

**Attachment 1**

**Resolution of Intention  
Setting a Public Hearing**

RESOLUTION NO. \_\_\_\_\_

**A RESOLUTION OF THE CITY OF PASADENA STATING ITS INTENTION TO FORM THE OLD PASADENA MANAGEMENT DISTRICT PROPERTY-BASED BUSINESS IMPROVEMENT DISTRICT AND TO LEVY AND COLLECT ASSESSMENTS WITHIN SUCH DISTRICT PURSUANT TO THE PROPERTY AND BUSINESS IMPROVEMENT DISTRICT LAW OF 1994, PART 7 OF DIVISION 18 OF THE CALIFORNIA STREETS AND HIGHWAYS CODE, AND APPOINTING A TIME AND PLACE FOR HEARING OBJECTIONS THERETO**

**WHEREAS**, the Property and Business Improvement District Law of 1994, Part 7 of Division 18 of the California Streets and Highways Code, commencing with Section 36600, (the "Law") authorizes cities to establish property and business improvement districts within business districts to promote the economic revitalization and physical maintenance of such business districts; and

**WHEREAS**, the Law authorizes cities to levy and collect assessments on real property within such districts for the purpose of providing improvements and promoting activities that specially benefit real property within such districts; and

**WHEREAS**, Articles XIII C and XIII D of the California Constitution and Section 53753 of the California Government Code impose certain procedural and substantive requirements relating to the levy of new or increased assessments; and

**WHEREAS**, a written petition has been submitted by property owners within Old Pasadena business district requesting the City Council to initiate proceedings pursuant to the Law to establish a property and business improvement district to be named the Old Pasadena Management District Property-based Business Improvement District; and

**WHEREAS**, such petition was signed by property owners in the proposed district who will pay more than fifty percent (50%) of the assessments proposed to be levied; and

**WHEREAS**, a Management District Plan entitled the "Old Pasadena Management District Property-Based Business Improvement District (PBID) Plan" (the Management District Plan) has been prepared and submitted to the City Clerk, containing all of the information required by Section 36622 of the Law, including a description of the boundaries of the district, the improvements and activities proposed for the district, and the cost of such improvements and activities; now therefore be it

**RESOLVED**, that the Pasadena City Council declares as follows:

Section 1. Pursuant to Section 36621(a) of the Law, the Pasadena City Council declares its intention to form a property and business improvement district to be designated the "Old Pasadena Management District Property-based Business Improvement District" (the "District") and to levy and collect assessments against lots and parcels of real property within the District, commencing with fiscal year 2005-06.

Section 2. The City Council hereby approves the Management District Plan, on file in the office of the City Clerk.

Section 3. The City Clerk shall make the Management District Plan and other documents related to the District available to the public for review during normal business hours Monday through Friday 7:30 a.m. – 5:30 p.m.

Section 4. NOTICE IS HEREBY GIVEN that the City Council shall conduct a public hearing on the establishment of the District and the levy and collection of assessments for fiscal year 2005-06 on June 6<sup>th</sup>, 2005 at 8:00 p.m. or as soon thereafter as the matter may be heard, in the Pasadena Senior Center, Multi-Purpose Room at 85 East Holly Street. At the public hearing, the City Council will consider all objections or protests, if any, to the proposed establishment of the District and the proposed assessment. Any interested person may present written or oral testimony at the public hearing.

Section 5. The exterior boundaries of the proposed District include an approximately 21-block area bounded by Walnut Avenue on the north, Arroyo Parkway on the east, Del Mar Boulevard on the south, and Pasadena Avenue east.

Section 6. The proposed improvements and activities for the District include providing security, sanitation, street and sidewalk cleaning and other municipal services supplemental to those normally provided by the City; marketing, and other improvements and activities which benefit businesses and real property located in the District.

Section 7. The assessment proposed to be levied and collected for fiscal year 2005-06 is \$1,212,046. The amount to be levied and collected for subsequent years up to a total of 5 years may also be increased, by an amount not to exceed three percent per year, in accordance with increases in the Consumer Price Index, All Urban Consumers, for the Los Angeles-Riverside-Orange County metropolitan area.

Section 8. The City Clerk, or her designee, is hereby authorized and directed to cause notice to be given of the public hearing as provided in Section 53753 of the Government Code and Article XIID, Section 4 of the California Constitution.

Adopted at the regular meeting of the City Council on the \_\_\_\_ day of \_\_\_\_\_, 2005, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

JANE L. RODRIGUEZ, CITY CLERK

Approved as to form:

*Robin D. Harris*

Robin Harris  
Special Counsel



**Attachment 2**

**Map of Proposed PBID**

**OLD PASADENA  
PROPERTY BUSINESS  
IMPROVEMENT DISTRICT (PBID)  
PLAN**

*Prepared pursuant to the State of California  
Property and Business Improvement District Law of 1994  
to continue the Property Business Improvement District (PBID)  
within the City of Pasadena*

for the

***Old Pasadena Continuation Committee***

**April 2005**

# Old Pasadena Property Business Improvement District (PBID) Plan

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## I) COVER LETTER

April 2005

Dear Property Owner,

Since its formation in 2000, the Old Pasadena Property Owner Business Improvement District ("PBID") has provided essential services that have both protected the rich heritage and unique legacy of Old Pasadena and contributed to the historic district's rapidly increasing property values. For the past 5 years the Old Pasadena Management District ("OPMD") -- a private, non-profit organization -- has acted as the managing agent for the PBID and we are proposing that the City of Pasadena renew its contract with the OPMD to manage the district for another five-year term.

During the first term of the PBID there have been remarkable improvements in the overall quality of life in Old Pasadena. Our District has become a national and international model for the authentic urban village. Here is a picture of Old Pasadena today:

- Streets and alleys are cleaner and safer.
- Old Pasadena's stakeholders are well-represented at City Hall.
- Website visitors exceed 400,000 per month.
- The number of residents in and around the district has increased to over 2,500.
- \$500 million has been invested in development and redevelopment projects.
- Retail Sales exceeded \$214 million in 2004 and are growing.
- Rents as high as \$7 per square foot have been achieved on Colorado Blvd. and as high as \$4.00 per square foot off the boulevard.
- Recent sales of property on Colorado Boulevard have approached \$600 per square foot.
- Old Pasadena encompasses a workforce exceeding 10,000 employees.
- Old Pasadena welcomes nearly 25,000 visitors each weekend.

We should be encouraged by the remarkable level of success Old Pasadena has achieved. However, what we are today is not enough. Old Pasadena can, and must, continue to evolve and improve. In the face of increasing regional competition it is incumbent on us, as District stakeholders, to be proactive. Currently, managing and building on our success is of primary importance to the future of Old Pasadena. Many of the things that have made Old Pasadena a success -- historic appeal, open-air retail and restaurant activity, outside entertainment -- are now being copied across the nation.

As a fellow property owner and Chair of the Continuation Committee, I strongly urge you to review the following Property Business Improvement District (PBID) Plan. It was designed to give you the complete picture of what it means to have the PBID continue its stewardship of Old Pasadena for another five-year term. The only way Old Pasadena can avoid risking the loss of its unique character and the erosion of its current success, is by stakeholders continuing to work together. We must strive to meet the demands and ever-increasing challenges which face Old Pasadena in today's marketplace. For this reason, I encourage you to join me in supporting the continuation of Old Pasadena's Property Owner Business Improvement District.

Respectfully,



Doug Huberman  
Chair, Continuation Committee

## II) OLD PASADENA PROPERTY BUSINESS IMPROVEMENT DISTRICT (PBID) AT-A-GLANCE

Developed by a growing coalition of property and business owners, the Old Pasadena PBID is a benefit assessment district designed to improve the commercial area of Old Pasadena. It oversees the security programs, the maintenance programs, trash/debris collection, business interest advocacy, and marketing and promotion services above and beyond those baseline services which would be provided by the City of Pasadena. **Maintaining this additional level of services has been successfully reducing crime, increasing sales, attracting new tenants, increasing occupancies, and increasing property values in Old Pasadena over the last five years.**

**Location:** 21 blocks in the City of Pasadena bounded by Pasadena Avenue, Walnut Street, Arroyo Parkway, and Del Mar Boulevard. (Please see the map on page \*\* for specific boundaries).

**Services:** Ambassador/Security program; cleaning/maintenance services; advocacy to promote business interests; marketing and promotions program.

**Budget:** Total maximum District budget for each year of its five-year operation is a base of approximately \$1,229,324 per year with an annual CPI adjustment capped at 5%. Of the total budget, property owner assessments will contribute \$667,046 in 2006. The balance of \$545,000 will come from the City of Pasadena.

**Cost:** The entire District will pay an assessment for a base level of services. In addition, based upon property location and benefits received, annual assessments on a per square foot basis per year will be as follows:

	<u>Land</u>		<u>Ground Floor</u>		<u>Non-Ground Floor</u>
Zone 1	\$.1450	+	\$.2995	+	\$.1498
Zone 2	\$.1450	+	\$.1283	+	\$.0641
Zone 3	\$.1450	+	\$.1743	+	\$.0872
Zone 4	\$.1450	+	\$.1283	+	\$.0641
Zone 5	\$.1450	+	\$.2100	+	\$.1050

**City Services:** To ensure that no property's assessment exceeds the cost of the proportional benefit to that property, the City of Pasadena shall contribute \$545,000 annually to offset the special benefit to City-owned properties within the District. Additionally, it is expected that the City will continue to completely fund the current base level services provided to all properties in the District.

**Formation:** District continuation requires submittal of petitions from property owners representing at least 50% + \$1 of the total assessment. The "Right to Vote on Taxes Act" (also known as Proposition 218) requires that more than 50% + \$1 of the ballots received, weighted by assessment, be in support of the District.

**Duration:** The continuation of the District will establish a five-year life. After five years, the petition process must be repeated for the District to be reestablished.

### III) WHAT IS A PROPERTY BUSINESS IMPROVEMENT DISTRICT (PBID)?

Currently, nearly 1,200 downtown PBIDs operate throughout the United States and Canada.

A PBID provides essential services, such as security, maintenance, marketing and economic development in addition to those provided by local government. These services are concentrated within a distinct geographic area and are paid for by means of a special property owner assessment. The organization responsible for providing these services is governed by a Board of Directors *representing the stakeholders who pay the assessment, as well as represent those who benefit from the services (i.e. City, residents, and merchants).*

PBIDs are proven to work by providing services that improve the overall viability of commercial districts -- resulting in higher property values and sales volumes. One of the comparable PBIDs established in California is the nearby Fashion District. This district has been successful in cleaning up the streets and reducing crime by 20% (according to a recent report by the Los Angeles Police Department).

The Old Pasadena Property Business Improvement District (PBID) was formed pursuant to a State Law that took effect in January, 1995. District stakeholders have all benefited from this effort over the last five years, and are now seeking property owner support to continue the Old Pasadena PBID. The "Property and Business Improvement District Law of 1994," which was signed into law by Governor Pete Wilson, ushered in a new generation of PBIDs in California by allowing a greater range of services and independence from government. Key provisions of the law included:

- Allows PBIDs to undertake services ranging from security to maintenance, marketing and business advocacy to economic development.
- Provides for representation from stakeholders in governing the PBID.
- Requires petition support from private property owners paying at least 50% + \$1 of the proposed private property assessments to form a PBID.
- Allows annual review and accountability on service delivery and stewardship.
- Requires limits for assessments to ensure that they do not exceed pre-established levels.
- Provides a multi-year life for PBIDs and requires a new petition process to renew a District. The Old Pasadena PBID is proposed to be continued for a five-year term.

#### **IV) WHY CONTINUE THE OLD PASADENA PBID?**

##### **A. *The Need for Continued High-Quality Security in Old Pasadena.***

Property owners agree that security and ambassadorial services help increase property values and business volume. Many customers and employees recognize security as an important component of the Old Pasadena experience. The City of Pasadena is responsible for providing policing on a citywide basis. The Old Pasadena PBID's added security services are customized for the District to meet the unique needs of Old Pasadena.

##### **B. *Continued Proactive Involvement in Determining the Future of Old Pasadena.***

In order to protect their investment, property owners must be a partner in the process that determines how new development projects are implemented. Through the advocacy efforts of this strong business improvement district, Old Pasadena can and will continue to affect positive change in the economic development of downtown.

##### **C. *Retail Recruitment and Retention: An Integral Part of Continued Success.***

Old Pasadena not only competes with other regional downtowns, but also with the increasing number of entertainment destination experiences our consumers have to choose from in Southern California. Increasingly, office parks in the region also pose as competition. We need to continue offering a one-stop information center for new businesses, and continue being a resource and support for small businesses in the District.

##### **D. *Maintaining a Private/Public Partnership with a Unified Voice for Old Pasadena.***

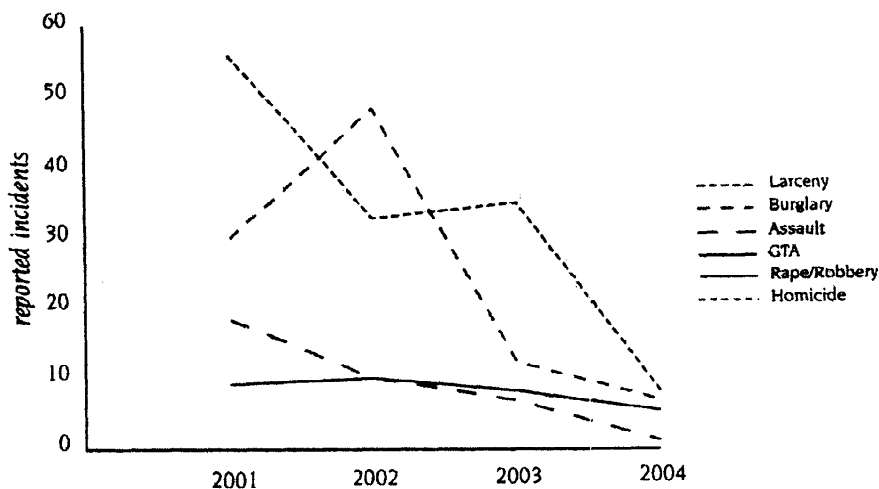
Because property owners are investing private money through the PBID, they are looked upon as a strong partner in negotiations with the City. This partnership has the ability to leverage the property owner's investment with additional public investment in Old Pasadena. Our unified voice a City Hall offers our best opportunity to affect public policy and represent the collective interests of our District.

