

PASADENA
URBAN DESIGN CONCEPT

PASADENA RUIDAT

REGIONAL/URBAN DESIGN ASSISTANCE TEAM



PASADENA, TEXAS OCT. 1993

INTRODUCTION

Over the past twenty years, the American Institute of Architects (AIA) has provided, as a public service, regional/urban design assistance teams (R/UDAT) to offer guidance to more than 200 communities in the United States and Canada. Team members are specialists in areas concerning each community. The members serve without compensation, and agree not to receive commissions from the communities they serve for a three-year period. The AIA and R/UDAT task group have maintained this policy so that the objectivity of team members is assured.

Pasadena was selected as a community by AIA to have a R/UDAT team visit during the weekend of October 8-11, 1993. Concerns expressed in their application, as well as broad support from throughout the leadership of the community, provided assurance that a R/UDAT team's recommendations could assist in the vision and action agenda for Pasadena citizens.

The team members take this opportunity to express our appreciation for the welcome we received, and the hospitality, support and assistance given to us by the people of Pasadena. We believe that with this energy and dedication, you are well on the way to making the changes you want. We wish you all well on your journey.

EXECUTIVE SUMMARY

The Pasadena R/UDAT will serve to give the City's citizens and leadership direction and momentum. To be sure, much remains to carry out the thoughts and concepts contained here. Good community management is an ongoing process.

The R/UDAT team digested hundreds of pages of documents and listened to several hundred citizens

express their views, opinions and ideas. In some cases there was much agreement on issues, such as about Pasadena's image, and in the case of others, like the threat of crime, much disagreement. The R/UDAT team eventually distilled its own list of key issues.

- **Local and Regional Planning**
- **New and different services**
- **Public Safety**
- **Finding sources of money**
- **Community attitude**
- **Economic dependency**

The R/UDAT report primarily addresses these issues in the following sections. The recommendations are provided in several areas ranging from urban design to the environment and to finance.

In the case of **Urban Design**, the R/UDAT plan suggests steps to reinforce recent revitalization efforts in North Pasadena, reinforcement of the Town Square area as a major commercial activity center, better utilization of the city's Bayous and natural areas in the layout of streets, trails and other development, and also that Pasadena undertakes a major planning process to develop a long range comprehensive plan which embodies these ideas and concepts.

The **transportation** recommendations include voter adoption of the public transit authority and funding, and various other changes and improvements to the street systems to reflect current traffic conditions and opportunities that may enhance the broader revitalization efforts.

Improved housing and community services programs are discussed in detail. Given the City's present heavy investments in improved infrastructure, these programs are essential to capitalize on the opportunity to further improve Pasadena's quality.

The R/UDAT team recommends a number of steps to

address needed preservation, conservation, and enhancement of the City's valuable environmental assets, with its bayous and wetlands, its air and water. The care of these is closely linked to Pasadena's image and economy.

Joint ventures are suggested for the Petrochemical Industry, IBM, NASA, the University of Houston at Clear Lake and Pasadena City to diversify in the long term towards a post-industrial and sustainable economy.

More effective partnerships are needed among the **business community and local government**.

Large businesses have special needs and resources, and can do much more to benefit the community than to provide jobs and pay taxes. But the partnership must be a two-way street, also benefiting industry. The R/UDAT team suggests new support programs for small businesses.

Tourism is an opportunity. It can help diversify the economy, generate an infusion of out-of-town visitor spending and create new jobs. Specific recommendations are made to get the most out of Pasadena's valuable tourist-related assets.

New funds will be needed. **Finances** always play a key role. The team recommends that Pasadena ask voter approval of the transit sales tax and new uses of the community development block grant funds. These steps would make available more than \$1 million annually for the most pressing priorities. For tourism development, public-private partnerships are recommended.

Lastly, the R/UDAT team report discusses making changes happen for Pasadena. This will require a vision and plan, effective partnerships, ongoing commitment, and last, but not least, acceptance of the responsibility of leadership by the key elected officials, the mayor and council.

With substantive quality of life improvements, Pasadena's image problem will take care of itself.

WHAT WE HEARD YOU SAY

The R/UDAT team was impressed with and appreciative of the citizens who shared their comments with us at our Saturday hearing. We valued the officials who briefed us and shared their experience and data. In addition enjoyed the willingness with which people of Pasadena shared their knowledge as we met them informally.

We feel that each person was sincere in giving us an expression of their visions and concerns about Pasadena. One overriding sense for the team was the variety of comments. We felt it is proper to make the hearing remarks a part of our report as an attachment, and suggest that the reader take time to share our awareness of the genuine contribution made to Pasadena by these citizens.

R/UDAT MISSION STATEMENT

To develop a plan that will provide acceptable solutions to revitalize the northern area of the city, enhance transportation and mobility and improve drainage throughout the city, beautify the city and provide for improved green space, parks and playgrounds that result in reduction of crime, improved communication among citizens that will instill the personal pride necessary for creating a collective community wide positive self-image and the desire and enthusiasm to continue working to make the city of Pasadena the best we can be.

In addition to comments in the attachment, the team offers its own list of issues which were discovered in the input we received over the weekend.

ISSUES

After reviewing hundreds of pages of documents, and listening to the many interested citizens who took the time to give us their views, the R/UDAT team highlighted six issues that should be given the most serious attention by the citizens of Pasadena. Each of these has a variety of components. Some are listed to elaborate or to illustrate the view of the team. Issues are not listed in order of priority. In this R/UDAT report, the team has attempted to give its thoughts on all of them.

Pasadena needs effective local and regional planning, and implementation

- How can communication and public involvement in public decision making be improved?
- Should priority for local government funding be to maintain existing assets?
- How can leadership, partnerships and accountability be used for results?
- What should be the role of environmental and conservation programs?
- How can Pasadena best satisfy Clean Air Act amendments?

New/different services are needed for north Pasadena

- Should public transit be provided?
- How can support for housing rehabilitation and small businesses best be supplied?
- What is the role of community centers for youth and seniors?
- How can maintenance of public and private property, especially in north Pasadena be assured?
- What about promoting new restaurants/lodging to support tourism/recreation and the convention center?

Public Safety and Crime

- Should the safety focus be on preventative measures to improve public safety and reduce crime, including natural disaster planning?

Pasadena must find money now for new and different services and programs outlined here

- How can funds be made available while keeping taxes low?

Community attitude

- Can citizens develop an appreciation for the city and acknowledge its weaknesses?
- Is it possible to focus on the future: count achievements?

Reduce dependency on single resource economy

- What about a marketing strategy for business recruitment, including small business?
- What should be the role of tourism?
- How can Pasadena be sure it is not overly dependent on the petro-chemical industry or NASA?

URBAN DESIGN ISSUES

In order for Pasadena to improve its appearance, reinforce the healthy and valuable buildings, dwellings and open space, and in order to give efficiency to both new development and redevelopment of older areas, the team sees a strong need for a long-range, comprehensive plan.

A professional team of housing, redevelopment and municipal finance specialists should be retained to assist Pasadena with understanding its options for action over the next several years. Inventories, market analyses, needs assessments and recommendations must be generated to form the basis of all redevelopment decisions.

Pasadena has an opportunity to make meaningful changes in neighborhoods and along streets, but should give serious consideration to the money available, and long-term benefits to the city for doing each project. A comprehensive plan is the best tool for this effort.

In the near term, insisting on strict code enforcement will set the stage for embracing the comprehensive plan process. Further consideration of land use management, incentives and pro-development zoning should be analyzed as part of the planning process.

Many Pasadena streets and utilities are aging and will require attention over the next decade. **As street repairs and improvements are made, Pasadena leaders will have an opportunity to create gateways, lessen the impact of the roadway corridors that divide parts of the city and address the beautification and adaptive reuse of vacant buildings.**

We recommend a concentration of effort around the Town Square area and in support of a Shaw Avenue petrochemical museum and interpretive

center development as a catalyst for redevelopment as shown in examples in this section.

The suggested commercial and community facility developments, if made as a component of a comprehensive plan, can also help to define and reinforce existing residential areas which surround these developments.

Landscaped buffering, trees along roadways, sign improvements and pedestrian circulation paths can be done as an immediate, short-term program. This will have a significant impact visually, and citizens of Pasadena will be able to see the visual image of these areas changing quickly.

Orchestrating and implementing these improvements will inspire other residents and property owners to upgrade their properties, thereby broadening the base of support calling for near-term improvement in code enforcement. Again, all of these examples must be based upon the action agendas in the comprehensive plan.

One other development we feel is important as an example is an activity center. This is illustrated in the recreational and entertainment complex around the existing convention facility. We show the potential for a golf and tennis complex, a motel, and complimentary rodeo support facilities along with a major expansion to the existing convention facility.

Market studies will determine the scope of this facility, but the team has a sense that a demand already exists for this regional tourist attraction.

Other opportunities, which we illustrated for their character and scale, are the elements of a recreation and open space plan - part of the comprehensive plan previously recommended.

The R/UDAT team feels strongly that there are tremendous opportunities to develop a parkway from Taylor Lake and El Jardin, along Armand Bayou, to Vince Bayou and through Pasadena to Buffalo Bayou. Such a parkway could provide open space, land and water conservation, wetlands preservation, parks, walk and bike trails and neighborhood linkages for the full length of Pasadena.

We have illustrated such a concept in a later section to indicate the impact it would have on Pasadena.

TRANSPORTATION

Pasadena has a well developed system of local and regional thoroughfares. Regional connections are provided by State Highway 225 and Beltway 8. Together with Interstate 45 just west of town, these three regional facilities form a convenient loop of the central developed area of the community. Major improvements either underway or scheduled along SH 225 and Beltway 8 will bring these facilities up to full grade separated, limited access status, thereby attracting greater volumes of long distance, regional traffic. A network of two and four-lane collector and major thoroughfare streets provide a high level of access and distribution within the community. As the regional roadway system reaches full capability, Pasadena's major thoroughfares continue to carry less regional traffic. This means more capacity should be available for shorter, intra-city trips.

Examination of traffic volume changes in the north tip of the city (north of SH 225) shows that volumes in 1990 on West Richey and on Red Bluff are comparable to those of sixteen years ago. In a period of 20 percent growth in population, volumes on the Shaver/Main one-way couplet have actually declined compared to 1974. Volume on SH 225 doubled during the same period. Clearly, much of the traffic growth has gone to the grade separated regional facilities aided by completion of the Beltway 8 Toll Bridge crossing of the Ship Canal. **This shift in traffic growth suggests that selected city streets could be adapted for north Pasadena reuse if such reuse would support community revitalization objectives.** For example, Main Street and Shaver Street north of SH 225 could revert to two-way operation to facilitate local circulation. Sidewalk widenings would allow tree plantings and bench placements to improve the pedestrian experience.

Mobility for some segments of the population is a problem in this auto-dominated region. Students, teenagers, older citizens and those not having access to or interest in driving a car have little choice for traveling to stores, recreation sites, workplaces and medical facilities. **Public transit can provide this improved mobility.**

A recent act of the State Legislature enables Pasadena residents to agree to impose up to a one percent sales tax to operate and maintain a public transit system within the community. Similar to Houston's Metro Transit Authority funds, these local funds could be used to match federal operating and capital assistance grants available through the Federal Transit Administration. The level of funding generated by the sales tax could readily support operation of a small (10 to 15 bus) transit system. North Pasadena, with its concentration of older citizens, zero and one-car households, and lower income families is a prime candidate for public transit coverage.

In addition to providing convenient transit coverage to this portion of the community, associated street and pedestrian access capital improvements will be needed along transit streets to make bus stop locations safe and accessible to pedestrians and to facilitate bus maneuvering through neighborhood streets.

Although not a mobility problem, employers in the industrial district north of town are faced with meeting vehicle trip reduction mandates by 1995. This will require higher use of multi-occupancy vehicles by employees. Under the new mandates, employers will be required to set up and maintain car pool, van pool and bus programs that will enable specific trip reduction levels to be achieved by 1995.

Some of the 60,000 petrochemical workers reside in Pasadena. There may be a market for extending bus service to the industrial district and to large employers within the city, but outside the regular service area,

during work shift periods to help achieve the required trip reductions. Employers could be committed to purchase a prescribed number of monthly or annual bus passes for their employees before service is provided. The East Harris Manufacturers Association could be an appropriate employers' representative for designing transit service arrangements to meet the unique petrochemical industry needs and to complement their car pool and van pool programs.

Competition for limited public transit resources and the level of transit service within the community suggests that a strategic plan for public transit should be developed over the next two years. This public participation process would help policy makers set a course of action that will define which market segments receive service and generally, what service levels (frequency, hours of the day, days of the week) will be provided.

If a comprehensive planning process, as recommended by the R/UDAT, is undertaken in Pasadena, a number of transportation systems improvements can be planned to achieve the stated objectives. Specific issues to be considered in the transportation section are:

- Selectively reduce the number of public streets intersecting the north side of SH 225 west-bound service road to enhance Shaw Avenue importance and facilitate re-development opportunities.
- Improve pedestrian linkages to enhance inter-neighborhood foot travel and tie in with trail development projects such as Vince Bayou.
- Add pedestrian scale street lighting in areas of commercial activity.

HOUSING MAINTENANCE AND PRESERVATION

Goal: Pasadena will maintain its housing consistent with the law and prevailing community standards, and encourage increased home ownership and more responsible management of rental property.

