



**CITY OF SOUTH PASADENA  
CITY COUNCIL CLOSED SESSION  
SPECIAL MEETING AGENDA**

**Amedee O. "Dick" Richards, Jr. Council Chambers  
1424 Mission Street, South Pasadena, CA 91030**

**Wednesday, March 30, 2016, at 6:30 p.m.**

*The public may comment on Closed Session items prior to the City Council recessing to Closed Session.  
In order to address the City Council on Closed Session items, please complete a Public Comment Card.  
Time allotted per speaker: 3 minutes. The City Council will convene in Open Session at 7:30 p.m.*

**CALL TO ORDER:** Mayor Diana Mahmud

**ROLL CALL:** Councilmembers Robert S. Joe; Marina Khubesrian, M.D.;  
Richard D. Schneider, M.D.; Mayor Pro Tem Michael A.  
Cacciotti; and Mayor Diana Mahmud

**PUBLIC COMMENT PERIOD FOR CLOSED SESSION ITEMS ONLY**

(Time limit is three minutes per person)

The City Council welcomes public input. Members of the public may address the City Council by completing a public comment card and giving it to the Recording Secretary prior to the meeting. Pursuant to State law, the City Council may not discuss or take action on issues not on the meeting agenda (Government Code Section 54954.2).

**CLOSED SESSION AGENDA ITEMS**

**A. Pending Litigation**

CONFERENCE WITH LEGAL COUNSEL - PENDING LITIGATION, Pursuant to Government Code Section 54956.9 (d)(1)

Name of case: Mark Nansen, et al. v. City of South Pasadena, et al. Case No. BC543533

**B. Initiation of Litigation**

CONFERENCE WITH LEGAL COUNSEL - INITIATION OF LITIGATION, Pursuant to Government Code Section 54956.9 (d)(4):

Number of Cases: 2

**ACCOMMODATIONS**



The City of South Pasadena wishes to make all of its public meetings accessible to the public. Meeting facilities are accessible to persons with disabilities. If special assistance is needed to participate in this meeting, please contact the City Clerk's Division at (626) 403-7230. Upon request, this agenda will be made available in appropriate alternative formats to persons with disabilities. Hearing assistive devices are available in the Council Chambers. Notification at least 48 hours prior to the meeting will assist staff in assuring that reasonable arrangements can be made to provide accessibility to the meeting (28 CFR 35.102-35.104 ADA Title II).

For those submitting letters or other documents relating to items on the agenda: materials received after 4:00 p.m. on the day prior to the City Council Meeting may not be reviewed by the City Council.

*I declare under penalty of perjury that I posted this notice of agenda on the bulletin board in the courtyard of City Hall at 1414 Mission Street, South Pasadena, CA 91030, as required by law.*

03/25/2016  
Date

Desiree Jimenez  
Desiree Jimenez,  
Deputy City Clerk



**REVISED<sup>1</sup>**  
**CITY OF SOUTH PASADENA**  
**CITY COUNCIL**  
**STUDY SESSION SPECIAL MEETING AGENDA**

**Amedee O. "Dick" Richards, Jr. Council Chamber**  
**1424 Mission Street, South Pasadena, CA 91030**

**Wednesday, March 30, 2016, at 7:30 p.m.**

*In order to address the City Council, please complete a Public Comment Card.  
Time allotted per speaker is three minutes.*

- CALL TO ORDER:** Mayor Diana Mahmud
- ROLL CALL:** Councilmembers Robert S. Joe; Marina Khubesrian, M.D.; Richard D. Schneider, M.D.; Mayor Pro Tem Michael A. Cacciotti; and Mayor Diana Mahmud
- PLEDGE OF ALLEGIANCE:** Mayor Pro Tem Cacciotti
- 1. CLOSED SESSION ANNOUNCEMENTS:** A Closed Session Agenda has been posted separately

**OPPORTUNITY TO COMMENT ON CONSENT CALENDAR**

In order to address the City Council, please complete a Public Comment card. Time allotted per speaker is three minutes. Items listed under the consent calendar are considered by the City Manager to be routine in nature and will be enacted by one motion unless an audience member or Councilmember requests otherwise, in which case the item will be removed for separate consideration. Any motion relating to an ordinance or a resolution shall also waive the reading of the ordinance or resolution and include its introduction or adoption as appropriate.

**CONSENT CALENDAR**

- 2. Authorize the City Manager to Execute a Professional Services Agreement with Right of Way Inc., on Behalf of the Golden Streets Festival Working Group for Traffic Control Services for the Golden Streets Festival**

Recommendation

Authorize the City Manager to execute a Professional Services Agreement with Right of Way Inc., on behalf of the Golden Streets Festival Working Group for traffic control services for the Golden Streets Festival to be held on June 26, 2016.

<sup>1</sup> See New Action/Discussion Item No. 2a

**ACTION/DISCUSSION**

**2a Authorize a Letter of Support for Senate Bill 1018: California Environmental Quality Act: State Route 710 North Study**

Recommendation

Authorize a letter of support for Senate Bill 1018: California Environmental Quality Act: State Route 710 North Study.

**STUDY SESSION**

(Time limit is three minutes per person)

The City Council welcomes public input. Pursuant to Government Code Section 54954.3(a), members of the public will be provided with an opportunity to address any item described on the agenda only, at the time the matter is considered by the City Council. Members of the public may address the City Council by completing a public comment card and giving it to the Recording Secretary prior to the meeting.

- 3. **Discussion and provide direction regarding the potential South Pasadena Community Center**
- 4. **Discussion and provide direction regarding the South Pasadena Public Library Operations Study**

**ADJOURN TO THE REGULAR CITY COUNCIL MEETING OF APRIL 20, 2016**

**FUTURE CITY COUNCIL MEETINGS  
(OPEN SESSION)**

April 6, 2016	CANCELLED		
April 20, 2016	Regular City Council Meeting	Council Chamber	7:30 p.m.
April 27, 2016	Special City Council Meeting	Council Chamber	7:00 p.m.

**PUBLIC ACCESS TO CITY COUNCIL MEETING AGENDA PACKETS, DOCUMENTS  
DISTRIBUTED BEFORE A MEETING, AND BROADCASTING OF MEETINGS**

Prior to meetings, City Council Meeting agenda packets are available at the following locations:

- South Pasadena Public Library, 1100 Oxley Street;
- City Clerk’s Division, 1414 Mission Street; and
- City website at: [www.southpasadenaca.gov/citycouncilmeetings](http://www.southpasadenaca.gov/citycouncilmeetings)

Individuals can be placed on an email notification list to receive forthcoming agendas by calling the City Clerk’s Division at (626) 403-7230. Any disclosable public records related to an Open Session item appearing on a regular meeting agenda and distributed by the City of South Pasadena to all or a majority of the legislative body fewer than 48 hours prior to that meeting are available for public inspection at the City Clerk’s Division, located at City Hall, 2nd floor, 1414 Mission Street prior to the meeting. During the meeting, these documents will be included as part of the “Reference Binder” of the agenda packet kept in the Amedee O. “Dick” Richards, Jr., Council Chamber at 1424 Mission Street, South Pasadena, CA 91030. Documents distributed during the meeting will be available following the meeting at the City Clerk’s Division. For those submitting letters or other documents relating to items on the agenda: Materials received after 4:00 p.m. on the day prior to the Council meeting may not be reviewed by the City Council.

Regular meetings are broadcast live on Time-Warner Cable Channel 19 and AT&T Channel 99. Meetings are also streamed live via the Internet at [www.southpasadenaca.gov](http://www.southpasadenaca.gov). Six months of archived meetings, indexed by agenda item, are also available online. A DVD of regularly scheduled meetings is available for checkout at the South Pasadena Public Library can be purchased from the City Clerk’s Division.

**ACCOMMODATIONS**



The City of South Pasadena wishes to make all of its public meetings accessible to the public. Meeting facilities are accessible to persons with disabilities. If special assistance is needed to participate in this meeting, please contact the City Clerk's Division at (626) 403-7230. Upon request, this agenda will be made available in appropriate alternative formats to persons with disabilities. Hearing assistive devices are available in the Council Chamber. Notification at least 48 hours prior to the meeting will assist staff in assuring that reasonable arrangements can be made to provide accessibility to the meeting (28 CFR 35.102-35.104 ADA Title II).

*I declare under penalty of perjury that I posted this notice of agenda on the bulletin board in the courtyard of City Hall at 1414 Mission Street, South Pasadena, CA 91030, as required by law.*

03/29/2016

Date

*Desiree Jimenez*

Desiree Jimenez,  
Deputy City Clerk

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# City of South Pasadena Agenda Report

*Diana Mahmud, Mayor  
Michael A. Cacciotti, Mayor Pro Tem  
Robert S. Joe, Councilmember  
Marina Khubesian, M.D., Councilmember  
Richard D. Schneider, M.D., Councilmember*

*Evelyn G. Zneimer, City Clerk  
Gary E. Pia, City Treasurer*

COUNCIL AGENDA: March 30, 2016  
TO: Honorable Mayor and City Council  
VIA: Sergio Gonzalez, City Manager *CC for SG*  
FROM: Margaret Lin, Principal Management Analyst *ML*  
Samuel Zneimer, Management Analyst  
SUBJECT: **Authorize the City Manager to Execute a Professional Services Agreement with Right of Way (ROW) Inc., on Behalf of the Golden Streets Festival Working Group (GSFWG) for Traffic Control Services for the Golden Streets Festival**

## **Recommendation**

It is recommended that the City Council authorize the City Manager to execute a Professional Services Agreement (PSA) with Right of Way (ROW) Inc., on behalf of the Golden Streets Festival Working Group (GSFWG) for traffic control services for the Golden Streets Festival to be held on June 26, 2016.

## **Fiscal Impact**

The City of South Pasadena (City) will be utilizing the Los Angeles County Metropolitan Transportation Authority grant to pay for the traffic control services. The total cost of the traffic control services is \$149,609.60. Using a formula based on the route length and number of street closures, the City would be allocated \$22,500 to pay for traffic control services for the City's portion of the route. The traffic control services do not include staff time to operate the soft closures.

## **Commission Review and Recommendation**

This matter was not reviewed by a commission.

## **Background**

On February 25, 2016, staff issued a request for proposals (RFP) for traffic control services for the Golden Streets Festival with proposals due on March 8, 2016. The City advertised the RFP on the City website, reached out to companies that submitted cost estimates during a preliminary outreach, and in the South Pasadena Review. The City received one (1) response to the RFP but were contacted by multiple companies regarding their inability to submit a proposal.

**Analysis**

The GSFWG decided that using one company to preform traffic control services for the majority of the route would be preferable due to coordination and cost savings due to scale of the event. The County of Los Angeles will be performing their own traffic control services. ROW has worked on half marathons, festivals, the Amgen Tour of California and other large scale events. ROW has the expertise in the field of traffic control services to fulfill the scope of work attached within the PSA as “Exhibit A.”

Below is a chart for the allocation of funds for the traffic control services per city:

<u>Partner City</u>	<u>Route Length</u>	<u># of Hard Closures</u>	<u># of Soft Closures</u>	<u>Funding Allocation*</u>	<u>Traffic Control Allocation</u>
Arcadia	4.3	23	3	19%	\$28,425.82
Azusa	1.4	7	3	8%	\$11,968.77
Duarte	3	21	4	18%	\$26,929.73
Irwindale	1.62	3	1	4%	\$5,984.38
Monrovia	2.66	19	2	15%	\$22,441.44
San Marino	2.92	18	8	21%	\$31,418.02
South Pasadena	1.63	19	3	15%	\$22,441.44
Los Angeles County	1.41	16	2	0%	-----
<b>Total</b>	<b>18.94</b>	<b>126</b>	<b>26</b>	<b>100%</b>	<b>\$149,609.60</b>
* $Route\ Length + 2(\#\ of\ Hard\ Closures) + 4(\#\ of\ Soft\ Closures) = 100\%$					

**Legal Review**

The City Attorney has reviewed this item and the attached agreement.

**Public Notification of Agenda Item**

The public was made aware that this item was to be considered this evening by virtue of its inclusion on the legally publicly noticed agenda, posting of the same agenda and reports on the City’s website and/or notice in the *South Pasadena Review* and/or the *Pasadena Star-News*.

Attachments:

1. Right of Way Inc. Professional Services Agreement

**PROFESSIONAL SERVICES AGREEMENT**  
(City of South Pasadena / *Right of Way Inc.*)

**1. IDENTIFICATION**

THIS PROFESSIONAL SERVICES AGREEMENT (“Agreement”) is entered into by and between the City of South Pasadena, a California municipal corporation (“City”), and Right of Way Inc., a California corporation. (“Consultant”).

**2. RECITALS**

- 2.1 City has determined that it requires the following professional services from a consultant: Traffic Control for the Golden Streets Festival to be held on June 26, 2016.
- 2.2 Consultant represents that it is fully qualified to perform such professional services by virtue of its experience and the training, education and expertise of its principals and employees. Consultant further represents that it is willing to accept responsibility for performing such services in accordance with the terms and conditions set forth in this Agreement.

**NOW, THEREFORE**, for and in consideration of the mutual covenants and conditions herein contained, City and Consultant agree as follows:

**3. DEFINITIONS**

- 3.1 “Scope of Services”: Such professional services as are set forth in Consultant’s March 31, 2016 proposal to City attached hereto as Exhibit A and incorporated herein by this reference.
- 3.2 “Approved Fee Schedule”: Such compensation rates as are set forth in Consultant’s \_\_\_\_\_ fee schedule to City attached hereto as Exhibit B and incorporated herein by this reference. This fee schedule shall remain in effect for the duration of this Agreement.
- 3.3 “Commencement Date”: March 31, 2016.
- 3.4 “Termination Date”: June 27, 2016.

**4. TERM**

The term of this Agreement shall commence at 12:00 a.m. on the Commencement Date and shall terminate at 11:59 p.m. on the Termination Date unless extended by written agreement of the parties or terminated earlier in accordance with Section 18 (“Termination”) below.

**5. CONSULTANT’S SERVICES**

- 5.1 Time is of the essence in Consultant's performance of services under this Agreement.
- 5.2 Consultant shall perform the services identified in the Scope of Services. City shall have the right to request, in writing, changes in the Scope of Services. Any such changes mutually agreed upon by the parties, and any corresponding increase or decrease in compensation, shall be incorporated by written amendment to this Agreement. In no event shall the total compensation and costs payable to Consultant under this Agreement exceed the sum of \$149,609.60 unless specifically approved in advance and in writing by City. Consultant shall notify the Agreement Administrator, in writing, when fees and expenses incurred under this Agreement have reached 80% of the maximum amount payable. Consultant shall concurrently inform the Agreement Administrator of Consultant's estimate of total expenditures required to complete its current assignments before proceeding, when the remaining work would exceed the maximum amount payable.
- 5.3 Consultant shall obtain a City business license prior to commencing, and maintain said license for the duration of, performance under this Agreement.
- 5.4 Consultant shall perform all work to the highest professional standards of Consultant's profession and in a manner reasonably satisfactory to City. Consultant shall keep itself fully informed of and in compliance with all local, state, and federal laws, rules, and regulations in any manner affecting the performance of the Agreement, including all Cal/OSHA requirements, the conflict of interest provisions of Government Code Section 1090, and the Political Reform Act (Government Code Section 81000 *et seq.*).
- 5.5 Consultant represents that it has advised City in writing prior to the date of signing of this Agreement of any known relationships with a third party, City Council members, or employees which would (1) present a conflict of interest entering into or rendering of services under this Agreement, (2) prevent Consultant from performing the terms of this Agreement, or (3) present a significant opportunity for the disclosure of confidential information.
- 5.6 Consultant agrees not to accept any employment during the term of this Agreement from any other person, firm or corporation where such employment is a conflict of interest or where such employment is likely to lead to a conflict of interest between City's interest and the interests of such person, firm or corporation or any other third party. Consultant shall immediately inform City, throughout the term of this Agreement, if any employment contemplated may develop into a conflict of interest, or a potential conflict of interest
- 5.7 Consultant represents that it has, or will secure at its own expense, all personnel required to perform the services identified in the Scope of Services. All such services shall be performed by Consultant or under its supervision, and all

personnel engaged in the work shall be qualified to perform such services. Margaret Lin shall be Consultant's project administrator and shall have direct responsibility for management of Consultant's performance under this Agreement. No change shall be made in Consultant's project administrator without City's prior written consent.

- 5.8 Consultant has represented to the City that key personnel will perform and coordinate the services under this Agreement. Should one or more of such personnel become unavailable, Consultant may substitute other personnel of at least equal competence upon written approval of City. If City and Consultant cannot agree as to the substitution of key personnel, City may terminate this Agreement for cause.
- 5.9 This Agreement covers professional services of a specific and unique nature. Except as otherwise provided herein, Consultant shall not assign or transfer its interest in this Agreement or subcontract any services to be performed without amending this Agreement.
- 5.10 Consultant shall be responsible to City for all services to be performed under this Agreement. All subconsultants shall be approved by the Agreement Administrator and their billing rates identified in the Approved Fee Schedule, Exhibit B. City shall pay Consultant for work performed by its subconsultants (including labor) only at Consultant's actual cost plus an approved mark-up as set forth in the Approved Fee Schedule, Exhibit B. Consultant shall be liable and accountable for any and all payments or other compensation to all subconsultants performing services under this Agreement. City shall not be liable for any payment or other compensation for any subconsultants.
- 5.11 Consultant shall notify the Agreement Administrator, in writing, of any change in name, ownership or control of Consultant's firm or subconsultant. Change of ownership or control of Consultant's firm may require an amendment to the Agreement.
- 5.12 This Agreement is subject to prevailing wage law, for all work performed under the Agreement for which the payment of prevailing wages is required under the California Labor Code. In particular, Consultant acknowledges that prevailing wage determinations are available for the performance of inspection and survey work.

## **6. COMPENSATION**

- 6.1 City agrees to compensate Consultant for the services provided under this Agreement, and Consultant agrees to accept in full satisfaction for such services, payment in accordance with the Approved Fee Schedule.
- 6.2 Consultant shall submit to City an invoice, on a monthly basis for the services performed pursuant to this Agreement. Each invoice shall identify the maximum

amount payable, services rendered during the billing period and the amount due, for this invoice, and total amount previously invoiced. All labor charges shall be itemized by employee name and classification/position with the firm, corresponding hourly rate, hours worked, description of each labor charge, and total amount due for labor charges. City shall not withhold applicable taxes or other authorized deductions from payments made to Consultant except as otherwise required by law. Consultant shall include a copy of each subconsultant invoice for which reimbursement is sought.

- 6.3 Payments for any services requested by City and not included in the Scope of Services may be made to Consultant by City on a time-and-materials basis using Consultant's Approved Fee Schedule and without amendment of this Agreement, so long as such payment does not cause the maximum amount payable to be exceeded.
- 6.4 Consultant shall not be reimbursed for any expenses unless provided for in this Agreement or authorized in writing by City in advance.

**7. PREVAILING WAGES**

Consultant is aware of the requirements of California Labor Code Section 1720, et seq., and 1770, et seq., as well as California Code of Regulations, Title 8, Section 16000, et seq., ("Prevailing Wage Laws"), which require the payment of prevailing wage rates and the performance of other requirements on certain "public works" and "maintenance" projects. In particular, Consultant acknowledges that prevailing wage determinations are available for the performance of inspection and survey work. Consultant shall defend, indemnify, and hold the City, its elected officials, officers, employees, and agents free and harmless from any claim or liability arising out of any failure or alleged failure of Consultant to comply with the Prevailing Wage Laws.

**8. OWNERSHIP OF WRITTEN PRODUCTS**

All reports, documents or other written material ("written products" herein) developed by Consultant in the performance of this Agreement shall be and remain the property of City without restriction or limitation upon its use or dissemination by City. Consultant may take and retain copies of such written products as desired, but no such written products shall be the subject of a copyright application by Consultant.

**9. RELATIONSHIP OF PARTIES**

Consultant is, and shall at all times remain as to City, a wholly independent contractor. Consultant shall have no power to incur any debt, obligation, or liability on behalf of City or otherwise to act on behalf of City as an agent. Neither City nor any of its agents shall have control over the conduct of Consultant or any of Consultant's employees, except as set forth in this Agreement. Consultant shall not represent that it is, or that any of its agents or employees are, in any manner employees of City.

Under no circumstances shall Consultant look to the City as his employer. Consultant shall not be entitled to any benefits. City makes no representation as to the effect of this independent contractor relationship on Consultant's previously earned Public Employees Retirement System (PERS) retirement benefits, if any, and Consultant specifically assumes the responsibility for making such a determination. Consultant shall be responsible for all reports and obligations including, but not limited to: social security taxes, income tax withholding, unemployment insurance, disability insurance, and workers' compensation.

#### **10. AGREEMENT ADMINISTRATOR**

In performing services under this Agreement, Consultant shall coordinate all contact with City through its Agreement Administrator. For purposes of this Agreement, City designates Margaret Lin as the Agreement Administrator. City reserves the right to change this designation upon written notice to Consultant. All services under this Agreement shall be performed at the request of the Agreement Administrator, who will establish the timetable for completion of services and any interim milestones.

#### **11. INDEMNIFICATION**

- 11.1 The parties agree that City, its officers, agents, employees and volunteers should, to the fullest extent permitted by law, be protected from any and all loss, injury, damage, claim, lawsuit, cost, expense, attorneys' fees, litigation costs, taxes, or any other cost arising out of or in any way related to the performance of this Agreement. Accordingly, the provisions of this indemnity provision are intended by the parties to be interpreted and construed to provide the City with the fullest protection possible under the law. Consultant acknowledges that City would not enter into this Agreement in the absence of Consultant's commitment to indemnify and protect City as set forth herein.
- 11.2 To the fullest extent permitted by law, Consultant shall indemnify, hold harmless, and when the City requests with respect to a claim provide a deposit for the defense of, and defend City, its officers, agents, employees and volunteers from and against any and all claims and losses, costs or expenses for any damage due to death or injury to any person, whether physical, emotional, consequential or otherwise, and injury to any property arising out of or in connection with Consultant's alleged negligence, recklessness or willful misconduct or other wrongful acts, errors or omissions of Consultant or any of its officers, employees, servants, agents, or subcontractors, or anyone directly or indirectly employed by either Consultant or its subcontractors, in the performance of this Agreement or its failure to comply with any of its obligations contained in this Agreement, except such loss or damage as is caused by the sole active negligence or willful misconduct of the City. Such costs and expenses shall include reasonable attorneys' fees due to counsel of City's choice, expert fees and all other costs and fees of litigation. Consultant shall not be entitled to any refund of attorneys' fees, defense costs or expenses in the event that it is adjudicated to have been non-negligent.

- 11.3 City shall have the right to offset against any compensation due Consultant under this Agreement any amount due City from Consultant as a result of Consultant's failure to pay City promptly any indemnification arising under this Section 11 and any amount due City from Consultant arising from Consultant's failure either to (i) pay taxes on amounts received pursuant to this Agreement or (ii) comply with applicable workers' compensation laws.
- 11.4 The obligations of Consultant under this Section 11 are not limited by the provisions of any workers' compensation act or similar act. Consultant expressly waives its statutory immunity under such statutes or laws as to City, its officers, agents, employees and volunteers.
- 11.5 Consultant agrees to obtain executed indemnity agreements with provisions identical to those set forth here in this Section 11 from each and every subcontractor or any other person or entity involved by, for, with or on behalf of Consultant in the performance of this Agreement. If Consultant fails to obtain such indemnity obligations from others as required herein, Consultant agrees to be fully responsible and indemnify, hold harmless and defend City, its officers, agents, employees and volunteers from and against any and all claims and losses, costs or expenses for any damage due to death or injury to any person and injury to any property resulting from any alleged intentional, reckless, negligent, or otherwise wrongful acts, errors or omissions of Consultant's subcontractors or any other person or entity involved by, for, with or on behalf of Consultant in the performance of this Agreement. Such costs and expenses shall include reasonable attorneys' fees incurred by counsel of City's choice.
- 11.6 City does not, and shall not, waive any rights that it may possess against Consultant because of the acceptance by City, or the deposit with City, of any insurance policy or certificate required pursuant to this Agreement. This hold harmless and indemnification provision shall apply regardless of whether or not any insurance policies are determined to be applicable to the claim, demand, damage, liability, loss, cost or expense.
- 11.7 In the event that Consultant or any employee, agent, or subcontractor of Consultant providing services under this Agreement claims or is determined by a court of competent jurisdiction or PERS to be eligible for enrollment in PERS as an employee of the City, Consultant shall indemnify, defend, and hold harmless City for the payment of any employee and/or employer contributions for PERS benefits on behalf of Consultant or its employees, agents, or subcontractors, as well as for the payment of any penalties and interest on such contributions, which would otherwise be the responsibility of City.
- 11.8 Notwithstanding any other agency, state or federal policy, rule, regulation, law or ordinance to the contrary, Consultant and any of its employees, agents, and subcontractors providing service under this Agreement shall not qualify for or become entitled to, and hereby agree to waive any claims to, any compensation,

benefit, or any incident of employment by City, including but not limited to eligibility to enroll in PERS as an employee of City and entitlement to any contribution to be paid by City for employer contribution and/or employee contributions for PERS benefits.

## 12. INSURANCE

- 12.1 During the term of this Agreement, Consultant shall carry, maintain, and keep in full force and effect insurance against claims for death or injuries to persons or damages to property that may arise from or in connection with Consultant's performance of this Agreement.
- 12.2 Any available insurance proceeds broader than or in excess of the specified minimum insurance coverage requirements or limits shall be available to the Additional Insured. Furthermore, the requirements for coverage and limits shall be the greater of (1) the minimum coverage and limits specified in this Agreement, or (2) the broader coverage and maximum limits of coverage of any insurance policy or proceeds available to the named insured.
- 12.3 Insurance required under this Agreement shall be of the types set forth below, with minimum coverage as described:

***[The risk for each agreement should be evaluated and the insurance limits should correspond to such risk as determined by the City's Risk Manager.]***

- 12.3.1 Comprehensive General Liability Insurance with coverage limits of not less than One Million Dollars (\$1,000,000) including products and operations hazard, contractual insurance, broad form property damage, independent consultants, personal injury, underground hazard, and explosion and collapse hazard where applicable.

**\*\*ALTERNATE LANGUAGE:**

Comprehensive General Liability Insurance with minimum limits of One Million Dollars (\$1,000,000) for each occurrence and in the aggregate for any personal injury, death, loss or damage. ***[If consultant is a limited liability company, insert "General Liability coverage shall be amended so that Consultant and its managers, affiliates, employees, agents, and other persons necessary or incidental to its operation are insureds."]***

- 12.3.2 Automobile Liability Insurance for vehicles used in connection with the performance of this Agreement with minimum limits of One Million Dollars (\$1,000,000) per claimant and One Million dollars (\$1,000,000) per incident.
- 12.3.3 Worker's Compensation insurance as required by the laws of the State of California.