##### **E. *Maintaining Private Sector Management and Accountability.***

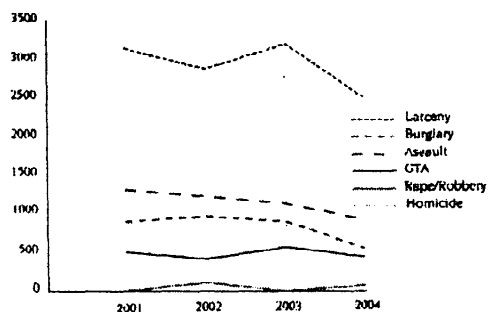
The services provided in the District will continue to be managed by the Old Pasadena Management District, a non-profit private sector business organization formed for the sole purpose of improving Old Pasadena. Annual PBID work plans and budgets are developed by a governing Board of Directors composed of stakeholders that own businesses and property in the District. Security, maintenance, and marketing services will be subject to private sector performance standards, controls, and accountability.

# Income goes up as crime goes down.

OLD PASADENA  
2001-2004



CITYWIDE 2001-2004



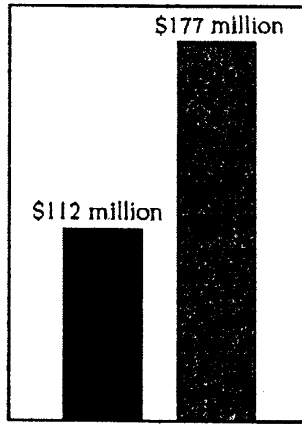
In Pasadena, city-wide, crime has dropped dramatically, but in our district, through the combined efforts of the Pasadena Police, and our Ambassador Guides, the crime rate has plummeted.

When the crime rate is low, clients, customers and visitors feel free to walk our streets and alleyways. They spend more time and more money in our restaurants, shops and businesses. The Old Pasadena Management District enhances crime prevention through strong cooperation with the Pasadena Police and innovative programs such as the Old Pasadena Ambassador Guides, our bike and foot patrols trained to report the first sign of any suspicious activity in our district.



# OLD PASADENA RESIDENTIAL SALES

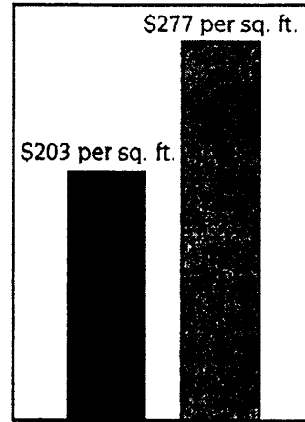
**\$ Total**



1999 2003  
**INCREASE 57%**

Source: City of Pasadena Sept. 29, 2004

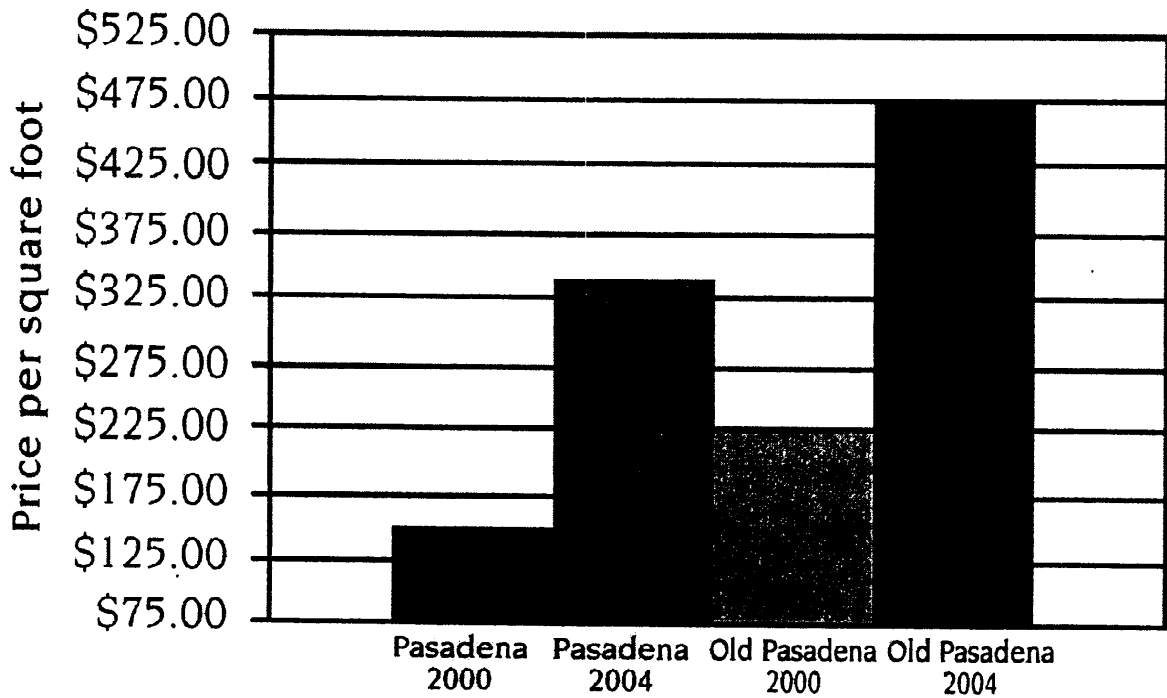
**\$ Per Square Foot**



1999 2003  
**INCREASE 36%**

Source: City of Pasadena Sept. 29, 2004

## OLD PASADENA RESIDENTIAL SALES MULTI-FAMILY HOUSING AVERAGE COST PER SQUARE FOOT INCREASES 2000 COMPARED TO 2004



**V) PROPOSED IMPLEMENTATION TIMETABLE**

April 7	Completed PBID Plan and Engineer's Report to City
April 8	Owner Petitions Available at Old Pasadena Management District Office
April 8	Petition Drive Begins, Volunteers Make Solicitations
April 25	First Deadline for Petitions (50% + \$1 needed to trigger)
April 25	City Council declared Resolution of Intention, Approval of Engineer's Report, and Sets Public Hearing in 45 Days
April 26	Prop 218 Ballots w/ PBID Plan Mailed to Property Owners
May	Drive to Return Prop 218 Ballots to City Hall
June 6	Public Hearing, Prop 218 Ballot Tally, PBID Formation

Pursuant to State Law, the Old Pasadena PBID will have a defined life. The life of the PBID is set at five years. In order to continue the PBID for another set term, the preceding petition and public hearing process must be repeated.

## **VI) PBID BOUNDARIES**

The Old Pasadena PBID will deliver services in an approximately 21-block area of Pasadena. The District is bounded by Pasadena Avenue on the west, Walnut Street on the north, Arroyo Parkway on the east, and Del Mar Boulevard on the south. Because of the scope and nature of the District and services to be provided, five separate benefit zones have been created.

With the exception of One Colorado (Zone 3), Zone 1 encompasses the core area of Old Pasadena, along Colorado Boulevard, the South side of Union Street and the North side of Green Street between South Raymond and Mills Alley.

Zone 3 is comprised of One Colorado properties along Colorado Blvd. between Delacey and Fair Oaks (excluding the southeast corner of Union and Delacey) as well as the South side of Union Street to Exchange Alley between Fair Oaks and Kendall Alley.

Zone 5 includes properties that face or have a significant amount of frontage along the North and South sides of Green Street between Pasadena Avenue and Arroyo Parkway excluding the North side of Green Street between South Raymond and Mills Alley. Zone 5 was formed at the direction of the District Assessment Engineer reflecting its unique level of service that is higher than Zone 2 and less than Zone 1.

Zone 2 is comprised of two areas. The northern area of Zone 2 includes all properties to the North of Union Street, East of Fair Oaks, and West of Arroyo Parkway (excluding Memorial Park). The southern area of Zone 2 includes blocks North of Valley Street between Pasadena Avenue and Fair Oaks, and includes properties facing Dayton Street between Fair Oaks and Raymond, as well as properties on Raymond from Del Mar to just South of Green Street (excluding Central Park) and as far east as the Gold Line Right of Way.

Zone 4 properties include Memorial Park and Central Park.

Zone 1 properties currently have high pedestrian counts and require a higher level of services. Zone 2 properties currently require less service and therefore pay at a lesser rate. Zone 3 includes only the One Colorado properties. The One Colorado properties already provide a high level of security and maintenance services and therefore require less service from the District, as well as provide additional benefits to the District (see Engineers Report for more detail). Because these Zone 3 properties will be receiving proportionately less service, they pay a proportionately less rate. Zone 4 includes the two city parks, Memorial Park and Central Park. These parks have a lesser demand for services than other properties.

In addition, the PBID proposes to provide services only around the perimeter of the parks. For more detail regarding the delineation of these three zones, please see page 18, Section C, "Determination of Benefit Areas."

The service area includes approximately 339 parcels. The PBID boundary is illustrated by the map on page 37 (Exhibit A). Please see pages 23 through 25 for the specific assessment formula based on a combination of ground floor building square footage, non-ground floor building square footage and lot square footage.

## **VII) SERVICE PLAN AND BUDGETS**

### **A. History of Establishing the Service Plan**

Property owners in Old Pasadena remain concerned about the need for continued supplemental security, maintenance and marketing services in the area. In 1994, Governor Wilson signed AB 3754 (Caldera) establishing the Property and Business Improvement District Law of 1994. This State Law created a mechanism for property owners to join forces and improve their commercial districts. In its first five-year term, the PBID seized the opportunity to utilize this new tool to provide efficient supplemental services in a cost-effective manner. For purposes of PBID continuation for another five-year term, the following service plan details the nature and extent of the services it provides and an itemized budget. The detail of the PBID Law can be viewed on line at the following website: <http://www.leginfo.ca.gov>.

### **B. Programs and Services Provided**

The Old Pasadena PBID provides for security, trash & debris collection, sidewalk cleaning, marketing and promotions, and business advocacy services above and beyond those currently provided by the City of Pasadena. Existing City services will remain intact pursuant to a "base levels of service" policy discussed in Section X of this Plan.

PBID service levels vary between zones due to a varying demand. All benefits provided will be based on the amount paid into the District. For a more detailed discussion of these demands, please see page 18, Section C, "Determination of Benefit Areas." Program descriptions and budgets of proposed Old Pasadena PBID security, maintenance, marketing, business advocacy, and administrative services are provided in the following pages.

The first step in preparing the renewed service plan was to identify the existing level of services provided by the Old Pasadena PBID over the last five years. In addition to our track record during the first five years of the PBID, numerous forums were held with City of Pasadena staff, property owners, business owners, and residents to help the District determine Old Pasadena's future needs. Based on the input collected during this process, service priorities were identified. The information from each step of this process was integrated and this proposed PBID Plan was redeveloped.

The following are some key aspects of the Service Plan Budget:

- The Service Plan Budget provides for the security program, Old Pasadena Ambassador Guides, who serve a number of functions. This security program continuously increases awareness of security efforts in the District, coordinates existing property owner security programs, and acts as the "eyes and ears" for the Pasadena Police Department. The program reduces street disorder and serves a lead role in crime prevention. Also the Old Pasadena Guides serve as good-will ambassadors for the District by assisting visitors.
- The maintenance program keeps the District clean. Highly visible personnel are on the streets removing trash, graffiti, and other litter. In addition, the PBID will provide sidewalk cleaning, trash/debris removal, and street sweeping.
- The marketing and promotions program continues to improve communications, build stronger working relationships with property owners and business operators, and increase exposure for the District.

## 1. Public Safety

### **Old Pasadena Public Safety Program**

The 21 block Old Pasadena Ambassador Guide program mission is to support the police department, property owners and tenants in overall crime prevention efforts and reduction in street disorder, while offering a customer service orientation to pedestrians. They provide highly visible neighborhood security and are intended to supplement-not supplant- individual building security and the Pasadena Police Department.

### **Integration with the Pasadena Police Department**

The Old Pasadena security program works closely with the Pasadena Police and integrates the Old Pasadena program with that of the Police. Pasadena Police Department officers are active in the development and training of the Old Pasadena Guide personnel.

### **Bicycle Patrol**

The Bike Patrol deters aggressive panhandling and other unsuitable street behavior. Their presence is a deterrent to theft and burglary from motor vehicles; however, the service does not completely prevent these crimes. They also deter and report illegal street vending, illegal dumping and street code violations. They observe and report a myriad of quality-of-life problems including: drinking in public, urinating in public, public drunkenness, trespassing, and shopping cart confiscation.

The Bike Patrol officers also act as ambassadors performing goodwill gestures such as giving directions to visitors, escorting employees, helping lost persons, and retrieving keys from locked cars and conducting tours. Bike Patrols also assist with traffic control in the event of accidents, fires or unusual occurrences.

They patrol assigned routes evenly, covering all property equally on any route in the District. They are professional, friendly, courteous, people-oriented individuals in excellent physical condition. The Bike Patrol officers complete 40 hours of customized classroom training and 16 hours of field training.

### **Foot Patrol**

The Foot Patrol will concentrate on the highest pedestrian use corridors such as Colorado Boulevard and Fair Oaks Avenue. The Foot Patrol has the same mission and receives the same training as the Bike Patrol. Uniforms and equipment will be identical. Because of their easy accessibility to pedestrians, the Foot Patrol will act as ambassadors helping visitors find their dining, shopping and parking destinations.

## 2. Maintenance

**Old Pasadena Clean Team:** The Clean Team consistently deals with maintenance issues within the District. To effectively deal with the maintenance issues facing Old Pasadena, a multi-dimensional approach has been developed consisting of the following elements:

**Sidewalk Maintenance:** Uniformed, radio-equipped personnel sweep litter, debris, and refuse from sidewalks and gutters of the District. Collector truck personnel collect trash from trash receptacles.

**Alley Maintenance:** The Clean Team and safety patrols each have responsibility in this area. Guide safety personnel address owner and tenant compliance with City code issues on cleanliness of

sidewalks, alleys and illegal dumping. The Clean Team crew sweeps the alleys, removes graffiti and clears the alley of debris when a responsible party cannot be found for illegal dumping or other violations.

**Graffiti Removal:** The Clean Team removes graffiti by painting, using solvent and pressure washing. The District will maintain a zero tolerance graffiti policy. All tags will be removed within 24 hours.

**Sidewalk Pressure Washing:** Pressure washers service 2-3 blocks per night, 7 nights a week. The District standard is to have all sidewalks cleaned at least every other month. The high use areas will be cleaned more frequently.

**Trash Collection:** District trucks will supplement City collection of trash from sidewalk trashcans.

**Landscape Maintenance:** Public landscape areas, tree wells, and planters will be maintained and kept free of litter and weeds.

**Paper Sign and Handbill Removal:** Paper signs and handbills taped or glued on public property, utility boxes, poles and telephone poles are removed by hand or when necessary by high pressure hose.

**Special Collections:** District trucks will be available to collect stolen shopping carts and large bulky items illegally dumped in the District.