Issues and Findings:

- Housing maintenance and adherence to deed restrictions is a problem throughout the city.
- Major housing problems are concentrated in north Pasadena where homes are older and incomes are modest.
- Rental properties are a disproportionate part of the problem.
- Abandonment concentrated in the old town area shows that limits to economic feasibility have been exceeded for the restoration of some properties.
- A growing number of home owners are older single women, some of whom are having trouble maintaining their homes.
- Section 8 Certificate and Vouchers have been preferred over public housing to serve lowest income renters and to avoid the problems of "projects" but concentration Section 8 in a few complexes have created similar problems.
- Recent public investments have begun renewal of streets and sidewalks, sewage and drainage, expanded parks and created a new community center in north Pasadena. This investment is ready to produce a return to the community.

- Reliance on complaint driven enforcement of deed restrictions produces uneven results and places individuals in a difficult position.

- City rehabilitation loan assistance is provided based on applicant and property eligibility without consideration of the relationship to other investments.

Action:

- Expand and support the Revitalization Task Force efforts to report violations of deed restrictions and building maintenance and sign standards.

- Appoint a dangerous building committee supported by the City Planning Department to be responsible for continuing the city's vacant building demolition program.

- Increase enforcement staff assigned to enforcement of Deed Restrictions buildings maintenance and signs standards.

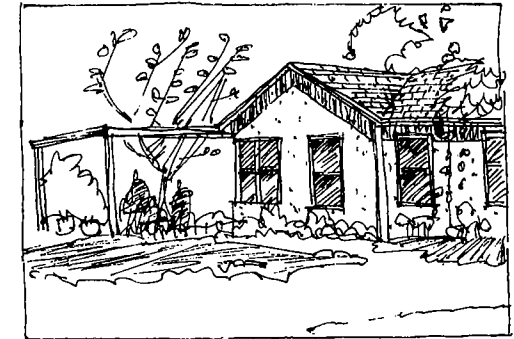
- To facilitate access to special home ownership programs of the Houston Housing Partnership, commercial banks and the federal government, the City should consider a "buy a banker program". Through this, funds would be provided to purchase all or a portion of a bank loan officers time to service Pasadena residents. An alternative would be to agree to a fee for performance whereby an agreed amount would be paid to banks for every new Pasadena homeowner who is qualified as eligible for a bank loan.

- Expand emergency housing rehabilitation program by funding materials, in conjunction with volunteer or student labor provided through local high school, college, church or civic organizations.

- Create a "job jar" program whereby very low income owners (or renters with over three years tenancy) can request limited home repair and maintenance assistance through the Emergency Housing Rehabilitation program. School, college, churches or civic organizations would contact "job jar" for referral to prequalified clients.

- Eliminate forgiveness of housing rehabilitation direct loan program to preserve potential for recovery of city investment upon sale of house.

- Target rehabilitation assistance in conjunction with other public investments in business improvement, neighborhood facilities and community policing.



- City Planning Department should encourage broader landlord participation in the Section 8 program to encourage disbursement of assisted of Section 8 clients throughout the community. The City Planning Department should establish and enforce a policy which limits percentage of Section 8 clients in any apartment complex.

- With local banks, and planning department should promote the use of 203K mortgage insurance program which allows the purchase of older homes in need of repair with mortgages sufficient to cover

acquisition and improvement. This program is particularly attractive to people looking for affordable home ownership opportunities in older neighborhoods where deferred maintenance makes it more difficult to secure conventional financing.

Affordable Housing Development

Goal: Pasadena will pursue housing development to maintain a balance between housing cost and wages paid by city employers, thus assuring that those who work here can live here.

Issues and Findings:

- Affordable housing has been an important factor in Pasadena's growth and community vitality.
- The economic, environmental and social health of community is enhanced when families can afford to live near their place of work.
- Vacant property in north Pasadena with recently upgraded streets, sidewalks and utilities represent a low cost opportunity for new housing development.
- The percentage of the most affordable housing is getting less while total housing numbers increase.
- Seven developments with 491 units (total) provide rental assistance to lower income households; four more with 284 units (total) are restricted to elderly.
- There is considerable property suitable for housing development which is (or could be) publicly owned that currently represents an unproductive pub-

lic investment.

- State and national funding for affordable housing favors neighborhood based Community Development Corporations (CDC's) as affordable housing developers.

- 4,756 households are in need of rental assistance, and many are on a waiting list with no prospect of early assistance.

- 25 percent of the city's \$1.2 million Community Development Block Grant (CDBG) funds go to housing with the majority of the remainder going to public improvements.

Actions:

- Prepare specific housing development targets as part of Pasadena's community plan, based on comparing current conditions with the affordable housing development goal.

- Complete inventory of property which is publicly owned or where the public has lien interest.

- The city, school district and county, should pursue foreclosure on property suitable for housing development, with agreement to forego back taxes in lieu of future tax income from new housing development.

- Incorporate affordable housing development as a key element of north Pasadena's revitalization strategy.

- 50 percent of CDBG funds which have been used for public improve-

ments should be budgeted to affordable housing development and preservation.

- Create a Community Development Corporation (CDC) comprised of neighborhood, business and government leaders to be responsible for affordable rental housing development and preservation.

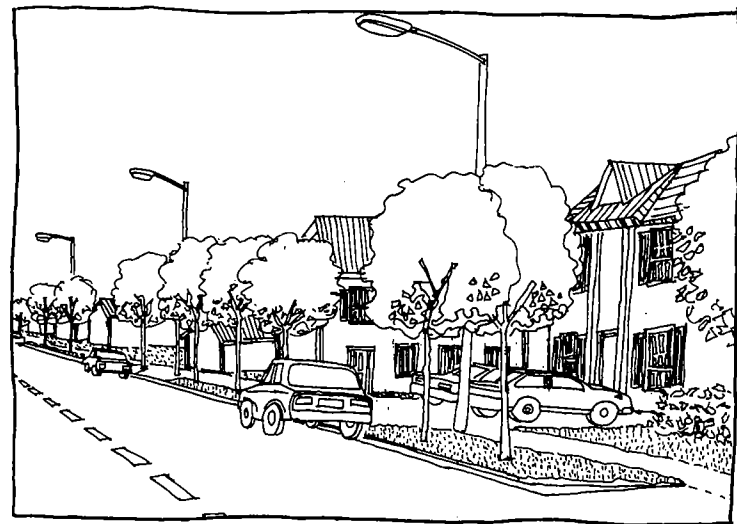
- Capital for the CDC should be CDBG funds and should concentrate on the rental housing development, ownership and management, with initial emphasis as follows:

- Acquisition and rehabilitation of existing vacant or substandard units in north Pasadena.

- Development of new rental housing to replace units lost through vacant property demolition in north Pasadena.

- Development of rental housing for the elderly adjacent to Town Square.

- The city should convey foreclosed property to CDC for direct development or joint development with "for profit" developer.



- The CDC, with city and business support, should pursue supplemental funding from federal low income tax credits, Houston Neighborhood Partnership, Department of housing and Urban Development Section 202 and 811 Programs and other sources of funding that favor CDC's.

- The city should modify its development standards for new owner occupied housing to require that a portion of units in subdivisions with over 15 units be affordable for families making below the median income for the city.

- The city should apply to the State Department of Housing and Community Development for HOME funds for these housing initiatives and pursue fair share allocation from the state by involving state and local elected officials in the application process.

- The city should participate in the Houston Housing Partnership Home Buyer Assistance Program, targeting long term renters who are interested in purchasing their homes.

Business Improvement

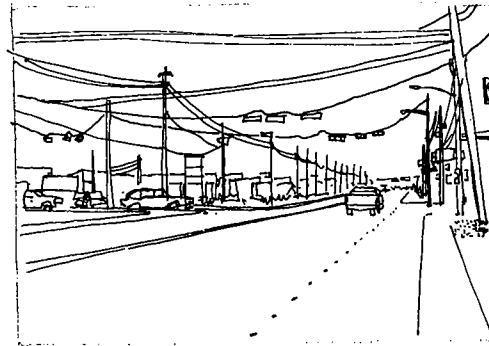
Goal: Pasadena is committed to providing the best possible business climate through thoughtful planning and supportive public programs which maintain an attractive physical environment, fair regulations and create opportunity for business growth to serve the needs of business, government and consumers.

Issues and findings:

- Access to capital for small business improvement and growth is extremely limited. This problem is particularly acute for minority businesses.

- The appearance of many northside business areas adversely affects the city image and business environment.

- Many older commercial centers are vacant or significantly underutilized and contribute to negative business climate and community image.



- Limits on alcohol sales in the Town Square Mall area inhibit good quality restaurants.

- Small businesses provide substantial employment and employment growth opportunities.

- Major interests including the petrochemical industry, the school district, hospital and city government are unable to buy many goods and services within the city.

- The Town Square Mall and adjacent development represent a major public and private investment to create a "heart" for Pasadena and it is still not fully realized.

- Without revitalization the Town Square area is vulnerable to market forces which could negatively impact upcoming lease negotiations with anchor tenants.

- Pasadena's businesses and citizens spend 50% of retail purchasing power outside the city.

- Membership in the Chamber of Commerce is less than it should be thus limiting support for initiatives which help businesses.

Actions

- The city should survey business, government and consumers to determine which of their needs are not currently being met.

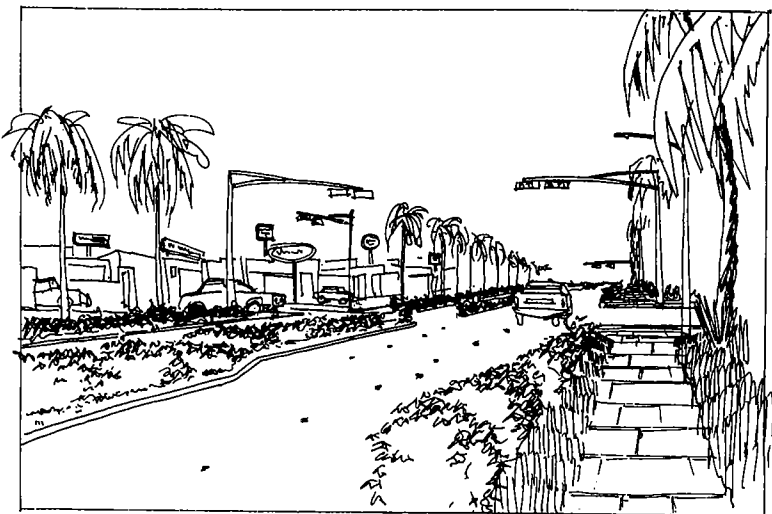
- The post R/UDAT "partnership for change" should develop a business growth and retention program to match city needs to new or expanded businesses and complete a business survey to determine the current health and future plans of local business.

- Based on these surveys, develop programs to address priority needs. For example: If access to capital is a problem, design a program to provide Small Business Administration (SBA) loan guarantees with CDBG secondary financing, and assistance in loan packaging to reduce risk to congenial lenders.

- Purchase and renovate a commercial center to provide affordable space in good condition for start up or expansion companies at affordable rents.

- In conjunction with San Jacinto College, the Chamber, SBA's Small Business Program, provide training and support services to assist with small business formation and/or expansion.

- If the survey discovers adequate interest by Hispanics to provide retail, food and services targeted to the Hispanic population, the concept of an El Mercado Pasadena (where businesses targeted to Hispanic



and run by Hispanics could be grouped) should be promoted.

- Remove prohibition on the sale of alcohol for an area encompassing a one block perimeter on the east, south and west sides of Town Square Mall.

- To reinforce the Town Square area, the city should consider acquisition of a significant vacant or under utilized piece of property in the Town Square Mall area.

- Existing businesses located in the north/south strip commercial areas which benefit by proximity to the Square and to each other should be solicited to exchange their property for ownership in the Town Square property.

- The city should attempt to reduce the extent and impact of strip commercial along north-south streets by acquiring vacant properties ideally, through foreclosures of delinquent taxes, nuisance abatement

liens or the properties would be maintained as greenway buffers to adjacent residential areas.

- The city should concentrate on enforcement of property and sign standards on Ritchy, Shaver, Parker, Tatar and Red Bluff north of Southmore.

- The city should review sign code to ensure that standards are consistent with community expectations re: numbers, type, size and design of business signage, and if necessary revise standards.

- A business improvement loan fund in conjunction with commercial district business groups, should be assigned. Non-Amortizing loans based on average dollar amount per front foot would be made available to provide one half the cost of painting, landscaping and sign construction. The program would begin with the association that provided the highest level of participation in voluntary clean-up, paint-up and fix-up.

- The Chamber of Commerce should undertake a major membership drive to support Pasadena R/UDAT program.

Neighborhood Facilities, Social Services and Public Safety

Goal: Pasadena will assure that the needs of its citizens for health, recreation, and self improvements are provided in a secure environment free of fear of crime against persons or property.

Issues and Findings:

- The Community perception that crime is a significant and growing problem is not entirely supported by fact; uniform crime index was lower in 1992 than in 189 and is almost 13% lower than in 1991. Calls to the police increased less than the increase in households. The only significant increase was criminal homicides up from 7 to 10 between 1991 and 1992. The same time, robberies were down over 21%, auto thefts were down almost 14% and the burglary rate for all categories of property was down over 22%.

- A variety of services are available for persons with special housing needs such as battered women, mentally ill, those with substance abuse problems or the frail elderly, but no clear picture exists of how these relate to the needs of Pasadena residents.

- There are inadequate supervised recreation and after school programs for children and youth in north Pasadena.

- Major investments in street sewers and water service in north Pasadena are nearing completion and provide a basis for addressing more visible problems of property deterioration and social need.

- Churches play a significant role in the community life of Pasadena and represent significant human and financial recourse.

- Ironically while the Pasadena Citizen has a low subscription rate residents complain they have no information about community affairs.

- As part of the community plan, a needs assessment for social services should be completed as a basis for determining whether current resources are adequate for current needs.

- Local churches through an interfaith council should support a three year "Mission Pasadena" program where funds and human resources would be directed to critical social service and public safety needs.

