. The primary findings are:

- All eight COGS/JPAs are receiving legal services
- Payment for legal services:
    - Two COGs/JPAs (the North County Transportation Coalition and the San Fernando Valley COG) have their legal services provided by the County at no charge to the COG/JPA
    - Three COGs/JPAs (including AVCJPA) have their legal services provided pro bono by private firms or member agencies
    - Three COGs/JPAs pay for their legal services (Gateway, Las Virgenes Malibu and SGVCOG)
- Seven of eight attorneys/firms listed are Attorneys of Record for the COGs/JPAs (except the AVCJPA)

- Attendance of Attorney at meetings
    - Five of the eight COGs/JPAs have their attorney present for meetings
    - Three COGs/JPAs - Las Virgenes Malibu, South Bay and AVCJPA do not require their attorneys to attend meetings

DISCUSSION:
The attorneys of all other COGs/JPAs serve as Attorneys of Record. In terms of payment, only three of eight pay for their own legal services. Most COGs/JPAs have their attorney present at meetings. In summary, the typical protocol for COGs/JPAs is to have an Attorney that is pro bono, serves as Attorney of Record and, for the most part, attends meetings.

No request has been made of legal staff to attend meetings. Additionally, staff has no reason to believe that the AVCJPA may become involved in any legal proceeding. However, with increased frequency of meetings, and the likelihood that the AVCJPA may have somewhat of a higher profile than the past, the question of what constitutes appropriate representation and whether to designate an "Attorney of Record" is a question for Board direction.

As an additional, but less imperative matter, staff would be more comfortable working with one agency at a time, even if alternated annually. The six-months arrangement may make it difficult for the legal staff to understand the AVCJPA's issues and create inconsistency and/or interruption of services. It would be appropriate for the Board to determine how it would prefer its legal services provided and to appoint its legal counsel as appropriate.

OPTIONS:
That the AVCJPA Governing Board:

1. Direct staff to meet with the legal staff of Burbank and Glendale with a request to serve as attorney of record if possible. Additionally, the proposal would include serving for a minimum of one year at a time, beginning each fiscal year. If Burbank and Glendale were to approve of these terms, it would be put in the form of an agreement between the AVCJPA and the cities of Burbank and Glendale.
2. If it not possible for Glendale or Burbank to provide Attorney of Record services, direct staff to prepare an alternative for the Board to consider that includes a proposal from another firm or agency that includes services as Attorney of Record as well as the normal provision of legal services.
3. Determine that the AVCJPA does not need the provision of legal services that includes being the Attorney of Record, and that the AVCJPA continue with the present legal services from Burbank and Glendale with a request that services be provided, if possible, one fiscal year at a time rather than six months at a time.
4. Provide alternative direction.

RECOMMENDATION:

Option #1: Direct staff to meet with the legal staff of Burbank and Glendale with a request to serve as attorney of record if possible. Additionally, the proposal would include serving for a minimum of one year at a time, beginning each fiscal year. If Burbank and Glendale were to approve of these terms, it would be put in the form of an agreement between the AVCJPA and the cities of Burbank and Glendale.

COG/JPA LEGAL SERVICES SURVEY RESULTS 10-23-20

COG OR JPA: / QUESTION:	ARROYO VERDUGO COMMUN-ITIES JPA	GATEWAY CITIES COG	LAS VIRGENES MALIBU COG	SAN GABRIEL VALLEY COG	NORTH L.A. COUNTY TRANSPOR-TATION COALITION	SAN FERNANDO VALLEY COG	SOUTH BAY CITIES COG	WESTSIDE CITIES COG
Contact Name	Ann Wilson, Executive Director	Nancy Pfeffer, Executive Director	Terry Dipple, Executive Director	Alexander Fung, Management Analyst	Arthur Sohikian, Executive Director	John Bwarie, Executive Director	Jacki Bacharach, Executive Director	Cecilia Estolano, Executive Director
Number of Agencies in COG	6	29	5	36	4	6	17	6
Does the COG contract for or otherwise receive legal services? If not, what is done when you need legal assistance?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Name of individual, agency or firm and relationship to COG (contract, agreement, etc.) providing legal services.	City Attorneys of the cities of Burbank & Glendale	Jones & Mayer	Lawrence Wiener, Richards, Watson & Gershon	David DeBerry, Woodruff, Spradlin, and Smart	Warren Wellen, County Counsel	Shan Thever, County Counsel	Michael Jenkins - Best, Best & Krieger – agreement	Burke Williams and Sorenson
Is the individual or firm the Attorney of Record for the COG?	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Does the COG or JPA pay for this service or is it offered pro bono by a member agency or outside agency?	Provided pro bono by the cities of Burbank and Glendale	The COG pays for its legal services	The COG pays for its legal services	The COG pays for its legal services	Provided pro bono - County of Los Angeles, 5th Supervisorial District budget	Services provided pro bono by County	Services provided pro bono (some exceptions) Mike was city attorney for some COG cities - hence pro bono.	Services provided pro bono to COG by City of West Hollywood
If donated, what is the cost to the donating agency for legal services alone?	Just beginning program – unknown	n/a	n/a	n/a	Approx. $7,000 – Budgeted at $26,000	Unknown	Unknown	Unknown
If the COG pays for legal services, what is the cost per year?	n/a	$35,000	$2,000 - $4,000	$79,200 (retainer); plus $2.3 (property acquisition legal services)	n/a	n/a	$5,000	n/a
Does the attorney attend COG meetings?	No	Yes	No	Yes	Yes	Yes	No	Yes