



SPECIAL MEETING AGENDA STRATEGIC PLAN UPDATE

**South Pasadena City Council / Redevelopment Successor Agency /
Public Financing Authority / Housing Authority**

**Senior Center, 1102 Oxley Street
Saturday, February 8, 2014 8:30 a.m.**

Marina Khubesrian, M.D., Mayor / Agency Chair / Authority Chair
Robert S. Joe, Mayor Pro Tem / Agency Vice Chair / Authority Vice Chair

Councilmembers / Agency Members / Authority Members
Michael A. Cacciotti; Diana Mahmud; Richard D. Schneider, M.D.

Call to Order, Roll Call, and Pledge of Allegiance

Strategic Planning Session *(Laura Mason-Smith, Facilitator)*

- Welcome and Overview of Meeting
- Public Comment: *Pursuant to Government Code Section 54954.3(a), members of the public will be provided with an opportunity to address any items described on the agenda only*
- Introductions and Recognition of Accomplishments
- Mission and Core Values
- Key Themes that Serve as a Foundation for Strategic Planning – Citizens Summit Input
- Working Groups: Setting Goals and Objectives
- Public Comment: *Pursuant to Government Code Section 54954.3(a), members of the public will be provided with an opportunity to address any items described on the agenda only.*
- Next Steps
- Wrap Up and Participant Comments

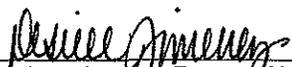
Adjournment



Meeting facilities are accessible to persons with disabilities. If you need special assistance to participate in this meeting, please contact the City Clerk's Office at (626) 403-7230. Hearing assistive devices are available in the Council Chambers. Notification at least 72 hours prior to the meeting will assist staff in assuring that reasonable arrangements can be made to provide accessibility to the meeting (28 CFR 35.102-35.104 ADA Title II).

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

02/04/2014
Date


Desiree Jimenez, Deputy City Clerk



CITY OF SOUTH PASADENA
Strategic Plan Update Meeting
Saturday, February 8, 2014

Participants:

Laura Mason-Smith	Facilitator
Marina Khubesrian, M.D.	Mayor
Robert S. Joe	Mayor Pro Tem
Michael A. Cacciotti	Councilmember
Diana Mahmud	Councilmember
Richard D. Schneider, M.D.	Councilmember
Gary E. Pia	City Treasurer
Evelyn Zneimer	City Clerk
Richard Adams	City Attorney
Sergio Gonzalez	City Manager
Hilary Straus	Assistant City Manager
Lucy Kbjian	Executive Assistant to CM
Yvette Hall	Chief Deputy City Clerk
Sheila Pautsch	Community Services Director
David Batt	Finance Director
James Frawley	Fire Chief
Steve Fjeldsted	City Librarian
David Watkins	Planning & Building Director
Arthur Miller	Police Chief
Paul Toor	Public Works Director

Christopher Castruita, City Manager's Office, will be assisting the facilitator.



CITY OF SOUTH PASADENA

MISSION STATEMENT

The City of South Pasadena is committed to providing effective and efficient municipal services for the community while preserving our small town character.

CORE VALUES

not in priority order

The City of South Pasadena values...

- Honesty and Integrity
 - Teamwork
- Outstanding customer-friendly service
 - Responsiveness
- Open and accessible government
 - Community participation
 - Fiscal responsibility

THREE-YEAR GOALS

2013-2016 · not in priority order

- Eliminate the 710 extension; surface and subsurface route
- Continue to improve City infrastructure and facilities
- Maintain a strong financial position, including reserves
- Strengthen organizational efficiency, effectiveness, and service levels
- Preserve, protect, and create a healthy natural and built environment

**CITY OF SOUTH PASADENA
STRATEGIC PLAN**

Update – December 2013

CITY OF SOUTH PASADENA ☼ ONE YEAR STRATEGIC OBJECTIVES
July 1, 2013 – June 30, 2014

THREE-YEAR GOAL: *ELIMINATE THE 710 EXTENSION; SURFACE AND SUBSURFACE ROUTE*

#	WHEN	WHO	WHAT	STATUS			COMMENTS
				DONE	ON TARGET	REVISED	
1	8-1-13	Sergio Gonzalez	Obtain collaboration of adjacent cities regarding analysis of EIR. (13)	X			"5 Cities Alliance" La Canada, Glendale, Pasadena, Sierra Madre and So Pas; approved 12/18
2	8-1-13	CM Office (Lead), David Batt	Analyze payments made to the city and report back to City Council to ensure compliance with state law and "Rent in-lieu" for Cal-Trans properties. (12)			X	
3	12-31-13	CM Office	Examine the Slater case and formulate a strategy to recover legal fees and maintain the injunction. (17)			X	Work continues