Activities could include:

- Service on boards of non-profit community service agencies.
- Involvement in work projects to improve living conditions for the most disadvantaged residents.
- Involvement in community beautification projects including those of neighbourhood groups, and business associations.
- Support for scouting, sports teams, tutoring, English as a second language and other similar programs for underprivileged.
- Provide before and after school care for school age children of working singles, and volunteers to provide transport for work, schools, doctors, etc.

- Encourage major employees and churches to participate in a community involvement program coordinated through the City to link community service needs with volunteers.

- The police, community leaders and the media should cooperate in an on-going effort to discuss how Pasadena compares to other communities in the greater Houston area.

- The community should support the Pasadena citizen as the major means for sharing information of local interest. The following should be considered:

- Double the rate of local subscriptions.
- Provide a calendar of local events in connection with the free Wednesday advertising supplement.

- Consider periodic special issues distributed free which address important local issues such as R/UDAT, crime prevention, neighborhood revitalization, similar to the Progress and Newcomers Editions.

- Pasadena Police should consider a community policing program in north Pasadena. This proactive approach policing emphasizes community involvement and police presence to prevent rather than react to crime and includes such things as:

- Officers assigned districts to enhance their familiarity with community and the communities familiarity with them.
- Walking or Bicycle Beats.
- Participation in community activities.
- Interactive presence at locations of known high crime.
- Knowledge of whereabouts and residences of known repeat criminals.
- Regular contact with citizens and potential trouble makers.
- Creation of neighborhood crime watch groups, support for citizen foot patrols, citizen involvement in traffic monitoring, and identification of nuisance and property owners in violation of city regulation.

ENVIRONMENT

Everybody benefits from the protection of regional and local environmental resources.

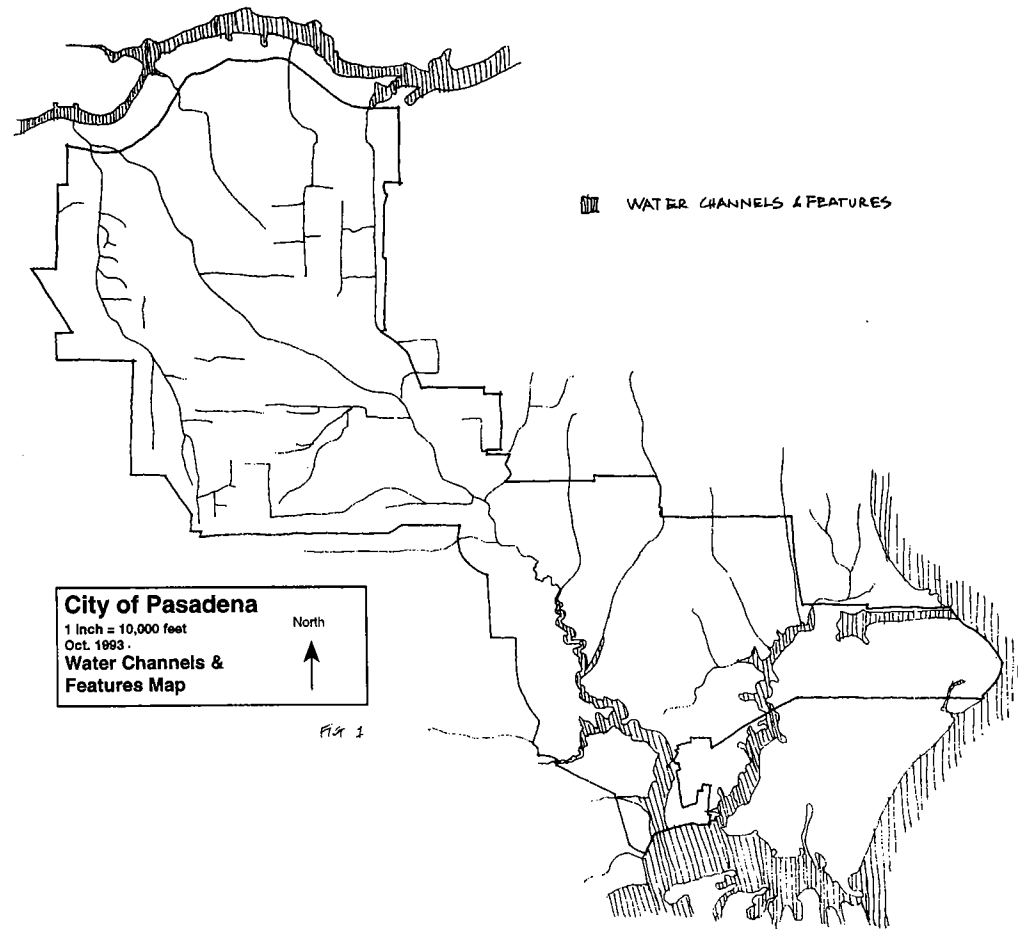
The quality of life for residents in Pasadena and the attractiveness of the area to outsiders can be increased by improving natural area protection. While the history of development in the area has seriously diminished natural values **it is not too late to take steps to protect and enhance remaining natural areas.** This action could help to offset the negative environmental image of Pasadena, and protect property values.

Apart from Armand Bayou there is little recognition of the environmental value of resources within Pasadena, the industrial areas adjacent to Pasadena, or the region nearby.

The first step is to complete an environmental inventory. This could be included in the comprehensive planning process. The inventory would identify and map the locations of environmental features, for example different plant associations. Aerial photography, on-the-ground survey and infrared or Landsat images are commonly used for this purpose.

An environmental inventory would typically map topography, soils, water sheds, wetlands, flood affected areas, vegetation, known breeding sites for animals and birds and any sites of particular significance of rare or endangered species. Inventories near industrial sites should include airshed mapping. In this study we have used available maps and photographic images to create maps on a common scale for water channels and features Fig. 1, flood Fig. 2, vegetation Fig 3, road Fig. 4, and basic land use including open space areas Fig. 5.

Usually these maps would be printed on transparent overlays or digitized on computer maps so that the dif-



ferent features could be compared to each other and all together. For this study the maps were overlaid visually. An urban design concept Fig. 6 was prepared that protects and enhances natural areas while improving infrastructure and the built environment. **We recommend close consideration of the urban concept and the adoption of comprehensive planning in Pasadena and nearby region.**

In a comprehensive planning process more detailed mapping would be undertaken and, following comparison, decisions would be made about which areas to protect or develop. These decisions would be implemented using zoning, ordinances or performance standards. Zoning is the most common. Financial incentives, for example, the use of conservation easements, can also be used.

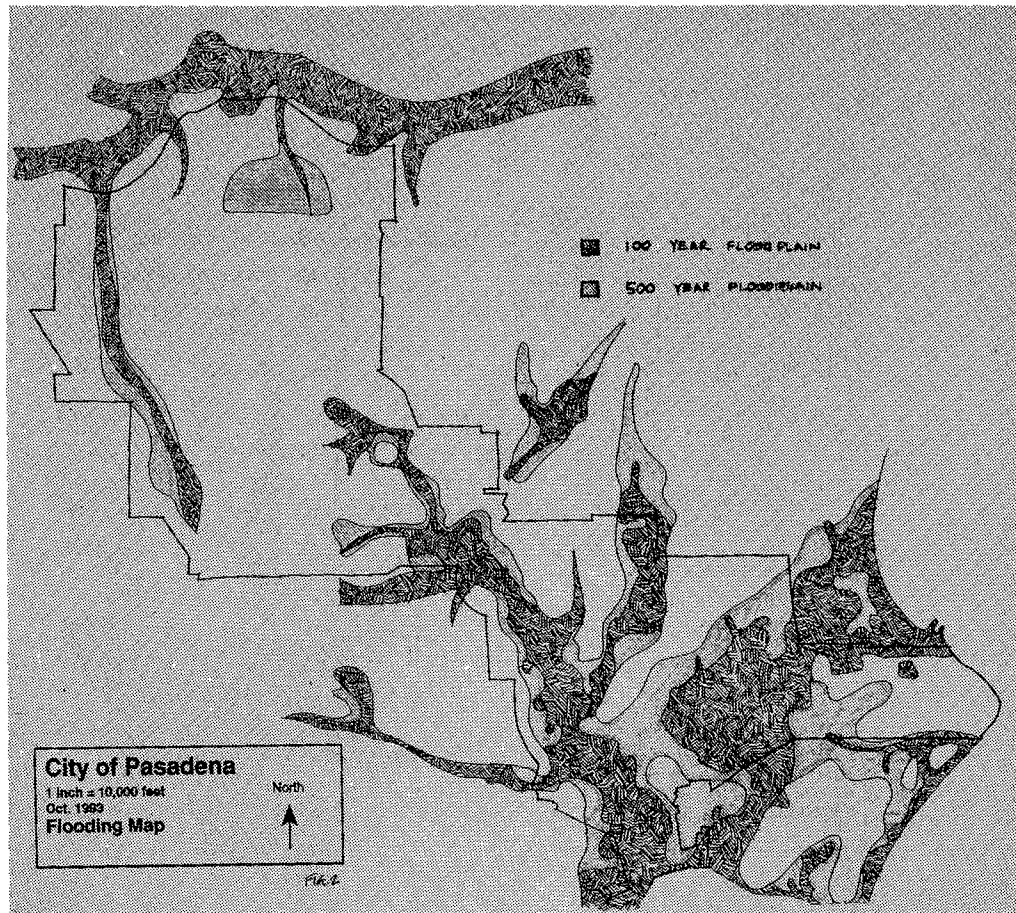
Natural area planning works best when it is undertaken at a regional level. Often local jurisdictions share boundaries where a natural feature crosses the boundary of local jurisdictions but cannot be adequately protected by one jurisdiction. **There are substantial cost savings for local jurisdictions when environmental inventories are completed over a wider regional area.**

(Readers should note that the maps we have prepared for this R/UDAT study are not accurate they are suitable for conceptual study and demonstration).

The following three examples demonstrate environmental planning at the landscape level

Example 1, Fig. 7 Identifies remnant wetland vegetation near the ship channel and within the industrial area. **Areas such as these should be identified and protected.**

Example 2, Fig. 8 Shows a relatively mature native woodland together with a man made water feature adjacent to a modern industrial facility near the ship



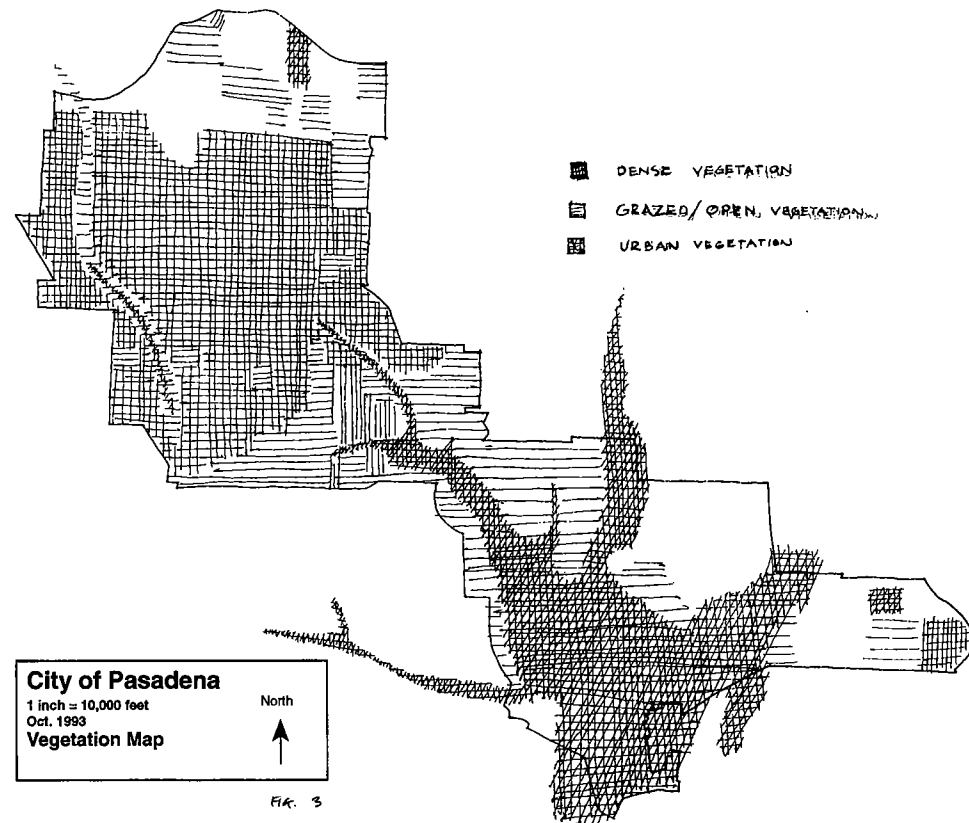
turnaround off Galveston Bay. The area has high potential as a recreational area for walking/horse riding trails connecting the proposed Pasadena Yacht Resort at El Jardin.

Example 3, Fig. 9 Shows Taylor Lake. In the foreground is a recently completed canalization project, using fill behind a retaining wall. This development does not fit well with the existing landscape and damages fisheries habitat.

The undeveloped section of Taylor Lake has exceptional environmental value within the region. It should be protected and further canalization should be discouraged. Preferred development could be in the form of a 7-8 story condominium cluster, as shown, set well back from the lake. The views would be expansive and the integrity of Taylor Lake could be protected.

Water conservation can save money in Pasadena. The City of Pasadena currently faces a major capital expense of \$25 million to upgrade its sewage works. Sewage treatment upgrading expense may be deferred or reduced if a water conservation plan is adopted. A water conservation plan helps to reduce costs in two ways: reducing the volume for water supply and reducing the demand for sewage treatment capacity. The city has an ongoing program to reduce sewage treatment flows by replacing leaking pipes. A conservation plan would augment this effort.

