

CITY OF PASADENA

City Council Minutes
November 15, 2001 - 6:00 p.m.
Jackie Robinson Center
1020 N. Fair Oaks Avenue, Pasadena

SPECIAL MEETING

OPENING: Mayor Bogaard called the special meeting to order at 6:15 p.m.

ROLL CALL:
Councilmembers:

Mayor Bill Bogaard
Vice Mayor Paul Little (Arrived 6:44 p.m.)
Councilmember Victor Gordo (Arrived 6:30 p.m.)
Councilmember Steve Haderlein
Councilmember Chris Holden
Councilmember Steve Madison
Councilmember Joyce Streater
Councilmember Sidney F. Tyler, Jr.

Staff:

City Manager Cynthia J. Kurtz
City Attorney Michele Beal Bagneris
City Clerk Jane L. Rodriguez

PUBLIC COMMENT

There was no public comment.

CONSIDERATION OF REVISIONS REGARDING COUNCIL GOALS AND OBJECTIVES

Mayor Bogaard introduced Ms. Trudi Ferguson, City consultant. The Mayor noted this is an opportunity to revisit Council's goals and either form a consensus on our current goals or possibly refine the goals.

Ms. Ferguson noted she had met with most Councilmembers, either in person or on the phone, and briefly summarized her conversations with individual members, and outlined the process for reviewing the goals and objectives this evening as a group.

The following current City goals and objectives were discussed:

Make Water and Power Utilities Market Competitive

Councilmember Holden noted this is an important goal, but suggested it be revised given the dynamics currently in place.

Councilmember Gordo
arrived at 6:30 p.m.

Councilmember Streator stated the utility is now in a different position than it was several years ago, and expressed her opinion that the Council has met the goal of making the utility market competitive.

Councilmember Tyler stated this goal should be revised as there are now different issues pertaining to the utility. He noted there are many important things the City is trying to accomplish pertaining to water and power, and expressed an interest in defining these issues, and having targets and objectives for the near term as well as the long term. He stressed the need to have something more than a broad goal.

Councilmember Little
arrived at 6:44 p.m.

Councilmember Madison suggested this no longer be a goal. He expressed the opinion that making the utility market competitive is an issue and an action item, but not a goal.

Mayor Bogaard stated there needs to be a focus on the water utility and the whole industry, and how our utility will be responsive to the industry.

(See additional comments on this goal on page 8 of these minutes.)

Assure a Safe and Secure Community

Councilmember Holden stressed the importance of this goal and suggested it, as well as the goal of Foster Economic Prosperity, be prioritized above the other goals.

Councilmember Streator concurred regarding the importance of this goal, as well as Foster Economic Prosperity, and noted these two goals are fundamental.

Regarding public safety, Councilmember Tyler questioned what should the City be doing, what information should the City have to be confident that we are doing our best and we are being innovative in terms of safety provided to the community, and whether it is cost effective. He noted that "cost effective" may apply to all the goals, not just the one goal. He expressed a desire to see specific objectives for the Fire, Police, and Health Departments regarding a safe and secure community.

(See additional comments on this goal on pages 8-9 of these minutes.)

Foster Economic Prosperity

Councilmember Holden suggested this goal, as well as the goal of Assure a Safe and Secure Community, be prioritized above the other goals.

Councilmember Streator concurred regarding the importance of this goal.

Councilmember Gordo stressed the need for education, attracting companies to Pasadena, the importance of a biotech corridor, and making sure that Pasadena residents are connected to that, whether through Pasadena City College or some other vehicle. He questioned "who" economic prosperity is for – whether it is for those living outside of the City coming in to make money and going back home, or for those living in the city, and stressed the need to facilitate economic prosperity.

Councilmember Haderlein commented on the need to have balance and a long-term picture for economic prosperity.

Councilmember Little noted the goals have always been broad ranging, and suggested a significant goal of the City should be job creation and economic development for impacted communities, with targeting to where those efforts should be directed and who we are trying to help. He stressed the need for the City to be creative in hiring Pasadena residents.

Mayor Bogaard concurred that job creation and economic prosperity deserve special attention.