**CITY OF SOUTH PASADENA
STRATEGIC PLAN**

Update – December 2013

CITY OF SOUTH PASADENA ☼ ONE YEAR STRATEGIC OBJECTIVES
July 1, 2013 – June 30, 2014

THREE-YEAR GOAL: CONTINUE TO IMPROVE CITY INFRASTRUCTURE AND FACILITIES

#	WHEN	WHO	WHAT	STATUS			COMMENTS
				DONE	ON TARGET	REVISED	
1	8-1-13 11-1-13	Paul Toor	Develop and budget for a maintenance and replacement program for major equipment, fleet and facilities. (16)			X	Fleet inventory created; work continues on developing budget
2	10-1-13 1 st Draft for FY 2014-15 Budget	Paul Toor (Lead), Hilary Straus & David Batt, Tracey Perkosky	Explore and seek alternative funding sources for infrastructure (grants, state loans, reprioritizing the existing budget, etc.). (12)		X		State loan for project secured; continuing to seek grants/loans for remaining water and capital improvement projects
3	12-31-13	Sheila Pautsch (Lead) and Paul Toor	Develop and conduct a needs assessment for multi-purpose community facility. (12)		X		Ad hoc committee formed; RFP for needs assessment 12/18/13; RFP released & response due back 2/7/14
4	3-1-14 1 st Draft for FY 2014-15 Budget	Paul Toor	Develop a 5-year Capital Improvement Program in conjunction with the annual budget showing revenue and expenses for each project (i.e., water, sewer, streets, sidewalks, etc.). (16)		X		

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CITY OF SOUTH PASADENA ✪ ONE YEAR STRATEGIC OBJECTIVES
July 1, 2013 – June 30, 2014

THREE-YEAR GOAL: MAINTAIN OUR STRONG FINANCIAL POSITION, INCLUDING RESERVES

#	WHEN	WHO	WHAT	STATUS			COMMENTS
				DONE	ON TARGET	REVISED	
1	7-1-13 and ongoing	Hilary Straus	Establish a Downtown Redevelopment Project Advisory Committee to shepherd the downtown project to completion. (13)	X			Staff and Developer to resolve final project footprint; Committee will then meet to finalize site planning and design issues
2	7-1-13 7-1-14	David Batt	Develop a long-term financial plan and cash-flow model. Define and achieve a targeted "healthy reserve" for general and enterprise fund by 7-1-14. (15)			X	Revised to July 2014; staff changes in Finance – now secured permanent Asst. Finance Director
3	7-1-13 1-1-14	Sergio Gonzalez (Lead), Hilary Straus & David Batt	Identify and develop a plan for policy direction to address and reduce unfunded liabilities such as retiree medical benefits and pension plans. (7)	X X			MOUs adopted; New actuarial show unfunded liability for retiree medical from \$22mil to \$12.7mil
4	12-31-13	Hilary Straus (Lead) & David Watkins	Identify and address impediments to business development (e.g., permitting, parking requirements, etc.). (9)	X			Red Carpet Committee streamline policies and procedures to promote economic development' historic parking ordinance 12/4/13
5	3-1-14	Hilary Straus	Develop a comprehensive Economic Development Plan to increase sale taxes. Include Main Street USA, All American City. Develop promotional materials to attract businesses by highlighting such areas as Ostrich Farm, Rialto, and Mission Street. (16)		X		Staff, Chamber, specialist Robin Scherr assessing programs and anticipated next steps

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CITY OF SOUTH PASADENA ✪ ONE YEAR STRATEGIC OBJECTIVES
 July 1, 2013 – June 30, 2014