- 12.3.4 Professional Errors and Omissions Insurance with coverage limits of not less than One Million Dollars (\$1,000,000).
- 12.4 Consultant shall require each of its subconsultants to maintain insurance coverage that meets all of the requirements of this Agreement provided however, that the Agreement Administrator may waive the provision of Errors and Omissions Insurance by subconsultants.
- 12.5 The policy or policies required by this Agreement shall be issued by an insurer admitted in the State of California and with a rating of at least A:VII in the latest edition of Best's Insurance Guide.
- 12.6 Consultant agrees that if it does not keep the aforesaid insurance in full force and effect, City may either (i) immediately terminate this Agreement; or (ii) take out the necessary insurance and pay the premium thereon at Consultant's expense.
- 12.7 At all times during the term of this Agreement, Consultant shall maintain on file with City's Risk Manager a certificate or certificates of insurance showing that the aforesaid policies are in effect in the required amounts and naming the City and its officers, employees, agents and volunteers as additional insureds. Consultant shall, prior to commencement of work under this Agreement, file with City's Risk Manager such certificate(s).
- 12.8 Consultant shall provide proof that policies of insurance required herein expiring during the term of this Agreement have been renewed or replaced with other policies providing at least the same coverage. Such proof will be furnished at least two weeks prior to the expiration of the coverages.
- 12.9 The general liability and automobile policies of insurance required by this Agreement shall contain an endorsement naming City and its officers, employees, agents and volunteers as additional insureds. All of the policies required under this Agreement shall contain an endorsement providing that the policies cannot be canceled or reduced except on thirty days' prior written notice to City. Consultant agrees to require its insurer to modify the certificates of insurance to delete any exculpatory wording stating that failure of the insurer to mail written notice of cancellation imposes no obligation, and to delete the word "endeavor" with regard to any notice provisions.
- 12.10 The insurance provided by Consultant shall be primary to any coverage available to City. Any insurance or self-insurance maintained by City and/or its officers, employees, agents or volunteers, shall be in excess of Consultant's insurance and shall not contribute with it.
- 12.11 All insurance coverage provided pursuant to this Agreement shall not prohibit Consultant, and Consultant's employees, agents or subcontractors, from waiving the right of subrogation prior to a loss. Consultant hereby waives all rights of subrogation against the City.

- 12.12 Any deductibles or self-insured retentions must be declared to and approved by the City. At the option of City, Consultant shall either reduce or eliminate the deductibles or self-insured retentions with respect to City, or Consultant shall procure a bond in the amount of the deductible or self-insured retention to guarantee payment of losses and expenses.
- 12.13 Procurement of insurance by Consultant shall not be construed as a limitation of Consultant's liability or as full performance of Consultant's duties to indemnify, hold harmless and defend under Section 11 of this Agreement.
- 12.14 Consultant shall report to the City, in addition to the Consultant's insurer, any and all insurance claims submitted to Consultant's insurer in connection with the services under the Agreement.
- 12.15 Consultant may be self-insured under the terms of this Agreement only with express written approval from the City
  - 12.15.1 All self-insured retentions (SIR) must be disclosed to the City for approval and shall not reduce the limits of liability.
  - 12.15.2 Policies containing any SIR provision shall provide or be endorsed to provide that the SIR may be satisfied by either the named insured or the City.
- 12.16 City reserves the right to obtain a full certified copy of any insurance policy and endorsements. Failure to exercise this right shall not constitute a waiver of right to exercise later.

**13. MUTUAL COOPERATION**

- 13.1 City shall provide Consultant with all pertinent data, documents and other requested information as is reasonably available for the proper performance of Consultant's services under this Agreement.
- 13.2 If any claim or action is brought against City relating to Consultant's performance in connection with this Agreement, Consultant shall render any reasonable assistance that City may require in the defense of that claim or action.

**14. CONFIDENTIALITY**

All data, documents, discussion, or other information developed or received by Consultant or provided for performance of this Agreement are deemed confidential and shall not be disclosed by Consultant without prior written consent by City. City shall grant such consent if disclosure is legally required. Upon request, all City data shall be returned to City upon the termination or expiration of this Agreement.

**15. RECORDS AND INSPECTIONS**

Consultant shall maintain any and all ledgers, books of account, invoices, vouchers, canceled checks, and other records or documents evidencing or relating to charges for services or expenditures and disbursements charged to City under this Agreement for a minimum of three (3) years, or for any longer period required by law, from the date of final payment to Consultant under this Agreement. All such documents shall be made available for inspection, audit, and/or copying at any time during regular business hours, upon oral or written request of City. City shall further have the right to make transcripts therefrom and to inspect all program data, documents, proceedings, and activities.

In addition, pursuant to Government Code Section 8546.7, if the amount of public funds expended under this Agreement exceeds ten thousand dollars, all such documents and this Agreement shall be subject to the examination and audit of the State Auditor, at the request of City or as part of any audit of City, for a period of three (3) years after final payment under the Agreement.

**16. PERMITS AND APPROVALS**

Consultant shall obtain, at its sole cost and expense, all permits and regulatory approvals necessary for Consultant's performance of this Agreement. This includes, but shall not be limited to, professional licenses, encroachment permits and building and safety permits and inspections.

**17. NOTICES**

Any notices, bills, invoices, or reports required by this Agreement shall be deemed received on: (i) the day of delivery if delivered by hand, facsimile or overnight courier service during Consultant's and City's regular business hours; or (ii) on the third business day following deposit in the United States mail if delivered by mail, postage prepaid, to the addresses listed below (or to such other addresses as the parties may, from time to time, designate in writing).

If to City:

City of South Pasadena  
1414 Mission Street  
South Pasadena CA 91030  
Telephone: (626) 403-7240 x\_\_\_\_  
Facsimile: (626) 403-7241

If to Consultant:

*Right of Way Inc.*  
*150 E. Arrow Highway*  
*California, 91773*  
Telephone: (626 ) 930-9292  
Facsimile: (626 ) 930-9220

With courtesy copy to:  
Teresa L. Highsmith, Esq.  
South Pasadena City Attorney  
Colantuono, Highsmith & Whatley, P.C.  
300 South Grand Avenue, Suite 2700  
Los Angeles, CA 90071-3137

Telephone: (213) 542-5700

Facsimile: (213) 542-5710

**18. SURVIVING COVENANTS**

The parties agree that the covenants contained in Section 11, Section 12, Paragraph 13.2 and Section 14 of this Agreement shall survive the expiration or termination of this Agreement.

**19. TERMINATION**

19.1 City may terminate this Agreement for any reason on five calendar days' written notice to Consultant. Consultant may terminate this Agreement for any reason on thirty calendar days' written notice to City. Consultant agrees to cease all work under this Agreement on or before the effective date of any notice of termination. All City data, documents, objects, materials or other tangible things shall be returned to City upon the termination or expiration of this Agreement.

19.2 If City terminates this Agreement due to no fault or failure of performance by Consultant, then Consultant shall be paid based on the work satisfactorily performed at the time of termination. In no event shall Consultant be entitled to receive more than the amount that would be paid to Consultant for the full performance of the services required by this Agreement.

**20. GENERAL PROVISIONS**

20.1 Consultant maintains and warrants that it has not employed nor retained any company or person, other than a bona fide employee working solely for Consultant, to solicit or secure this Agreement. Further, Consultant warrants that it has not paid nor has it agreed to pay any company or person, other than a bona fide employee working solely for Consultant, any fee, commission, percentage, brokerage fee, gift or other consideration contingent upon or resulting from the award or making of this Agreement. Consultant further agrees to file, or shall cause its employees or subcontractor to file, a Statement of Economic Interest with the City's Filing Officer if required under state law in the performance of the services. For breach or violation of this warranty, City shall have the right to rescind this Agreement without liability. For the term of this Agreement, no member, officer, or employee of City, during the term of his or her service with City, shall have any direct interest in this Agreement, or obtain any present or anticipated material benefit arising therefrom.

- 20.2 Consultant shall not delegate, transfer, subcontract or assign its duties or rights hereunder, either in whole or in part, without City's prior written consent, and any attempt to do so shall be void and of no effect. City shall not be obligated or liable under this Agreement to any party other than Consultant.
- 20.3 This Agreement shall be binding on the successors and assigns of the parties.
- 20.4 Except as expressly stated herein, there is no intended third party beneficiary of any right or obligation assumed by the parties.
- 20.5 Time is of the essence for each and every provision of this Agreement.
- 20.6 In the performance of this Agreement, Consultant shall not discriminate against any employee, subcontractor, or applicant for employment because of race, color, creed, religion, sex, marital status, sexual orientation, national origin, ancestry, age, physical or mental disability, medical condition or any other unlawful basis.
- 20.7 The captions appearing at the commencement of the sections hereof, and in any paragraph thereof, are descriptive only and for convenience in reference to this Agreement. Should there be any conflict between such heading, and the section or paragraph thereof at the head of which it appears, the section or paragraph thereof, as the case may be, and not such heading, shall control and govern in the construction of this Agreement. Masculine or feminine pronouns shall be substituted for the neuter form and vice versa, and the plural shall be substituted for the singular form and vice versa, in any place or places herein in which the context requires such substitution(s).
- 20.8 The waiver by City or Consultant of any breach of any term, covenant or condition herein contained shall not be deemed to be a waiver of such term, covenant or condition or of any subsequent breach of the same or any other term, covenant or condition herein contained. No term, covenant or condition of this Agreement shall be deemed to have been waived by City or Consultant unless in writing signed by one authorized to bind the party asserted to have consented to the waiver.
- 20.9 Consultant shall not be liable for any failure to perform if Consultant presents acceptable evidence, in City's sole judgment that such failure was due to causes beyond the control and without the fault or negligence of Consultant.
- 20.10 Each right, power and remedy provided for herein or now or hereafter existing at law, in equity, by statute, or otherwise shall be cumulative and shall be in addition to every other right, power, or remedy provided for herein or now or hereafter existing at law, in equity, by statute, or otherwise. The exercise, the commencement of the exercise, or the forbearance of the exercise by any party of any one or more of such rights, powers or remedies shall not preclude the simultaneous or later exercise by such party of any of all of such other rights, powers or remedies. If legal action shall be necessary to enforce any term,

covenant or condition herein contained, the party prevailing in such action, whether reduced to judgment or not, shall be entitled to its reasonable court costs, including accountants' fees, if any, and attorneys' fees expended in such action. The venue for any litigation shall be Los Angeles County, California and Consultant hereby consents to jurisdiction in Los Angeles County for purposes of resolving any dispute or enforcing any obligation arising under this Agreement.

- 20.11 If any term or provision of this Agreement or the application thereof to any person or circumstance shall, to any extent, be invalid or unenforceable, then such term or provision shall be amended to, and solely to, the extent necessary to cure such invalidity or unenforceability, and in its amended form shall be enforceable. In such event, the remainder of this Agreement, or the application of such term or provision to persons or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected thereby, and each term and provision of this Agreement shall be valid and be enforced to the fullest extent permitted by law.
- 20.12 This Agreement shall be governed and construed in accordance with the laws of the State of California.
- 20.13 All documents referenced as exhibits in this Agreement are hereby incorporated into this Agreement. In the event of any material discrepancy between the express provisions of this Agreement and the provisions of any document incorporated herein by reference, the provisions of this Agreement shall prevail. This instrument contains the entire Agreement between City and Consultant with respect to the transactions contemplated herein. No other prior oral or written agreements are binding upon the parties. Amendments hereto or deviations herefrom shall be effective and binding only if made in writing and executed by City and Consultant.
- 20.14 Consultant shall not discriminate against any employee or applicant for employment because of race, sex (including pregnancy, childbirth, or related medical condition), creed, national origin, color, disability as defined by law, disabled veteran status, Vietnam veteran status, religion, age (40 and above), medical condition (cancer-related), marital status, ancestry, or sexual orientation. Consultant shall take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to race, sex (including pregnancy, childbirth, or related medical condition), creed, national origin, color, disability as defined by law, disabled veteran status, Vietnam veteran status, religion, age (40 and above), medical condition (cancer-related), marital status, ancestry, or sexual orientation. Such action shall include, but not be limited to, the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; or in terms, conditions or privileges of employment, and selection for training. Consultant agrees to post in conspicuous places, available to employees and applicants for employment, the provisions of this

nondiscrimination clause.

**TO EFFECTUATE THIS AGREEMENT**, the parties have caused their duly authorized representatives to execute this Agreement on the dates set forth below.

**“City”**  
City of South Pasadena

**“Consultant”**  
*Right of Way Inc.,*

By: \_\_\_\_\_

By: \_\_\_\_\_  
*Name, Level of Officer e.g., Vice President*

Date: \_\_\_\_\_

Date: \_\_\_\_\_

By: \_\_\_\_\_  
*Name, Level of Officer e.g., Vice President*

Date: \_\_\_\_\_

Attest:

By: \_\_\_\_\_  
Deputy City Clerk

Date: \_\_\_\_\_

Approved as to form:

By: \_\_\_\_\_  
Teresa L. Highsmith, City Attorney

Date: \_\_\_\_\_

EXHIBIT A  
SCOPE OF WORK

### **Scope of Work**

The Scope of Work that consultants will include as a minimum in their proposal shall consist of, but not be limited to the following tasks. Proposers are encouraged to add to these tasks as deemed necessary.

1. Create Traffic Control and Implementation plans for the 626 Golden Streets Festival open streets event that meets the attached plan requirements and notes.
2. Seek approvals from each jurisdiction involved in the event in coordination with the California Department of Transportation (CALTRANS), Los Angeles Metropolitan Transportation Authority (Metro), and Los Angeles County Department of Public Works for the event.
3. Place at least (12) Changeable Message Signs (CMS) along the route at least two weeks prior to the event to notify the public event day, times, and other pertinent information.
4. Conduct a total of nine (9) meetings in preparation of the event; one (1) kick-off meeting with all jurisdictions involved with the event. Seven (7) individual jurisdictional meetings. One (1) joint jurisdiction review and event preparation meeting.
5. Provide draft Traffic Control and Implementation Plans to local jurisdictions during their individual meetings for edit and review by appropriate staff.
6. Coordinate with City Staff and other consultants working on 626 Golden Street Event.
7. Have an Event Coordinator present for the entire event; including set-up and breakdown.

### **Deliverables**

1. One (1) hardcopy set and one (1) set of electronic approved Traffic Control Plans per Jurisdiction
2. One (1) hardcopy set and one (1) set of electronic approved Implementation Plan per Jurisdiction

### **Project Schedule**

The following is a list of tentative project milestones that the consultant will be expected to meet:

<b>Milestone</b>	<b>Date</b>
Award of Contract	March 2016
Kick-off Meeting	April 2016
Local Jurisdiction Meetings	May 2016
Joint Jurisdiction Review Meeting	Early June 2016
Event Day	June 26, 2016

EXHIBIT B  
APPROVED FEE SCHEDULE

# NON-COLLUSION DECLARATION

TO BE EXECUTED BY  
BIDDER AND SUBMITTED WITH BID

The undersigned declares:

I am the \_\_\_\_\_ of \_\_\_\_\_, the party making the foregoing bid.

The bid is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation. The bid is genuine and not collusive or sham. The bidder has not directly or indirectly induced or solicited any other bidder to put in a false or sham bid. The bidder has not directly or indirectly colluded, conspired, connived, or agreed with any bidder or anyone else to put in a sham bid, or to refrain from bidding. The bidder has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the bid price of the bidder or any other bidder, or to fix any overhead, profit, or cost element of the bid price, or of that of any other bidder. All statements contained in the bid are true. The bidder has not, directly or indirectly, submitted his or her bid price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, to any corporation, partnership, company, association, organization, bid depository, or to any member or agent thereof, to effectuate a collusive or sham bid, and has not paid, and will not pay, any person or entity for such purpose.

Any person executing this declaration on behalf of a bidder that is a corporation, partnership, joint venture, limited liability company, limited liability partnership, or any other entity, hereby represents that he or she has full power to execute, and does execute, this declaration on behalf of the bidder.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration is executed on \_\_\_\_\_ [date], at \_\_\_\_\_ [city], \_\_\_\_\_ [state].”

\_\_\_\_\_  
Signature      DATE

\_\_\_\_\_  
Printed Name of Signatory

**WORKERS' COMPENSATION INSURANCE**  
**CERTIFICATE**

The Contractor shall execute the following form as required by the California Labor Code, Sections 1860 and 1861:

I am aware of the provisions of Section 3700 of the Labor Code which require every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of that code, and I will comply with such provisions before commencing the performance of the work of this contract.

DATE: \_\_\_\_\_

\_\_\_\_\_  
(Contractor)

By: \_\_\_\_\_

(Signature)

\_\_\_\_\_  
(Title)

Attest:

By: \_\_\_\_\_

(Signature)

\_\_\_\_\_  
(Title)

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# City of South Pasadena Agenda Report

*Diana Mahmud, Mayor  
Michael A. Cacciotti, Mayor Pro Tem  
Robert S. Joe, Councilmember  
Marina Khubesrian, M.D., Councilmember  
Richard D. Schneider, M.D., Councilmember*

*Evelyn G. Zneimer, City Clerk  
Gary E. Pia, City Treasurer*

COUNCIL AGENDA: March 30, 2016  
TO: Honorable Mayor and City Council  
VIA: Sergio Gonzalez, City Manager *SG*  
FROM: Margaret Lin, Principal Management Analyst *ML*  
SUBJECT: **Authorize a Letter of Support for Senate Bill 1018: California Environmental Quality Act: State Route 710 North Study**

## **Recommendation**

It is recommended that the City Council authorize a letter of support for Senate Bill 1018 (SB 1018): California Environmental Quality Act: State Route 710 North Study.

## **Fiscal Impact**

None.

## **Commission Review and Recommendation**

This matter was not reviewed by a Commission.

## **Background**

The California Environmental Quality Act (CEQA) requires lead agencies to prepare and certify Environmental Impact Reports (EIRs) for projects that may have significant environmental impacts and requires the lead agency to consider and respond to the comments submitted during the public review period. Current laws do not require Cost-Benefit Analysis (CBA) to be conducted as part of the CEQA process.

On August 5, 2015, the City provided written comments regarding the deficiencies of the State Route 710 (SR-710) North Study Draft Environmental Impact Report/Environmental Impact Statement and the subsequent CBA.

## **Analysis**

SB 1018 would require that the CBA prepared for the SR-710 North Study to be included in the comprehensive analysis of the alternatives and would require that Caltrans and Metro consider and respond, in writing, to any comments received regarding the CBA during the public review period.

Passage of SB 1018 will prevent Caltrans and Metro from ignoring the comments the City has

provided regarding the skewed analysis presented in the CBA and require them to provided formal responses to the comments submitted. SB 1018 the would make legislative findings and declarations as to the necessity of a special statute for SR-710 North Study and would take effect immediately as an urgency statute. The Senate Committee of Transportation and Housing and the Senate Committee on Environmental Quality have scheduled a joint public hearing for April 6, 2016.

**Legal Review**

The City Attorney has not reviewed this item.

**Public Notification of Agenda Item**

The public was made aware that this item was to be considered this evening by virtue of its inclusion on the legally publicly noticed agenda, posting of the same agenda and reports on the City's website and/or notice in the *South Pasadena Review* and/or the *Pasadena Star-News*.

Attachments:

1. Senate Bill 1018 Text
2. Proposed Letter of Support

**ATTACHMENT 1**  
Senate Bill 1018 Text

**Introduced by Senator Liu**February 11, 2016

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An act to add Section 54237.9 to the Government Code, relating to environmental quality, and declaring the urgency thereof, to take effect immediately.

## LEGISLATIVE COUNSEL'S DIGEST

SB 1018, as introduced, Liu. California Environmental Quality Act: State Route 710 North Study.

The California Environmental Quality Act (CEQA) requires a lead agency, as defined, to prepare, or cause to be prepared, and certify the completion of, an environmental impact report (EIR) on a project that it proposes to carry out or approve that may have a significant effect on the environment or to adopt a negative declaration if it finds that the project will not have that effect. CEQA also requires a lead agency to prepare a mitigated negative declaration for a project that may have a significant effect on the environment if revisions in the project would avoid or mitigate that effect and there is no substantial evidence that the project, as revised, would have a significant effect on the environment. CEQA establishes a public review period for a draft EIR of a project and requires the lead agency to consider the comments submitted during the review period and to respond to the comments.

This bill would deem a certain cost-benefit analysis prepared for the State Route 710 North Study to be a technical study to be included in the comprehensive analysis of the alternatives described in the draft EIR for the State Route 710 North Study and would require the lead agency to consider and respond, in writing, to any comments regarding the analysis submitted during the public review period.

This bill would make legislative findings and declarations as to the necessity of a special statute for State Route 710 North Study.

This bill would declare that it is to take effect immediately as an urgency statute.

Vote:  $\frac{2}{3}$ . Appropriation: no. Fiscal committee: yes.  
State-mandated local program: no.

*The people of the State of California do enact as follows:*

1 SECTION 1. Section 54237.9 is added to the Government  
2 Code, to read:

3 54237.9. Notwithstanding any other law, for purposes of the  
4 California Environmental Quality Act (Division 13 (commencing  
5 with Section 21000) of the Public Resources Code), the cost-benefit  
6 analysis prepared for the State Route 710 North Study in response  
7 to a motion approved by the Board of Directors of the Los Angeles  
8 County Metropolitan Transportation Authority at the June 2010  
9 meeting is deemed to be a technical study to be included in the  
10 comprehensive analysis of the alternatives described in the draft  
11 environmental impact report/environmental impact statement for  
12 the project, issued in March, 2015. The lead agency, pursuant to  
13 Section 21091 of the Public Resources Code, shall consider and  
14 respond, in writing, to comments regarding the cost-benefits  
15 analysis submitted during the public comment period for the draft  
16 environmental impact report/environmental impact statement. The  
17 comments on the analysis and the lead agency's responses are  
18 deemed to be a part of the record of proceedings for purposes of  
19 the California Environmental Quality Act.

20 SEC. 2. The Legislature finds and declares that a special law  
21 is necessary and that a general law cannot be made applicable  
22 within the meaning of Section 16 of Article IV of the California  
23 Constitution because of the unique circumstances regarding the  
24 State Route 710 North Study.

25 SEC. 3. This act is an urgency statute necessary for the  
26 immediate preservation of the public peace, health, or safety within  
27 the meaning of Article IV of the Constitution and shall go into  
28 immediate effect. The facts constituting the necessity are:

29 To ensure that comments on the cost-benefit analysis prepared  
30 for the State Route 710 North Study in response to a motion  
31 approved by the Board of Directors of the Los Angeles County

1 Metropolitan Transportation Authority at the June 2010 meeting  
2 are adequately considered and responded to during the  
3 environmental review process required pursuant to the California  
4 Environmental Quality Act, it is necessary for this measure to take  
5 effect immediately.

O

**ATTACHMENT 2**  
Proposed Letter of Support



## CITY OF SOUTH PASADENA

### OFFICE OF THE CITY COUNCIL

1414 MISSION, SOUTH PASADENA, CA 91030

TEL: (626) 403-7210 • FAX: (626) 403-7211

[WWW.SOUTHPASADENACA.GOV](http://WWW.SOUTHPASADENACA.GOV)

March 30, 2016

Senator Jim Beall, District 15  
Senate Committee Chair on Transportation and Housing  
State Capitol, Room 5066  
Sacramento, CA 95814

Senator Bob Wieckowski, District 10  
Senate Standing Committee Chair on Environmental Quality  
State Capitol, Room 3086  
Sacramento, CA 95814

RE: Senate Bill 1018: California Environmental Quality Act: State Route 710 North Study

Dear Senator Beall and Senator Wieckowski,

The City of South Pasadena (City) is pleased to support Senate Bill 1018 (SB 1018): California Environmental Quality Act: State Route 710 North Study; requiring the Cost-Benefit Analysis (CBA) prepared for the State Route 710 (SR-710) North Study be included in the comprehensive analysis of the SR-710 alternatives and for the lead agency to respond in writing to any comments associated with the CBA during the public review period.

The City's initial review of the SR-710 North Study CBA revealed a disconcertingly skewed analysis that includes underestimated costs for the Tunnel Alternative and provides misleading conclusions. The use of Net Present Value (NPV) to depict the summary results of the CBA seemingly indicates that the Single-Bore variation of the Tunnel Alternative would be result in the best investment and the Light Rail Alternative would be the poorest. However, if a Benefit-Cost Ratio was utilized, the Transportation System Management/Transportation Demand Management Alternative would be a far superior investment. The CBA's estimate for Employment Benefits utilizes European guidance and is directly correlated to the capital expenditures of each alternative. This oversimplified appraisal misleadingly indicates that the alternative with the highest project cost would generate the highest number of jobs. However, the Draft SR-710 North Study Environmental Impact Report/Environmental Impact Statement states that the Light Rail Alternative would result in the highest number of permanent jobs of all of the build alternatives. The misuse of NPV and the use of incorrect assumptions raise significant doubts about the conclusions identified in the CBA.

Passage of SB 1018 will prevent Caltrans and Metro from simply ignoring these important findings and require them to address the comments and concerns raised by the public.

We urge the Environmental Quality and the Transportation and Housing committees to pass this important bill to help ensure that the most accurate information will be provided to decision makers on this highly contentious project. If you have any questions or comments, please feel free to contact Sergio Gonzalez, City Manager at [SGonzalez@SouthPasadenaCA.gov](mailto:SGonzalez@SouthPasadenaCA.gov) or (626) 403-7210.

Sincerely,

Diana Mahmud  
Mayor

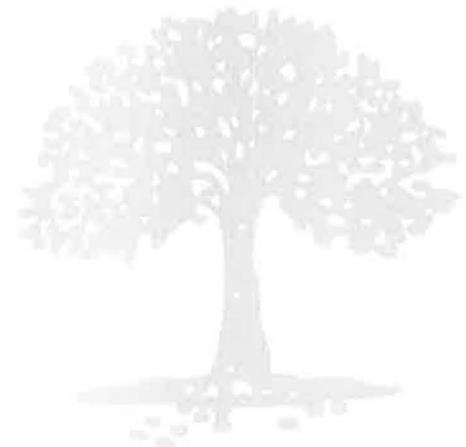
Michael A. Cacciotti  
Mayor Pro Tem

Robert S. Joe  
Councilmember

Marina Khubesrian, M.D.  
Councilmember

Richard D. Schneider, M.D.  
Councilmember

cc: The Honorable Carol Liu, Senator, 25<sup>th</sup> District  
5-Cities Alliance Members  
Sergio Gonzalez, City Manager, City of South Pasadena



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# City of South Pasadena Agenda Report

*Diana Mahmud, Mayor  
Michael A. Cacciotti, Mayor Pro Tem  
Robert S. Joe, Councilmember  
Marina Khubesian, M.D., Councilmember  
Richard D. Schneider, M.D., Councilmember*

*Evelyn G. Zneimer, City Clerk  
Gary E. Pia, City Treasurer*

COUNCIL AGENDA: March 30, 2016  
TO: Honorable Mayor and City Council  
VIA: Sergio Gonzalez, City Manager *CC for SG*  
FROM: Sheila Pautsch, Community Services Director *APD for SG*  
SUBJECT: **Study Session to Discuss the Community Center Feasibility Study**

## **Recommendation**

It is recommended that the City Council discuss and provide direction regarding the Community Center Feasibility Study.

## **Fiscal Impact**

The Community Center Feasibility Study (Study) cost the City a total of \$83,125. This Study was funded by the Park Impact Fees.

## **Commission Review and Recommendation**

This matter was reviewed by the Community Center Ad-Hoc Committee (Committee) as well as the Parks and Recreation Commission and the Cultural Heritage Commission. Their recommendations are detailed within the background section of this report.

## **Background**

At the February 6, 2013, City Council Meeting, then Councilmember Cacciotti requested that the City Council establish a Committee to explore the feasibility of establishing a community/multi-purpose center at the City of South Pasadena (City) Maintenance Yard, adjacent to Orange Grove Park (Project). This motion was seconded by then Mayor Schneider. In August 2013, the City Council approved the formation of an advisory Committee with then Councilmember Cacciotti and then Mayor Pro Tem Joe as Council Liaisons.