**Maintenance Problems Requiring Third Party Intervention:** Problems in the District that create blighted or unsafe conditions are monitored but are outside of the jurisdiction of the District to repair. Requests are made to the responsible party for repair. Types of problems include blocked or damaged sewers or drains, damaged sidewalks/streets/alleys, non-operating street lights, damaged or missing street signs, etc.

### 3. Marketing and Communications

**Tell the story...again and again and again.** Telling the story of Old Pasadena through marketing and communication efforts is one of the most important of the service plan. This program includes several tools to increase the numbers of visitors to the District, support efforts of property owners and brokers to attract and retain tenants, and to help Old Pasadena maintain its popularity in the face of increasing competition. Several types of marketing and communication elements are used to achieve this:

- Old Pasadena website [www.oldpasadena.org](http://www.oldpasadena.org)
- Full-color shopping, dining and business directory brochure
- Public and media relations
- Development of Old Pasadena image pieces
- Full-color Old Pasadena in-depth quarterly newsletter
- Sponsorship and tenant development support packets
- Community-based events
- JobSite! online job resource for businesses in Old Pasadena and the community

#### **4. Advocacy and Administration**

A professional staff that requires centralized administrative support will manage the District improvements and activities. Core services are delivered 16 hours a day, seven days a week. The District budget contains four budgeted positions plus costs for contracted supervision for all core services. The professional staff manages day-to-day operations of all the services and programs, under the direction and control of the Board of Directors of the Old Pasadena Management District. This professional staff represents the District's interests in advocacy and relationship efforts with local government and media.

### **C. Operating Budget**

#### **2006 Operating Budget Summary**

A brief summary of the year 2006 operating budget for the Old Pasadena PBID is provided below. The detail for years 2006 through 2010 is provided in the Engineers Report on page 24. The total improvement and activity plan budget for 2006 is projected at \$1,229,324. Of the total budget, property owner assessments will contribute approximately \$667,046 (excludes a \$17,278 credit applied for property in Zone 3 (see Engineers Report for more detail). The balance of \$545,000 will come from the City of Pasadena.

Revenues for specific programs may be reallocated in from year to year within a range of 15-20%. Budgets for years 2006-2010 are illustrative only and may be changed based on service needs. Major changes, based upon changing district needs and budgets, must be approved by the Pasadena City Council. Expenditures will be made in the following program areas:

##### **1. Public Safety**

The public safety programs are designed to improve both the reality and perception of safety in Old Pasadena. A consistent and visible uniformed presence is required throughout the district 16 hours a day, seven days a week as detailed on page 12. The budget for the public safety program is \$444,106 or 36.1% of the total budget.

##### **2. Maintenance**

In order to maintain standards of cleanliness throughout the District the maintenance program will remove graffiti, remove trash and debris, provide sidewalk sweeping, sidewalk pressure washing, and other maintenance services as detailed in the section above. The budget for the maintenance program is \$386,592 or 31.4% of the total District budget.

##### **3. Communication, Marketing, Economic Development, and Special Projects**

In order to tell the story of Old Pasadena and continue to build upon the success of the District, a communications, marketing and economic development description, as detailed on page 13, has been developed. A special projects budget has been developed to undertake those projects and opportunities that benefit the District, but are not easily placed in one of the other categories. The budget for the communications, marketing, economic development, and special projects program is \$189,152 or 15.3% of the total District budget.

##### **4. Advocacy and Administration**

In order to manage the day to day activities of the PBID, a professional administrative staff and office is necessary to insure the delivery of quality services. The budget for administration including labor, office rent, insurance, utilities, supplies, etc., is \$184,853 or 15% of the budget.

## 5. Unanticipated Revenue Commitments

During the life of the PBID, additional assessment revenues may be collected as a result of new development completed within the District boundaries. These additional revenues are not projected as part of the five-year budget outlined in the Engineer's Report. The following policies will be applied to unanticipated assessment collections:

- For unanticipated assessments from new residential development: 63% of each dollar would be used to fund additional Clean and Safe services for residential areas. 25% of each dollar would be used for Unfunded Projects. 12% of each dollar would be added to the Strategic/Emergency Reserve Fund.
- For unanticipated assessments from new commercial development: 63% of each dollar would be used to fund additional Clean and Safe services for commercial areas. 25% of each dollar would be used to fund Unfunded Projects. 12% of each dollar would be added to the Strategic/Emergency Reserve Fund.

## 6. Reserves

- A. Uncollectable Reserves. The percent of the budget held in reserve to offset delinquent or slow payment from tax collections has been established at 2% of the total budget.
- B. The Strategic/Emergency Fund Reserves. 2% of all gross revenues will be dedicated to this reserve fund, providing ample reserve funding to contribute to the PBID's financial strength over time and to address emergency response funding in the event of a natural disaster or catastrophic event impacting the organization or the District.
- C. Continuation Reserve. When the PBID was first established in 2000, it was recognized that funding would need to be reserved during the life of the PBID in order to fund the costs associated with the Continuation requirements under state law. This reserve fund to ensure adequate funding for another Continuation campaign in 2010 has already been fully funded, and will be made available by the Old Pasadena Management District.
- D. Unfunded Projects Reserve. Other established districts have found it important to undertake one-time, task-oriented projects that benefit the District property owners. Because of their nature it is difficult to include these projects in maintenance, security or marketing and promotions, although they tend to cross all of those lines. This category is also reserved for opportunities that present themselves during the life of the District, but are not known at the time of continuation. This Unfunded Projects Reserve will allow us to build up funding from unanticipated assessment collections (derived from new developments, see Section 5 above), in order to begin to fund these special projects. 25% of all unanticipated assessment funds will be earmarked for this reserve purpose. Examples of unfunded projects include:
  - Additional and expanded Clean and Safe services
  - Expanded holiday decorations
  - Expanded trash can locations and service
  - Directory signs
  - Complete website redesign and added functionality
  - Enhanced programs for business recruitment and retention
  - Small business assistance
  - Additional special events to increase attendance



## **VIII) ENGINEER'S REPORT**

### **A. General Information**

Pursuant to the provisions of the California Constitution Articles XIIC and XIID (Proposition 218), an engineer's report must be prepared in connection with the levy of assessments. Accordingly, this section of the Management District Plan for the Old Pasadena Management District (hereafter referred to as "District") has been prepared and is presented herein as the Engineer's Report for said District. This engineer's report in conjunction with other sections of the Management District Plan has been prepared for the proposed renewal of the District for an additional five (5) year term commencing in fiscal year 2006, pursuant to the provisions of the "Property and Business Improvement District Law of 1994", (commencing with Section 36600) of the Streets and Highways Code (hereafter referred to as "PBID Law") and applicable sections of the California Constitution. This report and the Management District Plan provide a description of the District, the improvements and services to be provided, the proposed budget of estimated costs and apportionment of those costs to properties within the District for the special benefits received.

For the purposes of this report, the word "parcel" refers to an individual property assigned its own Assessment Parcel Number by the Los Angeles County Assessor's Office. The County Auditor/Controller uses Assessment Parcel Numbers and specific Fund Numbers, to identify on the tax roll, properties assessed for special district benefit assessments.

### **B. Improvements, Services and Activities Provided**

The services and activities planned and budgeted for the District over the next five years can generally be grouped into four categories: safety, maintenance, marketing/advocacy and Administration. While these services and activities are provided throughout the District, the level of service varies in different geographical areas of the District. Zones (geographical regions) have been established within the District to reflect the current level of services and activities provide to parcels within those areas. The overall cost of providing each of the services and activities of the District and the allocation of those costs to the various Zones, is a direct reflection of the services demands in each area and the amount paid into the District by those various areas. The allocation of services and expenditures are based on the proposed Management District Plan and the history of services and expenditures in the preceding five years of the District.

The improvements, services and activities to be provided by the District are in addition to those provided by the City of Pasadena and are generally described as follows:

#### **Public Safety**

The security program provided by the Districts increases awareness of security efforts, coordinates existing property owner security programs, and acts as the "eyes and ears" for the Pasadena Police Department. The program is designed to reduce street disorder and serve as a lead role in crime prevention. The mission of this program is to support the police department, property owners and tenants in overall crime prevention efforts and reduce street disorder, while offering a customer service orientation to pedestrians by providing highly visible neighborhood security that is to

supplement individual property security and the Pasadena Police Department. The security program includes, but is not limited to:

- Integration with the Pasadena Police Department
- Bicycle Patrol
- Foot Patrol

### **Maintenance**

In order to consistently deal with numerous maintenance concerns within the District a maintenance program has been established. This program includes, but is not limited:

- Sidewalk Maintenance
- Alley Maintenance
- Graffiti Removal
- Sidewalk Pressure Washing
- Trash Collection
- Landscape Maintenance
- Paper Sign and Handbill Removal
- Special Collections
- Maintenance Problems Requiring Third Party Intervention

### **Marketing, Communication and Economic Development**

This program has been developed to tell the story of Old Pasadena and is one of the most important parts of the improvement plan. This program is designed to improve communications, marketing, advocacy, and relationship-building within the District. The program includes several tools to support the efforts of individual property owners and brokers to attract and retain tenants. Several types of communication elements can be used including, but not limited to:

- Old Pasadena Web Site
- Shopping, dining and Business Directory
- Tours
- Public and Media Relations
- Development of Old Pasadena Image Pieces
- Parking maps and guides
- Investor and tenant recruitment & visitor support packets
- Broker support packets
- One stop, available space resource center for Old Pasadena

## **Advocacy and Administration**

In order to manage the day-to-day activities of the District, a professional administrative staff and office is necessary to ensure the delivery of quality services. This team coordinates and administers the functions, services and activities of the District seven days a week and is also responsible for the administration of the Management District Plan and the annual levy of assessments consistent with the guidelines and intent of the Management District Plan.

### **C. Determination of Benefit Areas**

Security, maintenance, marketing and promotion services are provided throughout the District and these services and activities are considered “base-level services”. The cost of providing these base-level services are proportionately spread to all benefiting parcels within the District based on a common denominator. In addition to this base-level service, enhanced services or more intensive services are provided in different areas of the District. In order to properly allocate the cost of the enhanced services or variations in services, Zones have been established within the District. These Zones are geographical regions of the District based on differences in services provided in those areas.

Properties in the central core area of the District (Colorado Blvd) have the highest pedestrian activity and receive the greatest benefit from the services provided by the District. These properties have been identified as Zone 1, and because this area receives a greater frequency of maintenance and security services they are proportionately assessed a greater portion of the overall District costs. All other properties outside of this core area are identified as Zones 2 through 5, each zone reflecting the intensity and level of service provided in that area, as well as any services that may be distinctive to that region of the District.

Zones 2 and 4 combined, encompass the largest area of the District and for the most part have similar services and activities associated with the properties in those areas of the District. They have been separated into two zones however, based on the general use of the properties. Zone 4 is comprised entirely of properties owned by public agencies (primarily the City) and this Zone comprises the two parks within the District boundaries. Because these properties are unlikely to be developed for commercial purposes, they clearly do not receive the same benefits as other properties within the District and have been distinguished from the properties of Zone 2 for this reason alone. While the benefit to properties within Zone 4 may not be as great as those properties in Zone 2 based on development potential, it has been determined that these properties derive special benefits from the services and activities of the District and a portion of the District costs are allocated to this Zone. Because the City owns these properties, a portion of the City’s annual contribution to the District is used to offset these parcels’ proportional special benefit.

Like Zone 1, Zone 3 is located near the core area of the District, however this particular area of the District is less reliant on many of the services provided by the District and in many ways the properties within Zone 3 collectively provide or support privately, many of the services and activities that would otherwise be provided by the District. Specific benefits to the District that are provided privately by the properties within Zone 3 include an aggressive schedule of special events throughout the year such as movies, concerts, dances and an annual Christmas tree lighting ceremony held in their courtyard, as well as additional marketing efforts throughout the year that highlights all of Old Pasadena as a destination for consumers. This unique contribution to the

District is reflected in the District budget for Zone 3 by various services cost reductions and credits resulting in reduced assessments rates for ground floor area and non-ground floor area in Zone 3 as compared to Zone 1. (The lot size area assessment rate for Zone 3 remains consistent with the rate applied in all zones of the District).

Zone 5 is comprised of properties along Green Street, which is situated south of the core area of Zone 1 and north of the southern portion of Zone 2. This area has been established as a separate zone to reflect the services and activities provided in that area that are not quite as demanding and intensive as Zone 1, but greater than those services and activities provided or currently required in Zone 2.

Although the District is being established with five (5) zones, development changes within the District may facilitate the need to increase services levels within a Zone or a significant portion thereof during the course of the five-year term of the District. This will likely require that an area be established as a new zone or be combined with an existing zone that has similar services and activities. Before such an increased service level may be implemented however, the cost increase associated with the expanded services to that area would have to be passed on to the property owners benefiting from those expanded services. This can only be accomplished by a property owner ballot proceeding for an increased assessment to the affected properties, similar to the proceedings for establishing the District. Only those properties that would receive special benefits from the expanded services and subject to a new or increased assessment would be balloted.

A map of the District boundaries and the zones therein for fiscal year 2006 is contained in the Management District Plan and by reference is made part of this Engineer's Report. Please refer to the District boundary map shown in Exhibit A, for a more detailed description of the zones.

#### **D. Assessment Methodology**

The Property and Business Improvement District Law of 1994 provides that the expenses of the District shall be apportioned in proportion to the benefit received by each property. In addition, Proposition 218 requires that a parcel's assessment may not exceed the reasonable cost of the proportional special benefit conferred on that parcel. The Proposition provides that only special benefits are assessable, and that the City must separate the general benefits from the special benefits conferred on a parcel. A special benefit is a particular and distinct benefit over and above general benefits conferred on the public at large, including real property within the district. The general enhancement of property value does not constitute a special benefit.

The annual assessments levied for the District in part shall fund the services, activities, operations and administration associated with the District ("Improvements"). All parcels that receive special benefits from the improvements within each Zone, share in the cost of the improvements associated with that Zone. The costs and assessments set forth in this Report are based upon an estimate of the expenses related to those improvements including all direct service costs, administration and incidental expenses based on the history of providing those services and activities throughout the District in the preceding five years.

As previously discussed, for fiscal year 2006 the District has been divided into five Zones and each Zone includes those parcels that are directly associated with specific improvements that provide a direct and special benefit to those parcels. The total amount allocated to each zone is a direct

reflection of the services and activities provided in that area. The amount allocated to each Zone and to be collected through the annual assessments equitably spread among the benefiting parcels within that Zone based on each parcel's lot size and building square footage (ground floor size and/or non-ground floor size).