THREE-YEAR GOAL: *STRENGTHEN ORGANIZATIONAL EFFICIENCY, EFFECTIVENESS, AND SERVICE LEVELS*

#	WHEN	WHO	WHAT	STATUS			COMMENTS
				DONE	ON TARGET	REVISED	
1	7-1-13 2-5-14	Sergio Gonzalez (Lead) & Hilary Straus	Develop and implement a City-wide strategy on the use of part-time staff and interns. (9)	X X			Revisiting impacts on service levels in particular senior transit & day care program
2	1-31-14	David Watkins	Begin development of the General Plan update scope, budget, and process. (10)		X		Feb. study session presentation to Council
3	3-1-14	Hilary Straus	Increase efficiencies by maximizing use of technologies, prudent asset management, and transparent inventory. Complete zero-based review of IT/Telecom Program staffing and equipment. (15)		X		Completed hardware software survey before developing a replacement program. IT Users Group of department staff formed to assist in long-term planning. IT is also exploring e-mail options
4	2 completed by 6-30-14	Hilary Straus (Lead) with applicable Dept. Heads	Complete a zero-based review of operations by operational area: i.e. Risk Management, Fire, Library, Administration (one to two operations per fiscal year). (13)		X		CSAC membership application submitted; Fire reorg. -- approved agmt. w/ San Gabriel, tri-city fire command model planned for approval Feb 2014; Library performance benchmark study completed; activated Principal Mgmt Analyst in Administration

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CITY OF SOUTH PASADENA ☼ ONE YEAR STRATEGIC OBJECTIVES
July 1, 2013 – June 30, 2014

THREE-YEAR GOAL: *PRESERVE, PROTECT, AND CREATE A HEALTHY NATURAL AND BUILT ENVIRONMENT*

#	WHEN	WHO	WHAT	STATUS			COMMENTS
				DONE	ON TARGET	REVISED	
1	9-1-13 3-30-14	Sheila Pautch	Complete preliminary design and explore funding options for the construction of the Arroyo Seco bike/pedestrian path. (10)		X		Final construction plans and specifications completed August 2013. SMMRC grant application is in, have not reached decision. Efforts made to gain additional support from Gomez, Holden and Liu. The America Trails grants have not been released yet but will pursue them once available.
2	10-1-13	Hilary Straus (Lead), David Watkins, Tracey Perkosky & Debby Figoni	Conduct a review of City Ordinances, policies, and practices to identify opportunities to enhance energy efficiency and sustainability for the City and our residents. (11)	X			"Green Team" reviewed sustainability/green policies, program or projects; received NREC input; presented finding to Council 12/18/13.
3	12-1-13	Art Miller	Initiate bicycle/foot Police patrols in the City. (7)	X			
4	12-30-13	Paul Toor & Debby Figoni	Conduct an assessment and make recommendations for enhanced energy efficiency and sustainability. (11)	X			Evaluating most energy efficient pumps to install at Wilson and Garfield reservoirs; Working with Upper San Gabriel Valley Municipal Water District on a landscape upgrade (from turf to drought tolerant landscape) project on Huntington Drive median; Offering workshops on water efficiency and promoting rebates on water efficient devices.
5	2-1-14 2-5-14	Paul Toor	Evaluate replacement and maintenance of the City's urban forest. (7)		X		Presentation of Study results and policy recommendation on 2/15/14 Council meeting.



KEY THEMES THAT SERVE AS A FOUNDATION FOR THE STRATEGIC PLAN UPDATE

The following themes were identified through two means.

First, all City Commissions were asked to review the existing Strategic Plan, and determine up to three big-picture policy goals (pertaining to the subject matter area of the commission) that the City Council should consider at the Strategic Plan Update Meeting. Written input was received from the following commissions:

- Animal Commission
- Cultural Heritage Commission
- Design Review Board
- Finance Committee
- Freeway and Transportation Commission
- Library Board of Trustees
- Natural Resources and Environmental Commission
- Parks and Recreation Commission
- Public Safety Commission
- Public Works Commission
- Senior Citizen Commission
- Youth Commission

Second, the public provided additional input on their big-picture policy goals through a brainstorming activity at the Citizens Summit held on Saturday, January 25, 2014.

These key themes serve as a foundation for the Strategic Plan Update.