Demand reduction is typically achieved by introducing user pays. This involves users paying the full cost of water supply and the capital facilities needed to bring water to their specific location. Essentially, the further users are located from the source of supply the more they pay. Demand reduction also involves the introduction of a sliding scale of fees for users, the more water used the more the user pays. Additionally demand reduction involves public education and the use of low flow fixtures-shower heads, toilets, hoses



with at end shut off valves and drip irrigation for gardens. Industrial users should be encouraged to use reclaimed water for non consumptive uses such as plant washing and cooling.

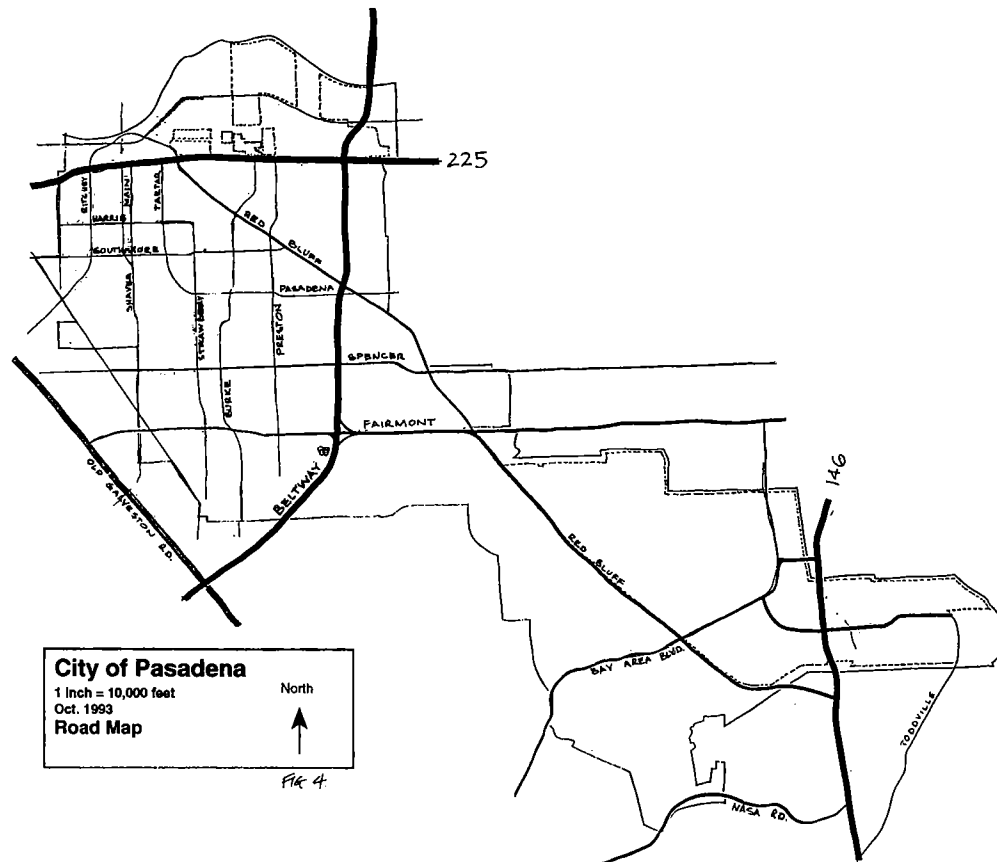
Recycling has major potential in Pasadena. A recycling program could reduce the costs to the city of solid waste shipping and land disposal and increase local employment. The city should take responsibility for its own program and integrate it with current clean up plans. There are many models of successful recycling efforts in the United States that could be copied. The Institute for Local Self Reliance in Washington D.C. would be able to provide specific models.

At either a regional, local (or even national!) level the industries along the ship channel could take a lead in helping the city to introduce recycling. Some of the materials produced along the ship channel return to the community as products and eventually reach the waste stream. A major challenge for industry is to incorporate recycled materials into the input stream. The first companies to achieve economic recycling will be at a tremendous competitive advantage in selling "green" products and being ahead of the regulation curve. The trend is for government to mandate increased levels of recycling.

Additionally, as raw materials become more limited in supply, because of their finite nature, recycling will inevitably become a basic feature of the industrial economy.

The grass is greener in Pasadena - and so is the air. An old Pasadena saying.

At present some major industries adjacent to Pasadena are not in compliance with the Clean Air Act. In particular, ozone levels are too high and reductions are required. Air pollution is a difficult issue for residents who understand the importance of



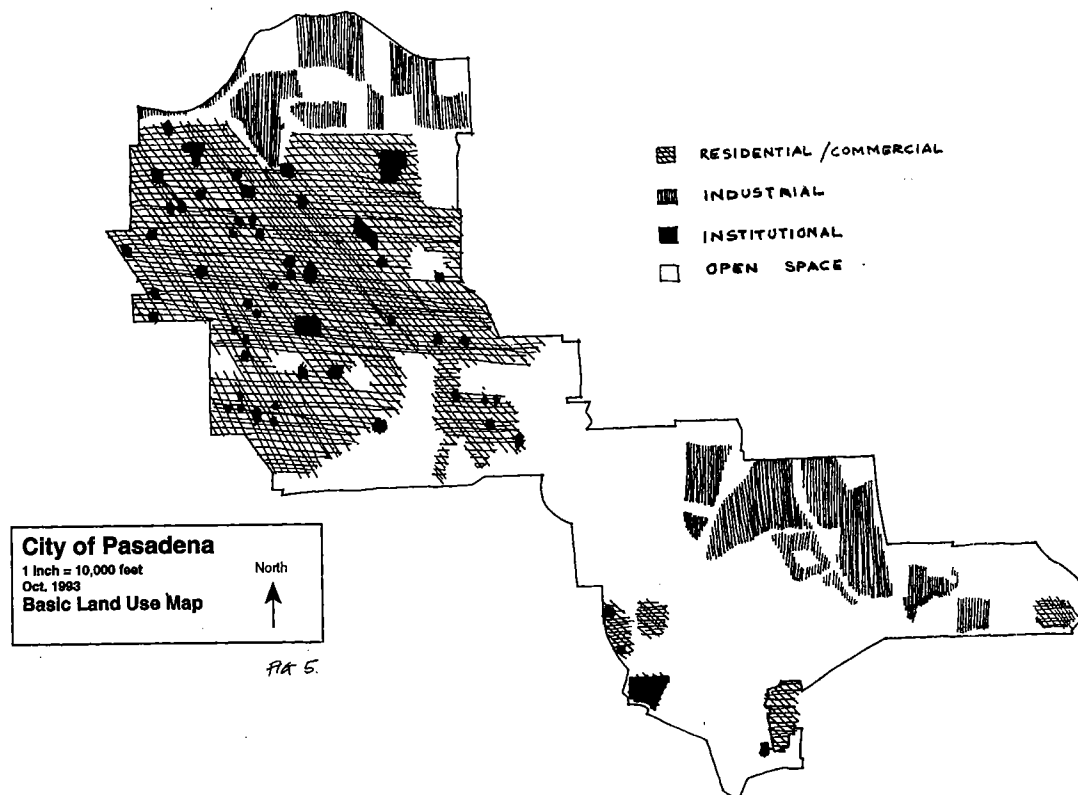
jobs in the community and are, therefore, willing to accept lower air quality. Visitors and potential investors do not share the same view. For the latter group, pollution is not perceived to have direct benefits and is viewed very negatively.

Reaching air quality compliance will be important for the community. With compliance, the city would be able to begin to challenge the negative image perception of air quality in Pasadena.

Regardless of air quality, there is also the issue of danger from leaks or plant accidents. A number of chemicals produced in the plants are highly toxic. The highest standards of safety must be maintained. These issues also weigh on public perception for those who are informed.

The main challenge is with industry. Until industry complies, there are also limits to expansion of industrial capacity since the Clean Air Act prevents development until compliance is reached. This stands in the way of potential diversification of industry. Until compliance is achieved it will be difficult for Pasadena to either encourage diversification by way of downstream manufacturing or manage the pollution image issue. At present, many citizens are silent on the issue of pollution, however it is not reasonable to expect outsiders to adopt the same view. For outsiders, it matters little whether the pollution is less than it was before, rather it matters that the companies are polluting and are yet to comply with national clean air standards. The trend is for these standards to tighten. The ozone hole over the southern oceans is currently expanding.

There is also a challenge for residents that is less visible, automobiles are reported to be the second greatest contributor of ozone in the area. There are many measures citizens can take to reduce ozone levels more, efficient cars, reduced trip numbers and buses.



As a general principle it is always cheaper to prevent environmental damage than clean up after the damage is done.

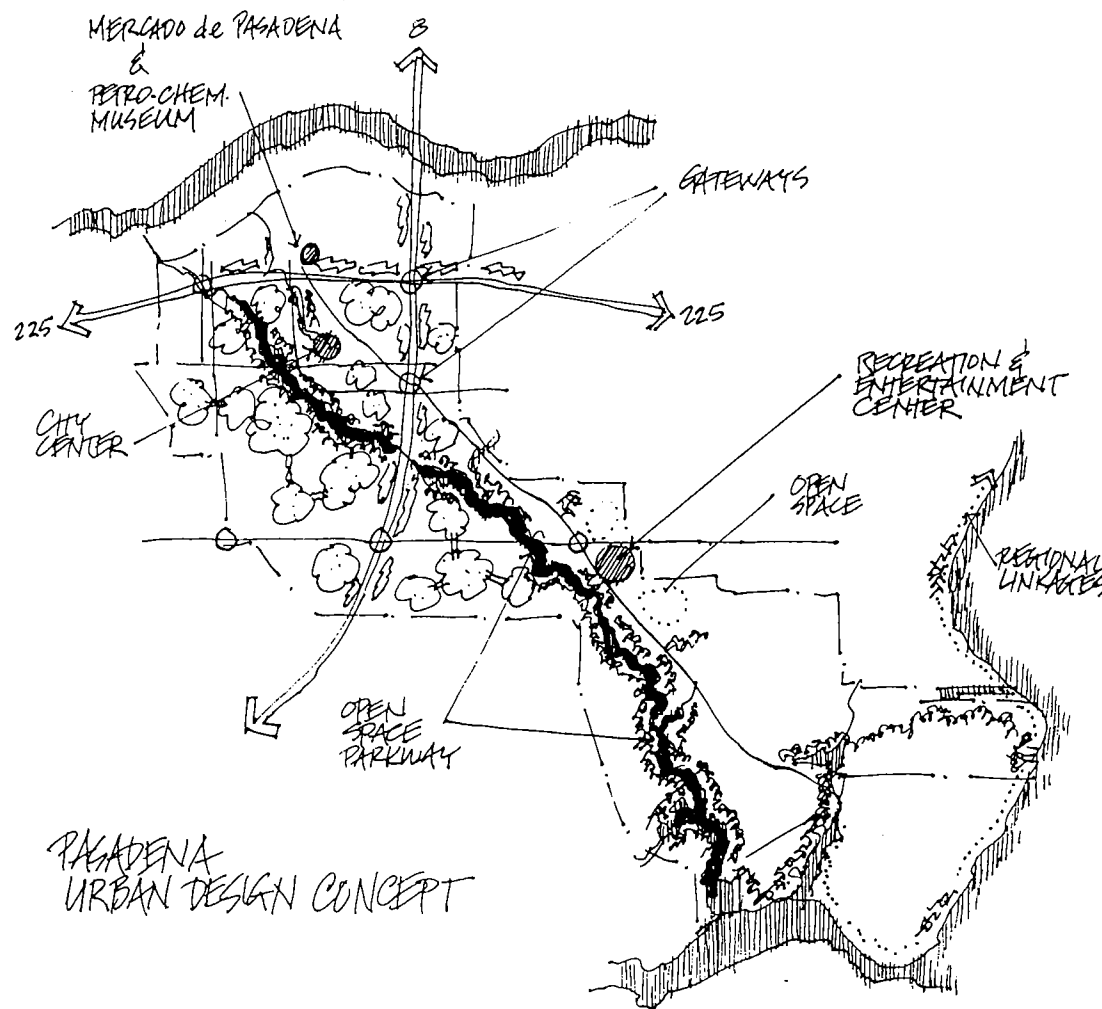
There are many water quality issues. Water quality along the ship channel is low and there are spills of chemicals and oil that degrade water quality. These may not be major but they are still significant. The risk of major contamination is always present. In addition, the ship channel receives water from waste treatment plants and run off from streets which contain high levels of contaminants.

At a local level attention should be paid to improving the water quality in the smaller bayous, for example, Vince Bayou and Little Vince Bayou, especially if these areas are to be developed further for recreation purposes. Street sweeping and educational programs to reduce the use of household fertilizers and herbicides and reduce on ground chemical or oil disposal would help. Armand Bayou would also benefit from an educational program to decrease non-point source water resource impacts in the watershed.

Higher standards for reduction of soil erosion during construction would also help water quality. Screening to reduce surface runoff during construction activities can be incorporated into design standards.

There are a number of flood affected areas with housing including some within north Pasadena. Whenever the option arises, action should be taken to move housing out of flood hazard areas.

The R/UDAT team recommends the rehabilitation of some existing buildings. Environmental health protection should protect residents from potential health impacts of older building materials, particularly asbestos or lead paint.



FUTURE

The future is something we create, it doesn't just happen. Dr. Tom Sewell

Much of the early direction of Pasadena was determined without input from the citizens of Pasadena. There were very few residents and decisions made outside of Pasadena strongly influenced the present. The dredging of the ship channel came first while the construction of Deep-water power station set the stage for rapid development of an industrial complex, initially based on steel and oil refining. Refineries are still here, but steel has been replaced by the petrochemical industry producing substantial industrial supplies of plastics gases, fertilizers, herbicides, and energy sources for use elsewhere.