Create Neighborhood Vitality and Livability

(Comments on this goal were discussed in the course of general discussion of the goals.)

Focus on Planning, Programming and Reinvesting in Our Parks and Parklands

Councilmember Holden suggested there needs to be more of a focus on this goal to clarify exactly what this goal means.

Councilmember Streator suggested this goal be revised and shortened. She stressed the need to improve our parks and parklands, and identify every possible opportunity for creating additional parks, even if only pocket parks. She suggested this goal be revised to reflect actually doing something about increasing our parkland.

Councilmember Tyler concurred with Councilmember Streator's comments.

Councilmember Haderlein noted that reinvesting in parks and mobility are top issues.

Create a More Effective, Cost-Efficient Government

(Comments on this goal were discussed in the course of general discussion of the goals.)

Improve our Public Schools

Councilmember Holden suggested this goal may need to be refined, given the City's current relationship with the School District.

Councilmember Streator noted her opinion has always been that the City is not in a position to improve the public schools, although the City is in a position to support, help, and encourage the School District. She stated improvement depends on the Board of Education, school administrators and teachers. She acknowledged the City has done more than she had expected through the Charter Reform Task Force and approved Charter amendments, and this has been a positive step. She suggested this goal should be changed.

Councilmember Haderlein expressed his opinion that the City has done what it can to improve the schools. He suggested this goal be rephrased to "supporting our schools" or "working as a partner with our schools."

Councilmember Madison concurred with Councilmember Streator that this goal is not in the control of the City.

Mayor Bogaard noted there have been good steps taken regarding public schools, and we should continue to be concerned that progress is made in our public schools.

Suggestion for adding new goal regarding creating affordable housing

Councilmember Holden suggested adding a new goal regarding creating affordable housing. He stressed the need to give such a goal the same priority as retrofitting City Hall, and the need to identify resources, gain community consensus, and give clear direction to the City Manager on how to proceed.

Councilmember Tyler concurred with Councilmember Holden.

Mayor Bogaard acknowledged that affordable housing is a special need at this point in time.

Issues of Transportation and Traffic Management and City Hall Seismic Retrofit

Councilmember Streator expressed her opinion that she did not believe these two issues should be added as goals. She noted these issues are an integral part of making and having neighborhood and community vitality, and stressed the importance of people being able to get around the city. She noted some of the goals are inter-woven.

Regarding the issue of Transportation and Traffic Management, Councilmember Tyler stated that unlike City Hall Seismic, it is not an emerging issue and has been with us a long time and does deserve a greater level of importance.

Councilmember Haderlein commented that mobility is a top issue.

Councilmember Madison expressed his opinion that City Hall Seismic Retrofit should not be added as a goal.

Mayor Bogaard noted that mobility, traffic management and transit are special challenges at this time.

The City Manager referred to a hand-out of the Budget Message which listed the Council's goals as well as the two emerging issues of Transportation and Traffic Management, and City Hall Seismic Retrofit. She clarified that the two issues of Traffic and Seismic Retrofit currently are not goals and expressed her opinion that they should not be goals. She stated City Hall Seismic could fall under the goal of a Safe and Secure Community as an action item to be addressed as part of the goal; Traffic and Transportation could fit under both Economic Development because we need a good transportation system, and Traffic Management could fall under Neighborhood Vitality and Livability because managing traffic in our neighborhoods is important.

General Comments regarding the Goals and Creating a Vision Statement

Councilmember Holden noted the current goals have endured for a number of years and much of the goals still apply today.

Councilmember Tyler questioned the purpose of goals and the end result of having goals. He suggested the Council have objectives rather than goals, as objectives can be more specific, better defined, and better quantified regarding results. He stressed the need to have objectives and that they be reviewed periodically to see how progress is being made to achieving the objectives.

Councilmember Tyler stressed the need to generate better financial management reports, noted progress has been made,

but more needs to be done in terms of financial audits. He stated we need to look at how we do certain things in comparison with other cities to see if efficiencies can be found.

Councilmember Gordo stated he liked the current goals, but noted what is missing is the "big picture" and the need to identify where we are headed 20 years from now and whom will we cater to. He expressed concern that existing residents may be pushed out of the city if we cater to certain groups.