Commission "Big-Picture Ideas"

Commission Name	Big-Picture Idea #	Idea
Animal Commission	1	Dog Park - The Animal Commission supports a dog park within the City, but rather than requesting that one be created at this time, we recommend instead that City staff and Animal Commissioners look into identify potential locations, should the City wish to pursue establishing a dog park. Establishing a dog park is often requested by residents and public commenters at local events and meetings. It would provide a way of bringing residents, pets, and families together with others in the community.
	2	Pet Memorial Garden - This could be a "formal area" paved with bricks, or perhaps a doggy fountain, or a shade tree with a plaque. We are open to other ideas as well, etc. Donations would fund the project, and it could be located in any of the City park areas (frm Eddy, Garfield, or Orange Grove Parks to the Arroyo) as well as in other yet-to-be determined areas.
	3	Continued Natural Habitat Conservation - To support the conservation goals of the Arroyo Seco Watershed Restoration Project and the Arroyo Seco Foundation in connection with the stewardship of habitat and open space throughout the City.
Cultural Heritage Commission	1	Related to the goal of eliminating the 710 Surface Route; Surface and Subsurface Route, the CHC believes that the existing Inventory of Historic Resources needs to be updated in order to remain legally defensible, especially for those resources that are vulnerable to threats of demolition/re-location. An updated Inventory will reflect the latest federal and state status codes, and would identify structures built between 1945 to 1967.
	2	Related to the goal of maintaining a strong financial position, the CHC said that the requirements for the Mills Act Incentive Program could be tightened to produce a highly effective tool in revitalizing neglected historic properties and raising surrounding property values in the long-run. The CHC also said that the City needs to work towards a solution to restore and rehabilitate the Rialto Theater. Revitalization of this important historic landmark at a highly visible intersection will likely start a revitalization of the surrounding commercial area.
	3	Related to the goal of preserving, protecting, and creating a healthy natural and built environment, the CHC said that the City needs to update its historic preservation ordinance because it is the important legal framework needed to assure the continued protection of South Pasadena's historical character.
Design Review Board	1	Consider other uses for City owned, underutilized real estate along Mission Street.
	2	Update General Plan. In this process, give careful consideration to Fair Oaks Corridor in order to promote and encourage orderly development and improve aesthetics of the street.
	3	Update City's sign regulations. Ensure new regulations are clear and comprehensive.

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Commission "Big-Picture Ideas"

Commission Name	Big-Picture Idea #	Idea
Finance Committee	1	Maintain Financial discipline & budget integrity
	2	Assure City resources are used effectively and efficiently
	3	Adopt best management practices for all city operations
Freeway & Transportation Commission	1	Monterey Rd. Road Diet
	2	Fair Oaks Avenue lessons learned (Ian Lockwood Report)
	3	Strategy to review funding sources like Measure R to complete Rogan Projects such as the SR-110 Interchange
	4	Comprehensive analysis of parking, traffic and safety issues around schools.
	5	Gold line- grade separation at Monterey Rd. and Pasadena Ave.
	6	Monitor process of sale of Caltrans properties
Library Board of Trustees	1	Address the space needs of the Library: The Library's needs include public and staff/volunteer parking, expanded Children's and Teen Rooms, space for more public access computers, a front lobby with space for large display cases, an indoor area for the Merrell Gage statues, quiet study rooms, and a roomier, first floor Friends Bookstore.
	2	Improve the Library's offerings of books and other materials, and technology resources: The Library's annual materials budgets have not kept up with usage or inflation. Total annual circulation for 2008/2009 was 405,123 and the Budget for Books and Periodicals was \$143,000. For 2012/2013 the annual circulation of physical materials like books, DVDs, and CDs was over 413,000 and the Budget for Books and Periodicals was \$140,000. E-book and other electronic database circulations now total approximately 50,000 more. Meanwhile, the Library's public PCs are often all in use and more are needed now and especially for the future.
	3	Make the Library's interior more attractive, functional, comfortable, welcoming, and up-to-date: Many more electrical outlets are needed for laptop and handheld computer users. The study chairs are old, uncomfortable and squeaky, the décor including the signage is dated (especially in the Teen Room), and the Reference Desk is oversized and forms an off-putting barrier between the staff and the public.