In many ways the ship channel represents a "frontier civilization", maximizing the throughput of energy and materials, and while some energy efficiencies have been pursued, the process is not sustainable. Fig 10.

The present industrial complex is interdependent, plants producing feed stocks, that in turn are piped to other plants before final products are distributed. There is a high level of dependence on non-renewable

REMNANT WETLAND VEGETATION
WITHIN INDUSTRIAL AREA.
AREAS LIKE THIS SHOULD BE
IDENTIFIED AND PROTECTED.

City of Pasadena Environmental Study

Fig 7.



resource supplies and particularly on oil. Some 60 percent of oil supplies to the ship channel are sourced outside of the United States, particularly from South America. These supplies have demonstrated vulnerability, both in terms of price and availability.

Ultimately oil is only slowly renewable and global resource use rates greatly exceed renewal rate. Sooner or later they will run out. This will change the industrial base of the ship channel.

There are other vulnerabilities; the industry is currently experiencing oversupply of many commodities and an upturn depends on economic recovery nationally and globally. In addition, many of the industrial operations represent only a small part, a cog in the wheel, of the overall operations of multi-national companies. The future of the cog depends on circumstances outside of Pasadena, outside of Texas and outside of the United States.

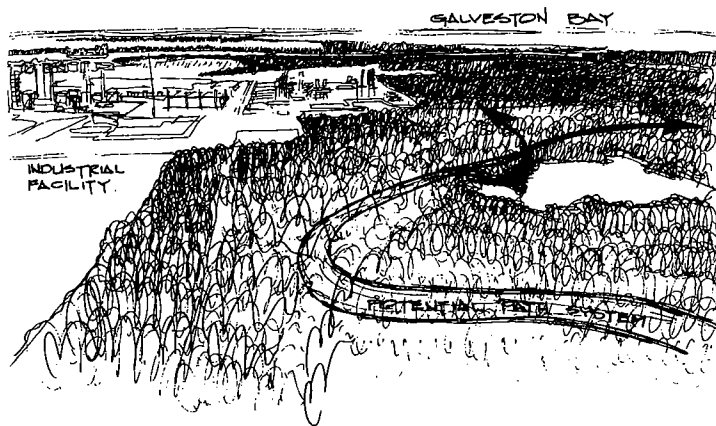
In summary, there are short term uncertainties and long term vulnerability for the major industries along the ship channel. Currently more than 50 percent of the oil imports to the United States are from overseas, and those oil imports constitute 50 percent of the national debt. **The most obvious way to dramatically reduce national debt will be to improve energy efficiency in the U.S. and that will have major implications for the ship channel industries.** This appears to be likely from a political viewpoint.

Pasadena cannot depend entirely on the present industry. For security in the long term, Pasadena must change regardless of industry. Just how it changes is impossible to predict. Pasadena needs to focus on its own resources - especially the skills and abilities of its people and infrastructure. It needs to be proactive in deciding the sort of environment it wants to have for its people and the sort of jobs it wants.

**City of Pasadena
Environmental Study**

FIG. 5

MAJOR VEGETATION AND WATER FEATURE NEAR SLIP TURNAROUND. THIS AREA HAS HIGH VALUE FOR RECREATIONAL DEVELOPMENT AND OPEN SPACE.

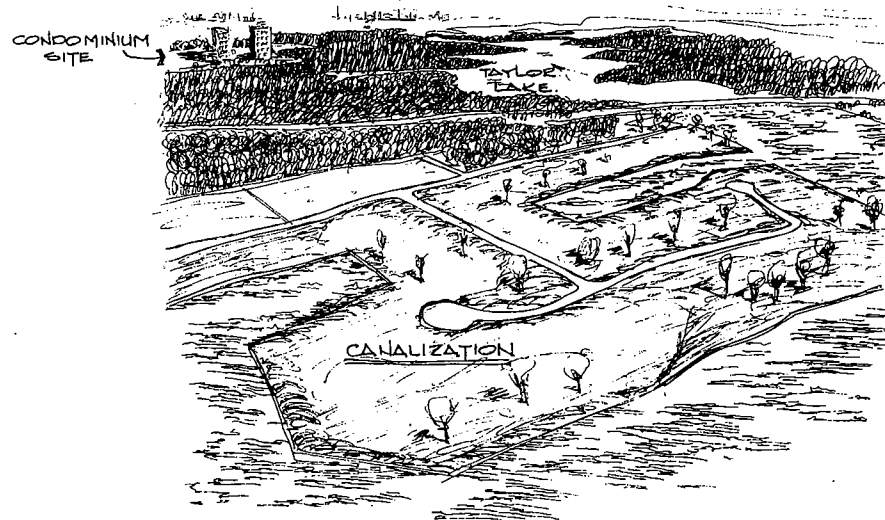


Mostly, Pasadena needs to be aware of the inevitability of change and the need for an independent strategy for survival.

There are many areas of potential, all of which will be a part of a society that is increasingly post-industrial, where labor is increasingly robotic and highly technical and where industry is increasingly operating within closed loops.

Within a stones throw of Pasadena is NASA, IBM, University of Houston at Clear Lake and the existing petrochemical industry-each of which faces their own challenges and inevitable changes. There is enormous and as yet untapped potential for joint ventures in alternative energy, supply cogeneration, offgrid systems, control systems, insulation systems and energy independence. The path is open, none of these areas are optimized. The trend is towards smaller, more efficient and more intelligent tools and sustainable systems. Any city, region, or group can decide to move into these avenues.

There is no such thing as business as usual.



TAYLOR LAKE - HAS EXCEPTIONAL VISUAL VALUE. DEVELOPMENT SHOULD BE LIMITED TO CONDOMINIUM STYLE AWAY FROM LAKE. CANALIZATION IS INAPPROPRIATE.

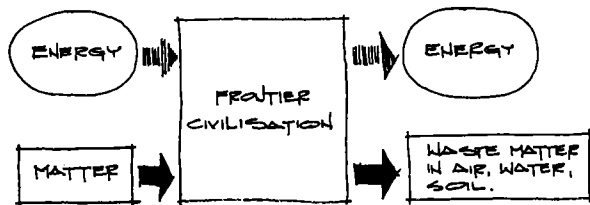
City of Pasadena

Environmental Study

Fig. 9

FIGURE 10 ILLUSTRATES THE WAY THAT A "FRONTIER CIVILIZATION" MAXIMIZES ENERGY/MATTER THROUGHPUT.

MAXIMIZE THROUGHPUT RATE



BUSINESS/COMMUNITY RELATIONS

To be successful in any process or change there must be a partnership of the participants in the area of industrial/business and community. The main participants are the citizens, their elected officials, civic organizations, industrial/business leaders and the education leaders. Of course, depending on the issue, included must be the economic development teams, labor, minority groups, and any active council that may be related.

Addressing the industrial/business/community relationships one needs to examine role of large industry (unannexed groups along Ship Channel). At a close look, one discovers that there is considerable involvement in community activities through relationships with The Pasadena Chamber, SEED, civic organizations, schools and other groups.

As to the relationship of industries and the government leaders, the city officials appear to be at some distance and not really on a first name basis. Collaboration to solve and understand community concerns and to improve the quality of life in the community has been at a minimum. Of course this may be explained due to the fact that many of the industrial leaders live outside of Pasadena.

The interaction with the leaders of the community and industry is necessary for understanding and appreciation of mutual concerns. These groups represent the doers in the community.

Involvement of industrial leaders in the school systems has been good through partnerships, financial support and technology exchange. With the vast resources that industry makes available, it is important that these be used. The understanding/knowledge gained by the students is immeasurable. When industrial leaders get involved in the students' learning

experience a great amount of actual experience is conveyed to the students as to why education is so important.

Some of the important issues common with the industry and community follow:

- **Safety** - Naturally should head the list of industrial concerns. Industry employs sophisticated means to protect the citizens, employees and company property.
- **Environmental** - Many issues involving air and water quality affect the public.
- **Stability/Growth** - Both industry and the community benefit if industry is financially healthy.
- **Transportation** - There are concerns by industry that there should be a transportation system established to meet the requirements of the Clean Air Amendments of 1990.

There should be improved relationships between the city government and large industry. City and industry should enter into a partnership. This will bring into play many of the organizations that are necessary to understand each other and cause improvement. Regular meetings between industry and city leaders is necessary to support, act and resolve issues. As an example there should be a joint effort to establish a transit system that would service industry and community.

The East Harris County Manufacturing Association can play an important role. Industrial companies formed this group and it is a very good vehicle for the city to be kept aware of industry needs and vice-versa.

There should be extensive industry involvement in service organizations. As mentioned before, this is a vehicle for the industrial people to be involved in the community, have discussions with local leaders and collaborate with each other in solving and understanding community concerns.

Assistance to school systems is needed. The continuation of what is being done presently with respect to partnerships, technical and financial support is recommended.

Community improvement is an ongoing concern. At this particular time it is evident that there is not a unified effort by the community and industrial leaders. **Industry should be involved in this effort not only from a financial standpoint but by providing resources and technology.**

Small business's involvement in the community is certainly in place and active. Small business leaders are involved and through the civic organization are instrumental in making things happen. Their inputs have already dictated some of the actions that have taken place in the city's improvements. The involvement in the chamber is very evident and continues to be a resource that the community can draw upon to enact and bring forth a continued improvement. Also, there is no question about the small business involvement in the school systems.

Some issues will be common to all, but let's review a few that really involve the small business:

- **City's image** - Small business are very concerned about the cities image. In some instances this have been detrimental to their businesses.
- **Availability of finance** - Some claim that the financial institutions are not available to help with small business loans.
- **Enforcement of city codes** - It is apparent that there is a lack of enforcement and some feel and see the effects of no action.
- **Cost of doing business** - There is a real need to keep cost down. Although most costs are increasing, some are happy to point to the advantages they enjoy in the area of property tax. Some owners report a 10 percent advantage over outsiders when bidding for business.

- **Staying in business** - Small businesses must always reduce cost and be competitive. A real concern is shared as to where the city and school purchases many of their supplies.

- **Clean up the city** - This goes along with enforcement of codes. Without question each small business should clean its own house first.

- **North Pasadena** - Small industry has a personal concern because many of them are located along State Highway 225.

- **Growth** - Small businesses recognize the need for growth and some are reaching out to surrounding areas.

The following recommended actions pertain to small businesses.

- **Involvement in city government.** - There is considerable involvement by small industry leaders in city government. This group of business people is a very important link in the decision making process for improvements in the city.

- **Organization of small businesses** - Units should work together to be a partner in improving the city. Also, they could act as a common force to make sure the city leaders stay on the proper improvement course. They could bring pressure on state government to act in their behalf.

- **Service organizations** - Considerable involvement in civic organizations is already happening and, it's an important forum for meeting and understanding each others concerns and to discuss common issues.

- **Support city clean up** - This activity is important to small business since they are located in some of the areas that need the most attention.

- **Purchases at home** - Request the city, schools, hospitals, and other related businesses to look at buying habits, making sure local business is given an opportunity.

- **Development/growth** - Small businesses like any other concern need to be able to manage

change, instead of stability that they may have experienced in the past. There are economic packages available through block grants, small business associations, loan packages, loan guarantees and interest rate buy-down. Uniting together, small businesses can have tremendous impact on issues effecting their stability. **The city should create an Economic Development Agency to obtain grants, and to make a variety of support services available to small businesses,** including those previously noted relating to financing. Incubator and technical services may also be provided by The Economic Development Agency.

There are many models of such agencies in other Texas cities. Also, small business should support the improvements recommended by the city and enter into partnerships with all other concerns in the city to support with resources, manpower and financing improvements.

With respect to large industry and small business, there needs to be an understanding and appreciation of each other in the role they each play in the improvement of Pasadena. Small businesses, large business and all the other organizations should pool resources, finances and energy in a common path to have a part in the decision making and implementation of improvements that are forthcoming.