It has been determined that each and every parcel within the District, except those identified as exempt parcels, receives a particular and distinct benefit from the improvements, over and above any general benefit. The security program reduces street disorder and helps prevent crime, thereby protecting the properties within the District and increasing their attractiveness to potential customers. The maintenance program, including trash removal, graffiti cleanup, and street and sidewalk cleaning directly benefits each of the parcels adjacent to the streets being maintained. The marketing program improves economic development within the District, thereby benefiting all businesses and potential property development within the District. All of the above contribute to an enhancement of the parcels within the District.

To ensure that no property's assessment exceeds the cost of the proportional benefit to that property, the City shall contribute \$545,000 annually to offset the special benefit to City owned properties within the District, as well as partially fund the base level services provided to all properties within the District.

Upon evaluation of the improvements, and their relationship to the properties within the District, it has been determined that approximately fifty percent of the annual cost of providing the services, activities and operation of the District are a special benefit to all non-exempt parcels within the District. Therefore, because each parcel may or may not be fully developed, it has been determined that the most equitable and appropriate allocation of these base-level costs should be based on the size of each parcel (lot square footage). Therefore a base rate per lot square foot has been established and is applied consistently to all parcels within the District.

Furthermore, the enhanced-level of services provided by the District are generally necessary because of property development and pedestrian traffic in the area. Therefore the special benefit to properties for these enhanced services is best reflected by the overall development of each property or building size. However it is also recognized that these enhanced services and activities are partially the result of increased pedestrian traffic and typically impacts the ground floor areas more than the non-ground floor areas. In recognition of this fact, the cost of providing the enhanced services is allocated proportionately allocated to both the ground floor square footage and the non-ground floor square footage of the parcel's structure with the allocation to the non-ground floor space being half that of the ground floor space using the square footage associated with each.

### **Exempt Properties and Special Cases**

Exempt from District assessments are the areas of public streets, private streets and other roadways, dedicated public easements, rights-of-ways including greenbelts, parkways and transit or rail lines, or any other such parcel that is used for public services. Other ancillary properties, such as light rail stations, privately owned garages and surface parking lots shall be assessed for District services. Parks and other properties owned by the City of Pasadena are not assessed on the tax rolls, however the City annually contributes sufficient funds to the District to compensate for the special benefits these parcels receive. Although the City properties derive some special benefits from the District improvements, these properties also add to the special benefits of other properties by providing significant areas of landscaping and parking that are rarely present in commercial areas.

Although the District has no areas that are zoned as residential, the district does contain residential properties. While these residential properties clearly benefit from the District improvements, it is also recognized that they do not necessarily have the same benefits from the various services and activities as commercial properties. (They benefit a great deal from security and maintenance, but have little or no benefit from marketing). Therefore all residential parcels are assessed their pro-rated share of the parcel's lot area assessments plus their individual square footage at the non-ground floor rate even if they are located on the ground floor in their respective zone (50% less than the rate for ground floor space). In addition, there are several residential properties within the District that had been previously granted an exemption from the assessments by the City during the first five years of the District. Although these properties receive special benefits from the District improvements, these exemptions will be honored until such time that the property ownership changes or it has been determined that the property is not solely used as a residence. However, no additional residential exemptions will be granted.

Similarly, during the first five years of the District, four (4) parcels associated with the Friendship Baptist Church were granted an exemption from the assessments based on their use of the properties for charitable/religious purposes. Although it has been determined that these properties currently receive special benefits from the District improvements, these previous exemptions will be honored until such time that the property ownership changes or it has been determined that the property is not solely used for charitable/religious purposes. Should the ownership or use of these properties change, the assessment rate and method described herein for all other properties will be applied.

## Summary of Square Footages within the District

The following tables provide a summary of the square footages used to calculate and establish the annual assessments within the District commencing in fiscal year 2006.

	Lot Size (SqFt)			
	(Total)	(City)	(Exempt)	(Assessed)
Zone 1	772,464	115,130	16,990	640,344
Zone 2	1,183,644	13,129	119,949	1,050,566
Zone 3	171,304	-	-	171,304
Zone 4	633,729	614,149	19,580	-
Zone 5	323,441	-	24,820	298,621
<b>Total</b>	<b>3,084,582</b>	<b>742,408</b>	<b>181,339</b>	<b>2,160,835</b>

	Ground Floor (SqFt)			
	(Total)	(City)	(Exempt)	(Assessed)
Zone 1	553,518	14,797	-	538,721
Zone 2	431,625	10,088	12,591	408,946
Zone 3	116,535	-	-	116,535
Zone 4	21,900	21,900	-	-
Zone 5	160,848	-	-	160,848
<b>Total</b>	<b>1,284,426</b>	<b>46,785</b>	<b>12,591</b>	<b>1,225,050</b>

	Non-Ground Floor (SqFt)			
	(Total)	(City)	(Exempt)	(Assessed)
Zone 1	335,528	-	-	335,528
Zone 2	421,311	-	35,659	385,652
Zone 3	12,902	-	-	12,902
Zone 4	-	-	-	-
Zone 5	92,666	-	-	92,666
<b>Total</b>	<b>862,407</b>	<b>-</b>	<b>35,659</b>	<b>826,748</b>

### E. Cost Allocation; Budget for Fiscal Year 2006

PBID Law provides that the expenses of the District shall be allocated in proportion to the benefit received by each parcel. In addition, the California Constitution requires that a parcel's assessment may not exceed the reasonable cost of the proportional special benefit conferred on that parcel and that only special benefits are assessable (General benefits must be separate from the special benefits conferred on a parcel). A special benefit is a particular and distinct benefit over and above general benefits conferred on the public at large, including real property within the District. The general enhancement of property value does not constitute a special benefit.

Based on the previous discussions, the first table on the following two pages provides an estimate of the annual costs and revenues for fiscal year 2006, and the allocation of those costs to the various zones within the District based on the services and activities to be provided in each zone. The second table provides a summary of the revenues to be derived from the assessments, based on the assessment rates applicable to the lot size and building square footages in each zone. The rates so described, shall be the base assessment rates for the District.

Proposed Budget Fiscal Year 2006	Total					
	Budget	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5
Trash	\$ 124,193	\$ 86,935	\$ 18,629	\$ 9,935	\$ 6,210	\$ 2,484
Street Maintenance	255,482	51,096	106,193	25,548	38,322	34,322
Zone 1 Extras	1,217	1,217	-	-	-	-
Zone 3 Extras	122	-	-	122	-	-
Zone 5 Extras	5,578	0	0	0	0	5,578
<b>Total Maintenance</b>	<b>\$ 386,592</b>	<b>\$ 139,248</b>	<b>\$ 124,822</b>	<b>\$ 35,605</b>	<b>\$ 44,532</b>	<b>\$ 42,384</b>
Safety	444,106	205,399	92,555	43,796	49,074	53,282
Marketing <sup>1</sup>	189,572	83,220	70,223	12,116	2,808	21,206
Administration/Advocacy <sup>2</sup>	184,853	48,156	67,803	10,919	39,147	18,827
Economic Development	-	-	-	-	-	-
<b>Total Direct Costs</b>	<b>\$ 1,205,123</b>	<b>\$ 476,023</b>	<b>\$ 355,403</b>	<b>\$ 102,436</b>	<b>\$ 135,561</b>	<b>\$ 135,699</b>
Contingency/Reserve Fund	24,201	9,456	7,158	2,164	2,711	2,712
<b>Total Budget</b>	<b>\$ 1,229,324</b>	<b>\$ 485,479</b>	<b>\$ 362,561</b>	<b>\$ 104,600</b>	<b>\$ 138,272</b>	<b>\$ 138,411</b>
City Contribution	(545,000)	(181,020)	(133,060)	(41,045)	(138,272)	(51,603)
Service Credits	(17,278)	-	-	(17,278)	-	-
<b>Balance to Levy</b>	<b>\$ 667,046</b>	<b>\$ 304,459</b>	<b>\$ 229,501</b>	<b>\$ 46,276</b>	<b>\$ 0</b>	<b>\$ 86,808</b>

1 Marketing by Building Area

2 Administration/Advocacy by Land Area

Proposed Assessment Rates and Revenues by Zone	Zone					Total
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	
Land Assessment	\$ 92,850	\$ 152,332	\$ 24,839	\$ -	\$ 43,300	\$ 313,321
Per s.f.	\$ 0.1450	\$ 0.1450	\$ 0.1450	\$ 0.1450	\$ 0.1450	\$ 0.1450
Ground Floor Assessment	\$ 161,347	\$ 52,447	\$ 20,312	\$ -	\$ 33,778	\$ 267,884
Per s.f.	\$ 0.2995	\$ 0.1283	\$ 0.1743	\$ 0.1283	\$ 0.2100	\$ 0.2100
Non-Ground Floor Assessment	\$ 50,262	\$ 24,720	\$ 1,125	\$ -	\$ 9,730	\$ 85,837
Per s.f.	\$ 0.1498	\$ 0.0641	\$ 0.0872	\$ 0.0641	\$ 0.1050	\$ 0.1050
<b>Assessment Revenue by Zone</b>	<b>\$ 304,459</b>	<b>\$ 229,501</b>	<b>\$ 46,276</b>	<b>\$ -</b>	<b>\$ 86,808</b>	<b>\$ 667,044</b>



**F. Assessment Adjustment Formula and Budgets for Fiscal Years 2006-2010**

Most budget items are typically impacted by inflation. In an effort to minimize this impact on the District and the services provided, an inflation adjustment based upon the annual percentage change in the Consumer Price Index (CPI) of "All Urban Consumers" for the Los Angeles-Riverside-Orange County area as established by the US Dept of Labor Bureau of Labor Statistics, not to exceed 5% annually, shall applied to the annual assessments established for fiscal year 2006 and presented to all property owners as part of the property owner assessment balloting process. The following tables present the estimated budget and maximum assessment rates over the term of the District based on this 5% annual adjustment.

<b>Budget Forecast Fiscal Years 2006 - 2010</b>	<b>FY 2006 (Proposed)</b>	<b>FY 2007 (Estimated)</b>	<b>FY 2008 (Estimated)</b>	<b>FY 2009 (Estimated)</b>	<b>FY 2010 (Estimated)</b>
Trash	\$ 124,193	\$ 130,403	\$ 136,923	\$ 143,769	\$ 150,957
Street Maintenance	255,482	268,256	281,669	295,752	310,540
Zone 1 Extras	1,217	1,278	1,342	1,409	1,479
Zone 3 Extras	122	128	135	141	148
Zone 5 Extras	<u>5,578</u>	<u>5,857</u>	<u>6,150</u>	<u>6,457</u>	<u>6,780</u>
<b>Total Maintenance</b>	<b>\$ 386,592</b>	<b>\$ 405,922</b>	<b>\$ 426,218</b>	<b>\$ 447,529</b>	<b>\$ 469,905</b>
Safety	444,106	466,311	489,627	514,108	539,814
Marketing	189,572	199,051	209,003	219,453	230,426
Administration/Advocacy	184,853	194,096	203,800	213,990	224,690
Economic Development	-	-	-	-	-
<b>Total Direct Costs</b>	<b>\$ 1,205,123</b>	<b>\$ 1,265,379</b>	<b>\$ 1,328,648</b>	<b>\$ 1,395,081</b>	<b>\$ 1,464,835</b>
Contingency/Reserve Fund	24,201	25,411	26,682	28,016	29,417
<b>Total Budget</b>	<b>\$ 1,229,324</b>	<b>\$ 1,290,790</b>	<b>\$ 1,355,330</b>	<b>\$ 1,423,096</b>	<b>\$ 1,494,251</b>
City Contribution	(545,000)	(545,000)	(545,000)	(545,000)	(545,000)
Service Credits	<u>(17,278)</u>	(18,142)	(19,049)	(20,001)	(21,002)
<b>Balance to Levy</b>	<b>\$667,046</b>	<b>\$ 727,648</b>	<b>\$ 791,281</b>	<b>\$ 858,095</b>	<b>\$ 928,250</b>

**Proposed Maximum Assessment Rates by Zone**

	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5
<b>Land Assessment (Per s.f.)</b>					
Fiscal Year 2006	\$0.1450	\$0.1450	\$0.1450	\$0.1450	\$0.1450
Fiscal Year 2007	\$0.1523	\$0.1523	\$0.1523	\$0.1523	\$0.1523
Fiscal Year 2008	\$0.1599	\$0.1599	\$0.1599	\$0.1599	\$0.1599
Fiscal Year 2009	\$0.1679	\$0.1679	\$0.1679	\$0.1679	\$0.1679
Fiscal Year 2010	\$0.1762	\$0.1762	\$0.1762	\$0.1762	\$0.1762
<b>Ground Floor Assessment (Per s.f.)</b>					
Fiscal Year 2006	\$0.2995	\$0.1283	\$0.1743	\$0.1283	\$0.2100
Fiscal Year 2007	\$0.3145	\$0.1347	\$0.1830	\$0.1347	\$0.2205
Fiscal Year 2008	\$0.3302	\$0.1414	\$0.1922	\$0.1414	\$0.2315
Fiscal Year 2009	\$0.3467	\$0.1485	\$0.2018	\$0.1485	\$0.2431
Fiscal Year 2010	\$0.3640	\$0.1559	\$0.2119	\$0.1559	\$0.2553
<b>Non-Ground Floor Assessment (Per s.f.)</b>					
Fiscal Year 2006	\$0.1498	\$0.0641	\$0.0872	\$0.0641	\$0.1050
Fiscal Year 2007	\$0.1573	\$0.0673	\$0.0916	\$0.0673	\$0.1103
Fiscal Year 2008	\$0.1652	\$0.0707	\$0.0961	\$0.0707	\$0.1158
Fiscal Year 2009	\$0.1734	\$0.0742	\$0.1009	\$0.0742	\$0.1216
Fiscal Year 2010	\$0.1821	\$0.0779	\$0.1060	\$0.0779	\$0.1276

**G. Assessment Roll for Fiscal Year 2006**

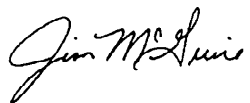
An Assessment Notice will be sent to owners of each property in the District. The Assessment Notice provides an estimated assessment based upon the lot square footage, ground floor building square footage, and non-ground floor building square footage of each individual property. The final individual assessment for any particular property may change, up or down, if the lot or building footages differs from those found on the Assessment Notice. A list of properties to be included in the District is provided within Exhibit B.

**H. Time and Manner for Collecting Assessments**

As provided by State Law, the District assessments will appear as a separate line item on annual Property Tax bills prepared by the County of Los Angeles. Property tax bills are generally distributed in the fall, and payment is expected by lump sum or installment. The County of Los Angeles shall distribute funds collected to the City of Pasadena and then to the Management District. Existing laws for enforcement and appeal of Property Taxes apply to the District assessments.

The undersigned respectfully submits the enclosed Engineer's Report for the Old Pasadena Management District for fiscal year 2006.