Commission "Big-Picture Ideas"

Commission Name	Big-Picture Idea #	Idea
Natural Resources & Environmental Commission	1	<p>Water: The Natural Resources and Environmental Commission (NREC) recommends that the City of South Pasadena focus on water conservation and ensures that funding is maintained from the water conservation fees to support customer incentives and rebates. There is a plan to offer an efficient toilet installation program and a turf replacement program. These and other efforts need to be supported to reduce water use in the city. The City itself should focus on reducing its water use by replacing grass in street medians and reducing water use at all City properties. The Water Conservation Analyst should be supported in completing business and residential water audits and other efforts to reduce water consumption. The Water Conservation Analyst should provide progress reports to the NREC and to City management on how the city is progressing in reducing water use, as well as how water conservation programs are meeting goals and budget expectations. Because the goals and costs related to water conservation are so important, the NREC recommends that the Water Conservation Analyst position report to the City's Assistant City Manager in order to integrate programs with other sustainable efforts.</p>
	2	<p>Energy: The NREC recommends that the City of South Pasadena focuses on improving electrical energy efficiency, as saving energy reduces costs for the City and is beneficial to the environment. Electrical costs relating to the pumping of the City's water supply is one of the City's largest expenditures and any improvement in pumping of water to and from City reservoirs should be considered. Areas that can be investigated for energy efficiency include lighting at the golf course, tennis courts, stables, sports fields and other City facilities. This includes upgrading of lighting to more efficient fixtures and bulbs as well as educating staff and residents, particularly those using the sports facilities, on the value of turning off lights when facilities are not in use. Related to this is the exploration of solar power. In light of the improving economics of photovoltaic energy, the City should expedite assessing the feasibility of installing a solar system on City property, such as at the rebuilt Garfield Reservoir, using funds from the Energy Efficiency Fee Fund. City staff should work with the NREC to develop a request for proposal from solar energy companies to study city properties and propose the best options for reducing electricity.</p>
	3	<p>Urban Forest: The NREC recommends that the City of South Pasadena continue its support of the tree maintenance program, continuing to inspect and trim trees on City property on a timely basis. The Commission requests that the City explore a mechanism where staff can "police" residents who might illegally or improperly trim trees on the weekends. NREC recommends that City staff evaluate which City-owned trees need supplemental watering due to existing drought conditions.</p>
Parks & Recreation Commission	1	<p>Feasibility of a Dog Park in the City</p>
	2	<p>Renovate Eddie Park House to be used for classes or reservations</p>
	3	<p>Community Center</p>

Commission "Big-Picture Ideas"

Commission Name	Big-Picture Idea #	Idea
Public Safety Commission	1	Adopt a Community Emergency Preparedness Training (CERT) program and begin awareness of and implementation in the community in 2014. Specific goals for the CERT program in 2014 include training 1-2 Fire/Police personnel as CERT trainers; offering at least 2 CERT classes to South Pasadena residents; participation with neighboring communities to coordinate CERT training activities; outreach to youth, schools, religious institutions and other community organization to promote CERT in South Pasadena.
	2	Analyze structure and geographic areas of current neighborhood watch groups in South Pasadena; Study new approaches and/or programs, e.g., CERT program, to re-invigorate participation and interest in existing Neighborhood Watch groups.
	3	Request a stand alone budget for the EOP, Emergency Operations Plan
Public Works Commission	1	Continue to improve the City's aging infrastructure by prioritizing needs and developing financial programs to fund improvements. Infrastructure prioritization of streets (Pavement Management System), sidewalks, water system, sanitary sewer system.
	2	Develop program for systematic upgrading City facilities such as City Hall/Police/Fire Building, rebuilding of Public Works Service Yard, Community Center.
	3	Continued compliance with stricter environmental regulations required by LA County MS4 permit (NPDES), LA River metals, trash and bacteria TMDLs, Green Streets.
	4	Develop guidelines for parkways including landscaping (trees, groundcover, drought tolerant planting), hardscaping (permeable pavers, colored concrete, aged concrete), street furniture (bike racks, trash containers, benches)
	5	Update traffic circulation element of the General Plan and improve traffic circulation thru signal synchronization, hardware upgrades
	6	Review, update or develop development impact fees (water and sewer connection fee, traffic impact fee)

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Commission "Big-Picture Ideas"