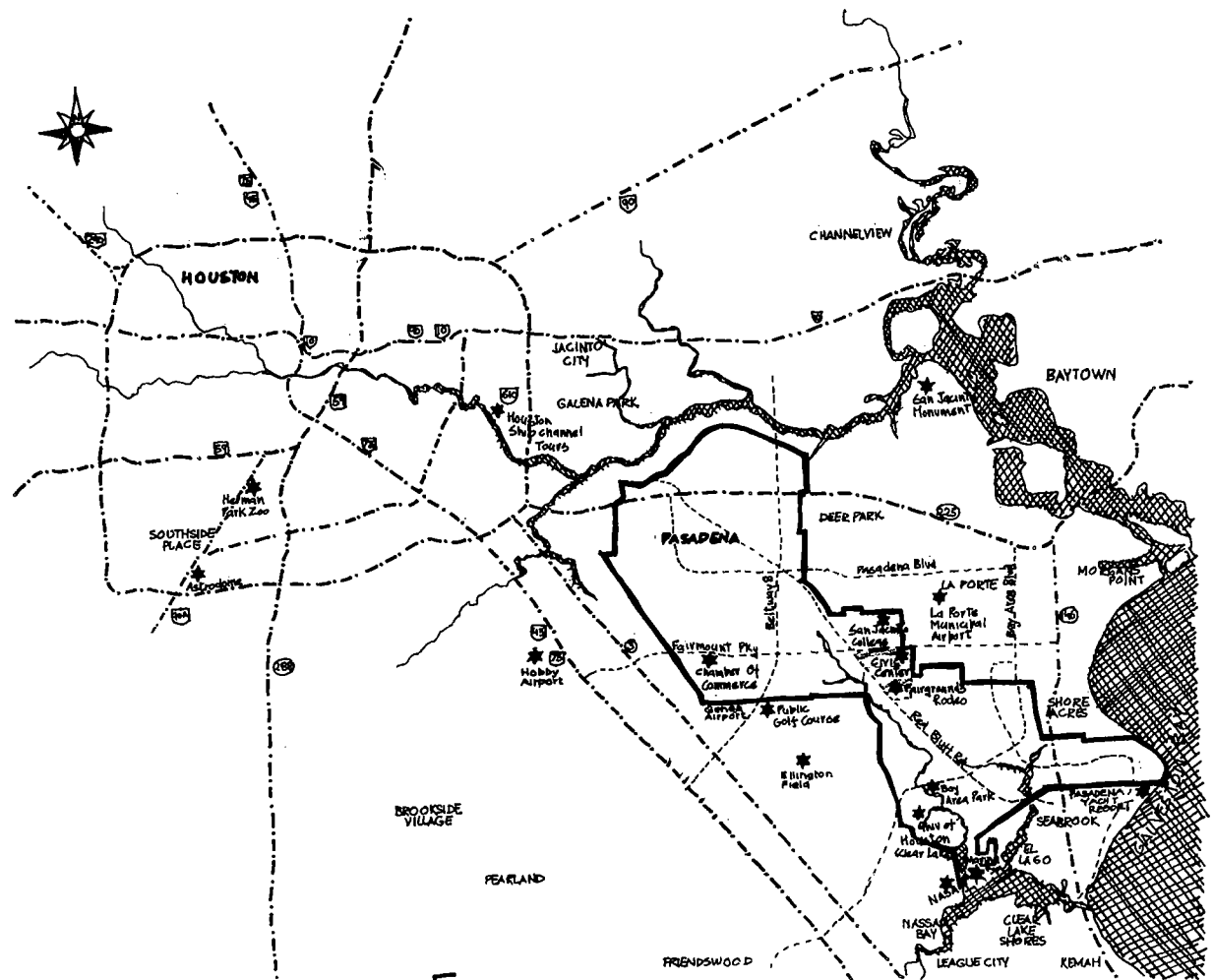
TOURISM

The potential for capturing revenues from business and pleasure travelers to Pasadena and nearby attractions is an untapped source of economic growth for this city. Overnight visitors produce more revenue for a jurisdiction than do day trippers. Pasadena has an opportunity to benefit from dollars spent by petrochemical and NASA related business travelers who must already come to the area and stay overnight.

This opportunity is unique in that the market demand is firmly established and somewhat multi-resource based; Pasadena does not have to spend promotional dollars to create demand. However, these business travelers at present have extremely few opportunities to spend money in Pasadena-owned hotels, restaurants and facilities. The visitors bring money with them, but it is not being spent in Pasadena.

The investments necessary to encourage visitor growth and spending will have several positive effects for Pasadena, which could result in an improved quality of life throughout the city for all of its residents. In addition to pumping outside monies into the area, the development of facilities and amenities for visitors would also result in increased community use of Pasadena owned businesses. The image of the city will be enhanced when local business people and residents do not have to leave the city limits to find recreational facilities, restaurant diversity, and hotel ballrooms for meetings, special events and social gatherings.

To help diversity its economy, to generate an infusion of out-of-town visitor spending and to create jobs in the service sector of its labor base, the long term tourism related goal for Pasadena should be to investigate the possibility of hospitality related economic development in north Pasadena in the form of a



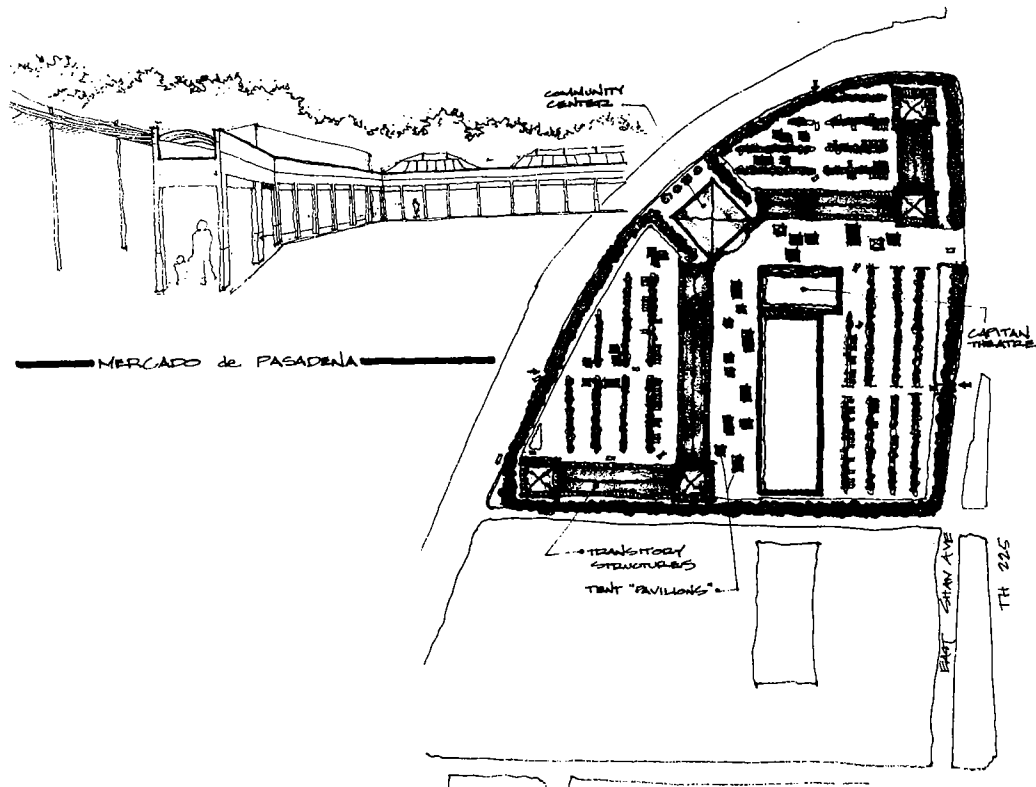
—Regional Tourist Features—

petrochemical museum as well as expansion of the convention center into a destination resort recreational complex .

In order to achieve this aforementioned goal, the R/UDAT team recommends the following actions:

Define "tourism" as it relates to Pasadena in terms of current and potential markets relevant to the city's (and the area's) existing businesses and present attractions. The tourism industry is more than bus loads of leisure visitors who pass through or around Pasadena while on their way to tour the Space Center. It also consists of business people who travel here to sell their products and services to the petrochemical industries....it is made up of professionals sent for NASA-related events or work...and it could be expanded to include overnight visitors who come from the region to experience Pasadena's unique Strawberry Festival, The Taste of the Town and its growing rodeo.

Identify existing entities within and near Pasadena that have potential to attract visitors. Part of the process of "selling" Pasadena and its attractiveness to visitors is to define the "product" that is being sold. Information needs to be gathered and compiled (preferably in a single source document) that profiles where one can stay and what there is to see and do in Pasadena and in adjacent areas. Potential sites and activities to be included are: 1) The San Jacinto Memorial and slide presentation, (2) the Pasadena Historical Museum, (3) the Armand and Vince Bayous (4) NASA, and the Space Center, (5) the Ship Channel Boat Tour, (6) the University of Houston at Clear Lake. (7) El Capitan Flea Market and (8) special events like the Strawberry Festival, the Rodeo and Taste of Pasadena, as well as cultural performances of the Pasadena Philharmonic Society and the Little Theatre.



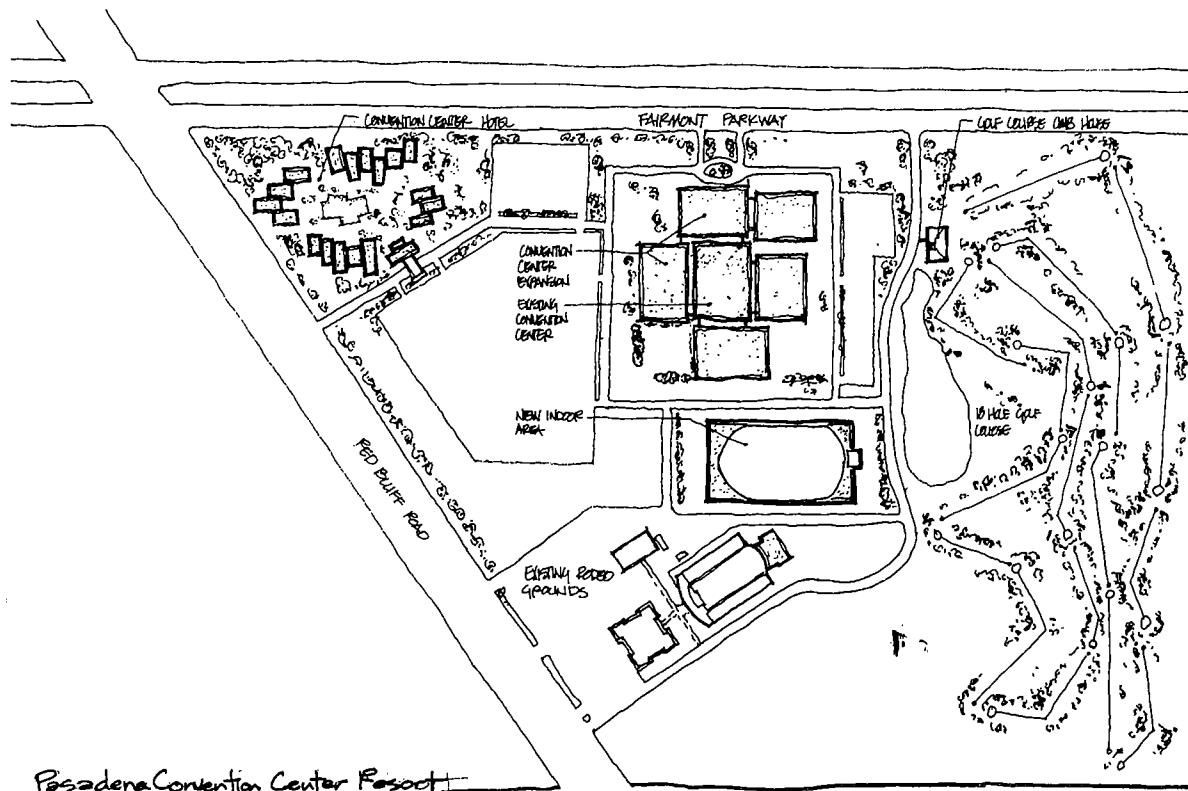
In addition to the museum facility, investigations should also proceed to fund the establishment of an open air festival market place in the same El Capitan Theatre complex. This mercado could spur small business growth and could be used for festivals and local community functions for the benefit of Pasadena's Hispanic citizenry. It will also serve as a destination draw for tourists.

As mentioned by both Peggy Fin and Sandra Kennedy at the October 9th public hearings, the Vince and Armand Bayous need to be looked at with regard to increased green space, landscaping, hiking and bike trails.

The concept of the development of a full service Pasadena Convention Center Resort should be investigated. This expanded resort would build upon the existing facilities on the Fairgrounds and could include enlarged trade show exhibit areas, restaurants and conference rooms with ample outdoor areas for large machinery displays. It could be compatible with the existing rodeo grounds and a new covered arena for sports and horse activities.

As part of the convention complex, a new conference hotel adjacent to the convention center with full amenities including tennis and spa facilities could operate in conjunction with a proposed 18 hole golf course, also adjacent to the convention center. As an added resort facility, a new boat marina complete with hotel and restaurant facilities could be proposed for the El Jardin water edge as an adjunct to the convention center.

The purpose of this development is to increase Pasadena-related revenues from the current w;owners of the center and to increase revenues from new clients who have a need for exhibit space, meeting rooms, adjacent hotel accommodations, and nearby recreational facilities normally associated with a destination resort.