Councilmember Haderlein stressed the need to move with the times and refine the goals. He expressed his opinion that the City has done what it can regarding the utility and improving the schools. He discussed a two-tiered system – things you do day in and day out, such as a safe community, economic prosperity, cost efficiencies, and things to be accomplished over the next 12-24 months such as mobility, reinvesting in our parks and funding our parks, and creating new parks and soccer fields. He stressed the need to think of the "big picture" and what type of city we want to be.

Councilmember Madison stated the goals all seem to fit under a mission statement of maintaining a high quality of life. He noted that constituents expect a safe community and municipal services to be delivered. He suggested the various goals could possibly be assigned responsibility to the current Council standing committees, but noted goals tied to land use may be harder to assign to a committee.

Councilmember Holden stressed the need to have a City vision to plan through the next decade, and questioned how does planning for the future balance with fostering economic prosperity.

Mayor Bogaard noted the existing goals have served us well and have offered some focus as to Council's and staff's thinking. He expressed his opinion that the goals appear to be a combination of the ideal characteristics of the city we want to create in the future as well as certain priorities such as the goals regarding the utility and the schools.

Mayor Bogaard suggested having a vision statement that talks about a safe and secure community with economic prosperity and vital neighborhoods and a cost-effective government. He noted the vision could elaborate beyond the current goals to a 20-year period. He suggested the vision statement address what kind of a community we want to be, and then the other element of goal setting would be identifying specific weaknesses in the community at this point in history.

Mayor Bogaard suggested the vision statement go beyond the community we have now, and include family and youth values and more of an emphasis on cultural resources. He further

suggested there could be a set of priorities, which could change from time to time.

The City Manager stressed the importance of Council goals, and noted staff considers the goals in preparation of the budget, and they are considered when looking at resources and department work plans. She noted Council's goals are also important in assisting Council to evaluate her performance.

The City Manager stated that once Council agrees to what the goals and/or vision statement should be, it would be helpful to staff to hear from Council exactly what the goals mean, especially as staff begins the budget process.

The City Attorney stressed the need to have goals that are clearly defined so that staff knows they are on the right track.

Councilmember Streator stated neighborhood vitality is so broad, it should belong in a vision statement.

Councilmember Gordo suggested that the Council first craft a vision statement, and then define what that means and begin to drive the budget. He stated that 20 years from now, he would like to see a city that values diversity; is a vibrant city; a place where people want to live and work; a city where people can get around; a place that values culture; and a city where you can walk to parks.

Councilmember Holden stated the goals need to be looked at in a way that is integrated and gives direction to the administrative staff to move and do big picture planning. Regarding a vision for the City, he stressed the need to draw a line in the sand as it relates to the diversity question, and the issue of quality, affordable housing. He stressed the need to look at density, the economic forces in the community, opportunities for housing, and where to put it. He noted we may not always have the answers, and sometimes a task force is needed to assist with bringing the answers to Council and the community, much like the education task force. He spoke in support of creating a group or task force to go out and talk with advocates, developers, and people with different points of view to assist Council with bringing together a consensus. He stressed the need to have a process to help address the big picture issue and bring the community together. On the goals, he noted the need to have goals structured simply and that tie into a theme.

The Mayor discussed Council's leadership role and the need to focus on priorities such as job creation, housing, and mobility, and he noted there is a role for both a long-term and short-term perspective.

Council discussion then ensued regarding the need for a vision statement, and how far into the future the vision statement should cover.

Councilmember Streator suggested some of the "bread and butter" goals such as foster economic prosperity, assure a safe and secure community, and livable communities could be combined into a vision statement. She stated the near-term goals to reach that vision are to deal with mobility, diversity in housing, and current issues that Council needs to deal with and focus on such as increasing our park land, improving what is existing, etc. She noted that these are goals that could be put in place now, and may perhaps not be totally achieved until 4 to 5 years later.

Councilmember Tyler stated another way of looking and defining the goals is instead to talk about the problems, weaknesses, and challenges that exist in the city. He suggested Council start with these in formulating goals and objectives for what we want to improve, do way with, strengthen or maintain. He stressed the need to be specific in the goals and objectives.