Commission Name	Big-Picture Idea #	Idea
Senior Citizen Commission	1	The Senior Citizen Commission will identify homebound, isolated seniors and disabled persons in the City of South Pasadena in order to establish needs and advocate for services and resources.
		Objective 1: Compile a registry of homebound, isolated seniors and disabled persons in the City of South Pasadena.
		Objective 2: Perform a needs assessment with the persons in the registry in order to determine what services are needed.
		Objective 3: Address the issue of reduced transportation services provided by the City.
		Objective 4: Consider and research the establishment of an advocacy program to assist persons on the registry with their needs.
		Objective 5: Address the issue of reduced staffing at the Senior Center/Transit Division in order to increase the retention of qualified employees.
Youth Commission	1	Youth Community Center
	2	More suited jobs for youth (paid or internship)
	3	Awards banquet to be held in the evening for city, school, and local volunteers

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"Big-Picture Ideas" Reported out of Break-out Groups at 1/25/2014 Citizens Summit

Table.Idea #	Idea
1.1	Mobility in all modes - parking management; intra-city transit
1.2	Public Safety - community engagement; emergency preparedness
1.3	General Plan Update - Comprehensive approach to housing that improves quality of life in all neighborhoods
2.1	Business development
2.2	Massage Parlors
2.3	Water Conservation
3.1	Fill stores with better retail
3.2	Look into ramifications regarding water rights and sharing water resources
3.3	City-wide Wifi
4/B.1*	Recreational assets that generate more income
4/B.2	Community facilities - community center; transitional housing/youth
4/B.3	Homelessness prevention programs
5.1	Retaining quality employees & adequate staffing for community services (dial-a-ride, gold link, parks & rec) by keeping them in-house
5.2	Foster economic development through sophisticated & creative ideas - green projects; transportation; sustainability; bike & pedestrian
5.3	Update General Plan to allow for economic development & expand community service center
A.1	Follow up on Strategic Plan Goals
A.2	Attracting business - find anchor businesses, resolve parking issues
A.3	Maintain fiscal & financial discipline and budget integrity

"Big-Picture Ideas" Reported out of Break-out Groups at 1/25/2014 Citizens Summit

Table.Idea #	Idea
C.1	Fair Oaks Specific Plan/revitalization of the Rialto
C.2	Downtown revitalization project
C.3	Convalescent Home - safety in surrounding area
D/E.1*	Economic redevelopment for downtown
D/E.2	Turn Rialto into multi-purpose facility
D/E.3	Massage establishment regulations

*In order to ensure similar numbers of participants at each table, table 4 was combined with table B to create table 4/B. Similarly, table D was combined with table E to create table D/E.

Summary: Top 6 Most Commonly Mentioned Subjects at 1/25/2014 Citizens Summit Break-out Tables*

1	Economic Development (18)
2	Public Outreach/ Engagement/ Volunteerism (14)
3/4 (Tie)	Parking (9)
	Water (9)
5/6 (Tie)	Social Services: Youth, Homeless, Recreation, Parks (8)
	Transit/ Mobility/ Traffic (8)

*Please note that the list of commonly mentioned subjects provides the number of times that each subject was mentioned in parentheses. It does not reflect the nature of the comment made by a resident, but is instead intended to provide a brief summary of the frequency with which topics were discussed. For additional information on the nature of the comments made, please see the list of all resident "Big-Picture Ideas".

List of all Resident "Big-Picture Ideas" at 1/25/2014 Citizens Summit Break-Out Groups

Table	Idea	# of Votes
1	Comprehensive approach to housing that varies based on need, neighborhood but that in all cases improves quality of life	2
1	More resources for economic development, including working w/ small businesses & capturing the right mix of businesses in South Pasadena	1
1	Comprehensive approach to parking (including Monterey to Grevalia)	3
1	Community Services (e.g. for single parents) - part of Community Center planning. Neighborhood programs; stronger use of volunteers & specialists	3
1	Emergency Preparedness	0
1	Increased Mobility: intra-city circulating transit; parking strategy	2
1	Increased use of volunteers, particularly w/ police & fire, but in all city service areas	1
2	Business development	Not listed
2	Massage parlors	Not listed
2	Medical marijuana	Not listed
2	Water: city; residents; low-income program; Global Water	Not listed
2	Empty storefronts: fitness, locations, landlord outreach; incentives; school use/joint use; school district & city; community groups	Not listed
2	UUT - redo language; refinance bonds	Not listed
2	Other projects to partner w/ Cities, collective agreements	Not listed
2	Urban forest funding	Not listed
2	Reduce energy, water, trash	Not listed
2	Empty storefronts: art displays in windows	Not listed
2	Parking: open school district for farmer's market & other, shuttle bus (small fee)	Not listed

