



**WEDNESDAY, JANUARY 11, 2017  
MINUTES OF THE SPECIAL MEETING OF THE  
SAN PASCUAL STABLES SUBCOMMITTEE  
OF THE CITY OF SOUTH PASADENA**

**CALL TO ORDER**

A Special Meeting of the San Pascual Stables Subcommittee was called to order by Committee Chair Rosen on Wednesday, January 11, 2017, at 7:30 p.m., in the South Pasadena Senior Center, located at 1102 Oxley Street, South Pasadena, California.

**1. ROLL CALL**

**Present:** Committee Member Steven Friedman, Vice-Chair Kay Findley, and Chair Ron Rosen.

**Absent:** Committee Member Daniel Kreinbring.

**Other Officials and Staff**

**Present:** Mayor /City Council Liaison Michael A. Cacciotti, Mayor Pro Tem /City Council Liaison Richard D. Schneider, M.D., Community Services Director/Staff Liaison Sheila Pautsch, and Management Assistant/Recording Secretary Natalie Sanchez.

**2. MINUTES FOR APPROVAL**

MOTION BY COMMITTEE MEMBER FRIEMDAN, SECOND BY VICE-CHAIR FINDLEY, CARRIED 3-0, to approve the minutes of November 21, 2016 San Pascual Stables Subcommittee Special Meeting.

**3. PUBLIC PARTICIPATION**

None.

**PRESENTATIONS**

**4. SOUTH PASADENA EQUESTRIAN COMMITTEE AND ICG CONSULTANT SAN PASCUAL STABLES STUDY**

Community Services Director Pautsch introduced Ron Hagan, Project Manager, Integrated Consulting Group, Inc. (ICG, Inc.), who narrated a PowerPoint presentation entitled "South Pasadena Equestrian Committee and ICG Consultant San Pascual Stables Study" and responded to Committee inquiries.

Project Manager Hagan noted since the formation of the Committee, the following has been completed: 1) Determined the site should continue to be used for equestrian activities; 2) Developed a list of questions, issues, and concerns related to existing operations and what the goals should be for future operations; and 3) Attained ICG, Inc. to help the Committee and staff with the Equestrian Study and develop recommendations for City Council consideration.

Project Manager Hagan explained the study process in detail as follows:

- **Task I – Analysis of Existing Conditions**
  - Site tour and inspection to review facility conditions and determine if existing facilities are adequate for programs offered, meet existing codes, are safe for operations, provide proper level of security, and if any facility improvements should be made in the future and at what timeline
  
- **Task II – Research and Compare Operating Models**
  - Difficult to do a comparison of equestrian center operations on municipal land that are of like property size, are in the same type of demographic market area (urban, residential, culturally diverse, same median income level, etc.)
  - So instead, determine best practices for the San Pascual Stables (Based on what successful operations do)
    - Boarding best practices (How to maintain 100% occupancy)
    - Training best practices (How to attract trainers that fill classes and bring boarders)
    - Show/Event best practices (Optimum use of arena space)
    - Program best practices (How to have successful camps, party rentals, and working relationships with scouts and community groups)
  
- **Task III - Determine Goal for Desired Operating Model**
  - *Options:*
    - *Maximize City revenue from operations, or*
    - *Maximize program accessibility for disadvantaged, low income, and disabled, or*
    - *Provide a balance of accessibility and revenue to the City*

The goal will determine how “hands on” the City wants to be with controlling the operation and program decisions.

- **Task III – Determine Terms & Conditions**
  - Based on the model desired and primary operating goal decided on, draft the concession agreement for the Committee to recommend to the City Council
  - Based on the recommended terms and conditions of the draft agreement develop a Request for Proposals to solicit the best operator to fulfill the terms and conditions of the draft agreement

▪ **Task IV – Present Final Report and Recommendations**

- Conduct a Joint Study Session with the City Council and San Pascual Stables Subcommittee to present report and review findings and recommendations
- Revise any recommendations, agreement language, and/or RFP language per Study Session comments
- Present final report and recommendations to the City Council at a regular City Council meeting for Council approval and direction

Committee Member Friedman indicated the Ad Hoc Committee San Pascual Stables consisting of himself and Vice-Chair Findley met with Project Manager Hagan prior to tonight's meeting; opined Mr. Hagan's presentation was helpful as it provided answers to the Committee's questions; inquired if there was discussion whether the City will be "hands on" with controlling the operation and program decisions.

In response to Committee Member Friedman, Project Manager Hagan opined it would be best if the City continued working contractual based, which would allow the operator to run the business and the City to serve as a landlord and enforce the agreement.

MOTION BY COMMITTEE MEMBER FRIEDMAN, SECOND BY VICE-CHAIR FINDLEY, CARRIED 3-0, to approve ICG, Inc.'s proposal.

The Committee discussed possible dates to schedule a tour of the Stables with Director Pautsch and Project Manager Hagan; determined Saturday, February 4, 2017, from 11:00 a.m. to 1:00 p.m., would be most feasible to schedule the tour.

**COMMUNICATIONS**

**5. CITY COUNCIL LIAISONS REPORT**

Mayor Pro Tem Schneider inquired about the status of the last member of the Subcommittee.

In response to Mayor Pro Tem Schneider, Director Pautsch informed the Committee that the Finance Commission will be appointing their representative to the Stables Subcommittee at their next regular meeting.

Mayor Pro Tem Schneider expressed concern about the latitude allowed for the business planning; opined that matter needs to be explored more during the study.

In response to Mayor Pro Tem Schneider, Project Manager Hagan advised that the Committee will explore the business planning while determining the best practices such as what the concessionaire will control (i.e. program decisions).

Committee Member Friedman inquired if ICG, Inc., had ever encountered a situation in which the operator of a public entity made a significant change to the terms and conditions established in the agreement.

In response to Committee Member Friedman, Project Manager Hagan provided the following two examples: 1) If an operator desired to tear down an area of the Stables to build a volleyball court, permission must be obtained by the City in writing, as this would be considered a recreational use outside of equestrian activities (as stated in the terms and conditions), and 2) If an operator desired to change the fee charged for birthday parties held at the Stables, permission is not required by the City; emphasized the importance in identifying in the agreement the disciplines that would require City approval.

Mayor Cacciotti encouraged the Committee to explore surrounding areas that could be designated for City use and requested an aerial map of the City to assist the Committee with this task; thanked Project Manager Hagan for tonight's presentation.

**3. PUBLIC PARTICIPATION (Continued)**

Chair Rosen opened the Public Comment period.

Alex Bellehumeur, President, State-wide Developers, Inc., and Co-Founder of San Pascual Stables, expressed appreciation for Project Manager Hagan's sound comments; indicated support for Mayor Cacciotti's suggestion, noting there is interest to expand the Stables by incorporating the property across the canal, which would be beneficial to the operator and City as well.

In response to Mr. Bellehumeur, Project Manager Hagan noted the Committee would look into his inquiry.

There being no others desiring to speak on this item, the Public Comment period was closed.

**6. COMMITTEE MEMBERS REPORT**

None.

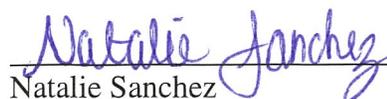
**7. STAFF LIAISON REPORT**

None.

**ADJOURNMENT**

The Subcommittee adjourned at 8:07 p.m.

Respectfully Submitted:

  
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Natalie Sanchez  
Recording Secretary

Approved By:   
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Ron Rosen  
San Pascual Stables Subcommittee Chair