The consultant, Ms. Ferguson, noted that the vision should have energy and meaning, and suggested this be revisited. She then turned Council's attention to addressing the current goals and whether changes should be made to the goals.

Make Water and Power Utilities Market-Competitive

Councilmember Streator suggested this goal be eliminated as it is now, and noted our current challenge is now on water and how we will handle the ensuing crisis. Councilmember Holden concurred with Councilmember Streator, but cautioned that Council should not lose sight of the issue of the utility and noted the utility market is volatile. He stressed the need to position ourselves to provide reliable water and power.

It was suggested the goal be revised to read: "Continue to provide cost-efficient and reliable water and power."

The City Manager stressed the need to maintain local control of our utility. She suggested perhaps this could be addressed as Council identifies challenges.

Councilmember Madison voiced opposition to having the above as a goal. He noted a market-competitive utility is extremely important, but suggested it falls more appropriately under the other goal of Create a More Effective, Cost-Efficient Government.

Following discussion, there was a general consensus to fold the goal of a market-competitive utility into another goal.

Assure a Safe and Secure Community

Councilmember Streator suggested this goal be folded into a vision statement, that specific goals should reflect some of the current primary challenges, and that the budget document

Councilmember Holden was excused at 8:00 p.m.

should contain the specific objectives. She noted that certain things may carry over from one year to another.

Councilmember Madison suggested this goal remain as a goal.

Discussion ensued regarding the meaning of this goal. It was noted that this goal may have different meanings to individual Councilmembers.

Councilmember Tyler stated this goal means having the necessary resources to reduce the incidents of crime.

Councilmember Streater stated reducing the incidents of crime is more than just law enforcement, and includes after-school activities, making sure everyone has a job or a source of income, quality housing, etc.

Councilmember Gordo expressed concern that Council may be "building the house" before the foundation. He stated the goal is broad and does not give staff direction and it is "business as usual". He questioned whether Council should keep this goal.

Councilmember Haderlein suggested this goal remain as a goal, but suggested changing the word "Assure" to "Maintain". He suggested that Council should have two categories: on-going versus timely. He responded that this goal should be "business as usual", and Councilmember Streater concurred.

Councilmember Gordo stressed the need to see specifics, and noted perhaps the specifics could be addressed in objectives.

The City Manager suggested that Council may want to decide if it wants to have a vision statement and whether it should go out 20 years or a different time period, under the vision statement would be the goals and whether they have a different time period, and then the objectives would be the immediate things reflected in the budget programs. She stressed the need to have agreement on the vision statement and goals, and how they differ. She also noted that a vision statement should be in the present form, for example, "Pasadena is a" and then define how you want the community to be, and then the goals would be underneath the vision statement.

Councilmember Streater suggested the Council not focus on a 10 or 20-year period, but rather the vision statement be the on-going goals of this community. She stated the goals would be the steps we take in the shorter term to continue to support our vision and move the vision forward. She noted the immediate challenges are affordable housing, mobility, jobs, and more parks and playgrounds. She stressed the need to focus on these things immediately.

Councilmember Tyler stated the items on the top of his list are crime reduction, jobs, housing, parks, children and families

(such as adequate child care and support services for families), and neighborhood livability.

The City Manager stated that the current goals are very global, and noted it makes it hard to define services.

It was noted the goals of Foster Economic Prosperity and Create Neighborhood Vitality and Livability may have different meanings to members of the Council. Ms. Ferguson suggested Council express its perspective of these goals and what should be most urgent.

Regarding Neighborhood Vitality and Livability, Councilmember Tyler stated elements of this goal would be adequate code enforcement, no crime in the neighborhood, mobility and ease of getting around, having parks nearby, adequate housing stock, good tree maintenance, and things that make a neighborhood attractive and a good place to live.

Councilmember Haderlein concurred with Councilmember Tyler, and added there is also a business component in that products, services and jobs are offered in the community without residents having to drive across the Southern California basin for services or jobs.