List of all Resident "Big-Picture Ideas" at 1/25/2014 Citizens Summit Break-Out Groups

Table	Idea	# of Votes
2	Theater	Not listed
2	Hit list: business; chamber; chains; "Express" stores; family stores	Not listed
2	Signage/ lights	Not listed
2	UUT revenues: streets; water; pipes; not reserves for general fund	Not listed
2	More service businesses (not nail/hair salons): shoe repair; hardware store; seamstress	Not listed
2	Chains: Anthropology; Urban Outfitters; Skateboard shops	Not listed
3	Full stores w/ better retail	3
3	Increase staff- summer programs & after school	1
3	EOC Budget; training for City EOC (community)	1
3	F.O. Ped Safety/overpasses	0
3	City website has agendas & minutes for all commissions/committees	0
3	semi-annual public forum on City finances	0
3	Repair infrastructure streets/sidewalks; 2-tier approach involving funds	1
3	Same as above for infrastucture not seen	0
3	look into ramifications regarding water rights, sharing resources w/ surrounding cities	2
3	more public awareness (water & other services)	0
3	free wifi for entire city, or nominal fee	2
3	speed calming (Grevalia) between Stratford freeway overpass	1
3	Parking & traffic study on Mission	0

List of all Resident "Big-Picture Ideas" at 1/25/2014 Citizens Summit Break-Out Groups

Table	Idea	# of Votes
3	Valet parking for businesses on Mission	1
3	Indiana Ave traffic study for red curb "No Parking"	0
3	Recycling for apartment complexes	0
4/B	Community facilities: community center; transitional housing/ youth	2
4/B	Golf course	0
4/B	Parks	0
4/B	Strengthening recreational assets to generate more income	3
4/B	Bike paths	0
4/B	music/festivals	1
4/B	Homelessness prevention programs	2
4/B	Outreach	1
5	Disaster Prep	0
5	Economic Development	3
5	City Services: gold link; in house parking; trans services	0
5	Civic engagement	0
5	General Plan update	3
5	Green projects/ programs	0
5	Community Center expanded: both youth and seniors	1
5	Goals are people focused	3

List of all Resident "Big-Picture Ideas" at 1/25/2014 Citizens Summit Break-Out Groups

Table	Idea	# of Votes
5	Fostering bike & pedestrian access programs	0
5	Retaining quality employees: part-time & full-time	4
5	Transparency: maintain & increase commissions	0
5	Be more creative	0
5	Civic participation	0
5	Define strong financial position	1
5	Increase volunteers	0
A	Keep what's working right, going right	0
A	Increased crime	0
A	Water rates increasing	0
A	Follow up on strategic goals	1
A	Attracting businesses: anchor businesses; parking	1
A	Maintain financial discipline & budget integrity	1
C	Fair Oaks Specific Plan	2
C	The look/ revitalization of Fair Oaks (e.g. The Rialto)	3
C	Convalescent Home: safety issues	2
C	New play equipment & parks	0
C	Good stewardship of money	1
C	Downtown revitalization project	2

List of all Resident "Big-Picture Ideas" at 1/25/2014 Citizens Summit Break-Out Groups

Table	Idea	# of Votes
C	Good public safety	0
C	Retain local control of public safety, specifically police	1
C	Recruit quality employees (e.g. public safety) thru salary improvements obtained from revenue increases	1
D/E	Better outreach (PR, meetings, AV, social media, utility bills)	1
D/E	Coordinate w/ school district, PTA, assemblies	0
D/E	Announcements on TV: quarterly reports from departments; televise more meetings	1
D/E	Councilmember town meetings	0
D/E	Recycled water (Pasadena?)	1
D/E	Reduced trash requirements, recycling	0
D/E	Parking!	2
D/E	Economic redevelopment for downtown	6
D/E	Turn the Rialto into a multi-purpose facility	3
D/E	Contract out planning & Public works departments	1
D/E	CALTRANS property sales (council liaison)	2
D/E	Xeriscaping policies	0
D/E	Affordable housing	1
D/E	Massage establishment regulations	3