MuniFinancial  
Assessment Engineer



Jim McGuire  
Senior Project Manager

Richard Kopecky  
R. C. E. # 16742

## IX) COMPARABLE COMMERCIAL DISTRICTS

An analysis was performed to gather additional information about other PBIDs in comparison to Old Pasadena PBID. Old Pasadena was compared to other commercial districts that share similar characteristics. Comparability was based on a number of characteristics: city population, district size and shape, desired programs, and projected district budget. Comparable cities in Southern California were profiled that provide comparable funding mechanisms and similar programs and services in their respective districts, including the Fashion District, Long Beach, Santa Monica, Hollywood, Chinatown and the LA Industrial District.

	<b>Old Pasadena Management District</b>	<b>Fashion District BID</b>	<b>Downtown Long Beach Associates</b>	<b>Bayside District Corporation (Third Street Promenade)</b>	<b>Hollywood Entertainment District</b>	<b>Chinatown BID</b>	<b>L.A. Downtown Industrial District</b>
<i>City (State)</i>	Pasadena	Los Angeles	Long Beach	Santa Monica	Hollywood	Los Angeles	Los Angeles
<i>Profile</i>	2000, Property	1996, Property	1999, Property	1984, Merchant/Tenant	1996, Property	2001, Property	1999, Property
<i>Total City Blocks</i>	21	90	90	28	35	19	44
<i>Total Owners</i>	220	575	375	700	210	178	360
<i>Annual Budget*</i>	1,221,000	\$3,300,000	\$1,600,000	\$897,000	\$2,250,000	\$950,000	\$1,297,000
<i>Programs</i>	Parking Mgmt. Maintenance Marketing Advocacy Safety Economic Development Special Events	Security Maintenance Marketing Advocacy	Clean & Safe Marketing Public Relations Economic Development Advocacy	Operations Maintenance Marketing Security Parking Long-Term Planning	Security Maintenance Marketing Streetscape Improvements	Marketing & Promotions Events Maintenance Security Cleaning Streetscapes Lighting	Security Sidewalk Maintenance Communications Legislative Advocacy

\* Based on 2003 budget information

Source: Los Angeles Business Journal, "The Lists 2005"

## X) CONTINUATION OF CITY SUPPORT AND BASELINE SERVICES

### A. Citywide Base Levels of Service Policy

Throughout the process of establishing the Old Pasadena PBID, business and property owners have voiced concerns that the City of Pasadena maintain existing services at verifiable "baseline" service levels. A formal base levels of service policy ensures that existing City services are enhanced, not replaced, by new PBID services. This Management District Plan assumes that the City's support and commitment will include: 1) renewing the existing Baseline Services Contract No. 17343 between the City of Pasadena and the Old Pasadena Management District to provide for uninterrupted continuous level of baseline services for the life of the PBID and 2) the City will provide \$545,000 annually during the life of the PBID. ***Delivery of the services outlined for this PBID Management District Plan are contingent on both the renewal of Baseline Services Contract No. 17343 and the \$545,000 funding level from the City of Pasadena. (See Appendix 2: Existing City of Pasadena Baseline Services Contract and Appendix 3: City Manager's letter regarding City Support.)***

### B. City Council Resolution

The Old Pasadena PBID has requested that the Pasadena City Council adopt a Resolution committing the City to establish and maintain base levels of service within the PBIDs. The policy states that "basic service levels" provided to the area must be paid for by the general City revenues, and not subsidized by revenue which the PBID generates for enhanced and supplemented levels of service.

The policy allows for adjustments in the "basic service levels" commensurate with changes in the City's overall financial condition. Citywide service reductions can trigger a proportionate reduction in base levels of service within a PBID.

We have been operating with a Baseline Services Agreement in place since the PBID was established, and expect that the City will be supporting the new PBID with the same degree of support and City services.

## BASELINE VERSUS ENHANCED SERVICES

<b>Type of Service</b>	<b>Baseline Service City of Pasadena</b>	<b>Enhanced Service Old Pasadena Management District</b>
Miles of Curb Swept (annual schedule)	56 m	<b>4745 m</b> Curbs & Alleys Swept Daily, 7 Days / Week. "Second Passes" as needed.
Sq. Ft. of Sidewalk Pressure Washed	0 sq ft	<b>14,414,400 sq ft</b> All sidewalks pressure washed on a regular schedule. "On Call" Pressure washing available daily. Rose Parade Route clean-up completed January 2nd annually.
Traffic & Streetlight Poles Painted	10 ea	<b>156 ea</b> Consistent use of "Tavern Square Green" color on all street furniture. Poles painted within 3 days of placing work order.
Public Trash Cans Emptied	14,300 ea	<b>23,725 ea</b> 68 Trash Cans emptied daily, 7 Days / Week. Trash Cans cleaned & painted as needed. "Old Pasadena" labels replaced as needed.

## **XI) POLICIES**

Pursuant to the Property and Business Improvement Law of 1994, a PBID may establish policies and procedures that uniquely apply to the District. The Old Pasadena Management District will be governed by the laws in the State of California as a private, non-profit corporation.

The Old Pasadena Management District Board of Directors sets policy aimed at maximizing service quality, efficiency. Affairs and policies related to the management of the PBID shall be subject to the Ralph M. Brown Act.

## **XII) GOVERNANCE AND MANAGEMENT**

### **A. Old Pasadena Management District**

The affairs and corporate powers of the Old Pasadena Management District shall be exercised by, or under the direction of, the Board of Directors. The leadership for these elected representatives will continue to provide meaningful representation by assessment-paying property owners, as well as those other stakeholders who benefit from the services provided. The Board of Directors of the Old Pasadena Management District currently provides for a 23-member Board with representatives from property owners, businesses, and residents located within the PBID boundaries, a majority of whom will always be assessment paying owners. It is expected that representation for residential interests will increase proportionate to the increase in residential assessment income, and that the increase of residential representation will be in addition to the current assessment-paying owner representation on the Board.

### **B. Policies for Zones and their Related Levels of Service**

Levels of service provided for by the PBID Management District Plan are deemed the minimum levels of service and are absolute. While owners within their respective Zones may band together and petition to increase service levels within a particular Zone during the life of this PBID, under no circumstances may the minimum service levels described in this PBID Management District Plan be reduced in any or all Zones during the life of the PBID.

## Appendix 1

### HISTORY OF EFFORTS IN OLD PASADENA

**The Old Pasadena Management District is a legacy organization: 50-plus years of active achievement in making our area the premier district in all of America.**

Old Pasadena is the City's original downtown and dates back to the 1880's. For over 50 years property owners and merchants have taken an active role in the future of Old Pasadena. In the early 1950's parking was the issue. A group of concerned property owners formed The Pasadena Central Improvement Association (PCIA), a private dues paying organization, to solve the parking problem by encouraging the City to pass bonds to purchase land for parking lots. Three sites were assembled for parking garages. The bonds were retired and the lots were full. Monthly meetings, networking, and a sense of shared business interests pervaded the area. A few of the original businesses and business owners are still here.

In the 1970's the area was slated for total demolition by the Pasadena Redevelopment Agency to accommodate corporate headquarters along a "West Colorado Boulevard" corridor. "Old Town" was to have been a 3 block themed shopping area on Holly Street. Fortunately, The Pasadena Central Improvement Association (PCIA), along with historic preservation efforts by Pasadena Heritage, prevailed.

An "Urban Conservation District" was formed and the District was placed on the National Register of Historic Places. The spirit of Old Pasadena had grown stronger. By 1978 merchants and property owners were active and very protective of their part of town and through their co-operative efforts "A Plan for Old Pasadena" was approved by the City.

One of the key elements of the strategy included prohibiting the demolition of historical buildings, and adopting design standards for rehabilitating the buildings in Old Pasadena. Federal tax incentives along with appreciating property values provided property owners and developers the economic incentives to steadily remake the District. Property owners and merchants were beginning to understand that by working together through their business organization, even more economic success could be realized.

Additional parking was needed to grow the area. The PCIA worked for several years and through the efforts of its members raised nearly \$50,000 in a match with the City to fund a parking study, exploring the formation of a limited redevelopment project area to build parking structures in Old Pasadena. The property owners and merchants realized that working together and partnering with other stakeholders and the City of Pasadena would bring significant results and improvements to the area. To date, this "public-private partnership" has worked very well in achieving success for Old Pasadena.



Major achievements prior to 1990:

- Old Pasadena Historic District listed on the National Register of Historic Places.
- Reversing the economic decline in property values, making it profitable to rehabilitate and restore historic properties.
- Old Pasadena Redevelopment Plan adopted by the City in 1983, with the primary purpose of using tax increment financing for public parking which supported private investment and limited eminent domain authority.
- In 1989, the PCIA was instrumental in changing itself from a voluntary dues paying organization into a merchant-based assessment district. That district's boundaries were the west side of Arroyo Parkway, south side of Union Street, east side of Pasadena Avenue, and the north side of Green Street. A steady source of funds was needed to advertise, promote, clean-up, and make Old Pasadena prosperous. The PCIA held many community meetings and went through a very challenging series of state and city requirements and became the Old Pasadena Business and Professional Association (OPBPA). With additional funding from a sales tax sharing agreement, the association developed marketing and promotional programs.
- The OPBPA had an active security committee, promotions committee, parking committee, and a board of directors who represented the growing business community.
- Most importantly, clean and safe programs were desperately needed. The need for increased financing, and the steady flow of that financing was becoming increasingly clear. It was at that time that the OPBPA agreed to the parking meters, with the assurances that the city would use those funds for Old Pasadena. The Parking Commission was formed, and citizen oversight of the parking structures and meters became the rule.

Major accomplishments since the early 1990's:

- Parking meter revenues funded implementation of the Old Pasadena Streetscape and Alley Walkways capital improvement program.
- Additional security and maintenance programs were developed, managed by the City and the OPBPA, with funding from parking meter revenue.
- 1990 through 1995 brought enormous success to the Old Pasadena District with retail sales surpassing \$100 million per year.

In the fall of 1995, property owners and business owners organized and incorporated the Old Pasadena Management District as a private non-profit 501(c)(6) corporation. The goal was to take the ideas of the OPBPA and incorporate them into a viable and permanently funded PBID that assessed properties. The public-private partnership between Old Pasadena and the City of Pasadena needed to be formalized into a joint partnership. Managing success had become the controlling subject of attention. The goals were:

- Expanding the economic vitality of Colorado Boulevard to the areas north and south of Colorado Boulevard. Otherwise known as the "arms and legs" of the District.

- Maintaining an appropriate mix of independent and national retail businesses through proactive business retention and development efforts.
- Developing a district management structure to address the needs of business and property owners.
- Managing on-street and off-street parking in an effective, customer friendly and convenient manner.
- Creating additional residential opportunities in the Old Pasadena District.
- Enhancing the pedestrian environment, including both Central and Memorial Parks.
- To protect and advocate for Old Pasadena.
- Developing a business improvement district that had permanent sufficient funding to provide *extraordinary levels* of safety, cleanliness, promotion, and management. More importantly, that funding should be measured as an investment, not as an expense to all stakeholders, the retailers, the City, and the property owners.

**Appendix 2**

CITY OF PASADENA  
BASELINE SERVICES CONTRACT NO. 17,343

This agreement is made on Jan. 5th, 2001, at Pasadena, California, between the City of Pasadena (the "CITY"), a municipal corporation, and the Old Pasadena Management District (the "DISTRICT"), a non-profit corporation.

RECITALS:

WHEREAS, pursuant to its Resolution No. 7884 (the "Resolution") the City Council of the CITY has established a property and business improvement district designated as the "Old Pasadena Management District" (the "OPMD"), under Section 36600, et seq. of the California Streets and Highway Code (the "Act"); and

WHEREAS, pursuant to the Resolution and the Act, assessments will be levied annually against the assessable parcels in the OPMD commencing with Fiscal Year 2001 and continuing through Fiscal Year 2005; and

WHEREAS, on May 17, 2001, the CITY entered into an agreement (the "Enhanced Services Agreement") with the DISTRICT under which the DISTRICT will administer a program of improvements and activities in connection with the OPMD for Fiscal Years 2001 through 2005 (the "Enhanced Services Program"); and

WHEREAS, the Enhanced Services Program will be partially funded from the OPMD assessments; and

WHEREAS, the CITY currently provides municipal services, including police and sanitation services, within the territorial limits of the OPMD; and

WHEREAS, the CITY and the DISTRICT intend for the Enhanced Services Program to supplement, rather than supplant, existing municipal services; and

WHEREAS, Section 36636 of the Act provides that the City Council may execute a baseline services contract establishing levels of City services that will continue after the OPMD has been formed; and

WHEREAS, the CITY and the DISTRICT wish to execute such an agreement.

NOW, THEREFORE, the CITY and DISTRICT mutually agree as follows:

1. TERM OF AGREEMENT

1.1\_ This Agreement shall be effective so long as the Enhanced Services Agreement is effective.

2. MAINTENANCE OF SERVICE LEVEL

- 2.1 The CITY and the DISTRICT agree that Attachment A to this agreement contains a complete representation of the services provided within the territorial limits of the OPMD prior to the formation of the OPMD.
- 2.2 During the term of this Agreement, and except as elsewhere provided in this Agreement, the CITY will continue to provide within the territorial limits of the OPMD each service listed in Attachment A at a level of service that is no less than that indicated in Attachment A.
- 2.3 Where Attachment A indicates that (1) the CITY will maintain or service infrastructure, fixtures, landscaping, or facilities or (2) a service will be provided "as required" or "on an as-needed basis," such service will be provided by the CITY according to CITY policies and procedures in effect at the time the service is needed. These policies and procedures may be changed from time to time at the sole discretion of the CITY. The CITY will not, based solely on the existence of services provided by the DISTRICT, adopt policies and procedures that provide a reduced level of service to the OPMD as compared with service levels provided to other areas of the CITY.

3. CITYWIDE REDUCTION IN SERVICE

- 3.1 The CITY and the DISTRICT agree that at any time during the term of this Agreement the CITY may, on a citywide basis, reduce the level of any service listed in Attachment A. If such a citywide reduction occurs, the CITY may reduce the levels of service provided within the territorial limits of the OPMD to an extent not disproportional to the citywide reductions.

4. WAIVER BY DISTRICT

- 4.1 Should the DISTRICT determine that any service indicated in Attachment A is no longer needed, the DISTRICT may, in writing, release the CITY from its obligation to provide such service.

5. INSURANCE.

District shall, at its own expense, procure and maintain policies of insurance of the types and in the amounts set forth below, for the duration of this agreement, including any extensions thereto. The policies shall state that they afford primary coverage.