The Committee consists of two representatives from the following: Parks and Recreation Commission, Senior Citizen Commission, Youth Commission, South Pasadena Community Fund, and one member from the Library Board of Trustees. The Committee was charged with determining the need for a Community Center, identifying potential locations and identifying funding options. The Committee began meeting in October 2013 and immediately began to work on a Request for Proposal (RFP) for a consultant to conduct the Study. The Committee met on December 11, 2013, and unanimously approved the final draft of the RFP.

The RFP became available to the public on December 30, 2013, via the City website and was distributed to about 30 consultant firms via U.S. mail. The RFP proposals were due on February 7, 2014. Seven proposals were received. The respondents were Griffin Structure, Inc., HGA, Inc., ICG, Inc., PBWS Architects, PROS Consultants, RJM Design Group, and Shubin and Donaldson Architects.

On Wednesday, February 12, 2014, the Committee met to review and rank the proposals. An additional meeting was scheduled on Wednesday, February 19, 2014, for finalization of ranking and Committee recommendations as to which consultant firms would be moving ahead to the interview phase of the process.

At the February 19, 2014 meeting, the Committee ranked, recommended, and approved the following top three firms to be interviewed. The firms were ranked in the following order:

1. PROS Consultants
2. ICG, Inc.
3. Shubin and Donaldson Architects

Interviews of the top three firms took place on March 3, 2014. Each firm was allotted fifteen (15) minutes to give a brief overview of their experience and knowledge of the Project. The remainder of the time was used by the Interview Panel (Panel) to ask follow up questions regarding related experiences with like projects, financials and capability to perform. The interview panel consisting of the Ad Hoc Committee discussed each firm at the end of the interviews and ranked them in the following order.

1. ICG, Inc.
2. PROS Consultants
3. Shubin and Donaldson Architects

The Panel recommended ICG, Inc., as the highest ranking consultant firm in the interview process on March 12, 2014. The Committee approved their recommendation, and moved forward with the authorization to prepare a contract for City Council consideration.

On April 9, 2014, the City Council approved awarding the contract to ICG, Inc., to complete the Study for a Community Center in South Pasadena.

On April 23, 2014, the Community Services Director and staff meet with ICG, Inc., to review programming needs and facility needs. During this meeting, a collection of data of existing facilities and programs were compiled. ICG, Inc., toured City facilities and possible site locations for a Community Center.

A survey went out to the staff, contract instructors, and volunteers, seeking their input to help determine priorities in terms of space needs for future programming. 52 surveys were received. From this survey, a list of space needs was created such as large multi-purpose room, dance

studio, fitness/exercise room, teaching kitchen, community theater, and more.

A kickoff meeting with the Committee and ICG, Inc., took place on May 14, 2014, to develop a Project timeline and overview. A summary of the survey results were provided to the Committee as a background for a forthcoming community survey, focus group topics, stakeholder interviews, and a public workshop. Focus group meetings were planned as well as the public workshop. Stakeholder interviews would be conducted by ICG, Inc., along with the community survey.

The community survey was available to the public via the City website and hard copies were available at the Senior Center, Recreation Center, and at several community events. The survey was available from June 1 – July 18, 2014. 387 online responses and 247 hard copy responses were received.

Focus group meetings were held on July 24, 2014, in the Library Community Room. There were three meetings which first involved seniors and Library patrons, then youth and teens, and lastly organizations /clubs and reservation groups.

There were twelve stakeholder interviews conducted by ICG, Inc., which included groups such as the South Pasadena Unified School District, South Pasadena Chamber of Commerce, the Parks and Recreation Commission, City Manager Gonzalez, and then Mayor Khubesrian.

An Existing Conditions Report showing community input results and recommended program space needs for a Community Center were compiled from the survey results, stakeholder interviews, and focus groups.

A proposed site location analysis was completed on six possible sites. A site location spreadsheet was created to rank each possible site for a new Community Center. Criteria were based on 1) Access and Suitability, 2) Topography and California Environmental Quality Act (CEQA) issues, 3) Location and Use, and 4) Acquisition Costs and Availability. At the September 3, 2014 Committee Meeting, the Committee reviewed the sites and selected the top three to develop concept site plans to see how recommended programming space fit on each site.

ICG, Inc., prepared the preliminary site plan space analysis for the top three recommended sites by the Committee.

On October 18, 2014, the City hosted a community open house workshop on the three concept sites and the different architectural styles that could be used in the design. Over 75 residents dropped in during the workshop. Attendees were able to review the process to date, have a walkthrough of the conceptual site plans and potential architectural styles with ICG, Inc., or City staff in a one on one format, and vote on their favorite site plan and style. Attendees could provide anonymous comments at the final station. Results from the workshop are as follows:

Site Options:

- 60% chose Concept Site Plan # 1, Orange Grove Park and City Maintenance Yard.
- 18% chose Concept Site Plan # 2, remodeling the existing office building on El Centro Street and building the entire Community Center on that property.
- 22% chose Concept Site Plan # 3, a combination of using Orange Grove Park and acquiring the El Centro Street office building for the new Community Center.

Architectural styles:

- 34% Pattern Concrete and Glass
- 31% Spanish Mission
- 28% California Craftsman

A preliminary cost estimate for each concept site plan was calculated to give a general cost comparison between the three concept designs. The final cost will depend on when the City Council proceeds with development, the quality of construction the City desires, current economic conditions at the time of development, final design approaches, and actual square footage as determined by construction documents.

The Parks and Recreation Commission reviewed the Site Analysis Report at their December 8, 2014 meeting.

The Committee met on December 10, 2014 for a presentation and review of the Analysis of the Site Options and to discuss which site to recommend to City Council to prepare a concept plan and cost estimate. The Committee found all three concept site plans to be viable and would meet the program and space requirements. They pointed out that each concept had its pros and cons and they would support any of the three. The vote of the Committee was as follows:

- Three favored Concept Site Plan 1, Orange Grove Park and City Maintenance Yard.
- Two favored Concept Site Plan 3, a combination of using Orange Grove Park and acquiring the El Centro Street office building for the new Community Center.
- One favored Concept Site Plan 2, remodeling the existing office building on El Centro Street and building the entire Community Center on that property.

The final vote of the Committee was unanimous to recommend to the City Council as first choice Concept Site Plan 1 and as second choice Concept Site Plan 3.

The Committee considered the Spanish Mission and California Craftsman would be most compatible to the surrounding neighborhood. They also believe that glass windows and natural light is very important in whichever style is chosen and that the Spanish Mission style of the Orange Grove Recreation Building would be the best fit. The Committee unanimously voted to recommend the Spanish Mission architectural style for Concept Site Plan 1; with the California Craftsman style as the second choice.

At the Study Session held on January 7, 2015, the City Council received an update on the feasibility study process, the three concept site plans and architectural styles, along with the Committees' recommendation through a Study Session format.

During the Study Session, the City Council favored the Spanish style as the architectural style for the Community Center. They also favored Concept Site Plan 1 and 2 out of the three. Staff was asked to bring back a cost estimate of doing two concept plans instead of just one as outlined in the consultant contract.

At the January 21, 2015 City Council Meeting, the City Council provided direction regarding the Concept Site Plan 1 through a motion which was approved unanimously that referred the Community Center Concept Site Plan 1 to the Cultural Heritage Commission (CHC) to provide recommendation, refer the Community Center Concept Site Plan 1 to the Public Works Commission to provide recommendations on parking entry options, incorporation of the existing recreation building's façade into a new design to be relocated on the site and selected the Spanish Mission architectural style.

At the February 19, 2015 CHC meeting, Community Services Director Pautsch and Consultant Hagan of ICG, Inc. made a presentation. CHC discussed the opposition to the demolition of the Plunge Building located at 815 Mission Street and felt it should be incorporated in to the entire Project. They also suggested that a more contemporary style would be more appropriate than traditional style architecture. A motion was not expressed at this meeting as the item was only discussed.

The CHC asked Consultant Hagan to elaborate on traffic impacts to the intersection of Mission Street and Orange Grove Avenue, why parking lot is replacing a historical building, whether the CEQA and the identification of impacts has been considered yet, whether the firm has done any projects involving historic resources, and whether it is possible to add on to the Plunge Building.

Community Services Director Pautsch returned to the March 19, 2015 Cultural Heritage Commission. Chair McLane introduced the item. McLane asked the CHC to review and provide edits to a draft memo he prepared for the City Council. A motion was approved unanimously to approve the draft memo to City Council with amendments.

On June 16, 2015, the Committee met for a presentation and review of the new concept plan and considered a recommendation to the City Council. The Committee felt strongly that the CHC has created a road block to fully consider Community Center Concept Site Plan 1 due to lack of flexibility on space and overall look of a new building. It was their unanimous opinion that "the existing building is not historically relevant to the City since the Plunge Building no longer exists and the 1939 building has been changed so many times it is not architecturally significant. Furthermore, the building is impractical for recreation programs and in a state of condition that meeting safety codes is also impractical, and using the old existing building will detract from the

aesthetics and cohesiveness of the new Community Center. Based on their opinion, the Committee would like to see the City Council override the CHC recommendation and rescind the local landmark designation and allow the demolition of the building so that the maximum street level space can be used in the design of the new Community Center. They also felt Concept Site Plan 2 has the potential to be a phased project which would allow for the City Maintenance Yard to be sold for possible senior/affordable housing. The Committee recommended that the City Council continue to pursue the next level of design study of Concept Site Plan 2 before making a final decision.

In October 2015, the City Council determined that it was not feasible to move forward with Concept Site Plan 2, remodeling the existing office building on El Centro Street and building the entire Community Center on that property from the list of possible locations. This also removed Concept Site Plan 3, a combination of using Orange Grove Park and acquiring the El Centro Street office building for the new Community Center. Concept Site Plan 1, Orange Grove Park /City Maintenance Yard is the only remaining site location left.

ICG, Inc., and staff revised Conceptual Site Plan 1 to include the restoration and adaptive use of the existing Recreation Building and returned to the Committee for review and recommendation.

On December 7, 2015, the Committee met to discuss and recommend to the City Council, staff and ICG, Inc. to proceed with the next step of the Design Study Phase for the Orange Grove / City Maintenance Yard site and that the Committee continues to work with staff and ICG, Inc. on the next step of the Study. The Committee agrees that the only way they feel they can give a recommendation to continue with the confidence in the design is if City Council overturns the CHC decision to preserve the entire Plunge Building. The Committee strongly recommends that the Orange Grove Building be completely removed in order to maximize parking and commercial exposure to help fund the building. If this is not possible, keeping only the façade of the building and giving the Committee the control of the inside of the building is the compromise they feel will benefit all parties. Secondly, now that there is only one location, the Committee would like focus to be on a new entrance by redesigning the main entrance off of El Centro Street.

### **Analysis**

Though there are competing interests between the Committee and the CHC, staff and ICG, Inc., believe the existing building can be restored so that it is cohesive with the planned new Community Center, brought up to historical code standards, and will provide adaptive use for teen programs and counseling services. Staff and ICG, Inc. feel preservation of the existing building at Orange Grove Park may also serve as an important incentive for public fundraising and donation programs, grants, and private nonprofit foundation investment in the Project.

It is recommended that the City Council discuss the Study in detail and provide staff and ICG, Inc. with direction as to how to proceed with this Project.

**Legal Review**

The City Attorney has not reviewed this item.

**Public Notification of Agenda Item**

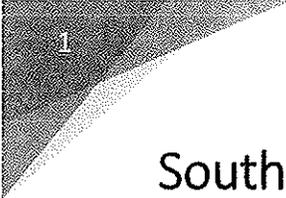
The public was made aware that this item was to be considered this evening by virtue of its inclusion on the legally publicly noticed agenda, posting of the same agenda and reports on the City's website and/or notice in the *South Pasadena Review* and/or the *Pasadena Star-News*.

Attachments:

1. South Pasadena Community Center Feasibility Study Summary and Recommendation
2. City of South Pasadena Community Center Conceptual Layout: Option 1 Orange Grove Park
3. Community Center Feasibility Study City Council Presentation

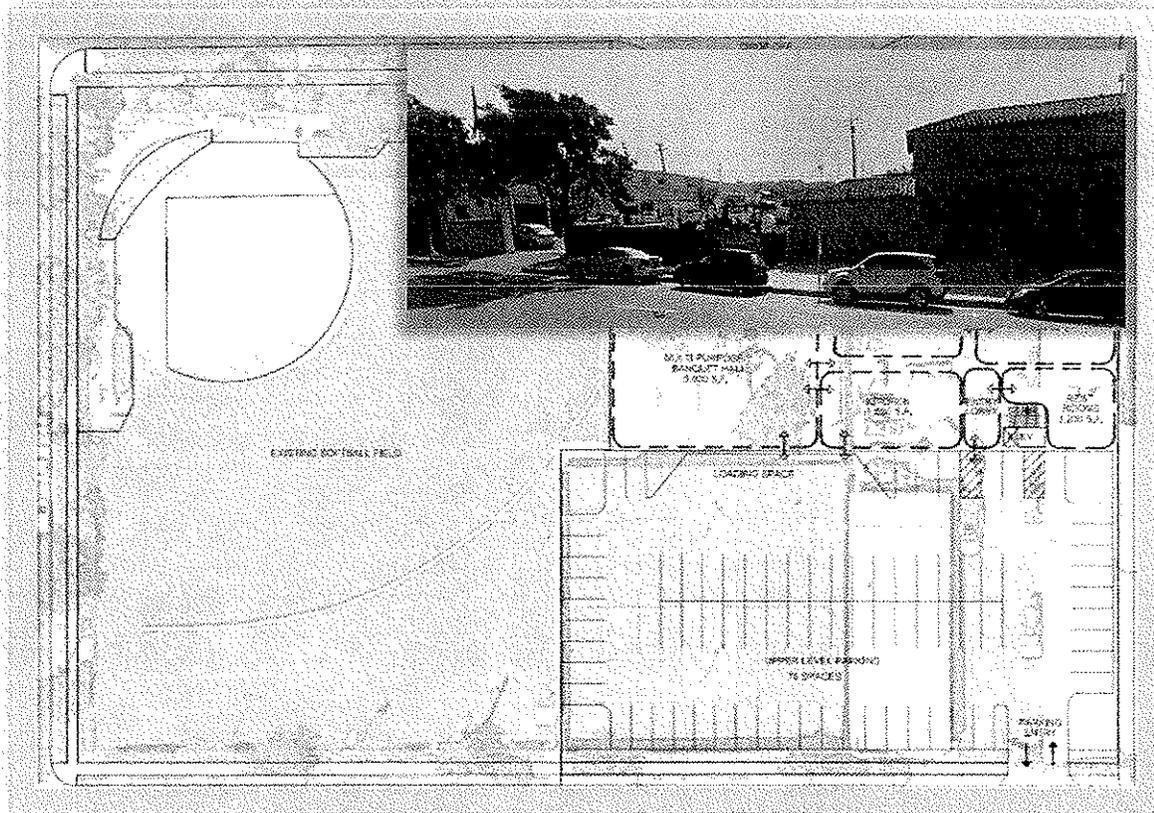
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**ATTACHMENT 1**  
**South Pasadena Community Center**  
**Feasibility Study Summary**  
**and Recommendation**



# South Pasadena Community Center Feasibility Study Summary and Recommendation

City Council Study Session March 2016

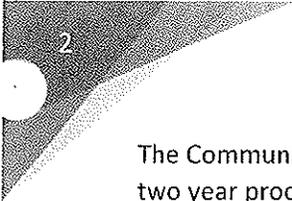


**Community Center Ad-Hoc Committee**

- |                    |  |
|--------------------|--|
| Arturo Salinas     | Parks and Recreation Commission Vice Chair |
| Jose Zavala        | Parks and Recreation Commission Member     |
| Cindi Knight       | Senior Citizen Commission Member           |
| Robert Vanderwall  | Senior Citizen Commission Member           |
| Will Hoadley-Brill | Youth Commission Member                    |
| Debra Beadle       | South Pasadena Community Fund Chair        |
| Maria Veloz        | South Pasadena Community Fund Member       |
| Anne Penn          | Library Board of Trustees Member           |
| Michael Cacciotti  | City Council Liaison                       |
| Robert Joe         | City Council Liaison                       |
| Sheila Pautsch     | Staff Liaison, Community Services Director |



**Integrated Consulting Group, Inc.**  
 Ron Hagan, Senior Associate Consultant  
 Jeff Scott, Principal Planner  
 Matt Evans, Principal Architect  
 Rebecca Scott, Administration



The Community Center Ad-Hoc Committee, City Staff, and the City's consultants ICG, have completed a two year process to study the feasibility and best option for developing a new community center facility in South Pasadena. The following is a summary of the process and staff and consultant recommended concept alternative to take to the next level of design, which includes specific floor plans, building architecture, site elevations, cost analysis, environmental review, and funding alternatives.

### ***What has been the Process so far?***

The process started with studying the existing conditions of the facilities and programs available for the community in South Pasadena (*Existing Conditions and Program Analysis Report August 2014*). This was followed by a series of outreach activities that included a community survey, focus group meetings, stakeholder interviews, and a public workshop which resulted in developing the recreational space needs for a new community center. An extensive search and analysis of possible sites within the City that could possibly meet the defined space needs was then conducted. A number of properties were looked at and analyzed based on selection criteria developed by ICG and the Ad-Hoc Committee (*Analysis of site Options, December 2014*).

The Ad-Hoc Committee then reviewed the top three possible options and concept site plans that were developed. The three site plan options were then presented to the Parks and Recreation Commission and City Council for consideration.

The concept design utilizing a portion of Orange Grove Park and the City Yard site requires the restoration and adaptive use of the existing recreation building at Orange Grove Park or the demolition of the existing building. Because the existing building is a designated local landmark, City Council referred the concept site alternatives to the Cultural Heritage Commission for their review and comment.

The Cultural Heritage Commission was unanimous in its recommendation that the existing building be restored and adaptive use of it be made in the plans for a new community center if the City Council decided to proceed with the Orange Grove Park/City Yard option (*Letter to City Council from Cultural Heritage Commission*).

City staff was also concerned with the financial aspect of the new community center being a self-sustaining operation that would not have a negative impact on the City's General Fund to operate and maintain. With this feedback from staff, City Council and Commissions, ICG reevaluated the Orange Grove Park/City Yard site and prepared a revised concept site plan that addresses these concerns.

At the October 2015 Council Closed Session, City Council gave staff and ICG direction not to proceed with studying the concept alternative which would require acquisition of the El Centro St. office building to develop a community center, as it was deemed by City Council to be too expensive and logistically difficult to acquire. Consequently, staff and ICG revised the Orange Grove Park/City Yard site concept plan to include the restoration and adaptive use of the existing Recreation Building and returned to the Ad-Hoc Committee for review and recommendation.

While the Ad-Hoc Committee was comfortable with the revised space plans and parking, they did not approve the plan for recommendation to City Council because they feel that the existing recreation building is not worthy of restoration and adaptive use and would rather see the plan include demolition

of the existing building so that additional new community center space for a gym and fitness area could be included. Basically, the Ad-Hoc Committee does not agree with the Cultural Heritage Commission that the existing Recreation Building has historical significance that warrants restoration and adaptive use, and would prefer that it be considered for removal from the local landmark register and the space it occupies be repurposed for additional community center space.

ICG believes the existing building (that is designated Historical Landmark #15), can be restored so that it is cohesive with the planned new community center, brought up to historical code standards, and will provide adaptive use for teen programs and counseling services. Staff and ICG feel preservation of the existing building at Orange Grove Park will also serve as a very important incentive for public fundraising and donation programs, grants, and private nonprofit foundation investment in the project.

Consequently, Staff and ICG are recommending that Council give staff and ICG direction to proceed with the next level of design on the concept plan which provides for the restoration and adaptive use of the existing Recreation Building.

### ***What is the Next Phase of the Design Study?***

Once City Council reviews the recommended concept design and the Ad-Hoc Committee and Cultural Heritage Commission comments and determines it wishes to proceed with the next level of design and study, the next scope of work includes:

- ✓ Turning the concept space plan into actual floor plans for the site (including the restoration and adaptive use of the existing recreation building at Orange Grove Park)
- ✓ Finalizing the cost estimates and developing funding strategies (grants, fundraising, and financing options)
- ✓ Preparing site architectural elevation drawings for the Mission St., El Centro St., and Orange Grove Avenue views and a 3-Dimensional view of the entire community center site to give a perspective of how the complex will look within the surrounding neighborhood
- ✓ Doing soils test analysis, utility analysis, and civil engineering analysis to determine site preparation cost for development of the proposed facilities
- ✓ Preparation of required CEQA documents (traffic circulation, parking, water, storm drain, noise studies, etc.)
- ✓ Review by the Ad-Hoc Committee, Park & Recreation Commission, Cultural Heritage Commission, Planning Commission, and user groups (seniors, youth, and community groups)
- ✓ Market analysis of the proposed lease space (types of potential uses, revenue pro-forma, and operating options)

### ***What is the Recommended Community Center Concept?***

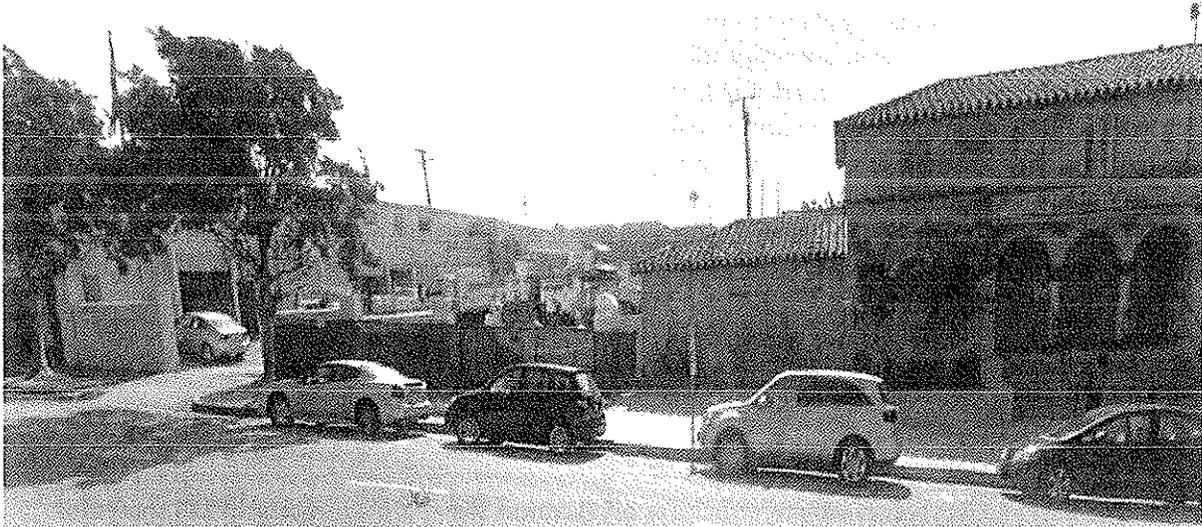
**Orange Grove Park & City Yard Site (See Exhibit A):** Features two above ground parking structures with a total of 153 spaces that have separate access off of El Centro street to minimize egress and regress congestion; pedestrian access would be from El Centro Street, through the parking structures and from Mission Street through the restoration and adaptive use of the existing recreation building (former municipal plunge office Local Landmark # 45); a new 17,032 square foot community center and cultural wing, a new 8,780 square foot senior center, and 4,096 square foot youth & teen center. Each wing is connected by open area plazas and the design contains tennis courts, a full size basketball court, and children's play area/equipment. In addition to a new community center, the design also features the ability to develop an 8,000 + square foot commercial building for lease to generate revenue to make the new community center financially self-sustaining.

To avoid building an underground parking structure and having to do major grading, the plan contains two above ground parking structures, each with separate entries off of El Centro St. This also resolves the problem of single access to parking structure and potential traffic backup.

#### **Parking Demand Analysis**

- ▶ The east and west entry parking structures off El Centro Street provide a total of 153 spaces for the community center. The lower level parking off Mission for the commercial lease space provides 40 spaces to service that building. Parking meets a parking standard of one space per 200 square feet of building space.
- ▶ Senior Center peak use hours are from 10 am to 3 pm, youth program peak hours are after school, and adult program peak hours are in the evening, so shared parking for the community center should accommodate each program wing.
- ▶ Current parking for ball fields, youth/teen recreation center, and tennis courts is perimeter parking on the street which will remain.
- ▶ Typical community center classes and activities operate on 50 minute blocks causing parking spaces to turnover hourly.
- ▶ Large group rentals and special events typically take place on Friday and Saturday nights, and on Sunday afternoons when community center classes and activities are minimal.
- ▶ The two proposed parking levels off of El Centro Street should meet the parking demand created by the community center programming.

***What environmental studies will be required?***



***Mission St. view of existing building that will be restored and City Yard site that will be used***

ICG believes that a mitigated negative declaration will be required for the proposed project and that studies for each of the checked items in the CEQA checklist below will be required.

**CEQA Analysis (CEQA Checklist) – Orange Grove Park/City Yard Concept**

X	Aesthetics		Agriculture and Forestry		Air Quality
	Biological Resources	X	Cultural Resources	X	Geology/Soils
	Greenhouse Gas Emissions		Hazards and Hazardous Materials	X	Hydrology/Water Quality
	Land Use/Planning		Mineral Resources	X	Noise
	Population/Housing		Public Services	X	Recreation
X	Transportation & Traffic	X	Utilities/Service Systems		Mandatory Findings of Significance

## ***How much funding will be needed?***

Estimation of probable costs in 2020 dollars (Based on 2015 estimated costs with 3% CPI):

Adaptive Restoration of Existing Building 3500 Sq. Ft. \$550 Sq. Ft.	Demolition, Grading, Site Preparation City Yard & Orange Grove Park	New Community Center 36,400 Sq. Ft. \$450 Sq. Ft.	Parking (153 spaces) \$16,350 per space	Design, Engineering, Contingency, CEQA, and Overhead	Total Estimated Opinion of Probable Cost
\$1,925,000	\$1,400,000	\$13,500,000*	\$2,501,550	\$1,200,000	\$20,526,550

\*Does not include the cost of developing the 8,000 square feet commercial lease space, which will have to be funded separately from the community center funding.

## ***Where will the funding come from?***

The City will need to put together a funding strategy for \$20.5 Million to build the proposed community center project. In the next phase of design study various funding strategies will be analyzed to determine the best approach for paying for the community center. The following is an example of a typical funding strategy that could be considered:

- Estimated Cost: \$20.5 Million
- Funding Strategy:
  - Community Fundraising \$2 Million
  - Private & Public Grants \$1 Million
  - General Fund Reserve \$2 Million
  - Financing \$15.5 Million (Lease Purchase or Revenue Bonds)
    - 30 Year Lease/Bond \$65K Per Month paid by:
      - Lease Revenue \$24K Per Month (8,000 sq. ft. @ \$3 Square foot)
      - Park Fund/Recreation Fee Income \$41K Per Month

Park Fund/Recreation Fee income currently averages about \$650,000 per year (see Exhibit B, Summary of Community Services Annual Revenue). With the additional square footage and rental rooms contained in the new community center design this amount should increase an estimated \$200,000 per year. The increase in revenue should pay for the debt service and operation of the new community center without impacting the amount of Community Services revenue currently being put into the City's General Fund.

Community fundraising strategies, possible public and private grants, and financing options will be studied in the next phase of design if City Council approves proceeding with the Orange Grove Park/City Yard concept site plan option.