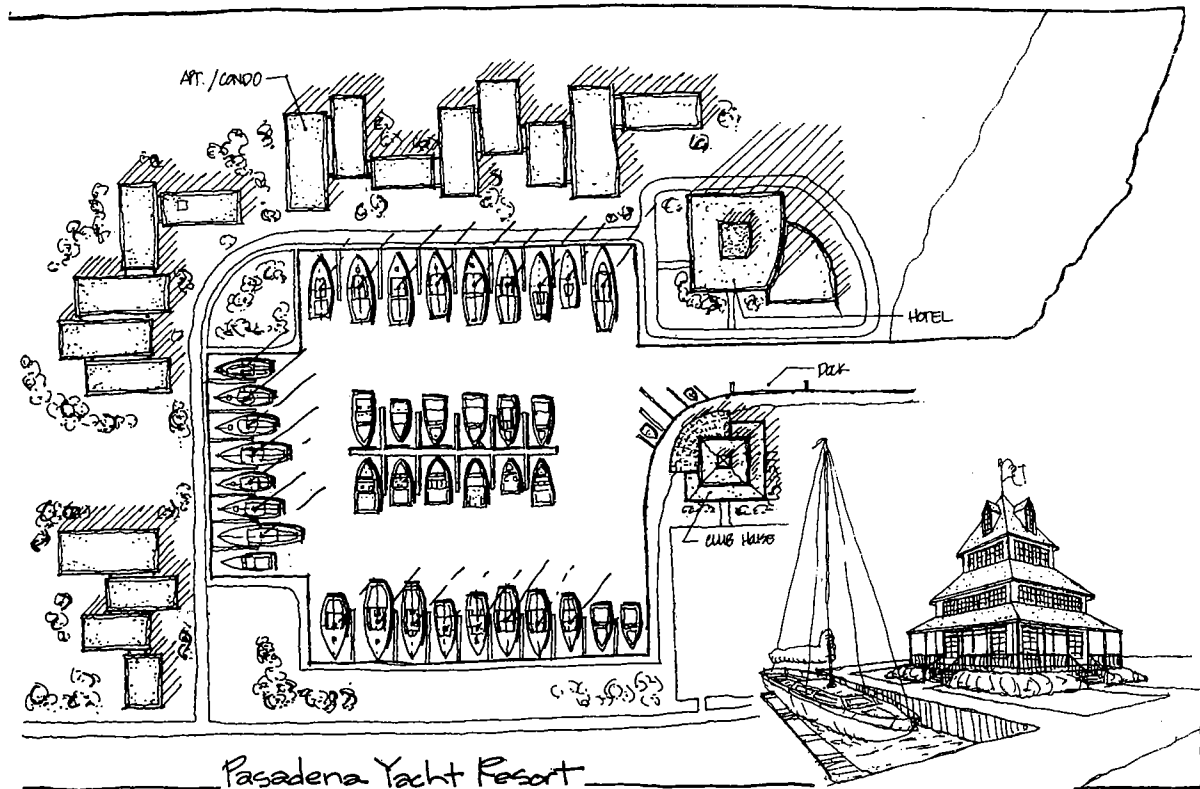
Pasadena Convention Center Resort

Although city government should or could take the lead in getting this resort built, R/UDAT realizes the city's financial resources cannot absorb the total cost of the complex. During the last 10 years, many municipalities have built similar conference centers through creative public/private partnerships. The city has much to bring to the bargaining table to attract this development, including (1) established market base with little competition for exhibit space from existing near-by facilities like the Sylvan Beach Conference Center (2) an existing road and infrastructure, (3) a city owned fairground and convention center with 23,000 square feet of exhibit space that can be expanded readily, (4) city owned adjacent land that could be used for the phased development of the conference/hotel center and 18-hole golf course.

In negotiating such a partnership, the city may have to relinquish some booking policy or management control of the center. However, the goal of this project is economic activity resulting in net positive effects for the community... not maintaining power or name identity of the center.

Investigate the possibility of funding a visitor marketing department of the Pasadena Chamber of Commerce through the awarding of funds from the hotel tax, which should exceed 1992's assessment of \$180,000 - with the opening of a new hotel in north Pasadena.

Currently there is no single entity that is responsible for marketing the destination of Pasadena as a site for leisure visitors, business travelers, trade shows, special events and meetings. Historically, city-owned convention centers like Pasadena's use a portion of the hotel tax they receive to contract with a private organization charged with the responsibility of marketing and selling the exhibit space at the center (and nearby hotel rooms). This policy diminishes political favoritism and complications in relationship to booking procedures and increases the chance that the cen-

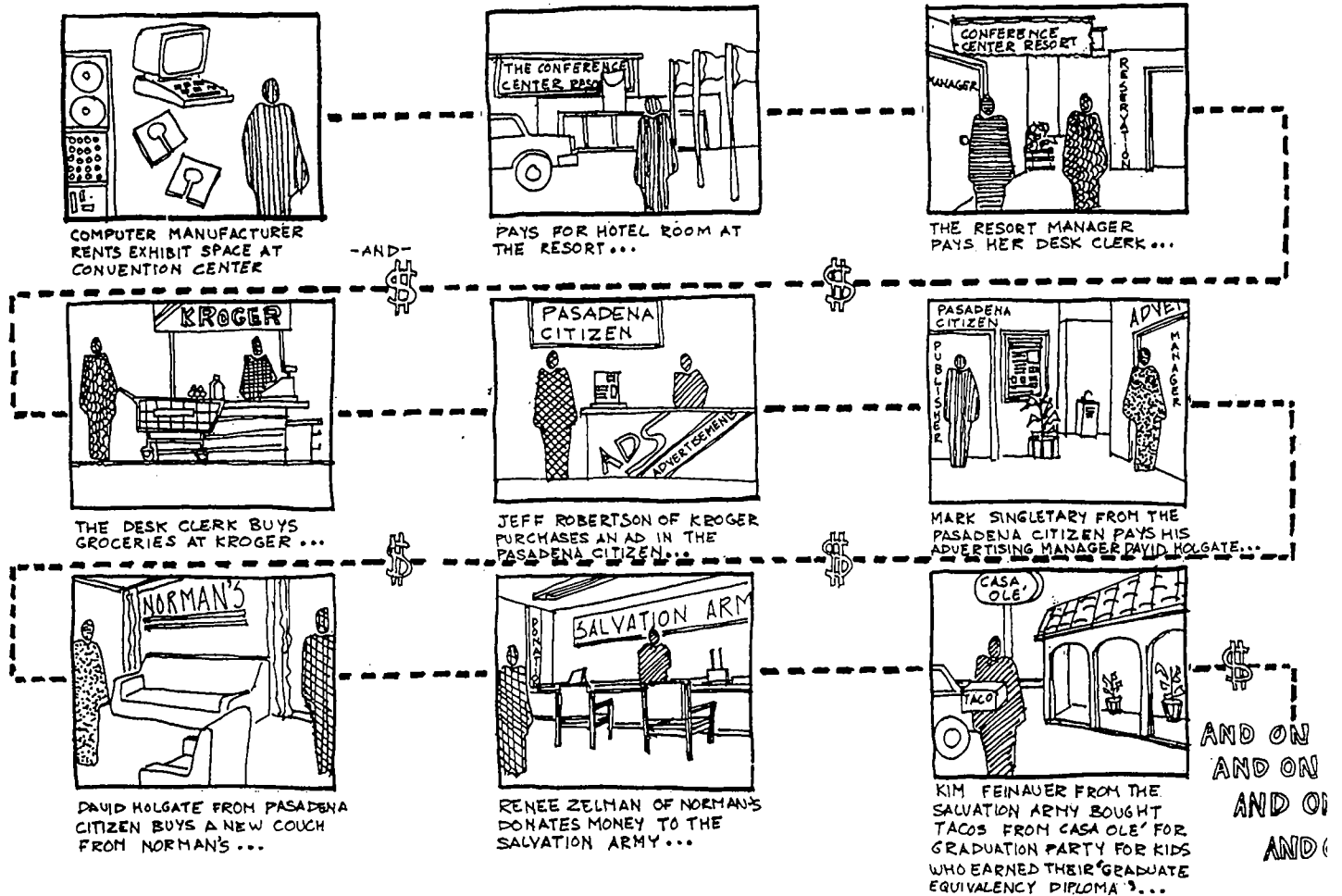


ter, run more like a business venture, can bring in maximum net revenues and trickle-down benefits to the city.

As a part of the evaluation process to create increased revenues from the effects of bookings at the center, consideration should also be given to the con-

tracting of an in-house catering company. Several centers across the country have used the catering needs of their facility as an opportunity to create a partnership with an existing national catering company, like Service America, and a local (sometimes minority owned) company.

VISITOR \$PENDING COULD CIRCULATE THROUGH YOUR COMMUNITY CREATING JOB\$ AND BRINGING NEW REVENUE\$ TO YOUR ECONOMY!



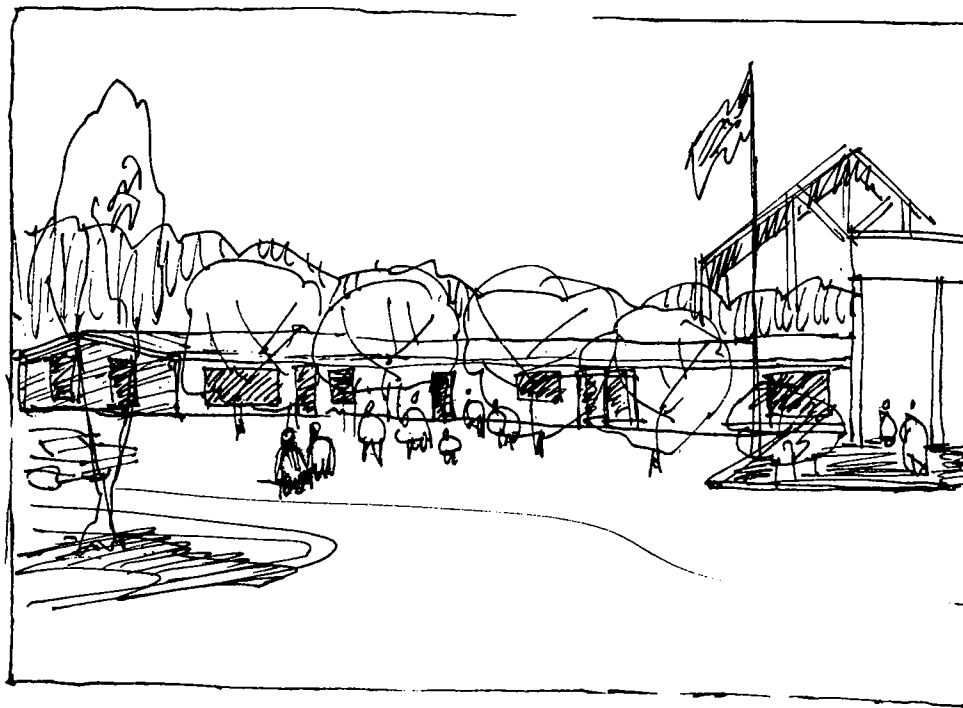
Educate the local community about the current attractions, historical importance of the city and special events within Pasadena. A cohesive educational effort could be launched using the school systems, the churches, the Pasadena Historical Society, the Pasadena Citizen, and various nongovernment agencies like the Rotary Club and the chamber to encourage awareness and pride of existing attractions and the historical significance of Pasadena. Before a community can sell itself positively and aggressively to non-residents, the citizenry must feel good about themselves and be aware of what it has to offer visitors.

Identify potential development and enhancement of attractions and tourist opportunities throughout the city and specifically in north Pasadena.

R/UDAT concurs with the recommendation of Peggy Fin, who testified at the October 9th hearings, that an investigation should move forward on the establishment of a Petrochemical Museum and Interpretive Facility in north Pasadena on Shaw Street near the former El Capitan Theatre through a partnership of the city and the ship channel industries.

The contribution of the petrochemical industry is not clearly understood by society within and especially beyond the Pasadena city limits. The establishment of an inter-active educational facility could simultaneously enhance the images of both Pasadena and these businesses.

Other industries, such as breweries and nuclear plants, have developed on-site tours with results benefiting both the community and the industries themselves. Since liability issues preclude that possibility within the ship channel's plants, a nearby facility could serve this dual, mutually beneficial purpose...and would exemplify the types of partnership opportunities that could bring Pasadena into the 21st century with economic health, vigor and an enhanced image.



FINANCE

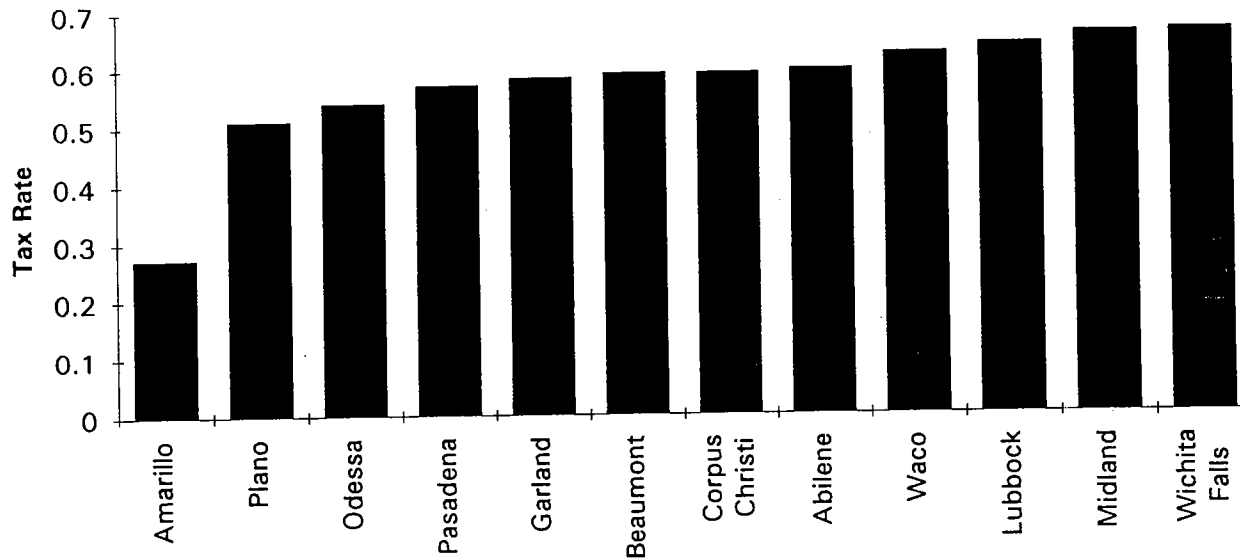
Pasadena's financial condition is generally good. As shown in the chart, property tax rates are not out of line with other Texas cities, even with the recent increase in the city rate to \$0.625 per \$100. The same is true for sales taxes and utilities charges. The city's most recent bonds were rated "A" by Moody's.

Recent growth in sales tax revenue and in payments from the industrial districts (see charts) has enabled the city's general fund budget to grow from approximately \$41 million in the years 1989 - 1991 to a proposed \$52 million in 1994. Much of the increase has simply offset inflation, but some has helped to fund enhanced safety programs, and to pay the debt service on the bonds authorized in 1990. The pie charts below illustrate sources and uses of funds for Pasade-

na's 1994 general fund.