Discussion ensued regarding the need for the City Manager and staff to know what the top priorities are for the Council. Councilmember Madison noted that Council needs to determine what the top priorities are, and then address how to get that message to staff in the most effective way. He noted this will take a concerted effort.

It was noted that it may be premature to define what the goals mean prior to Council deciding on whether it wants to have a vision statement and new or revised goals.

Following discussion, there was a general consensus that Ms. Ferguson would draft a vision statement and goals based on Council discussion this evening, that Councilmembers would comment and mark-up the draft document, and return it back to Ms. Ferguson.

Vice Mayor Little noted that a number of years ago the community went through a significant visioning exercise through its General Plan process, and suggested this document be reviewed to see what visioning was done at that time.

Ms. Ferguson concluded this item by noting the draft document she prepares could then be a launching pad for Council's next discussion.

DISCUSSION OF COUNCIL MEETING PROCEDURES

Individual Councilmembers expressed the following suggestions for improving Council meeting procedures:

- That the Mayor suggest in his weekly letter to Council targeted time estimates for certain matters on the agenda.
- That items be motion driven – with a motion stated up front at the beginning of the item, an opportunity for public comment, and an opportunity for members who object to the item to express their views. Concern was expressed that currently there is lengthy discussion for items which tend to have unanimous support. In response to the concern raised, it was noted that sometimes members need to speak in support of an item to educate their constituents on why they are supporting the item. Regarding the suggestion that items be motion driven, it was suggested that there be brief staff introductions of items, as the audience and home viewers do not always have the agenda and background reports in front of them.
- That staff be more disciplined in scheduling items on the agenda so the agendas are not too heavy.
- It was suggested that members try to make their comments more concise and not repeat statements, that members be more self-disciplined in this regard, and that the Mayor should feel free to use the gavel as needed.
- It was suggested that the Consent Calendar be voted on early in the evening, and it was noted that there is no need to remove an item from the Consent Calendar for just a clarification or quick question regarding the item.
- That public comment speakers be held to the three-minute limit.

Discussion then ensued regarding Council Committee items. It was suggested Committee reports be prepared and presented more concisely. The City Manager noted the fourth Council meeting of each month is usually heavy due to a number of Committees meeting the preceding week. It was suggested the Legislative Policy Committee may want to consider changing its meeting schedule to earlier in the month to help balance Council's agenda. Another suggestion was to agendaize only time sensitive Committee items for the heavier fourth week, and schedule the remaining Committee items for a subsequent Council meeting.

It was also suggested that routine agenda items coming through the Council standing committees be placed on the Consent Calendar, with a notation by the item designating which committee the item came through. It was noted that the

Committee chairs would then not have to present routine business items, but rather only policy items. Councilmember Streater suggested that Committee items not be placed under the Consent Calendar, and noted Council could have a brief presentation and limit its discussion for routine items.

Vice Mayor Little suggested that after the Committees hear and resolve an item, and report to Council, that the Committees not revisit items. He noted this will save time at both the Committee and Council meetings.

Discussion regarding Public Comment

The City Attorney informed Council that under the Brown Act, there is an exception to allowing public comment for items that have come through a Committee. She noted this exception applies when it is the same item and an opportunity for public comment was provided at the Committee level. It was noted there may be political ramifications and criticism if public comment were limited on Committee items before the full Council. It was suggested that our current practice of allowing public comment at the Council meeting for Committee items not be changed.

Discussion ensued as to whether public comment for both items on and off the agenda should be at the beginning of the meeting; or, as an alternative, whether public comment for items not on the agenda should be moved to the end of the meeting. It was noted that the downside to having public comment at the beginning of the meeting (for items on the agenda) is that before Council could take action on any items on the agenda, it would first need to hear public comment for all items on the agenda. It was also noted that the public would not have the benefit of staff presentations before making their comments for items on the agenda.

Discussion ensued regarding a suggestion that public comment for items not on the agenda be moved to the end of the meeting, and differing opinions were expressed on this suggestion. It was noted that this has been tried before and it did not appear to work well due to public outcry.

Councilmember Streater questioned whether the Council should continue to allow persons to submit a public comment speaker form to have their name on the agenda and speak first at public comment.