### ***Will the new community center affect operating personnel and maintenance?***

#### **Recreation Personnel**

- The new community center will replace existing facilities and staff offices at the Oxley St. Senior Center and Mission St. Recreation Center and consolidate them into the new community center complex. Consequently, existing staff levels will be able to operate the recreation programming planned for the new center.
- The increased operating hours and number of programs will necessitate additional part time staff; however, these costs will be off-set by increased revenue from class fees and facility rental income.

#### **Custodial and Building Maintenance Personnel**

- The new community center will replace existing facilities at the Oxley St. Senior Center and Mission St. Recreation Center; consequently, existing maintenance staff levels will be shifted to maintain the new center.
- The increased operating hours and number of programs will necessitate additional maintenance staff; however, the new community center is not perceived to have a negative impact on the General Fund Operating Budget as the need for increased custodial and building maintenance staff will be off-set by increased revenue from facility operations.

### ***Why is staff and ICG recommending the Orange Grove Park/City Yard Site?***

- ▶ Does not require acquisition of any property.
- ▶ Provides the community center space requirements as recommended in the demand and needs analysis
- ▶ Restores and makes adaptive use of existing building at 815 Mission St. and preserves the current ball field and turf areas.
- ▶ Provides for an 8,000 + square foot lease space for compatible uses to generate revenue to pay for financing capital development of the new community center.
- ▶ Consolidates staff and increases recreation programming without negative impact on General Fund Operating Budget.
- ▶ Provides a needed and attractive use to replace the existing City Yard site.

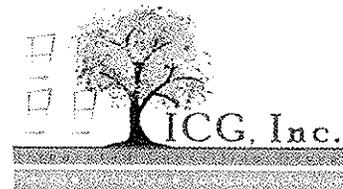
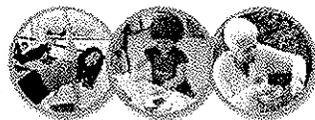
### ***What other direction could City Council give staff?***

1. City Council could give staff and ICG direction to proceed with declassifying the existing building (Historic Landmark #15) through the public hearing process and, if successful, demo the existing building and redesign the proposed community center per the comments from the Ad-Hoc Committee.
2. City Council could terminate the feasibility study at this point and not proceed with planning for a new community center in South Pasadena at this time.

### ***What is the staff and ICG recommendation again?***

Staff and ICG are recommending that Council give staff and ICG direction to proceed to the next level of design on the concept plan which provides for the restoration and adaptive use of the existing Recreation Building (Historical Landmark #15) and utilizes a portion of Orange Grove Park and the City Yard site to build a new community center for South Pasadena per the concept site plans contained in Exhibit A; and, direct staff to return to City Council with the scope and fee for the next level of design study.

**SouthPasadena**  
Community  
Center Feasibility Study



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**ATTACHMENT 2**  
City of South Pasadena Community Center  
Conceptual Layout: Option 1  
Orange Grove Park

**Exhibit A**  
**Conceptual Site Plans**  
**Orange Grove Park/City Yard**  
**Alternative**  
**South Pasadena Community Center**

T-21  
3-21

MISSION STREET

DROP OFF

ORANGE GROVE AVENUE

ENTRY LOBBY FROM STREET

RESTORATION AND ADAPTIVE USE OF EXISTING BUILDING

OFFICE COMPLEX 8,000 S.F.

ENTRY PLAZA 1,500 S.F.

ART GALLERY

ENTRY LOBBY 1,800 S.F.

YOUTH/TEEN WING 5,000 S.F.

ADMINISTRATION 2,400 S.F.

MULTI PURPOSE BANQUET HALL 5,800 S.F.

KITCHEN 1,850 S.F.

ENTRY LOBBY

REST ROOMS 1,200 S.F.

EXISTING SOFTBALL FIELD

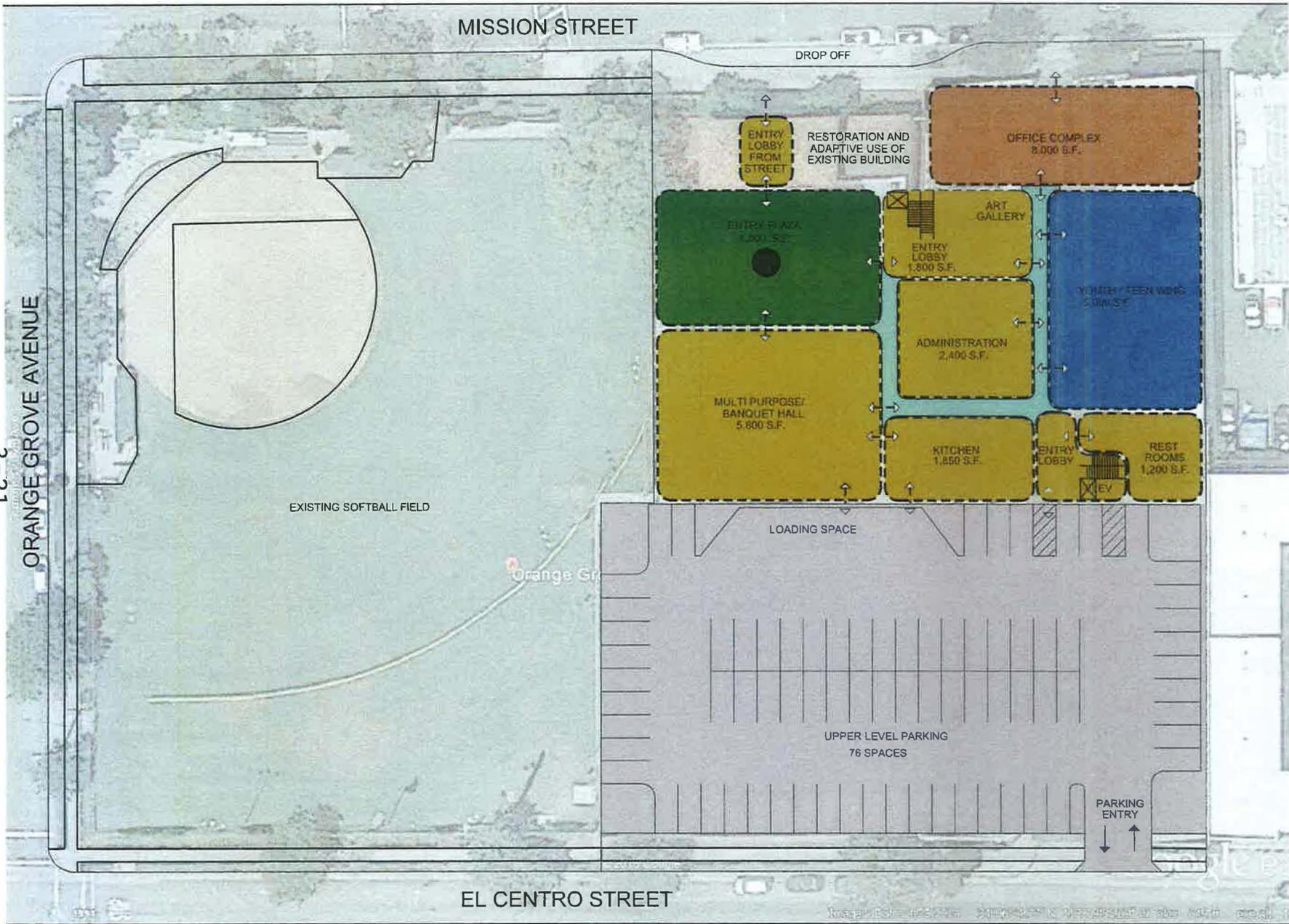
LOADING SPACE

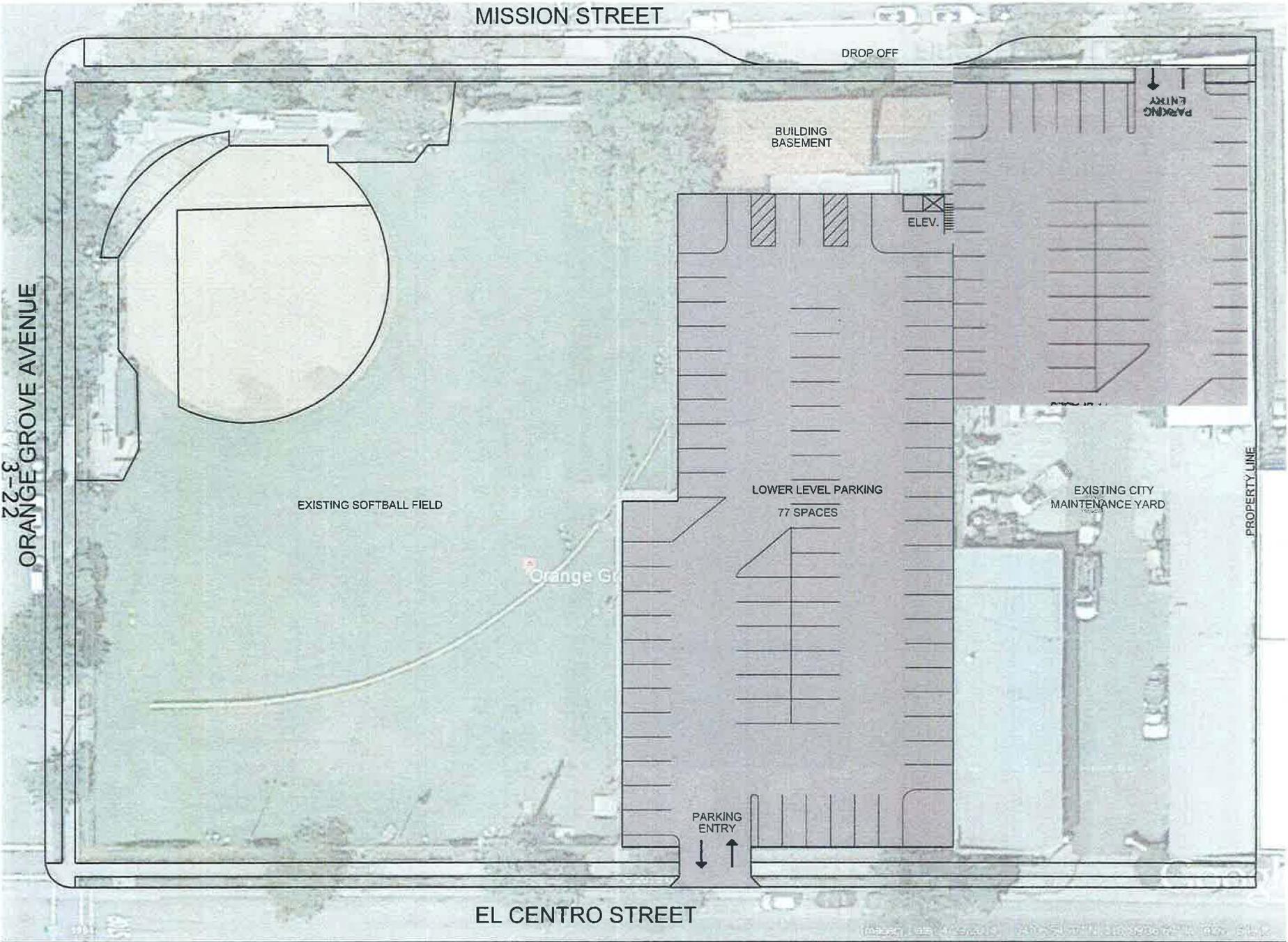
UPPER LEVEL PARKING 76 SPACES

PARKING ENTRY

EL CENTRO STREET

FIRST FLOOR LEVEL





27-3-22  
ORANGE GROVE AVENUE

MISSION STREET

DROP OFF

BUILDING  
BASEMENT

PARKING  
ENTRY

ELEV.

EXISTING SOFTBALL FIELD

LOWER LEVEL PARKING  
77 SPACES

EXISTING CITY  
MAINTENANCE YARD

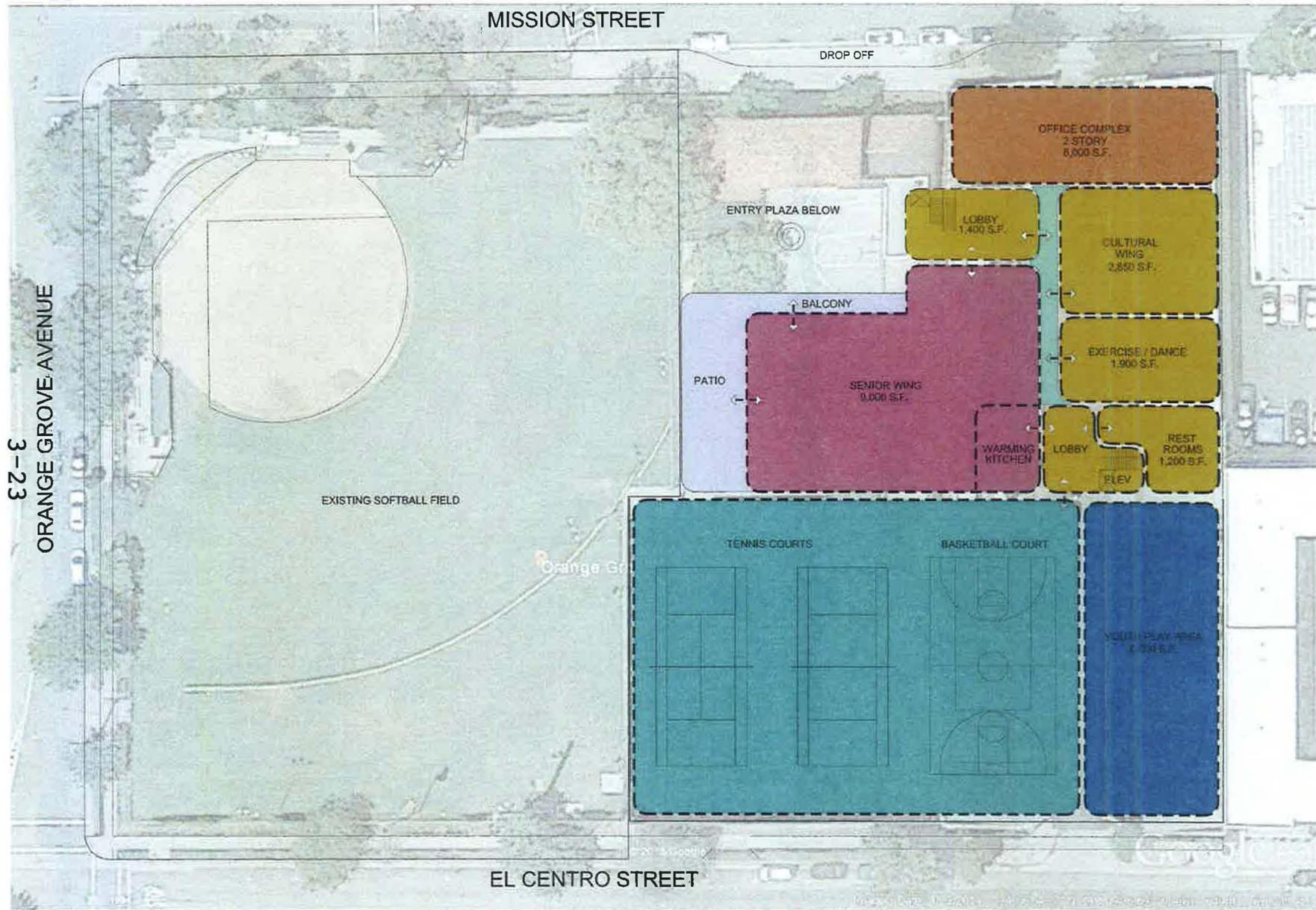
PROPERTY LINE

Orange Grove

PARKING  
ENTRY

EL CENTRO STREET

LOWER PARKING LEVEL



SECOND FLOOR LEVEL

## **Exhibit B**

# **Community Services Revenue**

Community Service Revenue

	2009	2010	2011	2012	2013	2014	2015	2016	Projected
<b>Senior Center</b>									
								3/7/21016	15-16
Sr Center Classes	\$4,703	\$7,105	\$16,038	\$12,541	\$16,169	\$13,936	\$14,118	\$9,453	\$14,000
Sr Center Membership	\$8,381	\$8,898	\$12,578	\$10,798	\$9,603	\$9,790	\$9,972	\$5,670	\$11,000
Sr Center Bus Trips	\$700	\$902	\$238	\$512	\$0	\$2,900	\$3,733	\$3,427	\$7,660
Sr Center Programs	\$815	\$384	\$72	\$1	\$3	\$1,372	\$1,860	\$65	\$1,500
Coffee	\$1,165	\$1,181	\$1,224	\$1,489	\$1,647	\$1,873	\$1,424	\$977	\$2,000
	\$15,763	\$18,470	\$30,150	\$25,340	\$27,422	\$29,871	\$31,107	\$19,592	\$36,160
<b>Rentals</b>									
War Memorial	\$58,735	\$58,397	\$49,098	\$59,457	\$65,124	\$72,209	\$86,427	\$51,937	\$65,000
Eddie House	\$4,883	\$6,277	\$4,904	\$6,328	\$6,771	\$6,375	\$3,633	\$2,194	\$3,500
Senior Center	\$3,168	\$3,412	\$3,703	\$3,149	\$3,652	\$3,150	\$2,647	\$1,590	\$3,000
Orange Grove	\$180	\$400	\$920	\$1,572	\$1,460	\$2,200	\$1,400	\$2,066	\$1,500
Youth House	\$1,412	\$3,302	\$2,793	\$2,428	\$3,242	\$2,907	\$2,645	\$1,470	\$3,250
Parks/Fields	\$42,263	\$37,763	\$43,693	\$37,579	\$39,743	\$42,181	\$38,372	\$25,924	\$32,000
	\$110,640	\$109,551	\$105,110	\$110,513	\$119,992	\$129,022	\$135,124	\$85,181	\$108,250
<b>Recreation</b>									
Camp Med	\$177,951	\$206,557	\$212,448	\$260,671	\$287,115	\$316,523	\$298,528	\$168,985	\$260,000
Classes	\$117,741	\$134,800	\$157,167	\$167,422	\$190,571	\$199,465	\$204,293	\$112,825	\$155,000
Special Events	\$6,783	\$6,626	\$7,243	\$7,674	\$10,694	\$4,890	\$5,150	\$3,954	\$5,500
Concerts in the Park	\$16,971	\$10,400	\$10,305	\$7,125	\$15,599	\$10,749	\$12,949	\$1,236	\$12,000
Adult Sports	\$15,700	\$16,260	\$17,514	\$8,866	\$4,200	\$1,243	\$854	\$366	\$0
	\$335,145	\$374,642	\$404,677	\$451,758	\$508,179	\$532,870	\$521,774	\$287,366	\$432,500
<b>Department Totals</b>									
	\$461,549	\$502,664	\$539,937	\$587,611	\$655,593	\$691,763	\$688,005	\$392,139	\$576,910
<b>Park Impact Fee</b>									
	\$83,051	\$20,472	\$66,690	\$23,733	\$63,995	\$49,557	\$307,785	\$80,067	\$30,000
<b>Leased Properties</b>									
Batting Cages	\$5,100	\$13,907	\$13,027	\$10,998	\$7,502	\$11,899	\$16,056	\$6,889	\$10,000
Racquet Ball Club	\$7,020	\$7,020	\$7,020	\$56,260	\$35,790	\$39,000	\$39,000	\$23,130	\$39,120
Stables	\$46,310	\$46,185	\$52,515	\$50,526	\$51,374	\$52,037	\$52,442	\$35,597	\$53,000
Golf Course	\$145,403	\$138,496	\$121,084	\$279,414	\$241,966	\$306,072	\$223,164	\$90,431	\$183,442
	\$203,833	\$205,609	\$193,646	\$397,197	\$336,632	\$409,008	\$330,662	\$156,047	\$285,562
<b>Overall Revenue</b>	<b>\$665,382</b>	<b>\$708,273</b>	<b>\$733,583</b>	<b>\$984,808</b>	<b>\$992,225</b>	<b>\$1,100,771</b>	<b>\$1,018,667</b>	<b>\$548,186</b>	<b>\$862,472</b>

3-25

RESOLUTION NO. 6623**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SOUTH PASADENA DESIGNATING 815 MISSION STREET (MUNICIPAL PLUNGE BUILDING) AS AN OFFICIAL SOUTH PASADENA HISTORIC LANDMARK (LANDMARK NO. 45)**

**WHEREAS**, Section 2.73A-14 of the South Pasadena Municipal Code Ordinance #2004 (commonly known as the "Cultural Heritage Ordinance") authorized the Cultural Heritage Commission ("the Commission") to recommend to the City Council the designation of appropriate properties as landmarks; and

**WHEREAS**, a duly prepared nomination form has been prepared by the Commission to register the property located at 815 Mission Street also known as the South Pasadena Municipal Plunge Building; and

**WHEREAS**, the research and documentation submitted by subcommittee members Odom Stamps and Glen Duncan amply demonstrates the qualifications of the property for landmark designation; and

**WHEREAS**, the intent of the Commission's landmark recommendation is to give the City, as property owners, maximum adaptive reuse flexibility in any future interior alterations; and

**WHEREAS**, landmark designation will streamline the approval process for proposed changes in that alterations to designated landmarks require approval only by the Cultural Heritage Commission and not also by the Design Review Board; and

**WHEREAS**, the Commission has complied with the applicable provisions of Subsection (A) (3) ["Designation Procedure"] of the above Ordinance Section in that it visited the site, mailed notices, held a duly noticed public hearing, and received public comment; and

**WHEREAS**, the Commission made findings of fact pursuant to Subsection (A) (2) ["Designation Procedure"] of the above Ordinance Section, as follows:

(a) *Its character, interest or value as a part of the heritage of the community.*

**Beginning with the Post-Depression years and continuing through the 1980s, the Municipal Plunge was an important social and recreation center for three generations of young people of South Pasadena. Thousands of current and former residents can recall the positive influence of recreation and competitive activities at the Plunge. Although the pool was demolished in the 1980s, the Plunge building was and is significant in its own right. It was for many years a significant part of the city's character, conceived as a fashionable public**

RESOLUTION NO. 6623  
PAGE 2 OF 3

recreation facility of which the city could be proud. It stands today as a symbol of that heritage... a proud heritage of developmental programs for young people...and a heritage of community involvement.

(b) *Its exemplification of a particular architectural style of an era of history of the city.*

**Spanish Colonial/Mission/Mediterranean Revival architecture flourished in South Pasadena during the 1920s and 1930s, becoming the style of choice for most public structures of that era. This style is exemplified in several previously designated South Pasadena landmarks: the War Memorial Building, the "Eulalia Perez" Adobe, the Pettee Building and Grace Brethren Church.**

(c) *Its exemplification of the best remaining architectural type in a neighborhood.*

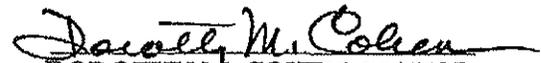
**The Plunge Building, situated along the historic Mission Street corridor, is easily the best example of the Spanish Colonial Revival public building in the neighborhood. It is a distinctive and highly visible neighborhood feature.**

**WHEREAS**, based on the evidence presented in the application materials, the designation being categorically exempt, sub-committee research, on-site inspection and public testimony, the Cultural Heritage Commission voted to recommend designation of this property on June 15, 2000 and forwarded the recommendation to the City Council; and

**WHEREAS**, the City Council held a public hearing on the proposed designation on July 19, 2000 and received public testimony.

**NOW THEREFORE**, be it resolved the South Pasadena City Council designates the Municipal Plunge Building at 815 Mission Street as South Pasadena Historic Landmark No. 45, based on the above-mentioned findings.

**PASSED, APPROVED and ADOPTED** this 19<sup>th</sup> day of July, 2000

  
DOROTHY M. COHEN, MAYOR

RESOLUTION NO. 6623  
PAGE 3 OF 3

ATTEST  
*for*   
JEANNINE A. GREGORY, CITY CLERK

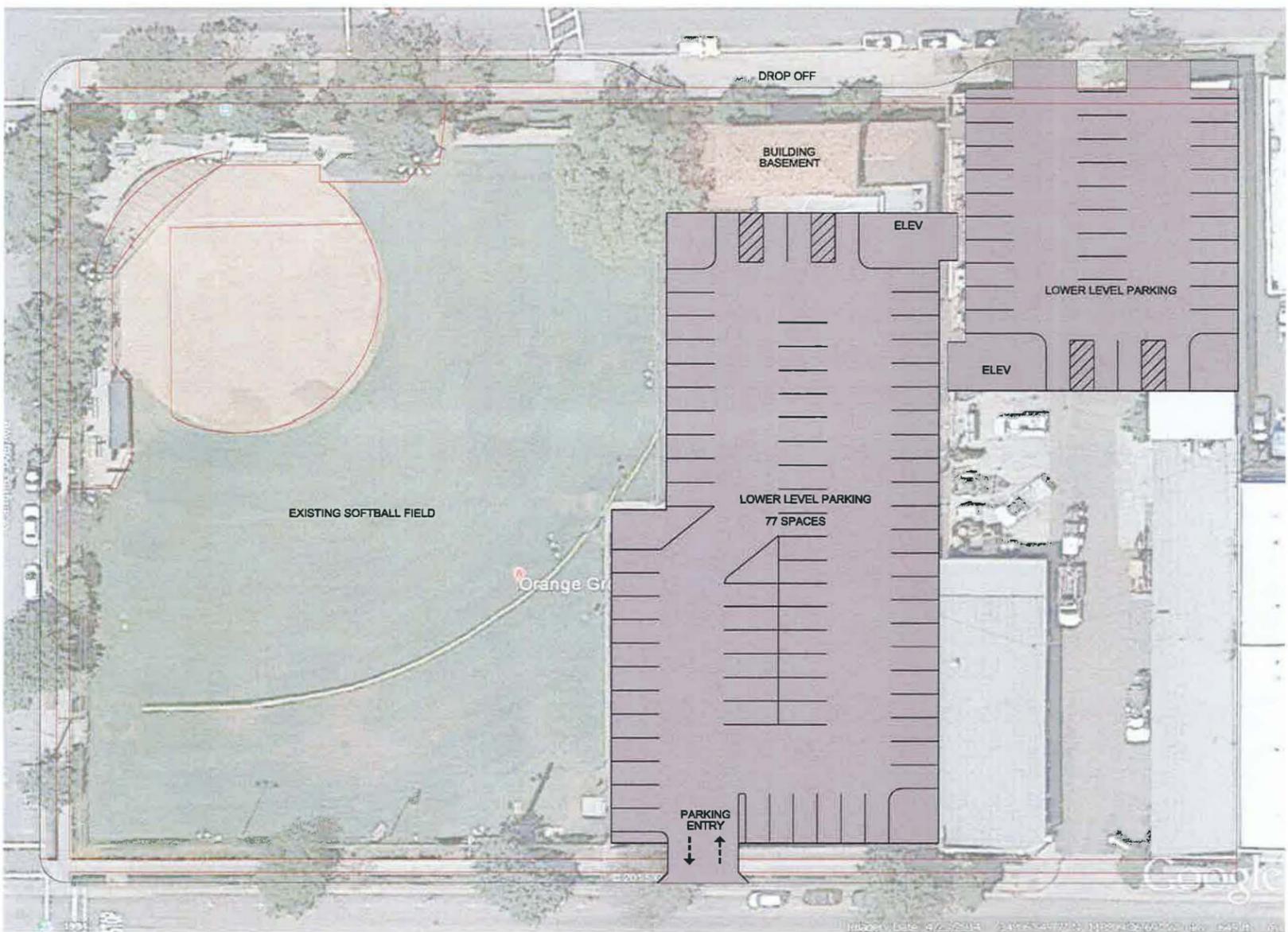
I hereby certify that the foregoing resolution was adopted by the City Council of the City of South Pasadena at a regular scheduled meeting held on the 19<sup>th</sup> of July, 2000.