- 5.1.1 General Liability with minimum limits of at least \$2,000,000 combined single limits written on a Comprehensive General Liability "occurrence" form. Premises/Operations and Personal Injury coverage is required. The City of Pasadena, its directors, commissioners, officers, employees, agents and volunteers must be endorsed on the policy as additional insured as respects liability arising out of the

District's performance of this Agreement.

- A. If District employs other contractors as part of its performance under this agreement, Contractor's Protective Coverage is required. District may insure all subcontractors under its own policy or shall procure and furnish separate insurance for each subcontractor, meeting the requirements set forth herein.
- B. Blanket Contractual Coverage.
- C. Personal Injury and Advertising Coverage

5.1.2 District shall comply with the applicable sections of the California Labor Code concerning workers' compensation for injuries on the job. Compliance is accomplished in one of the following manners:

- 1. Provide copy of permissive self-insurance certificate approved by the State of California; or
- 2. To the extent that the District has employees, the District shall secure and maintain in force a policy of workers' compensation insurance with statutory limits and Employer's Liability Insurance with a minimal limit of \$1,000,000 per accident. The policy shall be endorsed to waive all rights of subrogation against City, its directors, commissioners, officers, employees, and volunteers for losses arising from performance of this Agreement; or
- 3. Provide a signed statement certifying that no employees subject to the Labor Code's Workers' Compensation provision will be used in performance of this Contract.

5.1.3 DISTRICT shall procure and maintain at its own expense a policy covering its Directors & Officer Liability with minimal limits of \$1,000,000.

5.1.4 Each insurance policy included in this clause shall be endorsed to state that coverage shall not be cancelled except after thirty (30) days' prior written notice to City, and that coverage is primary to any other coverage available to City.

5.1.5 Insurance shall be placed with insurers with a Best's rating of no less than B:VIII. Insurers shall be admitted in the State of California unless pre-approved in writing by City.

5.1.6 Prior to commencement of performance, District shall furnish City with a certificate of insurance for each policy. Each certificate is to be signed by a person authorized by that insurer to bind coverage on its behalf. The certificate(s) must be in a form approved by City. City may require complete, certified copies of any or all policies at any time.

5.2 Failure on the part of the DISTRICT to procure or maintain required insurance shall constitute a material breach of contract under which CITY may immediately terminate this agreement.

## 6. NOTICES

6.1. All notices, plans, or reports permitted or required under this Agreement shall be in

writing, and shall be deemed made when personally delivered to the following persons as provided in this Agreement. Additionally, such notices shall be deemed made 48 hours after deposited in the U.S. Mail, first class postage prepaid and addressed to the respective parties at the following address, or at such other address as the respective parties may provide in writing for this purpose:

CITY OF PASADENA  
100 N. Garfield Avenue  
Room No. 237  
Pasadena, California 91109  
Attention: City Manager

DISTRICT  
Maggie Campbell, President and CEO  
Old Pasadena Management District  
101 E. Green Street, Suite 2  
Pasadena, California 91105

7. CONFLICT OF INTEREST.

7.1. For the duration of this Agreement, the DISTRICT or its employees will not act as consultant or perform services of any kind for any other person or entity in regard to the OPMD without the prior written consent of the CITY. With the exception detailed in the following sentence, neither members of the Board of Directors of the DISTRICT, nor its Chief Executive Officer, may enter into any additional contracts in regard to the OPMD, nor vote on any OPMD matters, when such contract or matter would be of financial benefit to the member or director over and above the general financial benefit to all businesses in the OPMD. If approved by a 2/3 vote of the DISTRICT's Board of Directors, the DISTRICT may contract with a member of the Board of Directors to lease space for the DISTRICT's operations.

8. NONDISCRIMINATION.

8.1. The DISTRICT represents and agrees that it does not and will not discriminate against any employee or applicant for employment because of political affiliation or opinion, age, ancestry, marital status, physical condition, pregnancy or pregnancy-related condition, race, religion, color, sex, sexual orientation, national origin or medical condition.

9. GENERAL PROVISIONS.


9.1. Assignment. Neither this Agreement, nor any interest herein, shall be assigned by any party without the prior written consent of the other party.

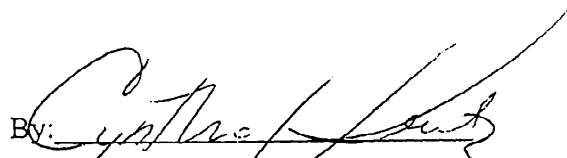
- 9.2. Independent Contractor. It is agreed and understood that the DISTRICT is a wholly independent contractor. This Agreement is not intended and shall not be construed to create the relationship of agent, employee, servant, partnership, joint venture or association as between the CITY and the DISTRICT. Neither the CITY nor its agents shall have control over the conduct of the DISTRICT except as set forth herein. The CITY shall have no liability or responsibility for payment of any wage or benefits to the DISTRICT's employees, for whom the DISTRICT shall bear sole responsibility and liability.
- 9.3. Default of Contractor. In the case of default by the DISTRICT in providing any service, or in performing this Agreement, the CITY may, in addition to all other remedies it may have, including but not limited to termination of the Agreement and/or filing of a suit at law or equity, obtain such services from other sources and deduct the cost thereof from any costs due or thereafter owing to the DISTRICT relating to such items or to otherwise claim and collect such costs.
- 9.4. Attorney's Fees. If a legal action or proceeding is brought by any party because of default under this Agreement, or to enforce a provision thereof, the prevailing party therein shall be entitled, in addition to any other relief, to recover reasonable attorney's fees and court costs from the losing party as determined by the court in which said action or proceeding is pending.
- 9.5. Indemnity. The DISTRICT shall indemnify and hold the CITY harmless and defend, with counsel acceptable to the CITY, the CITY and every officer, employee and agent of the CITY, from any and all claims, causes of action, damages to persons or property, penalties, obligations, liabilities or financial losses, including, without limitation, attorney's fees and court costs arising directly or indirectly from any or all negligent or other wrongful acts, errors or omissions of the DISTRICT, its agents, employees and subcontractors in the performance of this Agreement.
- 9.6. Entire Agreement. This Agreement contains the entire agreement of the parties with respect to the subject matter hereof. This Agreement may only be modified in writing signed by both parties.
- 9.7. Governing Law. This Agreement shall be governed by the laws of the State of California.
- 9.8. Time of Essence. Time is of the essence of each and every provision of this Agreement.

IN WITNESS WHEREOF, the parties have executed this Agreement this 17<sup>th</sup> day of May, 2001.

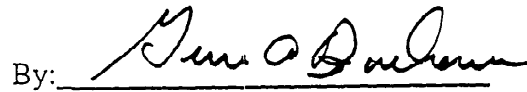
CITY OF PASADENA

ATTEST:


  
JANE L. RODRIGUEZ  
City Clerk

By:   
CYNTHIA J. KURTZ, City Manager

OLD PASADENA MANAGEMENT DISTRICT

By: 

APPROVED AS TO FORM:

  
MICHAEL ESTRADA  
Assistant City Attorney



ATTACHMENT A

BASELINE LEVEL OF SERVICES PROVIDED BY CITY OF PASADENA

<u>ACTIVITY</u>	<u>LEVEL OF SERVICE</u>
<b>Police Services</b>	
1. Patrol	Two to three patrol cars, seven days a week, twenty-four hours per day, in the Midtown area, which includes Old Pasadena.
2. Foot Patrol	Foot patrols on Friday and Saturday nights utilizing force of six regular officers and four reserve officers.
3. Bike Patrol	Bike patrols as currently offered by citywide unit.
4. Substation	One substation located in Old Pasadena
5. Motorcycle	One traffic sergeant overseeing Friday and Saturday night policing within the OPMD. Two motorcycle officers available on Friday and Saturday Night. All motorcycle services to be provided by citywide unit.
6. Special Problems Unit	Service of citywide unit as required.
<b>Maintenance Services</b>	
1. Lighting	Lights changed on as needed basis. Necessary upkeep and maintenance of lighting. Preventative maintenance every nine months.
2. Graffiti Removal	Two trucks, operated seven days a week on a citywide basis. Response to calls from Hotline number and police officers. Service provided at no charge to building owner.
3. Vacant Lots Maintenance	Response to reports of owners not maintaining their property
4. Parking Off-Street Lots	Maintenance of two City-owned parking structures through private contractor. Three shifts operating daily to clean and maintain parking structure and trash compactor. Cleaning of walls, floors, trash receptacles elevators, stairwells and signs. Removal of grease and graffiti.
5. Parking On Street	Maintenance of parking spaces and meters, including repairing and painting meters.  Machine sweeps three times a week. Street maintenance,

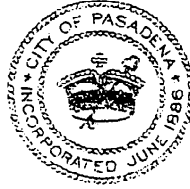
ACTIVITY

LEVEL OF SERVICE

- |                                    |                                                                                                                                                                                |
|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6. Street Sweeping                 | including repairing pot holes, laying asphalt patches and maintaining storm drains.                                                                                            |
| 7. Trash dumping                   | City shall provide place at the City Yards to dump trash collected by the OPMD and shall pay all dump fees.                                                                    |
| 8. Landscaping                     | Maintenance of street trees and tree wells and grates.                                                                                                                         |
| 9. Landscaping -<br>Tree Trimming  | Pruning of ficus nitida trees on four-year pruning schedule. Pruning of other species are at varying schedules from four to fifteen years. Trees to be maintained and groomed. |
| 10. Landscaping -<br>Tree Planting | Planting and removal of trees as necessary.                                                                                                                                    |

**Other Services**

- |                                       |                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Business recruitment and retention | Coordinated efforts with the DISTRICT, retailers and property owners to develop, attract and retain retail tenants, investors, office tenants and customers for Old Pasadena. The goal of this shall be to (1) work to gain new tenants and customers throughout the OPMD on and off Colorado Boulevard; (2) develop programs to educate and retain independent business. |
|---------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



OFFICE OF THE CITY MANAGER

March 23, 2005

Doug Huberman, Chair  
Old Pasadena Continuation Committee  
c/o Old Pasadena Management District  
33 East Union Street  
Pasadena, CA 91103

Dear Mr. Huberman:

We are encouraged with your efforts to renew the Old Pasadena Management District (OPMD) Property-based Business Improvement District (PBID). OPMD has been a significant part of Old Pasadena District continued success and we look forward to continuing our important relationships.

I would like to reiterate my previous conversation and confirm that I am prepared to recommend to the City Council the continued financial support of \$545,000 per year for the renewed term of the PBID, and that the Baseline Services will not be reduced in Old Pasadena unless reduced citywide.

If you have any questions, please do not hesitate to contact me. Thank you.

Sincerely,

CYNTHIA J. KURTZ  
City Manager

cc: Richard Bruckner

## Appendix 4

### CONTINUATION COMMITTEE AND ITS FUNCTION

PBID Law provides for a group of property owners within a geographic area to organize and develop a proposed Plan, and to subsequently petition their fellow property owners to support this Plan.

The original PBID for Old Pasadena was created through this process, and the Continuation campaign that was required for another five-year term allowed for this “Continuation Committee” to be formed, as a separate and ad-hoc entity for planning and initiating this petition effort.

This Continuation Committee has worked closely with a third-party Assessment Engineer to research existing assessments, services, related costs and budgets, in order to develop this PBID Management Plan for consideration by fellow property owners. Once the Engineer’s Report and analysis was completed by the Continuation Committee and presented in late March, the Board of Directors for the Old Pasadena Management District endorsed and supported the proposed Plan.

Special thanks are owed to the participating members of this ad-hoc Continuation Committee that have served over the last eight months to develop this PBID Management Plan for 2006-2010:

Doug Huberman, *Chair*  
*RVM Associates*

Ed Eyerman  
*Sares-Regis*

Suzanne Marks  
*Pasadena Advertising*

Enrique Martinez  
*City of Pasadena*

Robert Montañó  
*City of Pasadena*

Jim Plotkin  
*Plotkin Partners*

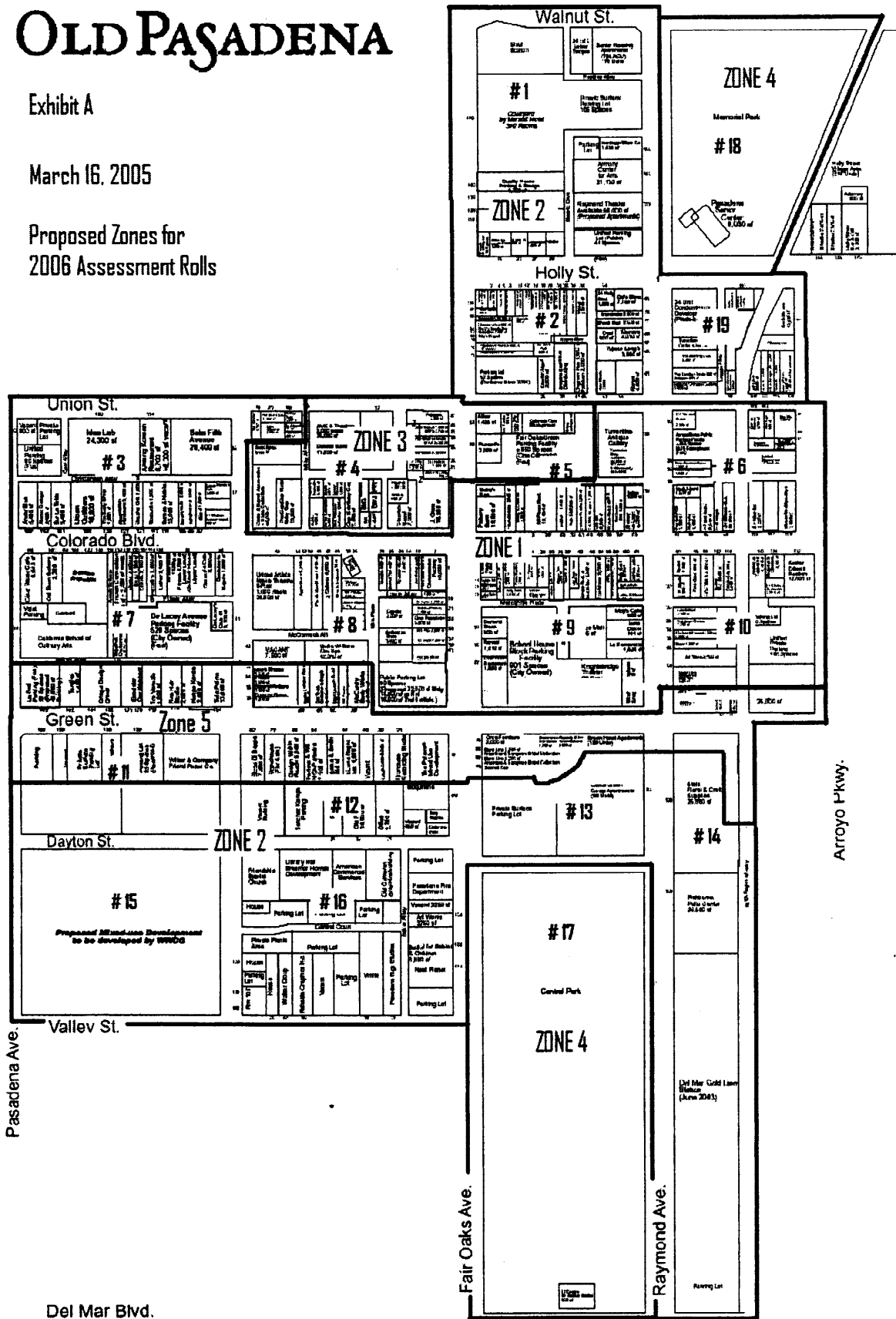
Maggie Campbell  
*Old Pasadena*  
*Management District*

# OLD PASADENA

Exhibit A

March 16, 2005

Proposed Zones for  
2006 Assessment Rolls



Del Mar Blvd.