Discussion ensued regarding a suggestion from Councilmember Gordo that Council consider changing its Monday evening meetings to later in the week, such as Thursday evening. He discussed the downside in starting off the week with late night meetings. Councilmember Streater expressed concern that there may be impacts to some of the advisory bodies if the schedule was changed. The City Manager responded that staff

could check on whether there were conflicting advisory body meetings on Thursdays. It was noted that if the day of the meeting was changed, the agenda would need to be posted by Monday evening, and the Council would not have the benefit of reading the meeting material over the weekend. An advantage was noted that in receiving the agenda packet on Monday evenings, staff is available during the week to answer questions from individual Councilmembers. The City Attorney noted that it would take an ordinance to change the regular meeting day. If Council wished to try changing the day on a trial basis, the regular meetings could be cancelled and the new meeting days could be posted as special meetings.

Members were asked to express their preference to the suggestion for changing the day of the meetings: Councilmembers Haderlein, Streator, and Mayor Bogaard expressed a low preference for changing the day of the meetings; Councilmembers Tyler and Little expressed a medium preference; and Councilmember Gordo expressed a high preference for changing the day of the meetings. (Councilmember Holden had departed earlier.)

It was suggested that Councilmembers give some further thought and consideration to changing the meeting day.

Councilmember Streator stated that when she first came on the Council, it was confusing following the agenda packet. She suggested color coded tabs be used to make it easier to find items in the agenda packet.

Regarding the length of Council meetings, Councilmembers expressed support for the Mayor to remind them that they need to wrap up discussion for items after an adequate period of time.

Ms. Ferguson summarized the following comments that were expressed to her in earlier individual conversations with Councilmembers.

- That there be a commitment from Councilmembers to do their homework in preparation of the meeting.
- If there is a consultant or expert scheduled to do a presentation, that this be measured against how heavy the agenda is regarding length of time for the presentation.
- A wish that if an issue comes up that is centered in a particular Council district, that deference be given to the Councilmember representing the district. Ms. Ferguson noted this view is countered by the thought that the job of the Council is to build consensus and to educate the public (on why a particular position is taken). It was noted that it is permissible to give deference to the district representative, but this is something that cannot be mandated.

In conclusion of this agenda item, the Mayor suggested that there be a tradition that members have one opportunity to raise questions regarding an agenda item, and then a shorter opportunity to rebut. He stressed the importance of Councilmembers doing their homework, especially on complicated agenda items, and being limited to two opportunities to speak. In response to this suggestion, some members noted this is a self-discipline issue and as discussion evolves, sometimes new thoughts get raised based on comments from colleagues. Councilmembers expressed a desire not to have a rule on this, but rather to be mindful of the Mayor's suggestion.

The City Manager stated she would try to limit staff presentations to no more than five minutes. Vice Mayor Little suggested that staff not respond with elaborate responses to Council questions, if a "yes" or "no" response is sufficient.

The City Attorney reminded Council that its meetings are tape recorded and cautioned that Council should be aware of statements made in public meetings that could be a potential liability. She briefly discussed due process regarding land use issues, and reminded Council that they should report "for the record" on meetings or conversations with developers or interested parties held outside the public hearing process.

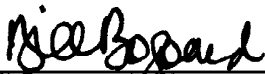
It was noted that Councilmembers are not always informed of upcoming projects in the beginning of the process, and the City Manager offered to give further thought as to how to keep Council apprised of upcoming projects in a timely manner.

Ms. Ferguson concluded the meeting by noting that there was productive discussion this evening, and suggested there be another workshop in approximately six months. She noted the first item on the agenda regarding goals and objectives was a difficult task. Ms. Ferguson stated she will digest the comments made and encouraged members to respond to the draft document she will prepare.

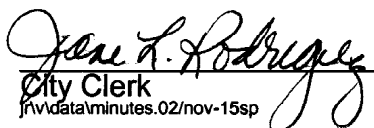
Councilmembers concurred the meeting was productive and a desire was expressed to have another workshop in the future.

On order of the Mayor, the special meeting adjourned at 9:00 p.m.

ATTEST:



Bill Bogaard, Mayor
City of Pasadena


City Clerk
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