AYES: Knapp, Rose, Zee and Mayor Cohen  
NOES: None  
ABSENT: Saeta

*for*   
JEANNINE A. GREGORY, CITY CLERK



# City of South Pasadena Community Center Conceptual Layout: Option 1 *Orange Grove Park*

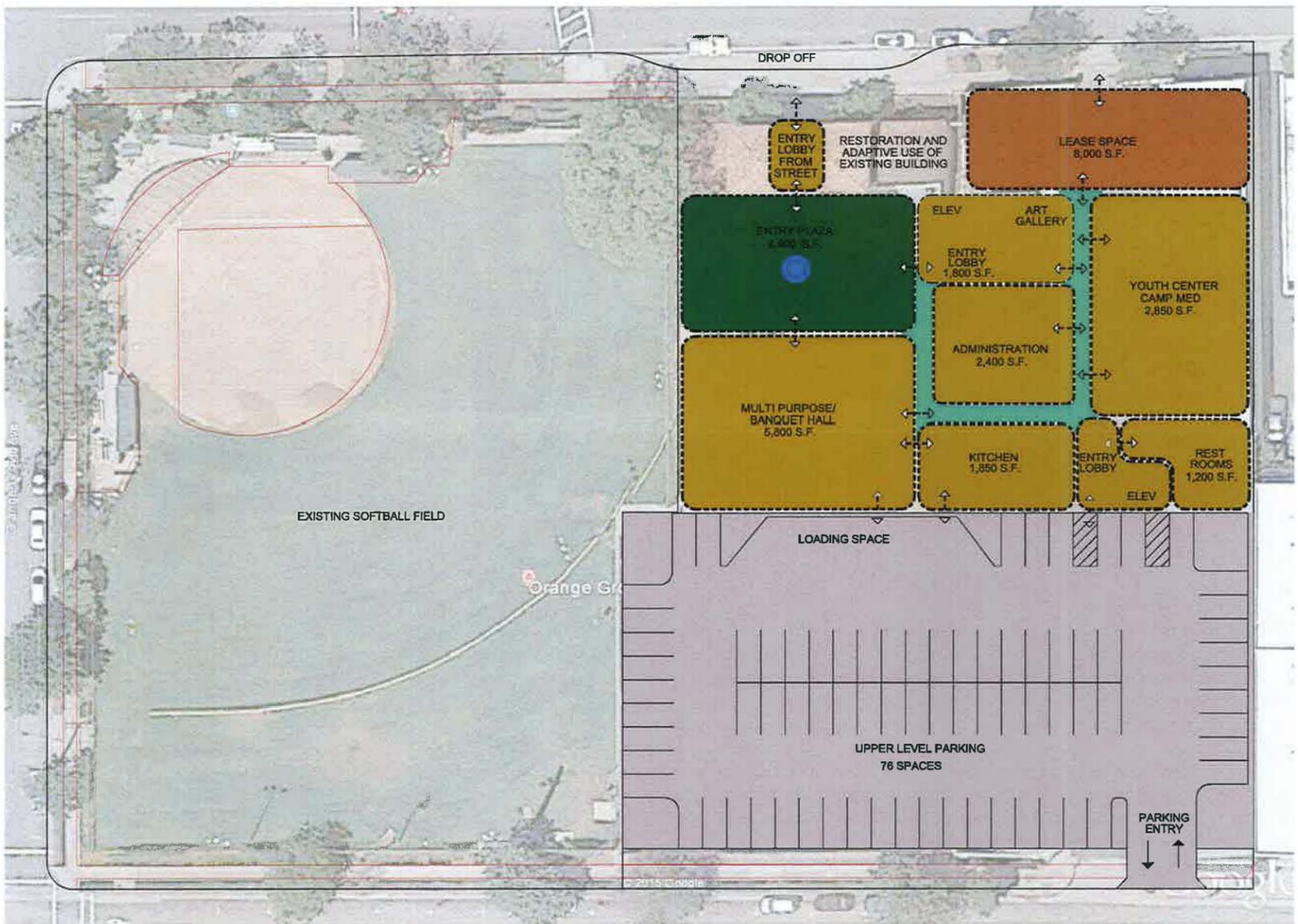


FIELD LEVEL PARKING

3-29



# City of South Pasadena Community Center Conceptual Layout: Option 1 *Orange Grove Park*

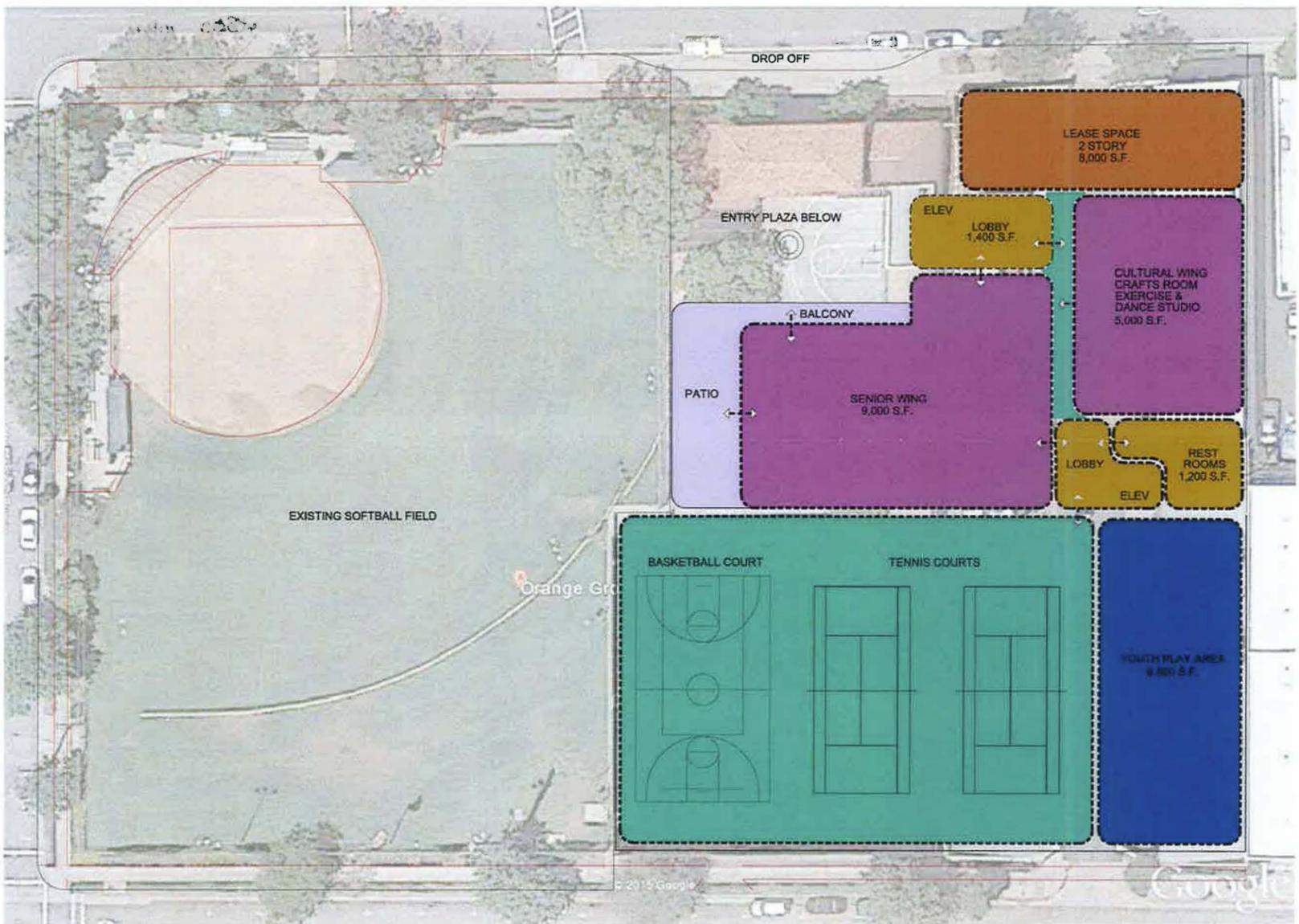


GROUND FLOOR

3-30



# City of South Pasadena Community Center Conceptual Layout: Option 1 *Orange Grove Park*



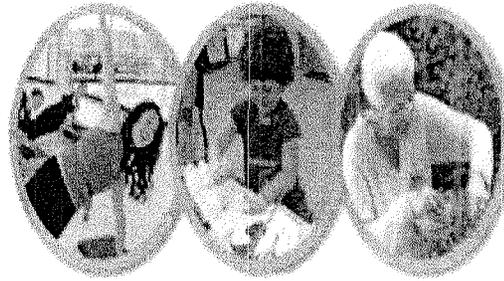
SECOND FLOOR

3-31

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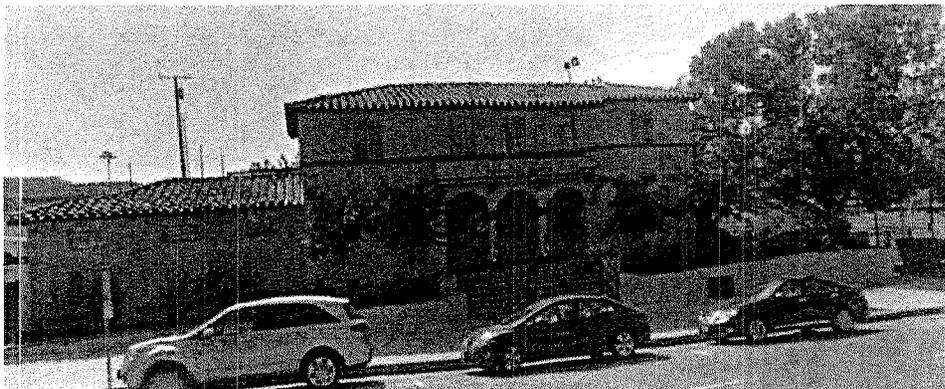
**ATTACHMENT 3**  
Community Center Feasibility  
Study City Council Presentation

**SouthPasadena**  
**Community**  
**Center Feasibility Study**



**Community Center**  
**Feasibility Study**  
**City Council Presentation**

3-34



March 30, 2016

# 18 Month Process

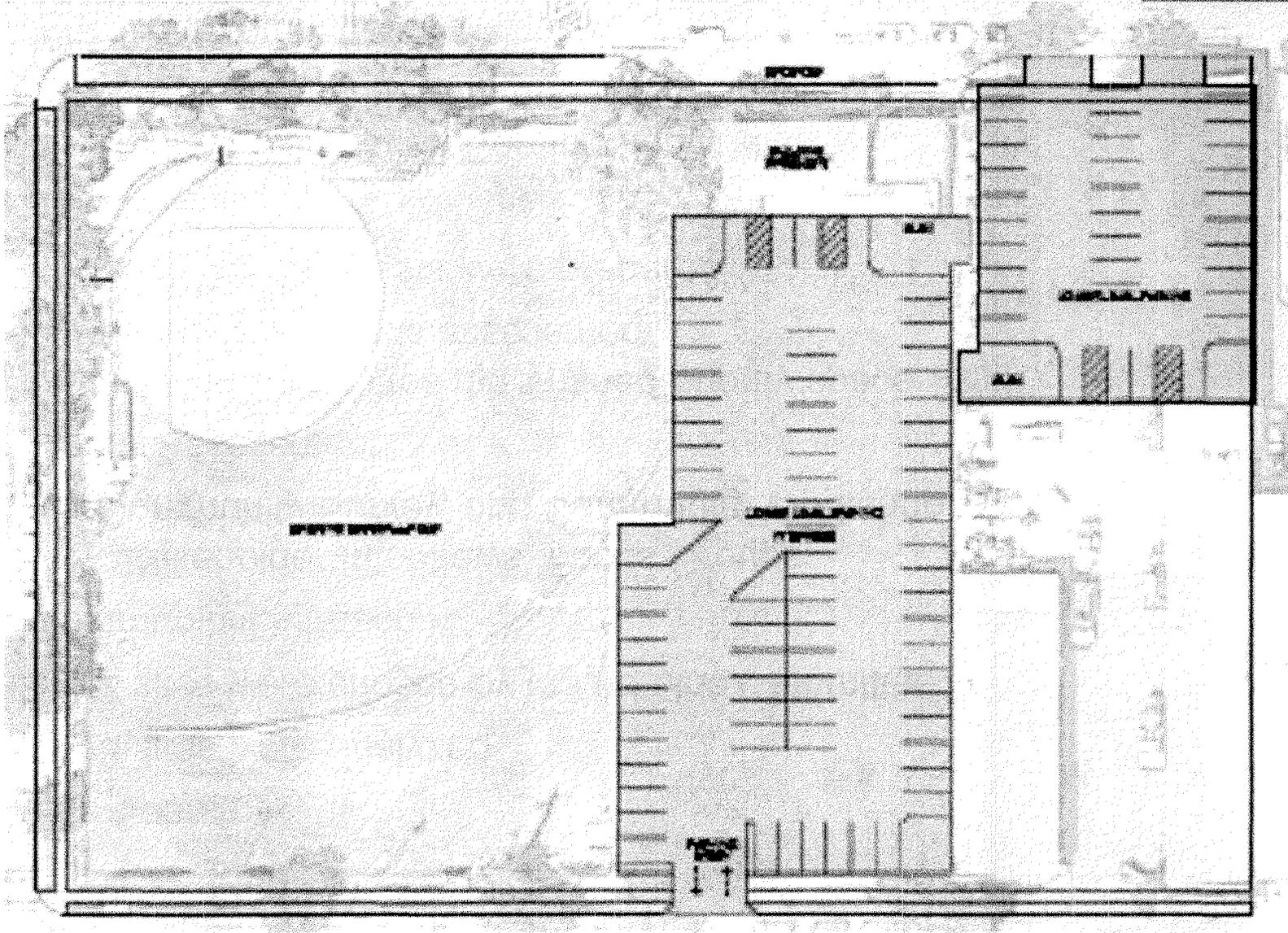
- ▶ Site Search
  - ▶ 8 sites were analyzed
  - ▶ 2 sites were chosen by the Ad-Hoc Committee
- ▶ Community Outreach
  - ▶ Stakeholder Interviews, Focus Groups, Community Survey, and Community Workshop
- ▶ Needs Assessment
  - ▶ Ad-Hoc Committee determined priority space needs from needs assessment
  - ▶ Site Plan Concepts were prepared
- ▶ Review
  - ▶ Parks & Recreation Commission, Cultural Heritage Commission, and City Council
- ▶ Final Recommendation
  - ▶ Orange Grove Park/City Yard Site

3-35



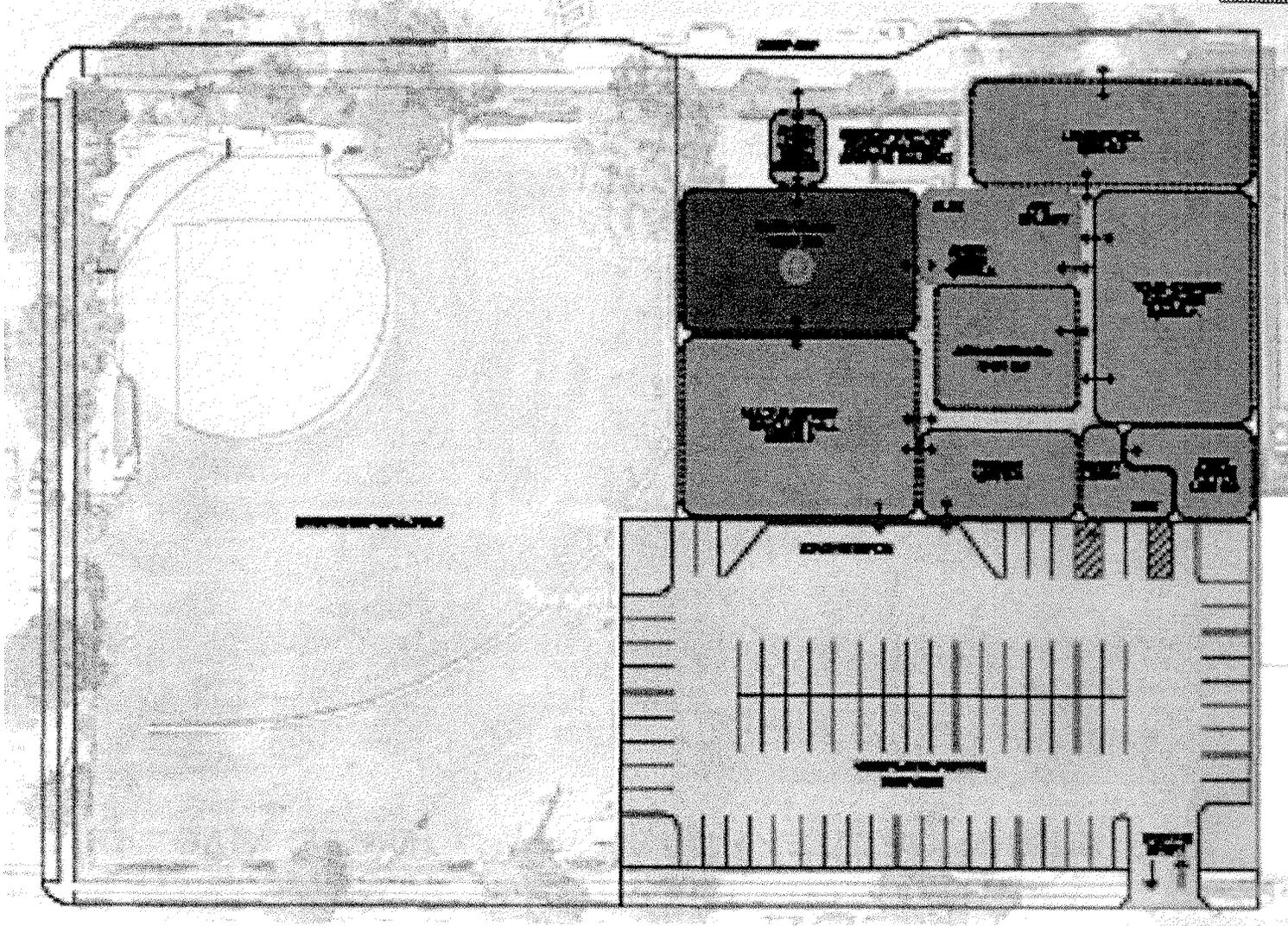
# Orange Grove Park and City Yard Site Field Level Parking

3-36



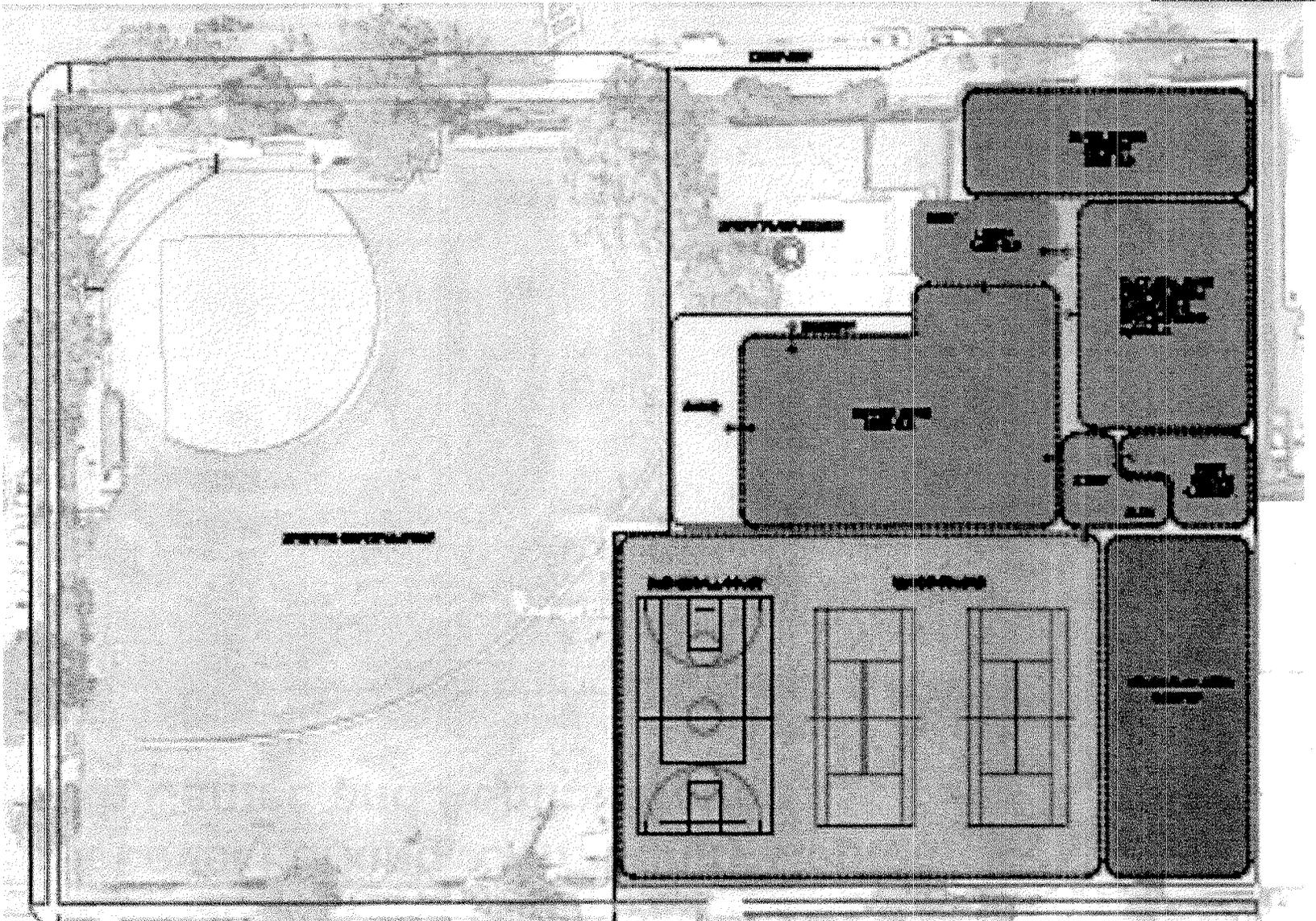
# Orange Grove Park and City Yard Site First Level Parking, Community Center, Youth Center, and Administration

3-37

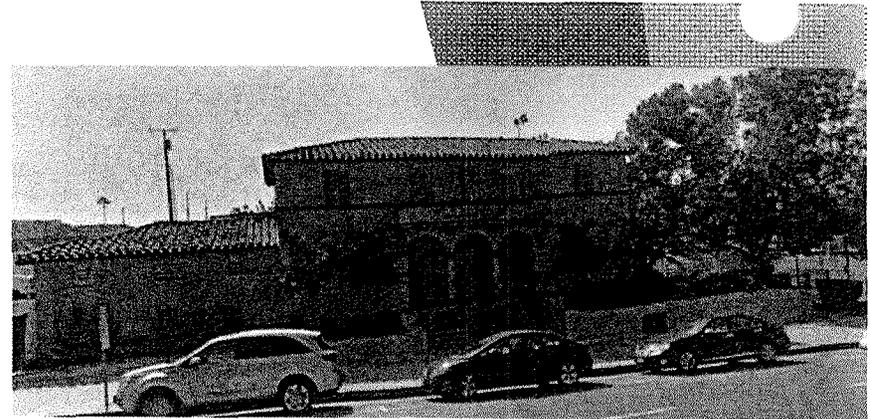


# Orange Grove Park and City Yard Site Second Level Senior Center and Cultural Rooms

3-38



## Restoration & Adaptive Use of Existing Recreation Building



- Historic Landmark #15
- CHC Recommendation is to restore and use the existing building within the community center design
- Ad-Hoc Committee preferred to repurpose the space
- Staff & Consultant Recommendation is for restoration and adaptive use

## *Next Phases of Design Study*

- Determine the architectural design
- Refine the floor plans
- Do the site analysis to make sure the facility can be built

## *Next Phases of Design Study, continued*

- Do a cost estimate to base the funding requirement on
- Put the funding package together
- Develop the financing strategy

## *Next Phases of Design Study, continued*

- Do CEQA studies, and
- Process the project through City Commissions and City Council approval.

# Recommendation

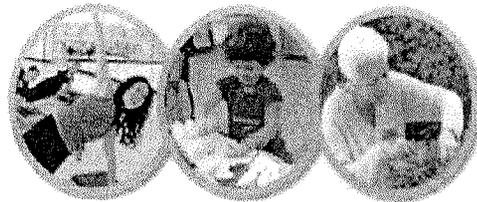
- That Council give staff and ICG direction to proceed to the next level of design on the concept plan which provides for the restoration and adaptive use of the existing Recreation Building (Historical Landmark #15), and
- Direct staff to return to City Council with the scope and fee for the next level of design study.

## *Alternative direction City Council could give staff?*

- ▶ 1. City Council could give staff and ICG direction to proceed with declassifying the existing building (Historic Landmark #15) through the public hearing process and, if successful, demo the existing building and redesign the proposed community center per the comments from the Ad-Hoc Committee.
- ▶ 2. City Council could terminate the feasibility study at this point and not proceed with planning for a new community center in South Pasadena at this time.

# City Council Discussion and Direction

**SouthPasadena**  
**Community**  
**Center Feasibility Study**



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# City of South Pasadena Agenda Report

*Dianna Mahmud, Mayor  
Michael A. Cacciotti, Mayor Pro Tem  
Robert S. Joe, Councilmember  
Marina Khubesrian, M.D., Councilmember  
Richard D. Schneider, M.D., Councilmember*

*Evelyn G. Zneimer, City Clerk  
Gary E. Pina, City Treasurer*

COUNCIL AGENDA: March 30, 2016  
TO: Honorable Mayor and City Council  
VIA: Sergio Gonzalez, City Manager *CE for SG*  
FROM: Steve Fjeldsted, Director of Library, Arts, and Culture *SFJ*  
SUBJECT: **Direction Regarding “South Pasadena Public Library Operations Study, Preliminary Report, Draft February 5, 2015” by Joseph Matthews, Library Consultant**

## **Recommendation**

It is recommended that the City Council discuss and provide direction.

## **Fiscal Impact**

Most of the recommendations of the Library Operations Study will present no new costs, but instead will change the way some services are performed. The estimated cost to implement most of the other recommendations of the “Library Operations Study, Preliminary Report, Draft” pertaining to its Operations and Maintenance aspects is \$85,637. This subtotal does not include improvements to Wi-Fi coverage and fiber optic connectivity that will be addressed with increased Library Special Tax revenues in Fiscal Year (FY) 2016-17, as well as a \$24,000 grant from the Corporation for Education Network Initiatives in California (CENIC) project of the California State Library. The grant will also provide deep discounts for the purchase of computer hardware for these two projects. Also not included in the estimate are the costs of a Space Planning Consultant and any possible upgrades of furnishings and décor. No costs for any staffing changes are included in the subtotal either.

## **Commission Review and Recommendation**

At first, this matter was reviewed and discussed with the Library Board of Trustees at their meetings on April 16, 2014; May 19, 2014; June 23, 2014; and July 14, 2014 in the form of the “South Pasadena Public Library Operations Study Discussion Draft” developed by consultant Joan Frye Williams. Unfortunately, she had to leave the project shortly afterwards due to a serious family health situation.