Old Pasadena - List of Properties to be Assessed - Exhibit B

APN	No.	Direction	Site Address			City	Zip
			Street	Suffix	Unit		
5713-004-001						Pasadena	91103
5713-004-002						Pasadena	91103
5713-004-005	140	W	UNION	ST		Pasadena	91103
5713-004-006	136	W	UNION	ST		Pasadena	91103
5713-004-007	132	W	UNION	ST		Pasadena	91103
5713-004-008	130	W	UNION	ST		Pasadena	91103
5713-004-009	114	W	UNION	ST		Pasadena	91103
5713-004-010	35	N	DE LACEY	AVE		Pasadena	91103
5713-004-011	17	N	DE LACEY	AVE		Pasadena	91105
5713-004-012	93	W	COLORADO	BLVD		Pasadena	91105
5713-004-016	169	W	COLORADO	BLVD		Pasadena	91105
5713-004-017	163	W	COLORADO	BLVD		Pasadena	91105
5713-004-018	161	W	COLORADO	BLVD		Pasadena	91105
5713-004-019	137	W	COLORADO	BLVD		Pasadena	91105
5713-004-020	133	W	COLORADO	BLVD		Pasadena	91105
5713-004-021	127	W	COLORADO	BLVD		Pasadena	91105
5713-004-022	121	W	COLORADO	BLVD		Pasadena	91105
5713-004-023	117	W	COLORADO	BLVD		Pasadena	91105
5713-004-024	40	N	PASADENA	AVE		Pasadena	91103
5713-004-025	103	W	COLORADO	BLVD		Pasadena	91105
5713-006-021	78	W	UNION	ST		Pasadena	91103
5713-006-022	70	W	UNION	ST		Pasadena	91103
5713-006-027	62	W	UNION	ST		Pasadena	91103
5713-006-030						Pasadena	91103
5713-006-031						Pasadena	91103
5713-006-032						Pasadena	91103
5713-007-003	12	W	COLORADO	BLVD		Pasadena	90049
5713-007-004	12	W	COLORADO	BLVD		Pasadena	91105
5713-007-005	32	W	COLORADO	BLVD		Pasadena	91105
5713-007-006	32	W	COLORADO	BLVD		Pasadena	91105
5713-007-007	19	S	FAIR OAKS	AVE		Pasadena	91105
5713-007-008	25	S	FAIR OAKS	AVE		Pasadena	91105
5713-007-009						Pasadena	91105
5713-007-010	37	S	FAIR OAKS	AVE		Pasadena	91105
5713-007-011	39		MILLS	PL		Pasadena	91105
5713-007-012	40	W	COLORADO	BLVD		Pasadena	91105
5713-007-013	42	E	COLORADO	BLVD		Pasadena	91105
5713-007-014	46	W	COLORADO	BLVD		Pasadena	91105
5713-007-015	54	W	COLORADO	BLVD		Pasadena	91105
5713-007-016	64	W	COLORADO	BLVD		Pasadena	91105
5713-007-017	42	S	DE LACEY	AVE		Pasadena	91105
5713-007-018	50	S	DE LACEY	AVE		Pasadena	91105
5713-007-019	63	W	GREEN	ST		Pasadena	91105
5713-007-020	55	W	GREEN	ST		Pasadena	91105
5713-007-021	45	W	GREEN	ST		Pasadena	91105
5713-007-022	33	W	GREEN	ST		Pasadena	91105
5713-007-023	1	S	FAIR OAKS	AVE		Pasadena	91105
5713-008-003	144	W	COLORADO	BLVD		Pasadena	91105
5713-008-004	132	W	COLORADO	BLVD		Pasadena	91105
5713-008-005	26	S	PASADENA	AVE		Pasadena	91105
5713-008-006	34	S	PASADENA	AVE		Pasadena	91105
5713-008-007	34	S	PASADENA	AVE		Pasadena	91105
5713-008-011	88	W	COLORADO	BLVD		Pasadena	91105
5713-008-013	106	W	COLORADO	BLVD		Pasadena	91105

APN	No.	Direction	Site Address		Unit	City	Zip
			Street	Suffix			
5713-008-014	110	W	COLORADO	BLVD		Pasadena	91105
5713-008-015	114	W	COLORADO	BLVD		Pasadena	91105
5713-008-016	120	W	COLORADO	BLVD		Pasadena	91105
5713-008-019	126	W	COLORADO	BLVD		Pasadena	91105
5713-008-021	167	W	GREEN	ST		Pasadena	91105
5713-008-024	135	W	GREEN	ST		Pasadena	91105
5713-008-025	125	W	GREEN	ST		Pasadena	91105
5713-008-026	119	W	GREEN	ST		Pasadena	91105
5713-008-027	115	W	GREEN	ST		Pasadena	91105
5713-008-028	111	W	GREEN	ST		Pasadena	91105
5713-008-029	99	W	GREEN	ST		Pasadena	91105
5713-008-030	85	W	GREEN	ST		Pasadena	91105
5713-008-035	166	W	COLORADO	BLVD		Pasadena	91105
5713-008-036	148	W	COLORADO	BLVD		Pasadena	91105
5713-008-040						Pasadena	91105
5713-008-041	149	W	GREEN	ST		Pasadena	91105
5713-008-042						Pasadena	91105
5713-008-903						Pasadena	91105
5713-008-904						Pasadena	91105
5713-008-905						Pasadena	91105
5713-018-028	151	S	DE LACEY	AVE		Pasadena	91105
5713-018-029	163	W	VALLEY	ST		Pasadena	91129
5713-019-014	120	W	GREEN	ST		Pasadena	91105
5713-019-016	136	W	GREEN	ST		Pasadena	91105
5713-019-028	150	W	GREEN	ST		Pasadena	91105
5713-019-029	150	W	GREEN	ST		Pasadena	91105
5713-019-032	144	W	GREEN	ST		Pasadena	91105
5713-019-033	158	W	GREEN	ST		Pasadena	91105
5713-019-034	100	W	GREEN	ST		Pasadena	91105
5713-019-035	100	W	GREEN	ST		Pasadena	91105
5713-019-038						Pasadena	91105
5713-019-039	110	S	PASADENA	AVE		Pasadena	91105
5713-020-001	101	S	FAIR OAKS	AVE		Pasadena	91105
5713-020-002	107	S	FAIR OAKS	AVE		Pasadena	91105
5713-020-003	21	W	DAYTON	ST		Pasadena	91105
5713-020-004	35	W	DAYTON	ST		Pasadena	91105
5713-020-005	51	W	DAYTON	ST		Pasadena	91105
5713-020-008	112	S	DE LACEY	AVE		Pasadena	91105
5713-020-015	30	W	GREEN	ST		Pasadena	91105
5713-020-016	40	W	GREEN	ST		Pasadena	91105
5713-020-017	44	W	GREEN	ST		Pasadena	91105
5713-020-018	52	W	GREEN	ST		Pasadena	91105
5713-020-019	60	W	GREEN	ST		Pasadena	91105
5713-020-021	80	W	GREEN	ST		Pasadena	91105
5713-020-024						Pasadena	91105
5713-020-026	22	W	GREEN	ST		Pasadena	91105
5713-020-027	65	W	DAYTON			Pasadena	91105
5713-020-028	65	W	DAYTON			Pasadena	91105
5713-021-001	80	W	DAYTON	ST		Pasadena	91105
5713-021-002	66	W	DAYTON	ST		Pasadena	91105
5713-021-007	24	W	DAYTON	ST		Pasadena	91105
5713-021-008	8	W	DAYTON	ST		Pasadena	91105
5713-021-009						Pasadena	91105
5713-021-013	155	S	FAIR OAKS	AVE		Pasadena	91105
5713-021-014	165	S	FAIR OAKS	AVE		Pasadena	91105
5713-021-015	25	W	VALLEY	ST		Pasadena	91105
5713-021-017	41	W	VALLEY	ST		Pasadena	91105

APN	No.	Direction	Site Address			Unit	City	Zip
			Street	Suffix				
5713-021-018	55	W	VALLEY	ST		Pasadena	91105	
5713-021-019	67	W	VALLEY	ST		Pasadena	91105	
5713-021-020	73	W	VALLEY	ST		Pasadena	91105	
5713-021-021	174	S	DE LACEY	AVE		Pasadena	91105	
5713-021-022	170	S	DE LACEY	AVE		Pasadena	91105	
5713-021-025	62		CENTRAL	CT		Pasadena	91105	
5713-021-028	30		CENTRAL	CT		Pasadena	91105	
5713-021-030	22		CENTRAL	CT		Pasadena	91105	
5713-021-036	154	S	DE LACEY	AVE		Pasadena	91105	
5713-021-037	148	S	DE LACEY	AVE		Pasadena	91105	
5713-021-038	50		CENTRAL	CT		Pasadena	91105	
5713-021-039						Pasadena	91105	
5713-021-041	32	W	DAYTON	ST		Pasadena	91105	
5713-021-042	33	W	VALLEY	ST		Pasadena	91105	
5713-021-044	46	W	DAYTON	ST		Pasadena	91105	
5713-021-045	56	W	DAYTON	ST		Pasadena	91105	
5713-021-046	50	W	DAYTON	ST	# 201	Pasadena	91105	
5713-021-047	50	W	DAYTON	ST	# 202	Pasadena	91105	
5713-021-048	50	W	DAYTON	ST	# 203	Pasadena	91105	
5713-021-049	50	W	DAYTON	ST	# 204	Pasadena	91105	
5713-021-050	50	W	DAYTON	ST	# 205	Pasadena	91105	
5713-021-051	50	W	DAYTON	ST	# 206	Pasadena	91105	
5713-021-052	50	W	DAYTON	ST	# 207	Pasadena	91105	
5713-021-053	50	W	DAYTON	ST	# 208	Pasadena	91105	
5713-021-054	50	W	DAYTON	ST	# 209	Pasadena	91105	
5713-021-055	50	W	DAYTON	ST	# 210	Pasadena	91105	
5713-021-056	50	W	DAYTON	ST	# 302	Pasadena	91105	
5713-021-057	50	W	DAYTON	ST	# 303	Pasadena	91105	
5713-021-058	50	W	DAYTON	ST	# 304	Pasadena	91105	
5713-021-059	50	W	DAYTON	ST	# 305	Pasadena	91105	
5713-021-060	50	W	DAYTON	ST	# 306	Pasadena	91105	
5713-021-061	50	W	DAYTON	ST	# 307	Pasadena	91105	
5713-021-062	50	W	DAYTON	ST	# 308	Pasadena	91105	
5713-021-900						Pasadena	91105	
5713-021-901	145	S	FAIR OAKS	AVE		Pasadena	91105	
5713-021-902	151	S	FAIR OAKS	AVE		Pasadena	91105	
5713-021-903	23		CENTRAL	CT		Pasadena	91105	
5722-001-001	71	S	RAYMOND	AVE		Pasadena	91105	
5722-001-002	86	S	FAIR OAKS	AVE		Pasadena	91105	
5722-001-007	99	S	RAYMOND	AVE	# B001	Pasadena	91105	
5722-001-008	99	S	RAYMOND	AVE	# 100	Pasadena	91105	
5722-001-009	99	S	RAYMOND	AVE	# 101	Pasadena	91105	
5722-001-010	99	S	RAYMOND	AVE	# 102	Pasadena	91105	
5722-001-011	99	S	RAYMOND	AVE	# 104	Pasadena	91105	
5722-001-012	99	S	RAYMOND	AVE	# 105	Pasadena	91105	
5722-001-013	99	S	RAYMOND	AVE	# 106	Pasadena	91105	
5722-001-014	99	S	RAYMOND	AVE	# 107	Pasadena	91105	
5722-001-015	99	S	RAYMOND	AVE	# 201	Pasadena	91105	
5722-001-016	99	S	RAYMOND	AVE	# 202	Pasadena	91105	
5722-001-017	99	S	RAYMOND	AVE	# 203	Pasadena	91105	
5722-001-018	99	S	RAYMOND	AVE	# 204	Pasadena	91105	
5722-001-019	99	S	RAYMOND	AVE	# 205	Pasadena	91105	
5722-001-020	99	S	RAYMOND	AVE	# 206	Pasadena	91105	
5722-001-021	99	S	RAYMOND	AVE	# 207	Pasadena	91105	
5722-001-022	99	S	RAYMOND	AVE	# 208	Pasadena	91105	
5722-001-023	99	S	RAYMOND	AVE	# 210	Pasadena	91105	
5722-001-024	99	S	RAYMOND	AVE	# 301	Pasadena	91105	