Library Consultant Joe Matthews was hired to resume the study and he updated it with his “South Pasadena Public Library Operations Study Preliminary Report, Draft, February 5, 2015.” The study was reviewed and discussed by the Board during their February 24, 2016 and March 10, 2016 meetings. The Trustees provided input that was recorded and will be incorporated into

the Final Version of the Library Operations Study, along with that of the City Council.

### **Background**

Each South Pasadena City Department is undergoing an Operations Study to increase efficiency and help it adopt “best practices” from its respective field. The stated purpose of the Library Operations Study is to determine how library resources can be better allocated to meet strategic plan goals. The Fire Department, Public Works, and the City Manager’s Office have already streamlined and implemented efficiencies due to their operations studies.

Joan Frye Williams, a top-notch Library Futurist and Consultant, was selected in early 2014 to conduct the Library Operations Study after a competitive bidding process overseen by Hilary Straus, the Assistant City Manager at that time. Ms. Frye-Williams developed the “South Pasadena Public Library Operations Study Discussion Draft” that was posted on the City website on April 16, 2014 for staff and public review. On May 15, 2014, the “Mark-up Showing Changes from Discussion Draft” was presented and posted on the City website and the “Additional Suggestions Received during the Public Comment Period” compilation of comments received was finalized on May 19, 2014. Ms. Frye-Williams was only able to meet virtually with the Trustees and staff until she was forced to discontinue her involvement altogether.

The Library Operations Study RFP went out for bid again and four proposals were received. The top two consultants were invited for interviews, and Joseph Matthews was selected to complete the study by a panel comprised of City Manager Sergio Gonzalez, Senior Management Analyst Margaret Lin, and Library Director Steve Fjeldsted.

Joe Matthews lives in Southern California and is a prolific author and highly regarded consultant in the public library world. Since beginning, Mr. Matthews has personally interviewed a wide variety of library staff and community stakeholders, as well as Trustees and members of the Friends of the South Pasadena Public Library. Mr. Matthews also conducted a field trip with Trustees and staff members to the Alhambra, Monterey Park, and San Marino Public Libraries on February 1, 2016. He surveyed the participants for what they liked and disliked about each of the three libraries and their websites. Another field trip to the Arcadia and Monrovia Libraries for Trustees and staff has been scheduled for April 22.

On February 5, 2016 the latest draft of the South Pasadena Public Library Operations Study Preliminary Report was completed.

### **Analysis**

The automation recommendations from Mr. Matthews’ study, if implemented, would enable the Library to address some of the current and long-term needs of its users as expressed in the “Library Strategic Plan, 2011 to 2015” and during the interviews and observations of the Library Operations Study process. In addition, the Library’s operations would be brought into greater alignment with those of many other public libraries, both nearby and beyond. The

implementation of the recommendations would shift resources to better enable the Library to meet more of the current, practical needs of the community, and better position the department for continued success in the future.

The Thursday night open hours would adjust the Library's hours of operation to a major traffic pattern and congregating pattern of the community. In addition, the Library would be adding time-saving self-service technologies for those who wish to use them. Also added would be a much broader spectrum of e-books, downloadable music and movies, databases and other electronic resources that would be available 24 hours a day. Hands-on, face-to-face customer service transactions would be more mobile and agile and the streamlining to a single public service desk from multiple public service stations would free up staff to use more of their creative abilities and take better advantage of the growing array of social media, networking, outreach, and marketing opportunities.

**Legal Review**

The City Attorney has reviewed this item.

**Public Notification of Agenda Item**

The public was made aware that this item was to be considered this evening by virtue of its inclusion on the legally publicly noticed agenda, posting of the same agenda and reports on the City's website and/or notice in the *South Pasadena Review* and/or the *Pasadena Star-News*.

Attachment: "South Pasadena Public Library Operations Study, Preliminary Report, Draft February 5, 2015" by Joseph Matthews, Library Consultant



# SOUTH PASADENA PUBLIC LIBRARY

## OPERATIONS STUDY

Preliminary Report

Draft

February 5, 2015

Prepared by

Joseph Matthews

Library Consultant

Carlsbad, CA 92008

## TABLE OF CONTENTS

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4-5

## PURPOSE

This study was commissioned by the City of South Pasadena to determine how library resources can be better allocated to support the *South Pasadena Public Library Strategic Plan, 2011 to 2015*. This study also continues an operations review study begun by Joan Frye Williams in 2014. In addition, during a second phase of this project, the consultant will prepare a new *South Pasadena Public Library Strategic Plan 2016-2020*.

### Reflecting the Community's Vision

During the development of the South Pasadena Public Library's current strategic plan, the library purposely encouraged the participation of community members in order to ensure that the library's goals and objectives reflected the changing characteristics and needs of its residents. The resulting strategic plan envisioned improvements in five main areas:

1. **Technology** – The South Pasadena Public Library will expand and improve its use of new technologies to provide access to library materials, information about library services, and help its customers connect to the online world.
2. **Facilities** - The South Pasadena Public Library will provide a facility that is welcoming, comfortable, easily accessible and flexible.

3. **Materials** – All The South Pasadena Public Library users will have access to library materials that reflect community needs and local culture.
4. **Youth Services** – The South Pasadena Public Library will provide youths with the resources they need to succeed in school and work to nurture a life-long love of learning and reading.
5. **Finance** - The South Pasadena Public Library will work to ensure financial stability while providing cost effective operations.

In addition to these five broad topics, this report will also address current library operations and organizational structure.

4-7

### Meeting the Demands of a Vibrant Community

Public libraries were originally called upon to acquire, organize and then share materials (predominantly recreational). The vast majority of these materials were books purchased from commercial publishers. The value of any library's collection is rooted in the worth of a local copy of a title that is of interest to a customer. However, for some the value of the local copy is reduced to almost zero when a digital copy of the same item can be retrieved anywhere, anytime. Today public libraries are in transition as society is moving with ever-increasing speed to the digital environment. The Internet does indeed change almost everything. Thus, public libraries, including the South Pasadena Public Library, are moving to involve their communities in a planning process to reinvent themselves so that they are responsive to the current needs of their community.

The public library is no longer the “go-to-place” for gaining access to information – the Internet is. Collections and library catalogs are losing value everyday as people shift to purchasing eBooks (print books) and eBooks online from a host of sources. Thus, public libraries must position themselves so that they are where the people are – which is increasingly online, especially the use of online social media sites.

In addition, the residents of South Pasadena live in a community that is surrounded by good public libraries in nearby communities. And many South Pasadena residents take the opportunity to visit other public libraries as many of the residents from other communities come to South Pasadena to visit its public library.

4-8

## **Maintaining Excellence**

While it is clear that the staff of the South Pasadena Public Library has been stressed as the result of budget cuts, especially in the acquiring of new materials, staff have continued to provide high levels of customer service and will do so in the future. This study seeks to identify ways to streamline and modernize library practices by suggesting priorities for improving existing services and to suggest new services within the constraints of the library’s staffing and materials operations budget.

## What This Study Is Not

This review of library operations is not a look into prior decisions, nor is it an inquiry into how the library got where it is today, or an attempt to “grade” the library’s performance. Nor is this study an evaluation of library employees. However, it is the opinion of this consultant that the South Pasadena Public Library staff members are dedicated and care deeply about the quality of services that they provide.

The goal of this study is to identify opportunities that will result in improved library services for the users of South Pasadena Public Library. As the demographics of South Pasadena change the library must reinvent and repurpose itself to more effectively serve as many community members as possible.

4-9

# PROCESS

The analysis resulting in this report was conducted from October 2015 to January 2016. The activities included:

### 1. Analysis of Library Documents

The consultant reviewed primary source documents including:

- South Pasadena Public Library Strategic Plan, 2011 to 2015
- 2014 South Pasadena Public Library Operations Study report prepared by Joan Frye Williams
- Library budgets
- Library organization chart
- Library position descriptions
- Library Website
- Annual statistics submitted by the library to the California State Library for its annual California Public Library Survey
- A number of reports about patrons and materials generated from the library's integrated library system.

## 2. Interviews with Staff Members and Key Stakeholders

In order to develop a much richer understanding about the library, the consultant interviewed almost all staff members as well as members of the Library Board of Trustees, and Board members of the Friends of the Library. The consultant would like to acknowledge the thoughtful comments and observations made during these interviews and to thank the participants for the hospitality extended to the consultant. Those interviewed included:

### *Library Staff Members*

Curtis Callahan  
 Chelsea Clark  
 Spenser Coates

### *Library Board of Trustees*

Carolyn Flemming (new member as of 2/3/2016)  
 Andy Lippman  
 Constance Lue

*Library Staff Members (continued)*

Sean Faye  
 Steve Fjeldsted  
 Andrew Grafton  
 Christina Lozano-Jones  
 Ann Palmer  
 Barbara Posner  
 Suzanne Soto  
 Michael Toman  
 Maida Wong

*Other Community Members*

Glen Duncan, Route 66 Historic Association  
 Bredan Durrett, Former President of Library Board of Trustees and Chair of Library Measure L Committee  
 Sally Kilby, South Pasadena Chinese-American Club  
 Lincoln Skinner, Pastor of the Oneonta Church  
 John Selmer, Santa Fe Crafts  
 Odom Stamps, Former South Pasadena Mayor and Architect  
 Liliana Torres, Community Services Department  
 John Vandercook, Re-Imagine Your Home  
 Laurie Wheeler, Director of the South Pasadena Chamber of Commerce  
 Geoff Yantz, South Pasadena Unified School District Superintendent

*Library Board of Trustees (continued)*

Ed Pearson  
 Ann Penn  
 Rick Thomas

*Friends of the Library*

Dorothy Cohen  
 Kristen Dube  
 Ann Messana  
 Marcia Sainer  
 Jane Schirmeister

### 3. Observation

The consultant also visited the library on a number of occasions in order to better understand how staff provide services and use resources in order to accomplish their jobs. This report is the result of all of the observations, interviews, and reviewing of documents.

### 4. Consultant Perspective

The consultant's perspective for any Operations Study is that it offers the opportunity for:

- **Improved Customer Service** – by solving problems for customers, enabling self-service, and providing new and better service
- **Increase Staff Capacity** – improving and eliminating staff workflows that do not add value (from the customer's perspective), improving transparency, communication and engagement
- **Meet New Service Demands** – best achieved by reallocating existing resources
- **Rationalize Use of space** – using renovations to reduce the need for staffing when it is unnecessary (consolidate service points)
- **Increasing Engagement with the Community** – providing more opportunities for staff to develop partnerships with the community.

4-12

## 5. Opportunities and Recommendations

Once the analysis was complete, the consultant considered ways to strengthen existing services and explored the possible introduction of new services. Considering the goals and objectives of the library's strategic plan and drawing upon the best practices and innovative services from other libraries, the consultant identified a variety of proven techniques for streamlining, modernizing, and building necessary capacity to provide quality services in the coming years. These opportunities and recommendations are documented in this report.

Joan Frye Williams in her 2014 report identified five major opportunities that the South Pasadena Public Library should embrace. These opportunities include:

1. Improve Ease of Use for the Customer
2. Make Customer Service Seamless
3. Adopt Service Techniques that can be Scaled Up Without Adding Staff
4. Restructure Management
5. Use Data to Drive Service Management

This report uses the recommendations contained in the *2014 South Pasadena Public Library Operations Study* report by Ms. Frye Williams without duplicating the discussion that led to the recommendations. Note also that in some cases the recommendations are modified to reflect a deeper understanding of the needs of the community.

## BACKGROUND

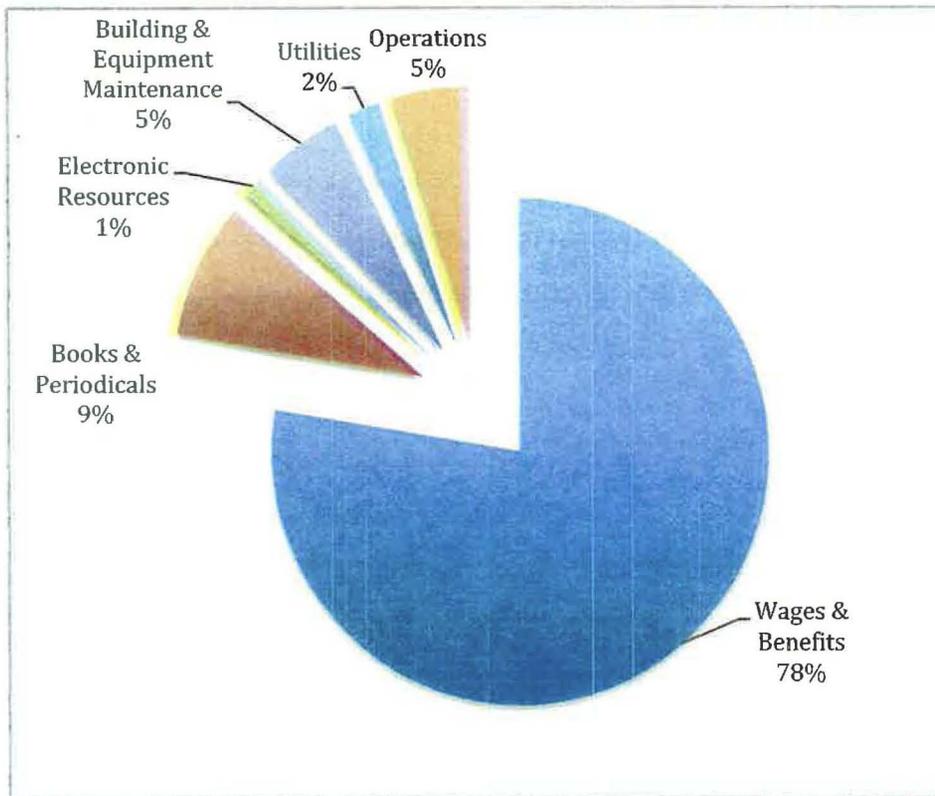
The South Pasadena Public Library is located at the center of the city inside Library Park shaded by a host of mature trees. Adjacent to the library is the City's Senior Center. The original two-story library was built in 1907 and was funded by the Carnegie Corporation. A 20,000 square foot, two-story addition to the original library was built in 1980. Currently, the library occupies a total of 24,500 square feet (including the Community Room). It should be noted that the newest part of the library itself is now 35 years old and is long overdue for renovation.

4-14

In November 2015, voters approved Measure L, a property tax to support the library, which means that the library will receive about \$306,000 in fiscal year 2016/17 - this represents about 15% of the library's annual budget.

### Library Budget

The South Pasadena Public Library's budget totals some \$1.5 million Staff wages and benefits account for the largest proportion of the library's budget (78%) followed by the acquisition of books and periodicals and licensing of electronic materials. Most of the information technology expenses are a part of the City's budget.

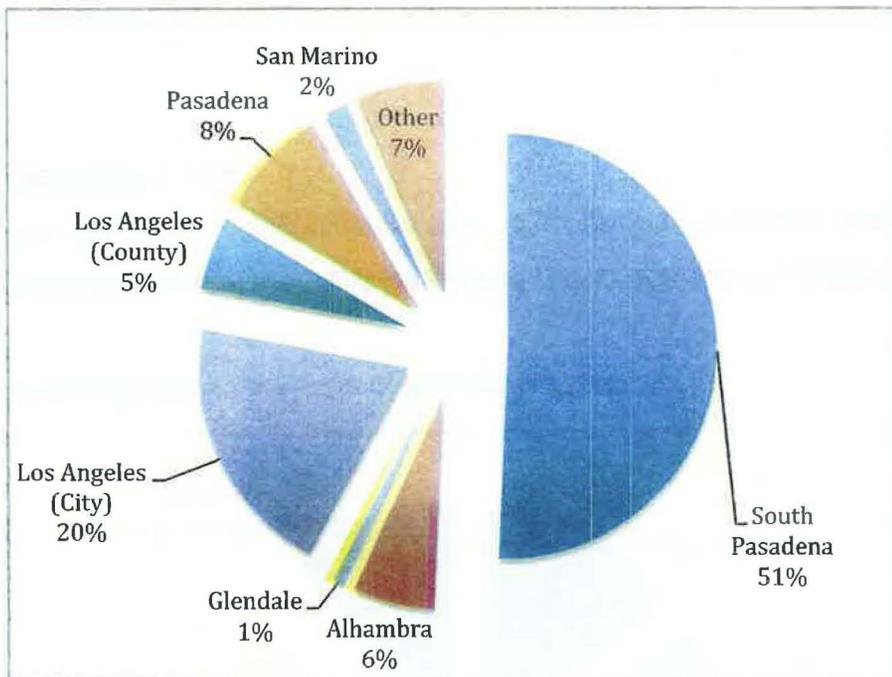


South Pasadena Public Library Expenditures

In addition to the City's General Fund, the library receives revenue from several other sources (the largest of these are the Measure L funds - \$230,000 in 2015-16. This will increase to \$306,590 in 2016-17 with a 3% increase each year thereafter. The second most important source of income for the library comes the Friends of the Library, which provided some \$80,148 this past year to the library. The Friends of the Library maintain three endowment funds to support technology, books of enduring value, and children's titles.

## Community Demographics

South Pasadena is estimated to have slightly over 26,000 residents of which 23.4% are under the age of 18 and 12.1% are over the age of 65 (U.S. Census data). The community is well educated with 63.0% of the residents having a Bachelor's or higher degree (statewide average is 30.7%). Slightly more than 30% of the residents are Asian and some 18% are Hispanic/Latino. Interestingly, more than half of the residents live in rental housing.

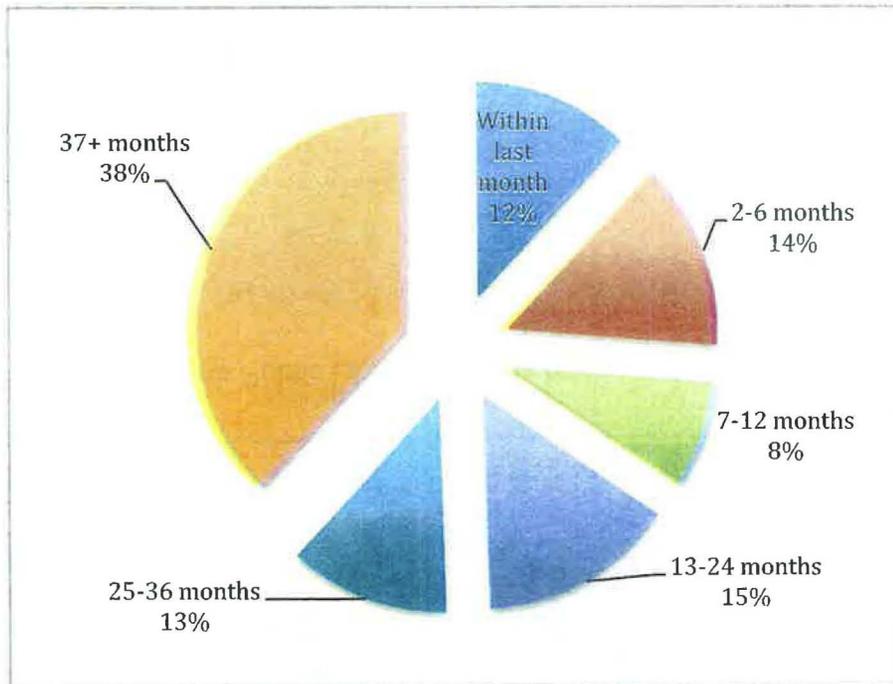


South Pasadena Public Library Patrons by Local Jurisdiction

## Library Patrons

The library currently has 35,157 individuals who have registered and received a library card. Of these, 17,833 or 51% are residents of South Pasadena.

Residents from other nearby cities that have registered for a library card include Alhambra (6% of total cardholders), Pasadena (8%), and the City of Los Angeles (20%).

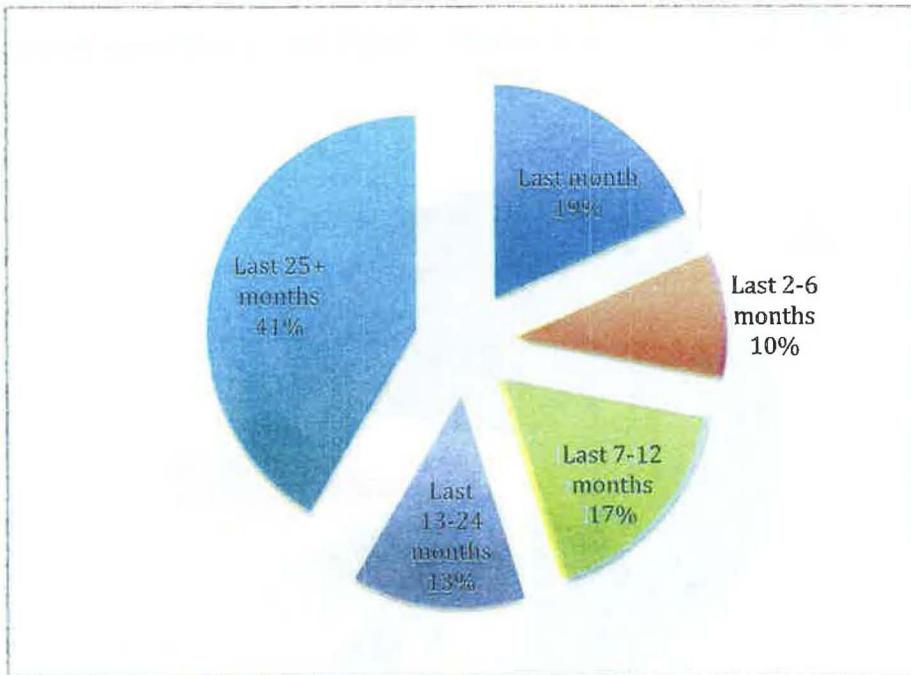


Library Patrons Last Date of Borrowing Materials

### Frequency of Use

Twelve percent (12%) of library patrons have borrowed materials from the library in the last month and about a third (34%) of library patrons borrowed materials at least once in the last year; another third borrowed materials sometime in the last 2-3 years; and another third have not been to the library in 4 or more years.

It is interesting to note that almost half (46%) of South Pasadena residents with a library card have borrowed materials in the last year and slightly more than 41% of South Pasadena residents with a library card have not borrowed materials in more than 2 years.

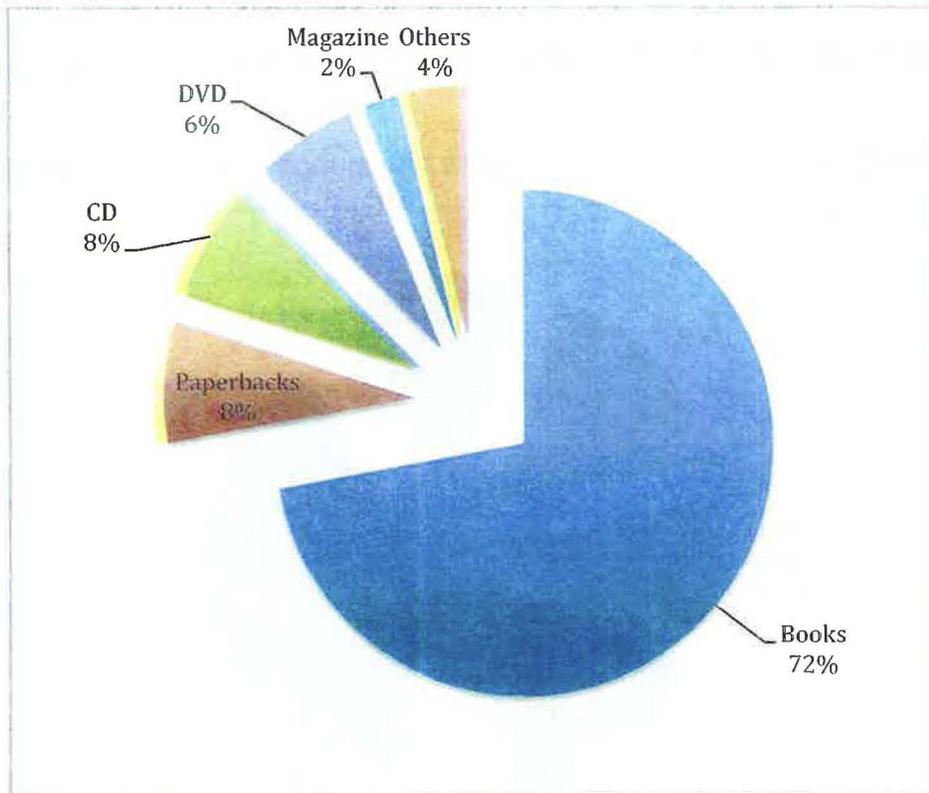


South Pasadena Residents with a Library Card by Date of Last Borrowing

The South Pasadena Public Library is a very popular destination with about 825 individuals coming through the doors each day (total annual gate count was 280,295). Not everyone entering the library borrows library materials - some come to study, read, meet others, do research, use an Internet computer, attend a program, and so forth. Programs in the Community Room do not affect the gate count so use of the library is actually even higher.

## The Library's Collection

The library's physical collection contains some 138,474 items and of these, 80% are books while audio CDs account for 8% and DVDs consist of another 6% of the total collection.



South Pasadena Public Library Collection by Type of Materials

4-20

The South Pasadena Public Library also provides access to 18 digital resources. Data about the number of items that have been downloaded is unavailable.

*Employment Resources*

A to Z

Learning Express Library

*Genealogy Resources*

Ancestry Library Edition

*Local History*

Calisphere

Flickr

*General Research Resources*

Gale OneFile

Gale Virtual Reference

Los Angeles Times

Oxford English Dictionary

World Book Encyclopedia

*Homework Assistance*

Live Homework Help

Scholastic

SIRS – pro and con views on controversial topics

Toucan Valley Social Studies Fact Card

*Reading Recommendations*

NoveList Plus

Book Browse

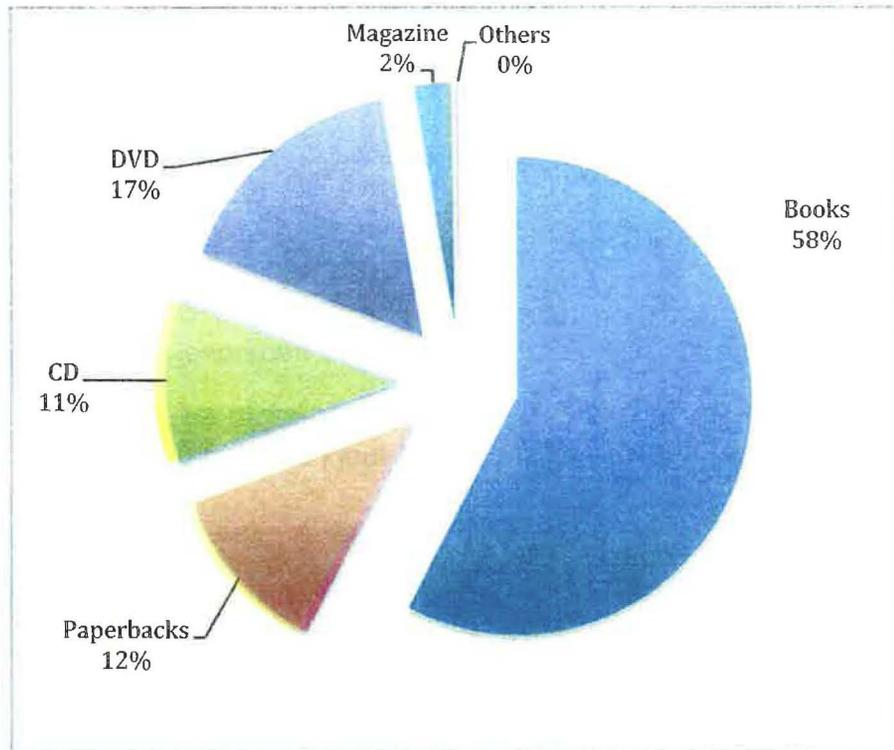
*eBooks*

Overdrive – eBooks for everyone

Tumblebooks – eBooks for children

## Use of the Collection

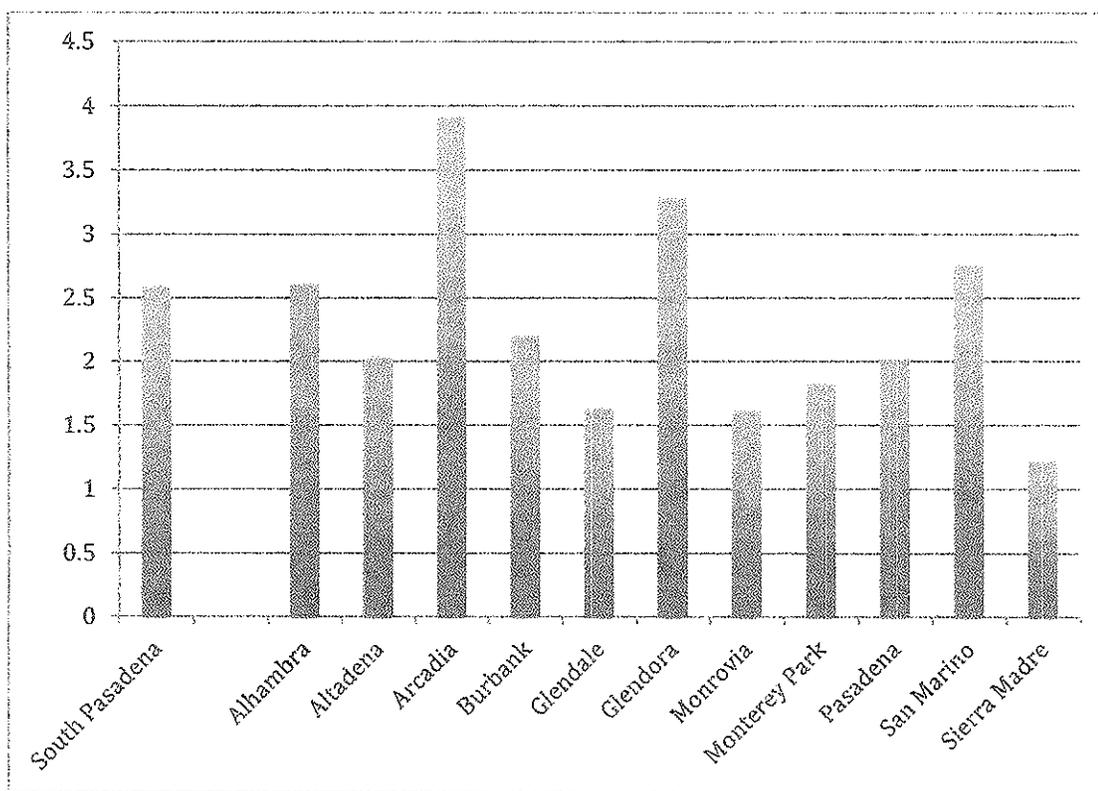
Continuing to attest to the popularity of a very traditional medium, almost three-fourths (70%) of the materials borrowed are books, followed by DVDs (17%), and CDs (11%). Magazine borrowing and other materials types account for the remaining usage.



4-22

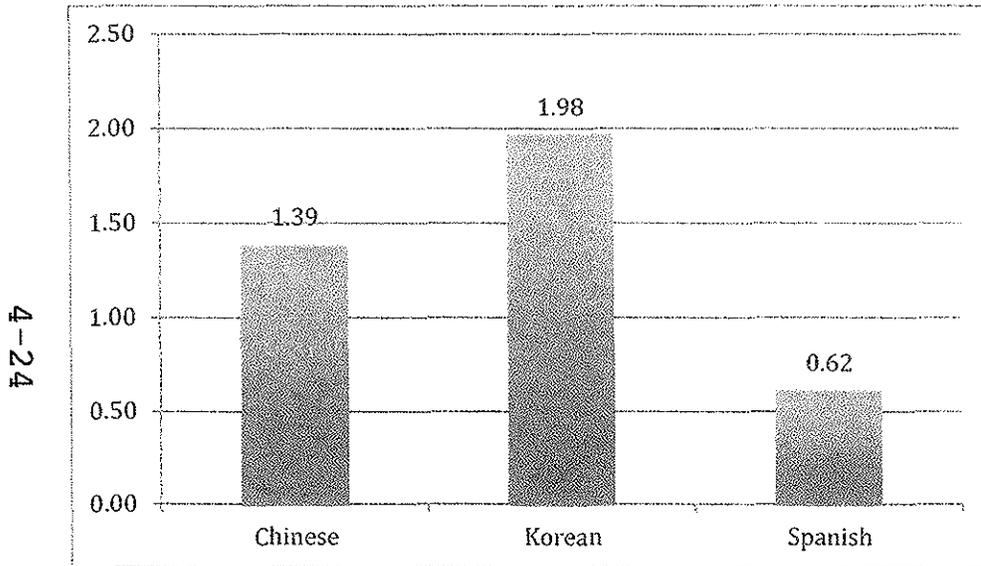
Another performance measure that provides an indication of the appropriateness of a library's collection is the overall turnover rate (circulation rate divided by the size of the total collection). A collection turnover rate of 2.5 or higher indicates a collection that is well used (the assumption being that a collection that is appealing to the members of the community will be used more). The turnover rate for the South Pasadena Public Library is 2.6 – only three nearby libraries have higher collection turnover rates higher than South Pasadena.

4-23



Collection Turnover Rates

The use of the library's International Collection is quite variable. The three languages in the International Collection – Chinese, Korean and Spanish – have collection turnover rates that are below 2.0, and Spanish has the lowest turnover rate of .62.



International Language Turnover Rates

It should be noted that the South Pasadena Unified School District has started a Spanish language immersion program this year and next year will be starting a Chinese language immersion program.

## eBooks

Library patrons may borrow eBooks (download to their own device for a period of time) provided by two vendors: Overdrive (for adult eBooks) and Tumblebooks (for children's eBooks). The library has 8,866 eBooks, 4,960 digital audiobooks, and 30 videos accessible via Overdrive. A total of 6,077 eBooks were checked out during the 2014/2015 fiscal year. The cost of Overdrive is just over \$10,000 per year.

An additional 318 eBooks and 80 videos are available from Tumblebooks. A total of 1,811 eBooks were downloaded from Tumblebooks last year (which costs \$599 per year).

## Programs

The South Pasadena Public Library presents a number of programs for pre-school and school-age children, teens and adults. Regularly scheduled children’s programs include Toddler Storytimes (ages 1-2), Toddler Storytimes (ages 2-3), Preschool Storytimes, Family Storytimes, and Barks and Books. Other interesting children programs include a Tween Journalism Camp, a Tween Writing Series, Art Contest, and Bookmark Contest. Adult programs include a monthly Computer Class, Affordable Healthcare Act sessions, LA Opera Talks, a monthly Book Group, a Job Search workshop, and Author Nights. In addition, the library provides concerts, film screenings, plays, and living history nights that appeal to all sectors of the community.

4-26

Number of Program offerings and associated attendance is shown below.

<i>Type of Program</i>	<i>Number of Programs, 2013-14</i>	<i>Attendance 2013-14</i>	<i>Number of Programs, 2014-15</i>	<i>Attendance 2014-15</i>
Pre-School	128	5,516	125	5,529
School Age	168	15,701	162	18,775
Young Adult	11	564	13	824
Adult	48	5,146	59	3,632
Totals	355	26,927	359	28,760

## Program Offerings and Attendance

Compared to other nearby public libraries, the South Pasadena Public Library offers a moderate number of programs per capita. However, program attendance per capita is very high (although attendance declined compared to the prior year).

4-27

	Number of Programs	Program Attendance	Attendance Per Program	Programs Per Capita	Attendance Per Capita
South Pasadena	355	26,927	75.9	13.6	1035.2
Alhambra	478	13,523	28.3	5.6	159.7
Altadena	247	7,992	32.4	4.7	151.1
Arcadia	1,065	26,124	24.5	18.5	454.3
Burbank	406	29,937	73.7	3.8	283.6
Glendora	461	22,110	48.0	9.0	431.1
Glendale	2,541	68,757	27.1	13.0	351.2
Monrovia	243	19,078	78.5	6.5	513.4
Monterey Park	2,436	35,496	14.6	85.8	1250.7
San Marino	322	10,035	31.2	24.1	752.2
Sierra Madre	297	7,833	26.4	26.8	706.1

## Reference

Librarians provide reference service at the Reference Desk located on the first floor. During the last year, some 18,866 patron questions were answered. Given that the library was open a total of 2,679 hours last year (7 days a week), this equates to answering about 7 questions per hour. The value of reference services has been sharply declining in recent years as more people seek information online 24/7 – as and when needed using their handheld electronic devices.

## Library Staff

As of December 2015, the library has a total staff of 19.1 FTE with a total of 6 full-time professional librarians.

## Overall Rating

Each year, *Library Journal* publishes an article ranking all public libraries based on their budget size. A service index is created by combining circulation per capita, visits per capita, program attendance per capita, and public Internet computer use per capita data. Data for the 2015 rankings are from the 2013/14 fiscal year. Out of the 1,400 libraries across the U.S. with budgets that range from \$1 million to \$4.9 million, the South Pasadena Public Library ranked 221 (15 California public libraries ranked higher than South Pasadena).<sup>1</sup>

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<sup>1</sup> Keith Curry Lance and Ray Lyons. America's STAR Libraries: The LJ Index of Public Library Service 2015. *Library Journal*, November 1, 2015, 24-34.

## OPPORTUNITIES AND RECOMMENDATIONS

### The Short-Term Future of the South Pasadena Public Library

#### TECHNOLOGY

The expectation of people who visit the public library is that they will find information technology sufficient to meet their needs. Most people expect that the library will provide sufficient Internet workstations and a WiFi network with adequate bandwidth to accommodate all of the people who bring their own devices.

4-29

#### Recommendation # 1 – Improve the library's WiFi network

With the passage of Measure L (Library Special Tax Initiative) in November 2015, the Library's WiFi wireless network is scheduled for a significant upgrade (adding 8 more wireless access points). Hopefully the upgrade will occur in the Spring of 2016. However, the amount of bandwidth consumed by users of the WiFi network should be monitored and additional bandwidth provided, when needed, to ensure that people have both access to the network and the ability to print and download content in a timely manner.

Recommendation # 2 – Increase the number of Internet workstations to reach a target of one workstation for every 1,000 residents by 2020

The complement of additional workstations might include standard desktop PCs, as well as tablets and/or portable devices such as Chromebooks. The library should consider installing a self-service laptop/tablet dispensing machine to provide access to these devices (cost for a dispensing machine is about \$25,000 – the machine can dispense iPads/tablets in units of 6.<sup>2</sup> It is recommended that a machine able to store/dispense 18 iPads/tablets be purchased as a starting point). A user borrows an iPad/tablet using their library card. Each device would have WiFi capabilities (including WiFi printing) thus minimizing the need for data cables.

4-30

Recommendation # 3 – Provide guest passes for Internet only users

Providing a guest pass will reduce the need for staff to interact with visitors who only want to use an Internet computer. The guest pass would allow someone to use an Internet computer or gain access to the WiFi network.

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<sup>2</sup> Laptopsanytime is a vendor that provides a dispensing machine with experience in the library marketplace.

#### Recommendation # 4 – Upgrade PCs to run current operating system

Every PC in the library, including the Internet workstations, should have identical amounts of RAM memory and a very recent version of the operating system (e.g., Windows 7). Older versions of the computer operating system are no longer maintained and thus are more susceptible to security breaches.

#### Recommendation # 5 – Use an information technology upgrade/replacement budget category

The reality is that information technology is constantly changing and software and hardware upgrades are necessary in order to ensure that the technology continues to operate in an efficient and secure manner. As time goes on, the library will become increasingly reliant on technology. It is anticipated that staff workstations will be replaced this year with newer model computer workstations. Line item fund 105 can be used for this purpose.

#### Recommendation # 6 – Fiber optic connection to the library

There are two lines that connect the library to the Internet – one for staff and one for the public. The library should upgrade its current 100 MB fiber connection to the City Hall network to a 1GB connection. The State Library provides grants to assist libraries in converting to a fiber optic connection to the Internet. The baseline connection provides space for a minimum of 1 GB of bandwidth – almost a 100 times improvement over the

very slow and congested bandwidth currently available. The library needs to have a 1GB connection to the Internet for both staff and the public.

Recommendation # 7 – Install self-checkout stations

Install four (4) self-checkout stations near the main entrance and one in the Children’s area.

Recommendation # 8 - Dedicate a computer workstation for patrons to register for a library card

Providing a dedicated PC for patron registration will eliminate the need for a paper form and free up staff time dedicated to data entry.

Recommendation # 9 - Install equipment to allow patrons to pay library fines and fees using a credit card

The library’s existing integrated online library system has the necessary software so all patrons can pay fines and fees using a credit card. This will do much to improve customer satisfaction and income revenue.

Recommendation # 10 – Reinvent the Library’s Website as a full-service eBranch

For many residents, the Library’s Website is the only way they interact with the Library. The Library’s eBranch provides access to electronic resources including (database, eBooks, and in the future, streaming media –

audio and video) as well as more robust information about upcoming events and programs. Library patrons should be able to check/update their account information, place a hold, request an item be purchased, interact with a librarian using chat, make a financial donation to the library and so forth. The existing library Website is difficult to navigate and needs to be significantly updated and redesigned. This updated Website must be accessible and optimized when using handheld mobile devices (smartphones).

The library will need to:

- Hire an experienced Website developer (consultant) for the project
- Consider separating the library's Website from the city's Website for improved security (majority of traffic to the Website is to gain access to the library's content)
- Recognize that the library's Website must provide access to a large amount of digital content (that will require significant computer resources)
- Improve the visibility of the library's Website using search engine optimization techniques
- Use Google Analytics to constantly monitor and improve the site
- Library should hire an individual who would be responsible for maintaining/improving the library's Website..

Recommendation # 11 - Purchase/license a library services app

Providing a library services app that customers can download that will allow patrons with mobile devices to place a hold, check their account, learn about upcoming events, and so forth.

#### Recommendation # 12 – Broaden the distribution of library programs

The library should video record library programs and make them available on the library's Website, the community access cable TV channel, as well as posting them to Facebook, YouTube and other social media sites.

The library needs to do a better job of promoting all of its programs and classes using its Website, the City and Friends newsletters, local newspapers, and most importantly using social media.

#### Recommendation # 13 – Expand the Library's social media presence

With more than 50% of the world's population having access to the Internet via hand-held smartphones and other electronic devices, increasingly the world is operating at the network level while the primary focus of the library is its space, its collections and the programs and services it offers within the building (the institutional level). Thus, staff members must have the time to spend interacting with library patron's online using social media – Facebook, Twitter, Instagram, Flickr, Pinterest and so forth. The use of social networking sites allows the library to build community – including people interested in South Pasadena who no longer live in the community.

A search for "South Pasadena" on Wikipedia found two entries – a general entry describing the city and its environs (no mention of the public library nor of City Hall) and as a stop on a metro line. Clearly this represents

a significant opportunity for librarians to enrich the City entry but also to contribute additional historical content related to South Pasadena. The library should budget for use of a social media management tool such as Social Flow (recommended), Hootsuite or agorapulse.

#### Recommendation # 14 – Explore the possibility of sharing an integrated library system

The library's online integrated library system, developed and maintained by SirsiDynix, only serves the South Pasadena Public Library. The cost to the City of maintaining this ILS system is \$2,800 per month. Sharing an automated system with several nearby libraries would expose the collections of all these libraries to the patrons of each library so that more resources would be immediately accessible. In addition, the costs for maintaining each library's integrated library system would decline (a formula based on the number of patrons and items could be used to allocate costs).

#### Recommendation # 15 – Implement RFID

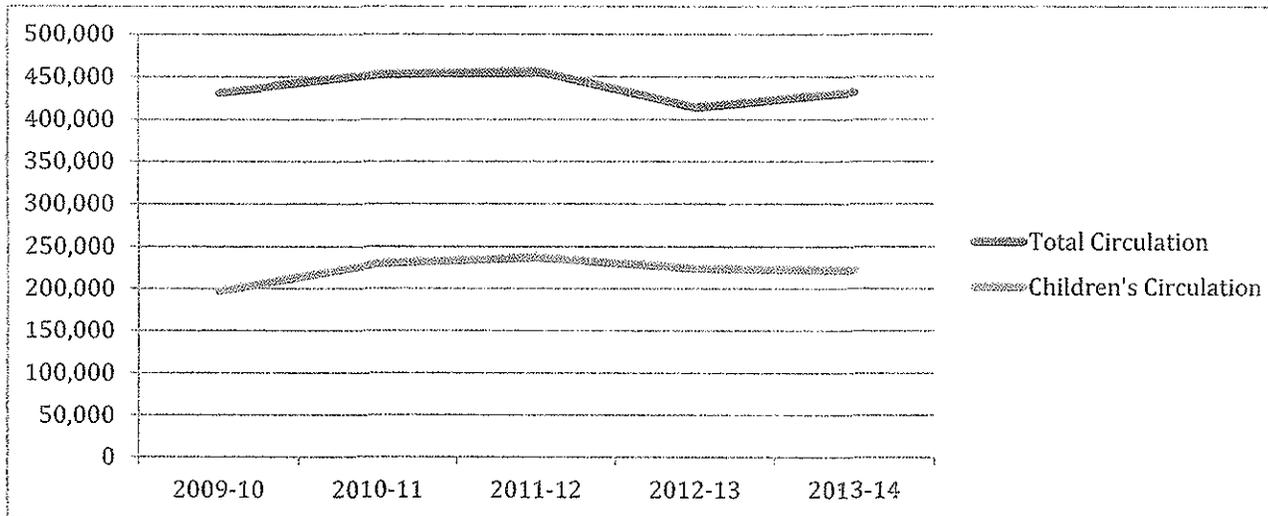
In conjunction with the Library's next major renovation (as yet unapproved and unfunded – discussed in the next section of this report), the Library should implement RFID (radio frequency identification) as a means of identifying and tracking each item in the library's collection. Rather than using a barcode to identify each item, an RFID tag is used. Having each item identified using RFID allows the library to ultimately install a sorting system for all items being returned to the library. A sorting system improves the speed with which returned

items are placed back on the shelves using fewer staff resources. RFID also reduces staff repetitive motion injuries and potential employer liability.

## MATERIALS

The printed book will continue to be a cornerstone for learning and recreational reading for residents of all ages for the foreseeable future. The irony is that the number of new print book titles published increases each year (as do the number of eBooks – published by the “regular” publishers as well as self-published eBooks). Yet, public libraries do not have the space to continue to add many new print book titles unless they discard books that are not longer in demand. Over the last five years, total borrowing of materials has remained fairly constant at about 450,000 items (borrowing of children’s materials is about 50% of the total).

4-37



Total Borrowing of Physical South Pasadena Public Library Materials Over the Last Five Years

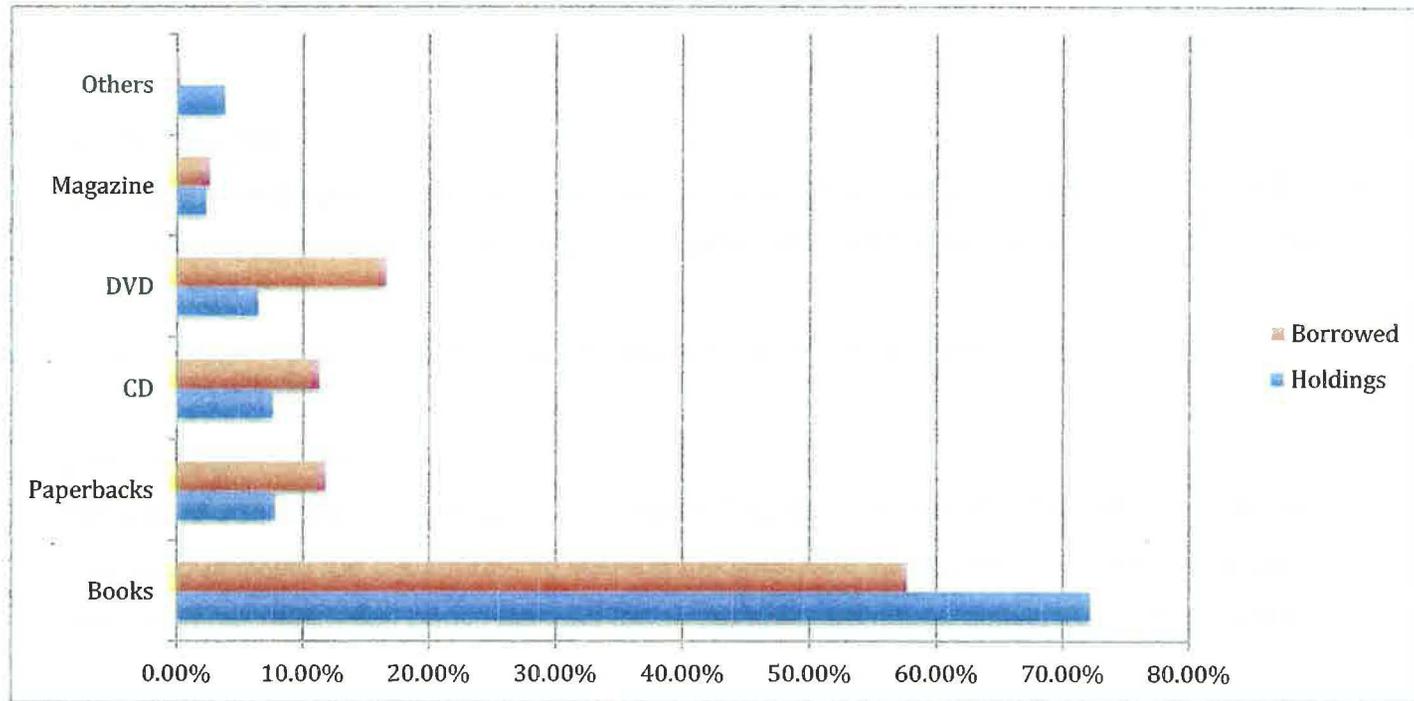
Recommendation # 16 - The Library must immediately reduce the number of items in its book collection in order to “right size” its overall collection. However, the library should continue to refresh at least 6 to 8% of its book collection each year.

Upon entering the South Pasadena Public Library one is immediately struck by the chock-a-block shelves that are full of books and other materials within the building. A library is considered to have a collection that is in “balance” with the interests and needs of its community when the percent of borrowing for a particular type of material is about the same as the percent of holdings (number of items in the collection).

This is not the case for the South Pasadena Public Library. As seen in the following chart, the percentage of books in the collection (holdings) significantly exceeds the percentage of books being borrowed (thus, the size of the book collection should be reduced). The number of books that should be pulled from the shelves (weeding of the collection based on last date of use) should be 14,000 – 14% of the total number of books currently in the collection.

In addition, the size of the DVD collection should be increased given the popularity of this format (percent use is more than double the percent holdings). Installing “retail style” shelving for DVDs with attractive signage would be welcomed by the library’s customers.

The library should change its checkout policy for CDs and DVDs from three (3) weeks to one (1) week. This would improve the availability of these popular materials so that more people can use these items.



Percent Holdings and Percent Borrowing by Type of Material

Recommendation # 17 - Integrate the reference collection into the general collection

The library should integrate its remaining reference collection into the general collection (after the reference collection has been extensively weeded - at least 50% to 75% of reference titles should be discarded as their contents are now available online or the information is dated). The reference shelving should be removed.

Recommendation # 18 - Donated materials should not be added to the collection

Reflecting the reality that public libraries today are less about their collections and more about creating connections within the community, in general the librarians should not be spending their time considering whether to add donated materials to the library's collection. Donated materials should go immediately to the Friends of the Library.

Recommendation # 19 – The library should reduce the number of print magazine subscriptions

The usage of the print magazine collection is declining and the library should reduce the number of print magazine subscriptions by at least one-half. The savings should be allocated to increasing the amount of digital materials.

#### Recommendation # 20 - Increase the number of eBooks

Increase the number of eBooks that are available for patrons to download to 10 to 15% of the library's total book collection. The library should consider purchasing the 3M eBook Discovery Station or a Biblioboard Station to encourage people to browse for eBooks. The advantage of a Biblioboard Station is that the library's digitized photographs would be more visible. The library might wish to consider moving from Overdrive to Total Boox for adult eBooks (cost is \$5,500 the first year and \$4,500 for each succeeding year).

The library could also purchase the most popular self-published eBooks from a vendor such as SmashWords.

#### Recommendation # 21 - Offer 50 to 60% of the audio (non-music) collection in downloadable digital format

While this recommendation can be implemented in an incremental manner, there is clear customer demand for non-music audio content (Books on CD, Playaways, MP3 players) that can be downloaded or streamed.

#### Recommendation # 22 - Transition from music CDs to a streaming download service

Reduce purchasing as many music CDs in order to implement a streaming music service such as Freegal. The library should remove the rotating CD shelving and replace it with attractive "retail style" CD shelving units.

#### Recommendation # 23 - Revise the library's Collection Development Policy

The library's Collection Development Policy will need to be updated in order to reflect the recommendations noted above. In particular, the library should adopt a maximum book collection size as the library transitions from a collection-centric organization to becoming the community's knowledge center. This review of the Collection Development Policy should address the role of Specials Collections (what is included and what is excluded – for example, South Pasadena history, Southern California history and culture, and the Ray Bradbury collection).

## FACILITIES

The current library facilities are showing their age and are clearly in need of a major refurbishment/remodeling. In addition, the City is currently in the preliminary planning process to build a new Community Center that would incorporate the Senior Center (currently located next door in the Library Park). The time frame for the actual construction of a new Community Center is unknown although a 2 to 3 year time horizon was mentioned frequently during interviews.

### Recommendation # 24 - Provide parking

Convenient and accessible parking for the library is a long-standing problem that needs to be addressed by the City (the library has zero dedicated parking spaces). The inability to find parking was mentioned by several community members as to the reason why they do not use the library more often. Despite the significant costs, this is a problem that must be solved to ensure that all South Pasadena residents have convenient access to the library.

### Recommendation # 25 – Consolidate public service desks to a single service point

The space adjacent to the library's main entrance is dominated by two large service desks (circulation and reference) that should be consolidated into a single, streamlined service location in a design that is attractive,

space-saving and welcoming. By implication, all of the other service elements encompassed by the space from the entrance to the back wall by the stairs should be eliminated or repositioned. The Children's area service desk would remain as is.

Recommendation # 26 – Have staff participate in a design charrette

Tapping into the experiences and expertise of library staff members, Board members, and interested Friends of the Library, a half-day design charrette (moderated by the consultant) is proposed. Participants would have the opportunity to consider the placement of a new service desk as well as consider eliminating and/or moving other furniture and equipment presently found in the space. In addition, space for self-checkout machines and a (possible) laptop/tablet dispensing machine would need to be allocated. This might mean eliminating/moving the reference collection shelving, new materials display shelving, tables and chairs, comfortable seating, the ostrich display, as well as providing a self-serve holds pickup shelf, space for additional Internet computers, and space for returned materials.