APN	No.	Direction	Site Address			City	Zip
			Street	Suffix	Unit		
5722-001-025	99	S	RAYMOND	AVE	# 302	Pasadena	91105
5722-001-026	99	S	RAYMOND	AVE	# 303	Pasadena	91105
5722-001-027	99	S	RAYMOND	AVE	# 304	Pasadena	91105
5722-001-028	99	S	RAYMOND	AVE	# 305	Pasadena	91105
5722-001-029	99	S	RAYMOND	AVE	# 306	Pasadena	91105
5722-001-030	99	S	RAYMOND	AVE	# 307	Pasadena	91105
5722-001-031	99	S	RAYMOND	AVE	# 308	Pasadena	91105
5722-001-032	99	S	RAYMOND	AVE	# 309	Pasadena	91105
5722-001-033	99	S	RAYMOND	AVE	# 310	Pasadena	91105
5722-001-034	99	S	RAYMOND	AVE	# 401	Pasadena	91105
5722-001-035	99	S	RAYMOND	AVE	# 402	Pasadena	91105
5722-001-036	99	S	RAYMOND	AVE	# 403	Pasadena	91105
5722-001-037	99	S	RAYMOND	AVE	# 404	Pasadena	91105
5722-001-038	99	S	RAYMOND	AVE	# 405	Pasadena	91105
5722-001-039	99	S	RAYMOND	AVE	# 406	Pasadena	91105
5722-001-040	99	S	RAYMOND	AVE	# 407	Pasadena	91105
5722-001-041	99	S	RAYMOND	AVE	# 408	Pasadena	91105
5722-001-042	99	S	RAYMOND	AVE	# 409	Pasadena	91105
5722-001-043	99	S	RAYMOND	AVE	# 410	Pasadena	91105
5722-001-044	99	S	RAYMOND	AVE	# 501	Pasadena	91105
5722-001-045	99	S	RAYMOND	AVE	# 502	Pasadena	91105
5722-001-046	99	S	RAYMOND	AVE	# 503	Pasadena	91105
5722-001-047	99	S	RAYMOND	AVE	# 504	Pasadena	91105
5722-001-048	99	S	RAYMOND	AVE	# 505	Pasadena	91105
5722-001-049	99	S	RAYMOND	AVE	# 506	Pasadena	91105
5722-001-050	99	S	RAYMOND	AVE	# 507	Pasadena	91105
5722-001-051	99	S	RAYMOND	AVE	# 508	Pasadena	91105
5722-001-052	99	S	RAYMOND	AVE	# 509	Pasadena	91105
5722-001-053	99	S	RAYMOND	AVE	# 510	Pasadena	91105
5722-001-054	99	S	RAYMOND	AVE	# 601	Pasadena	91105
5722-001-055	99	S	RAYMOND	AVE	# 602	Pasadena	91105
5722-001-056	99	S	RAYMOND	AVE	# 603	Pasadena	91105
5722-001-057	99	S	RAYMOND	AVE	# 604	Pasadena	91105
5722-001-058	99	S	RAYMOND	AVE	# 605	Pasadena	91105
5722-001-059	99	S	RAYMOND	AVE	# 606	Pasadena	91105
5722-001-060	99	S	RAYMOND	AVE	# 607	Pasadena	91105
5722-001-061	99	S	RAYMOND	AVE	# 608	Pasadena	91105
5722-001-062	99	S	RAYMOND	AVE	# 609	Pasadena	91105
5722-001-063	99	S	RAYMOND	AVE	# 610	Pasadena	91105
5722-002-900						Pasadena	91105
5722-002-901						Pasadena	91105
5722-002-902						Pasadena	91105
5722-002-903						Pasadena	91105
5722-010-001	170	S	RAYMOND	AVE		Pasadena	91105
5722-010-005						Pasadena	91105
5722-010-006	182	S	RAYMOND	AVE		Pasadena	91105
5722-010-007						Pasadena	91105
5722-010-010	210	S	RAYMOND	AVE		Pasadena	91105
5722-010-900						Pasadena	91105
5722-010-901						Pasadena	91105
5722-010-902						Pasadena	91105
5722-010-903						Pasadena	91105
5722-011-001	80	S	RAYMOND	AVE		Pasadena	91105
5722-011-002	110	S	RAYMOND	AVE		Pasadena	91105
5722-011-003						Pasadena	91105
5722-011-004	136	S	RAYMOND	AVE		Pasadena	91105
5722-011-015	130	S	RAYMOND	AVE		Pasadena	91105

APN	No.	Direction	Site Address			City	Zip
			Street	Suffix	Unit		
5722-011-900						Pasadena	91105
5722-028-006	2	E	COLORADO	BLVD		Pasadena	91105
5722-028-007	10	E	COLORADO	BLVD		Pasadena	91105
5722-028-008	14	E	COLORADO	BLVD		Pasadena	91105
5722-028-009	18	E	COLORADO	BLVD		Pasadena	91105
5722-028-010	26	E	COLORADO	BLVD		Pasadena	91105
5722-028-011	30	E	COLORADO	BLVD		Pasadena	91105
5722-028-012	36	W	COLORADO	BLVD		Pasadena	91105
5722-028-013	38	E	COLORADO	BLVD		Pasadena	91105
5722-028-014	44	E	COLORADO	BLVD		Pasadena	91105
5722-028-015	46	E	COLORADO	BLVD		Pasadena	91105
5722-028-016	52	E	COLORADO	BLVD		Pasadena	91105
5722-028-017	56	E	COLORADO	BLVD		Pasadena	91105
5722-028-018	62	E	COLORADO	BLVD		Pasadena	91105
5722-028-019	35	S	RAYMOND	AVE		Pasadena	91105
5722-028-903						Pasadena	91105
5722-028-904	101	E	GREEN	ST		Pasadena	91105
5722-029-011	80	E	COLORADO	BLVD		Pasadena	91105
5722-029-012	96	E	COLORADO	BLVD		Pasadena	91105
5722-029-013	28	S	RAYMOND	AVE		Pasadena	91105
5722-029-014	44	S	RAYMOND	AVE		Pasadena	91105
5722-029-015	38	S	RAYMOND	AVE		Pasadena	91105
5722-029-016	48	S	RAYMOND	AVE		Pasadena	91105
5722-029-017	87	E	GREEN	ST		Pasadena	91105
5722-029-018						Pasadena	91105
5722-029-021	118	E	COLORADO	BLVD		Pasadena	91105
5722-029-022	124	E	COLORADO	BLVD		Pasadena	91105
5722-029-023	130	E	COLORADO	BLVD		Pasadena	91105
5722-029-024	130	E	COLORADO	BLVD		Pasadena	91105
5722-029-025						Pasadena	91105
5722-029-026	45	S	ARROYO	PKWY		Pasadena	91105
5722-029-902						Pasadena	91105
5722-029-903						Pasadena	91105
5722-029-904						Pasadena	91105
5723-020-902						Pasadena	91105
5723-020-907						Pasadena	91105
5723-020-908						Pasadena	91105
5723-021-008	11	E	HOLLY	ST		Pasadena	91103
5723-021-010	125		ELECTRIC	DR		Pasadena	91103
5723-021-012	130	N	FAIR OAKS	AVE		Pasadena	91103
5723-021-013	140	N	FAIR OAKS	AVE		Pasadena	91103
5723-021-016	42	E	WALNUT	ST		Pasadena	91103
5723-021-017	155	N	RAYMOND	AVE		Pasadena	91103
5723-021-018	129	N	RAYMOND	AVE		Pasadena	91103
5723-021-019						Pasadena	91103
5723-021-020						Pasadena	91103
5723-021-022	200	N	FAIR OAKS	AVE		Pasadena	91103
5723-021-026	118	N	FAIR OAKS	AVE		Pasadena	91103
5723-021-027	180	N	FAIR OAKS	AVE		Pasadena	91103
5723-021-901	180	N	FAIR OAKS	AVE		Pasadena	91103
5723-022-003	37	E	UNION	ST		Pasadena	91103
5723-022-004	45	E	UNION	ST		Pasadena	91103
5723-022-005	34	E	HOLLY	ST		Pasadena	91103
5723-022-006	44	E	HOLLY	ST		Pasadena	91103
5723-022-007	95	N	RAYMOND	AVE		Pasadena	91103
5723-022-008	87	N	RAYMOND	AVE		Pasadena	91103
5723-022-009	75	N	RAYMOND	AVE		Pasadena	91103

APN	No.	Direction	Site Address			Unit	City	Zip
			Street	Suffix				
5723-022-010	61	N	RAYMOND	AVE			Pasadena	91103
5723-022-011	2	E	HOLLY	ST			Pasadena	91103
5723-022-017	25	E	UNION	ST			Pasadena	91103
5723-022-018	88	N	FAIR OAKS	AVE			Pasadena	91103
5723-022-020	60	N	FAIR OAKS	AVE			Pasadena	91103
5723-023-004	13	E	COLORADO	BLVD			Pasadena	91105
5723-023-006	14	N	FAIR OAKS	AVE			Pasadena	91103
5723-023-007	18	N	FAIR OAKS	AVE			Pasadena	91103
5723-023-008	33	E	COLORADO	BLVD			Pasadena	91105
5723-023-009	39	E	COLORADO	BLVD			Pasadena	91105
5723-023-010	43	E	COLORADO	BLVD			Pasadena	91105
5723-023-011	45	E	COLORADO	BLVD			Pasadena	91105
5723-023-012	49	E	COLORADO	BLVD			Pasadena	91105
5723-023-013	55	E	COLORADO	BLVD			Pasadena	91105
5723-023-014	63	E	COLORADO	BLVD			Pasadena	91105
5723-023-015	23	N	RAYMOND	AVE			Pasadena	91103
5723-023-019	20	E	UNION	ST			Pasadena	91103
5723-024-001	60	N	RAYMOND	AVE			Pasadena	91103
5723-024-002	70	N	RAYMOND	AVE			Pasadena	91103
5723-024-009	95	E	COLORADO	BLVD			Pasadena	91105
5723-024-010	87	E	COLORADO	BLVD			Pasadena	91105
5723-024-011	20	N	RAYMOND	AVE			Pasadena	91103
5723-024-013	109	E	COLORADO	BLVD			Pasadena	91105
5723-024-014	31	N	ARROYO	PKWY			Pasadena	91103
5723-024-015	35	N	ARROYO	PKWY			Pasadena	91103
5723-024-016	95	N	ARROYO	PKWY			Pasadena	91103
5723-024-017	119	E	UNION	ST			Pasadena	91103
5723-024-018	26	N	RAYMOND	AVE			Pasadena	91103
5723-024-021	110	E	HOLLY	ST			Pasadena	91103
5723-024-022	99	E	UNION	ST			Pasadena	91103
5723-024-024	80	N	RAYMOND	AVE	# 101		Pasadena	91103
5723-024-025	80	N	RAYMOND	AVE	# 102		Pasadena	91103
5723-024-026	80	N	RAYMOND	AVE	# 103		Pasadena	91103
5723-024-027	80	N	RAYMOND	AVE	# 104		Pasadena	91103
5723-024-028	80	N	RAYMOND	AVE	# 105		Pasadena	91103
5723-024-029	80	N	RAYMOND	AVE	# 106		Pasadena	91103
5723-024-030	80	N	RAYMOND	AVE	# 107		Pasadena	91103
5723-024-031	80	N	RAYMOND	AVE	# 108		Pasadena	91103
5723-024-032	80	N	RAYMOND	AVE	# 109		Pasadena	91103
5723-024-033	80	N	RAYMOND	AVE	# 110		Pasadena	91103
5723-024-034	80	N	RAYMOND	AVE	# 111		Pasadena	91103
5723-024-035	80	N	RAYMOND	AVE	# 112		Pasadena	91103
5723-024-036	80	N	RAYMOND	AVE	# 201		Pasadena	91103
5723-024-037	80	N	RAYMOND	AVE	# 202		Pasadena	91103
5723-024-038	80	N	RAYMOND	AVE	# 203		Pasadena	91103
5723-024-039	80	N	RAYMOND	AVE	# 204		Pasadena	91103
5723-024-040	80	N	RAYMOND	AVE	# 205		Pasadena	91103
5723-024-041	80	N	RAYMOND	AVE	# 206		Pasadena	91103
5723-024-042	80	N	RAYMOND	AVE	# 207		Pasadena	91103
5723-024-043	80	N	RAYMOND	AVE	# 208		Pasadena	91103
5723-024-044	80	N	RAYMOND	AVE	# 209		Pasadena	91103
5723-024-045	80	N	RAYMOND	AVE	# 210		Pasadena	91103
5723-024-046	80	N	RAYMOND	AVE	# 211		Pasadena	91103
5723-024-047	80	N	RAYMOND	AVE	# 212		Pasadena	91103
5723-024-049	48	N	RAYMOND	AVE			Pasadena	91103
5723-024-901							Pasadena	91103
5723-024-902							Pasadena	91103

**Attachment 4**  
**Baseline Services**

ATTACHMENT A

BASELINE LEVEL OF SERVICES PROVIDED BY CITY OF PASADENA

<u>ACTIVITY</u>	<u>LEVEL OF SERVICE</u>
<b>Police Services</b>	
1. Patrol	Two to three patrol cars, seven days a week, twenty-four hours per day, in the Midtown area, which includes Old Pasadena.
2. Foot Patrol	Foot patrols on Friday and Saturday nights utilizing force of six regular officers and four reserve officers.
3. Bike Patrol	Bike patrols as currently offered by citywide unit.
4. Substation	One substation located in Old Pasadena
5. Motorcycle	One traffic sergeant overseeing Friday and Saturday night policing within the OPMD. Two motorcycle officers available on Friday and Saturday Night. All motorcycle services to be provided by citywide unit.
6. Special Problems Unit	Service of citywide unit as required.
<b>Maintenance Services</b>	
1. Lighting	Lights changed on as needed basis. Necessary upkeep and maintenance of lighting. Preventative maintenance every nine months.
2. Graffiti Removal	Two trucks, operated seven days a week on a citywide basis. Response to calls from Hotline number and police officers. Service provided at no charge to building owner.
3. Vacant Lots Maintenance	Response to reports of owners not maintaining their property
4. Parking Off-Street Lots	Maintenance of two City-owned parking structures through private contractor. Three shifts operating daily to clean and maintain parking structure and trash compactor. Cleaning of walls, floors, trash receptacles elevators, stairwells and signs. Removal of grease and graffiti.
5. Parking On Street	Maintenance of parking spaces and meters, including repairing and painting meters.  Machine sweeps three times a week. Street maintenance,

ACTIVITY

LEVEL OF SERVICE

- |                                    |                                                                                                                                                                                |
|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6. Street Sweeping                 | including repairing pot holes, laying asphalt patches and maintaining storm drains.                                                                                            |
| 7. Trash dumping                   | City shall provide place at the City Yards to dump trash collected by the OPMD and shall pay all dump fees.                                                                    |
| 8. Landscaping                     | Maintenance of street trees and tree wells and grates.                                                                                                                         |
| 9. Landscaping -<br>Tree Trimming  | Pruning of ficus nitida trees on four-year pruning schedule. Pruning of other species are at varying schedules from four to fifteen years. Trees to be maintained and groomed. |
| 10. Landscaping -<br>Tree Planting | Planting and removal of trees as necessary.                                                                                                                                    |

**Other Services**

- |                                       |                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Business recruitment and retention | Coordinated efforts with the DISTRICT, retailers and property owners to develop, attract and retain retail tenants, investors, office tenants and customers for Old Pasadena. The goal of this shall be to (1) work to gain new tenants and customers throughout the OPMD on and off Colorado Boulevard; (2) develop programs to educate and retain independent business. |
|---------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|