Recommendation # 27 – Remodel the existing first floor space as a short-term goal

Using the plan developed during the design charrette, the library should involve the appropriate City departments (such as Public Works and IT) to make the necessary changes to the first floor space. The plan should include painting the interior space and installing new signage throughout the library to make it more vibrant, up-to-date and inviting. Changes to the existing first floor space should be made within the next year.

Recommendation # 28 - Solve the flooding problem

The fact that the library has experienced two serious flooding incidents in the past few months (and 15 times over the past 9 years) indicates that preventing future floods should be high on the City's to-do list. Each flood results in service interruptions to the library's customers and additional costs to the City. It should be noted that the City has awarded a contract to a design firm that will hopefully fully resolve this issue in 2016.

Recommendation # 29 – Prepare a major space allocation study

Once the City has decided to build the new Community Center, the library should hire an architectural firm with recent experience in renovating/remodeling public libraries (assuming the decision is made to make the existing Senior Center space available for library use). This space allocation study would consider the need for more flexible and adaptable space to accommodate change over time. Space is clearly needed for more computer workstations, collaborative space for teens and adults, small meeting/training rooms, children's story time area, space for additional comfortable seating, the Friends bookstore, a computer lab, a digital innovation lab (create digital music, record and edit a podcast, create a video, and make a robot), local history room and a kitchen. The aisle space between books shelves does not comply with ADA requirements and the existing tables, chairs and other furniture should be replaced.

4-45

This future space allocation study should also carefully examine the electrical distribution system as the library has difficulty adding additional electrical outlets due to constraints on existing electrical circuits.

The architects preparing the space allocation study will prepare an estimate of the costs to remodel/renovate the library that can then be used for capital fundraising purposes. Remodeling the existing library space as well as renovating the Senior Center for library purposes is going to cost several million dollars.

#### Recommendation # 30 - The Friends of the Library need display shelving

The Friends of the Library should purchase two new bookstore-style display shelves for use on the first floor (to eliminate the tables now being used). The Friends should display items for sale that are either quite popular (cooking, gardening, travel, and so forth) or related to a season or holiday on a weekly rotating basis. The "bottom of the barrel" materials should be kept upstairs or given to charities.

#### Recommendation # 31 – Install a large screen display monitor near the exit of the library

The display monitor would provide a colorful display of upcoming library events.

## YOUTH SERVICES

Recommendation # 32 – Offer at least one program per week for teens

While the library offers some programming for teens (and offers opportunities for volunteering), the library should be doing more for this important age group. The library should consider involving the City's Youth Commission as a way to understand their perspective (focusing on the questions of why teens do and do not use the library and its services).

Recommendation # 33 – Staff should maintain its strong liaison with the local elementary, middle and high schools

Maida Wong, the Children's Service Librarian, has extensive contacts with the local schools (meets and communicates with the school librarians regularly, attends meetings, and so forth) that should be maintained. Given the obvious support for education (the South Pasadena Educational Foundation raises \$600,000 each year), the library needs to ensure that an effective and long-lasting relationship with the local schools is maintained. The public library is open seven days a week to provide access to materials that will assist students when school is out and on weekends (school libraries are not open during these times).

Recommendation # 34 – The library should create a shared online catalog with the local schools

Making the resources of the local schools highly visible in the public library's online catalog will broaden the resources that will be accessible by the library's student patrons. A delivery service could be developed to share local resources between the school libraries and the public library.

## OPERATIONS

The current selection and ordering operations of the South Pasadena Public Library mainly reflect traditional library practices, including some that do not add real value for the customer. Materials are ordered from a vendor (Baker & Taylor), and when the materials arrive they are cataloged using OCLC, processed (book jackets added and library ID stamped), and many of the more popular items are placed on the New Books shelves. The following recommendations will result in new items being placed on the shelves faster while costs are reduced.

4-49

Recommendation # 35 – The library should adopt an Automatic Shipment program for new acquisitions

Rather than having the librarians select each item to order, a Automatic Shipment Plan can be implemented with each vendor that will free up staff time. The library completes a collection development profile indicating the type of material that each vendor (such as Baker & Taylor) should provide over the course of the year. The librarians would be able to supplement the Automatic Shipment Plan by ordering specific titles as needed to meet customer interest and requests.

Recommendation # 36 – The library should order all materials with full processing and cataloging provided

Ordering all new acquisitions from Baker & Taylor and other vendors with full processing and cataloging will mean that staff will have a significant amount of busy work eliminated. The cost for this service is about \$4 per title ordered. The implications of this recommendation are several:

- The library should stop using OCLC for cataloging (the library could rely on obtaining any needed cataloging records from other libraries using the Z39.50 software – a part of the library's integrated library system).
- Staff would be freed up to add eBook bibliographic records to the library's catalog.
- Materials on-order would be visible in the catalog (so they can be reserved before they arrive).
- The materials received from the vendors can be immediately placed on the shelves for customers to use.
- Staff would need to develop new workflows within the Technical Services area in order to maximize efficiencies.

Recommendation # 37 – The library should stop repairing books

Given the ready availability of a great many other books already in the library there is no need to repair books (except for rare, out-of-print works pertaining to local history and some out-of-print materials), which is a time consuming activity (admittedly this activity is performed by volunteers). If a damaged book needs to be

replaced, the library can order a duplicate copy from one of several sources and have it in the hands of the customer in a matter of days.

Recommendation # 38 - The library should translate the Welcome Brochure

The library should translate the Welcome Brochure into Chinese, Spanish and Korean. Community groups and churches that have frequent contact with these various ethnic groups could distribute these brochures on behalf of the library.

Recommendation # 39 - The library should capture the contact information of those who attend programs

Knowing who is attending the very popular library programs (children's programs, Author Nights, concerts, film screenings, and so forth) will assist the library in identifying segments of the community that it is not reaching with its program offerings. This information can be retained in the library's ILS system.

Recommendation # 40 - The library should have its own Facebook page and be much more active in social media

The library should have its own Facebook page and be much more proactive in other social media outlets.

Recommendation # 41 – The library should consider offering multiple colorful library cards

The library should offer multiple colorful library cards (perhaps have a contest involving the children, teens and adults of the community) similar to the examples shown below.



Sample Library Cards

Recommendation #42 – The library should be open Thursday night

The library should be open Thursday so that those who visit the Farmer’s Market might also visit the library. The library should close on Wednesday nights with the result that service is improved for no additional costs. The library should set up a table on the corner adjacent to the Farmer’s Market to promote the library and register people on the spot with an iPad.

4-52

## ORGANIZATIONAL STRUCTURE

Historically libraries have created organizational structures that have revolved around collections and a set of collection-related services. As such, the traditional public library organizational structure evolved into a division of responsibilities based on the age of the cardholder – children’s services and adult services. In addition, a supporting group (sometimes called Technical Services or Support Services) focused on the activities that underlie the operation of the library – acquiring and organizing (cataloging) materials, loaning of materials, re-shelving items, maintaining information technology, and so forth.

4-53

The recommended new organizational structure allows the Director of the Library, Arts and Culture to continue to focus on developing special projects and large-scale cultural events that appeal to the broader South Pasadena community.

A new position, the Assistant Director of the Library, will have responsibility for all library collections, services and operations. The Assistant Director (most likely a librarian) should be selected as the likely successor for the current Director of the Library, Arts and Culture when he decides to retire.

The Public Services Manager (a librarian) would be responsible for developing programs and outreach for adults, teens and children. A more diverse set of programs can be offered if the library reaches out and partners with knowledgeable individuals and organizations to share their expertise and enthusiasm.

The Digital Services Manager (someone with technology skills and perhaps a librarian) would be responsible for maintaining the Digital Library, the library's Website (which needs to be completely redesigned), and the Local History collection. In addition, this Manager would be responsible for raising the visibility of the library within the realm of social media on such sites as Facebook, Twitter, Pinterest, Flickr and Wikipedia.

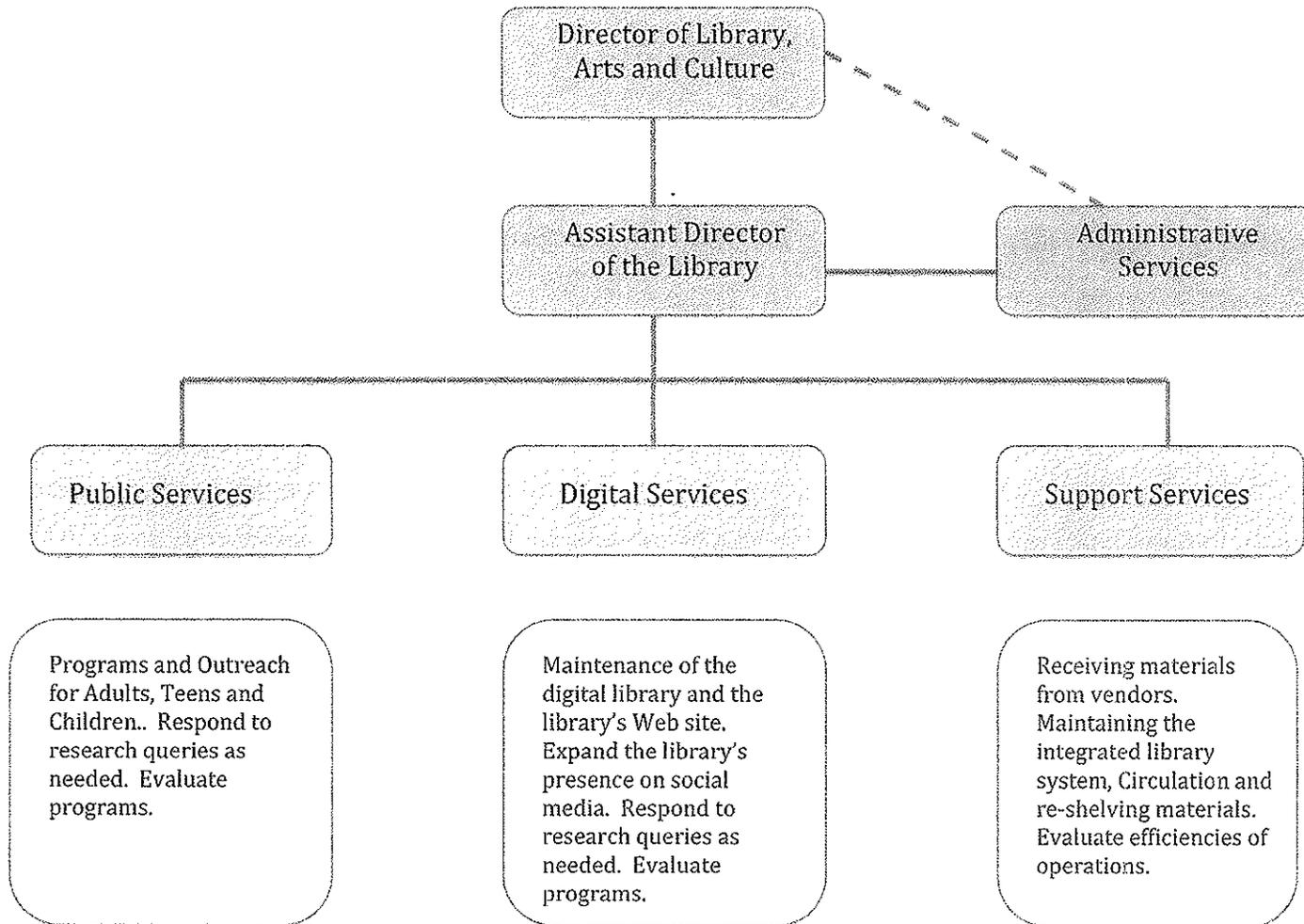
The Support Services Manager (a librarian's degree is not required) would be responsible for managing information technology, materials flow (receiving materials from vendors as well as Circulation and the re-shelving of returned materials), customer service, and facilities.

4-54

Recommendation # 43 - The Library Board of Trustees and the City should endorse and adopt the recommended Library Organizational Chart.

The Library should include the new position of the Assistant Director of the Library in the next fiscal year budget and commence recruitment for the new position.

Proposed South Pasadena Public Library Organizational Chart



4-55

Recommendation # 44 - The librarians and selected staff should be provided with the necessary tools to provide roving services

The librarians and selected staff members should be provided with headsets and tablets so that they may roam within the library and provide immediate service – regardless of their location within the library.

Recommendation # 45 - Hire tech savvy young people to provide computer support services

Hiring tech savvy young people (even teens) to provide support services for computer-related questions (“How do I print?”, “How do I download a pdf file?”, “How do I get to this specific Website?,” and so forth) will free up the librarians to provide more essential (and value adding) services.

Recommendation # 46 - Stop providing reference services at a public desk

The library should stop providing reference services at a public desk while at the same time encourage people to ask reference questions using email (create a new email address such as [AskaQuestion@SouthPasadenaca.gov](mailto:AskaQuestion@SouthPasadenaca.gov)), sending a text message, or scheduling an appointment.

Recommendation # 47 - The Public Services Manager should reach out to nursery schools, church schools, clubs, homeschoolers and other community organizations

The instructors and teachers who work at nursery and church schools providing pre-kindergarten training often lack higher education degrees and training in early childhood education. The Public Services Manager and other librarians could develop a series of workshops using the resources found in *Every Child Ready to Read* to improve the skills of the pre-school teachers, instructors and aids in South Pasadena nursery and church schools.

Recommendation # 48 - Library staff should be creating original content to post on the library Website & social media

Librarians and other staff should create original content for the library Website about library programs and resources in order to reach a broader audience. This same content (podcasts, videos of programs, and so forth) should also be posted to a range of social media sites.

The library will soon be providing access to all of the past editions of the local newspaper, *The South Pasadena Review* (the digitization of this resource was funded by the Friends of the Library). The library should be providing tools that will enable people to post comments and add additional information to this content.

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## FINANCE

The cultivating of additional funding sources should continue to remain a high priority for the South Pasadena Public Library. In addition to funds provided by the Friends of the Library Book Sales and bookstore, the library should explore other funding options.

Recommendation # 49 - The Library Board of Trustees should explore creating a Library Foundation

The purpose of the Library Foundation is to create an endowment fund that would provide sustaining funds to the library as well as capital improvement and expansion funds. A majority of Library Foundation's uses two methods to raise funds. First, the Foundation has an annual major event (home tours, Murder Mystery dinner at the Library, and so forth) and expects a significant donation to attend the event. And second, the Foundation works to inform financial planners and family attorneys that prepare wills and trusts of the existence of the Foundation and that the Library is a great place to remember loved ones in a very tangible way that will benefit the residents of South Pasadena for generations to come.

Recommendation # 50 - The Library Board should write off old fines

The library and the City need to acknowledge that patrons who have not used in the library in more than 3 years are not likely to return (especially if they have fines owed). These old fines should be written off (this may require City Council action).

Overdue fines for all items are 25 cents per day. Accounts are blocked at \$10 for adults, and \$5.00 for children. Accounts are referred to a collection agency when an individual owes more than \$25.00 or if the item is overdue for more than 80 days (the system declares the item as "lost"). The use of the collection agency has reduced the amount of lost items and the amount of unpaid fines and fees. The Library Board should consider changing the policy so that a patron with more than \$10 in unpaid fines is immediately sent to the collection agency.

The amount of uncollected library fines totals to more than \$250,000. More than half of these fines have accrued to those who have not used the library in more than 3 years. Individuals who have not used the library in 3 or more years should be deleted from the integrated library system and their fines (\$148,413) written off.

<i>Last Used the Library*</i>	<i>Number of Patrons</i>	<i>Total Fines</i>
2013-2014	1,462	\$30,888
2011-2012	2,588	78,398
Before 2011	8,654	148,413
Totals	12,704	\$257,699

\* = Date last borrowed materials

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Recommendation # 51 - The Library Board of Trustees should develop a policy with the City that encourages entrepreneurship

Should the library develop additional revenue streams by being more entrepreneurial, the library should not be “penalized” by the City who may reduce the library’s budget (share of the General Fund). For example, the Library Board may wish to consider charging a DVD “collection building” fee of \$1 per DVD at the time of checking out.

## USING DATA

Using data to drive service management ensures that the available data about existing library services can be used to strengthen and improve services, as well as begin to gather outcomes data to better report the impact the library has in the lives of its customers.

Recommendation # 52 - Immediately start to gather outcome data for library programs

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Public libraries have historically reported activity data, usually called output measures, such as the amount of borrowing, the number of Internet computer sessions, and attendance at programs. Outcome measures focus on the change that occurs in an individual's life as a result of interacting with the library in some way. There might be a change in attitude, skill, knowledge, behavior or status (condition).

The Public Library Association has a free, three-year project underway that encourages libraries to gather outcome data for the services they provides (see [ProjectOutcome.Org](http://ProjectOutcome.Org) to sign up for free). A series of tools are provided to gather outcome-related data from library customers.

Recommendation # 53 – The library should develop a set of performance measures to report to the Board of Trustees

The Library Director should prepare a quarterly report providing a set of performance measures to the Board of Trustees. These performance measures would include both output measures (how busy is the library?) and outcome measures (what difference does the library make in the lives of library customers?).

Recommendation # 54 - The library should do more to retain customers

The library should develop original content for a library (“We Miss You”) quarterly newsletter touting all of the programs and events – for all age groups – and send the newsletter using email to all South Pasadena residents who have a library card and have not used the library in 3 months. The goal is to remind these individuals to remember the value of the library when they use the library. Some of the same content could also be shared with the City’s E-Neighbors newsletter.

Recommendation # 55 - The library should send out overdue notices and reminder notices via email

The library should be sending out overdue and reminder notices via email. This will improve service and reduce costs.

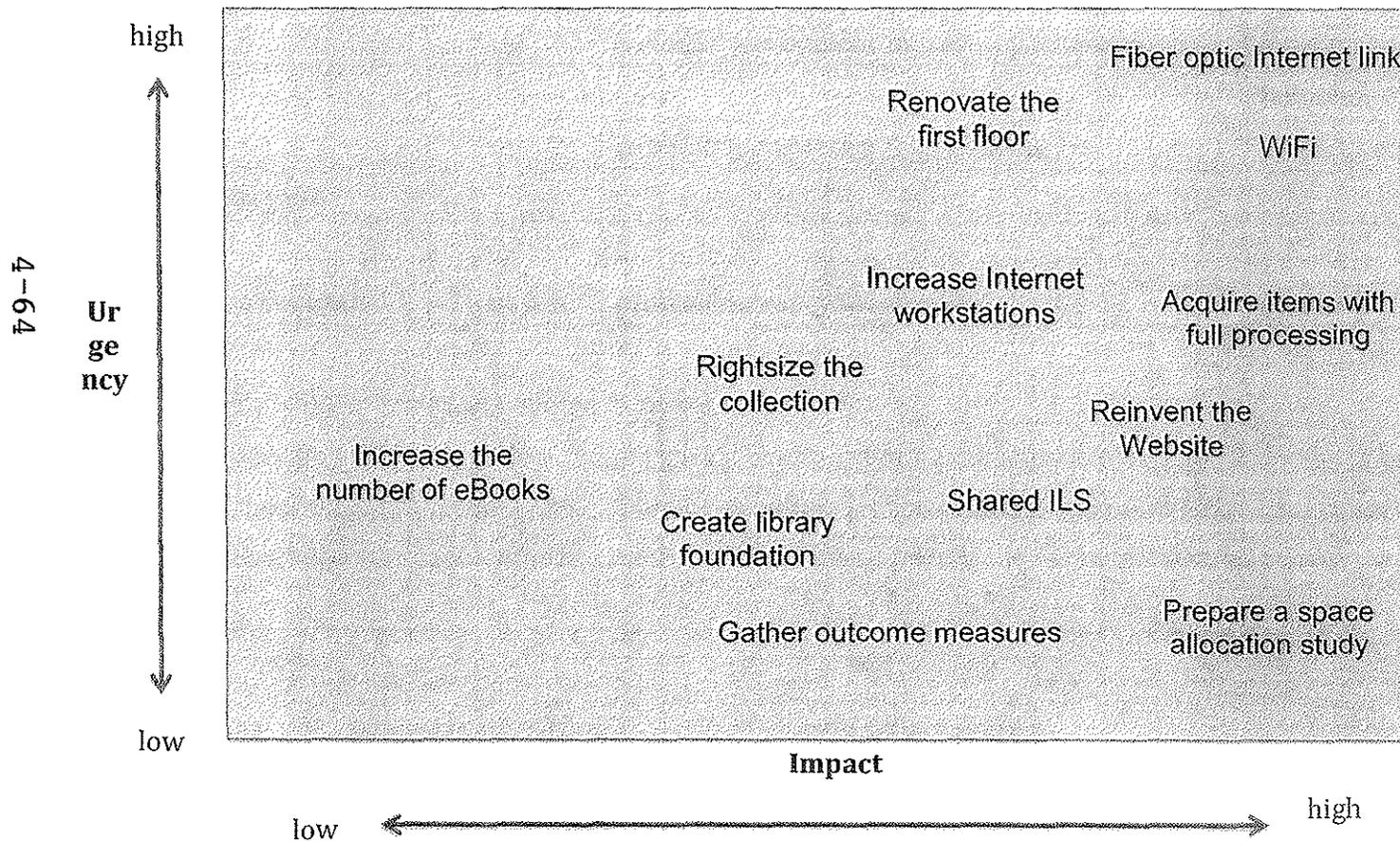
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Recommendation # 56 - The library should use a continuous customer satisfaction survey

The library should subscribe to a continuous customer satisfaction survey, such as provided by Counting Opinions, to gather continuous customer feedback (cost is about \$2,200 per year). The resulting survey data will identify areas the library needs to make improvements as well as providing feedback about the quality of library services.

# PRIORITIZATION FRAMEWORK

A prioritization framework is provided here with the key improvement recommendations identified in the matrix below.



## SUMMARY OF IMPROVEMENT RECOMMENDATIONS

All of the consultant's improvement recommendations are listed here along with a suggested priority. A priority of A should be addressed in the coming year. B priorities should be completed in following year. The Library Board of Trustees, library staff and the Director of the Library, Arts & Culture should review and adjust the all of priorities as they see fit. Once solidified, the library should prioritize

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<i>Recommendations</i>	<i>Priority</i>	<i>Improvement Opportunity</i>	<i>Notes</i>
<b><i>Technology</i></b>			
1	A	Improve the library's WiFi network	Measures L funds – work proceeding soon
2	A	Increase the number of Internet workstations to reach a target of one workstation for every 1,000 residents by 2020	Install a self-service laptop/tablet dispensing machine – cost \$25,000
4	A	Upgrade PCs to run current operating system	Acorn Technology Corp will be doing this soon?
5	A	Create a information technology	Needs approval of the City

		upgrade/replacement budget category	Manager's Office
6	A+	Fiber optic connection to the library	Library has an opportunity for a State Library grant to help defray some of the costs – grant application was submitted in January
10	A	Reinvent the Library's Web site as a full-service eBranch	Note that Acorn Technology does not provide Website support
3	B	Provide guest passes for Internet only users	Reduce staff time
7	B	Install self-checkout stations	Reduce staff time
8	B	Dedicate a PC for patrons to register for a library card	Reduce need for staff to enter data
9	B	Install equipment to allow patrons to pay for library fines and fees using a credit card	Customer convenience
11	B	Purchase/license a library services app	
13	B	Expand the Library's social media presence	Cost of a social media management tool estimated to be \$5,000
14	B	Explore the possibility of sharing an integrated library system	Save money and provide

			access to a larger collection
12	C	Broaden the distribution of library programs	
15	C	Implement RFID	
<b>Materials</b>			
16	A	The Library must immediately reduce the number of items in its book collection in order to “right size” its overall collection. However, the library should continue to refresh at least 6 to 8% of its book collection each year.	All staff should work together to complete this project in a short period of time
17	A	Integrate all of the reference collection into the general collection	
19	A	The library should reduce the number of print magazine subscriptions	
18	B	Donated materials should not be added to the collection	
20	B	Increase the number of eBooks	
21	B	Offer 50 to 60% of the audio (non-music) collection in digital format	
22	B	Transition from music CDs to a streaming	

		download service	
23	B	Revise the library's Collection Development Policy	
<b>Facilities</b>			
24	A	Provide additional parking	
25	A	Consolidate desks to a single point of service	
26	A	Have staff participate in a design charrette	
27	A	Remodel the existing first floor space as a short-term goal	
28	A	Solve the flooding problem	
30	A	The Friends of the Library need display shelving	
29	B	Prepare a major space allocation study	
31	B	Install a large screen display monitor near the exit of the library	
<b>Youth Services</b>			
32	A	Offer at least one program per week for teens	
33	B	Staff should maintain its strong liaison with the local elementary, middle and high schools	

34	B	The library should create a shared online catalog with the local schools	
<b>Operations</b>			
35	A	The library should adopt a Automatic Shipment program for new acquisitions	
36	A	The library should order all materials with full processing and cataloging provided	
37	A	The library should stop repairing books	
38	B	The library should translate the Welcome Brochure	
39	B	The library should capture the identity of those who attend programs	
40	B	The library should have its own Facebook page and be more active in social media	
41	B	The library should consider offering multiple colorful library cards	
42	B	The library should be open Thursday night	

<b>Organizational Structure</b>			
43	A	The Library Board of Trustees and the City should endorse and adopt the recommended Library Organizational Chart.	
45	A	Hire tech savvy young people to provide computer support services	
46	A	Stop providing reference services at a public desk	
47	B	The Public Services Manager should reach out to nursery schools, church schools, clubs and other community organizations	
44	B	The librarians and selected staff should be provided with the necessary tools to provide roving service	
48	B	Library staff should be creating original content to post on the library Website & social media	
<b>Finance</b>			
49	A	The Library Board of Trustees should explore creating a Library Foundation	Requires articles of incorporation and a separate

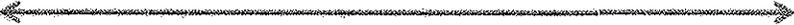
			Board. Need community movers & shakers on the Board.
50	A	The Library Board should acknowledge that patrons who have not used in the library in more than 3 years are not likely to return (especially if they have fines owed). These old fines should be written off.	
51	B	The Library Board of Trustees should develop a policy with the City that encourages entrepreneurship	
<b>Using Data</b>			
52	A	Immediately start to gather outcome data for library programs	This data will be very useful during the strategic planning project
55	A	The library should send out overdue notices and reminder notices via email	
53	B	The library should develop a set of performance measures to report to the Board of Trustees	

54	B	The library should do more to retain customers	
56	B	The library should use a continuous customer satisfaction survey	Cost is about \$2,200 per year

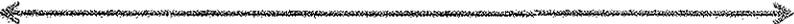
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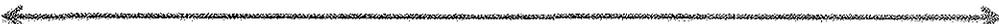
## THE UPDATED STRATEGIC PLAN

The South Pasadena Public Library will be embarking on the development of a new Strategic Plan in 2016 that will engage a broad spectrum of the community. In a time of significant change within our society, the planning process must address some fundamental questions about what the future holds for the library. Should the library:

**Totally Physical** (facilities and media)  **Totally Virtual** (facilities and media)

**Focus on the Individual**  **Focus on the Community**

**Collection Library** (facilities and virtual)  **Creation Library** (social, maker space)

**Portal** Everything for everyone  **Archive** Specialized niche

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In the future,  
the library will be more about what it *does* for people  
rather than what it *has* for people.