Although property tax is still the largest source of general fund revenue in 1994, its importance has recently declined. Over the period 1987 - 1993, after adjusting for inflation, **property taxes actually declined by 30 percent.** This is shown in the bar chart. Note that for 1994, the tax rate has been increased from \$0.57 per \$100 to \$0.625, somewhat

Tax Rate for Texas Municipalities for \$50,000 Home, 1991



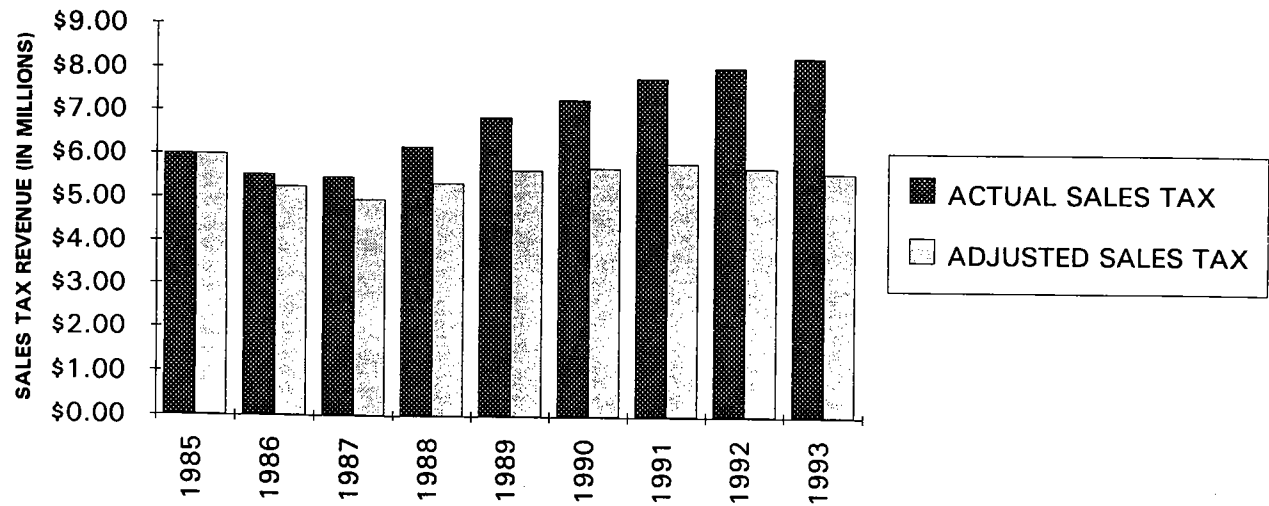
offsetting the recent decline. Even so, the 1994 level is more than 15% below the 1987 level when it is adjusted for inflation.

The impact of Pasadena property taxes on seniors is greatly mitigated by the \$50,000 homestead exemption. This means 886 seniors who participate in the program pay little or no property taxes to the city.

The city has been active in funding capital improvements. Pasadena's program for capital improvements, including rehabilitation of aging infrastructure, has been funded primarily through bond issues. The 1990 vote authorized \$61.5 million of new borrowing. Included were street work, sanitary and storm sewer replacement, water system improvements, police communications, park and other

capital improvements. To date \$17 million in the bonds authorized in 1990 remains to be sold. The repayment of this borrowing will extend beyond the year 2000. See the chart below showing the payment schedule. This may make it difficult to use additional bonding between now and the turn of the century to pay for capital improvements needed beyond those authorized in the 1990 vote. Authorization and sale of additional bonds would possibly require the dedica-

SALES TAX GROWTH (ACTUAL AND INFLATION - ADJUSTED)



1. Using a 5% per annum deflator

tion of additional general fund tax monies to debt retirement. If so, such demand for additional general fund dollars could require a further increase in taxes, that may or may not be supported by the citizens of Pasadena. If there are needs beyond those presently funded, future funding of them could be an issue for Pasadena.

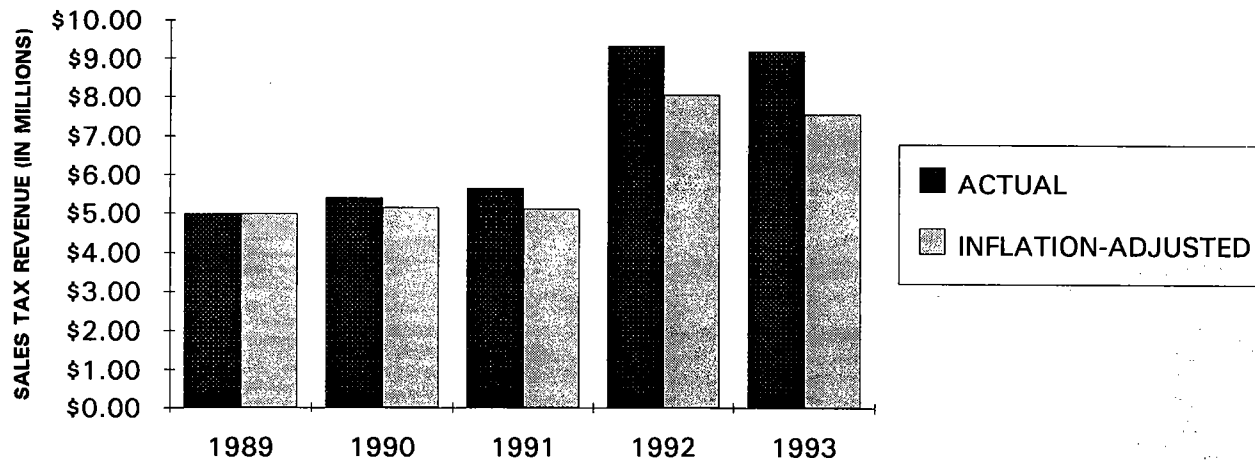
The newly developing areas of Pasadena are being

built to standards that appear to be adequate for the facilities that in the future will be the city's responsibilities, including water and sewer lines, and streets. This is important to prevent future financial problems for the city in the repair and maintenance of these systems.

North Pasadena will need financial support to prevent further deterioration, and new public and

private investment to help it revitalize. This is a case of paying now or paying later. It is most likely to require less payment now than it would later because of the problems that badly deteriorated urban areas often breed, including crime, and damage to the community's economic base. The R/UDAT Team has identified areas for increased city expenditure for enhanced code enforcement, new funds for economic development activities including both housing pro-

INDUSTRIAL DISTRICTS PAYMENTS (ACTUAL AND INFLATION - ADJUSTED)



1. Using a 5% per annum deflator

grams and support for small businesses in the neighborhood.

Pasadena's goals should continue to include maintaining its moderate tax rates, especially on property. But Pasadena must somehow find new monies to prevent the northside from becoming an even bigger, more expensive problem in the future. This will likely require a multi-year commitment to support programs

in this area. Partnerships with the community are vital here.

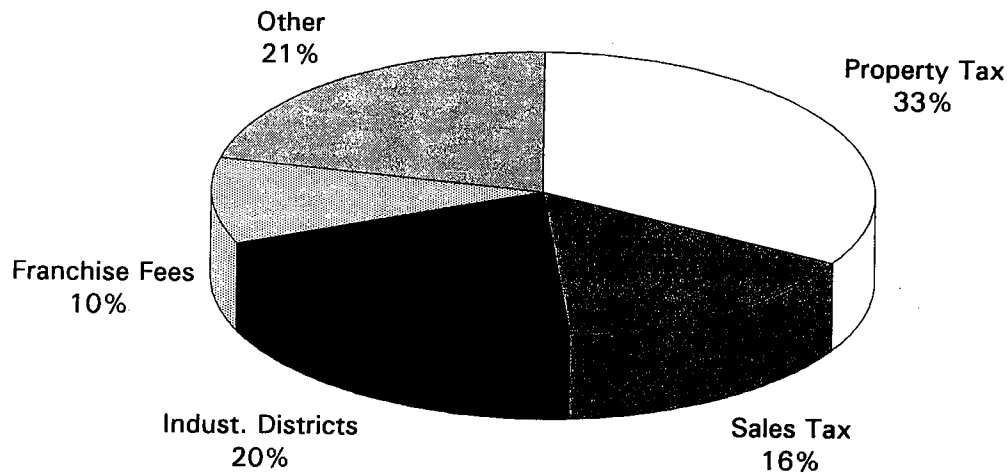
New funds are also necessary to upgrade the quality of life in Pasadena. One such area of expenditure is for improved transit. This is discussed in detail in the section on transportation.

The action agenda for finance includes the follow-

ing items:

- Develop a budget for the additional program support needed in the north Pasadena area for enhanced code enforcement, housing rehabilitation and small business economic development, and possible land banking of certain key properties all over the next five years. The R/UDAT team would not expect these needs to exceed approximately \$500,000 to \$750,000 million per year.

Revenue From 1994 Pasadena General Fund Total: \$52,700,000



- Identify additional infrastructure needs in north Pasadena. These appear to be nominal after the 1990 bond problems are complete.

- Identify any special expenditure needs that pertain to the Town Square area.

- Estimate the costs for a citywide comprehensive planning process. This might be \$250,000/yr. for two or three years, including partial implementation.

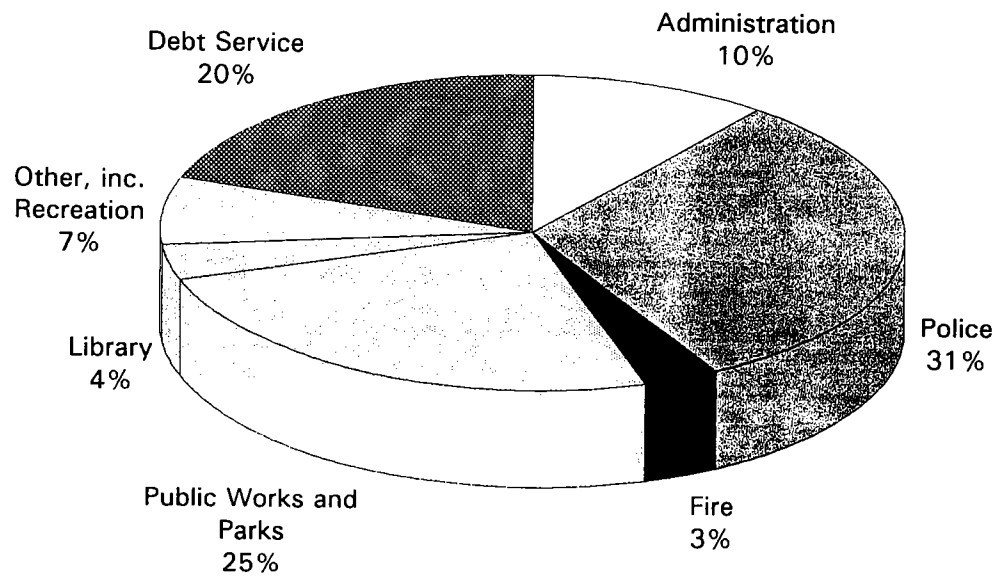
- Validate existing estimates for the transit system in Pasadena.

- Proceed to seek voter authorization for the sales tax authority for funding transit, and for the support of transit-related streets and traffic programs. Consider an initial funding level of five cents sales tax, which will generate about \$4 million annually.

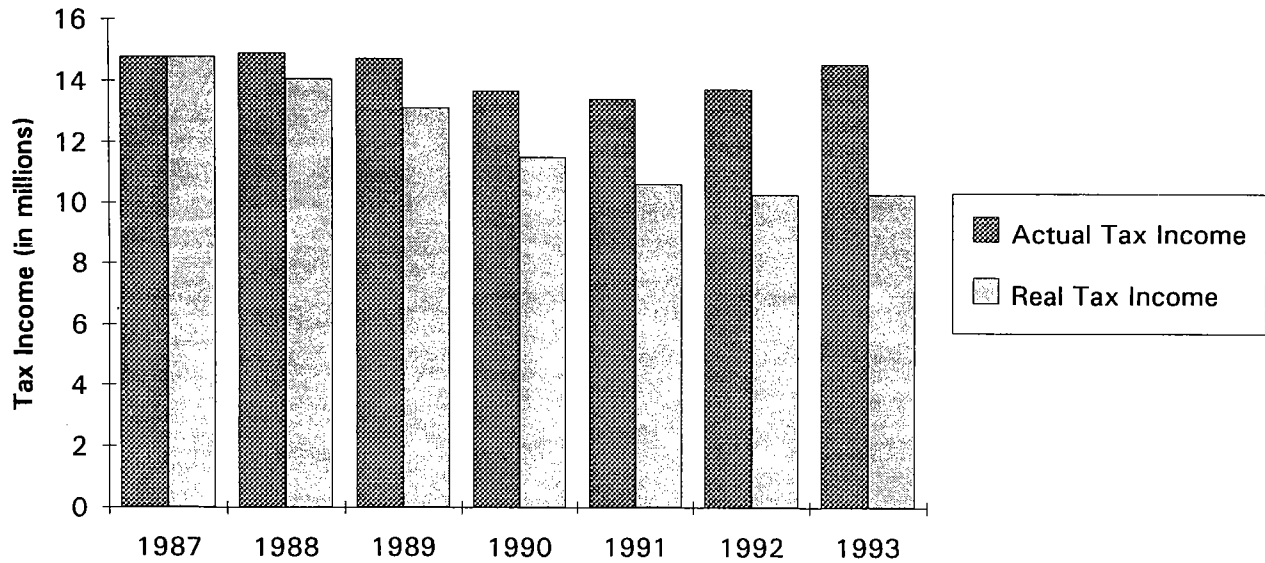
- Use CDBG funds of some \$1 million or more annually, and existing general fund monies that

will be freed up by the new transit funding, estimated by R/UDAT to be at least \$1 million/year, to provide the funds for the needed expenditures for the north Pasadena, Town Square, and Comprehensive Planning Programs.

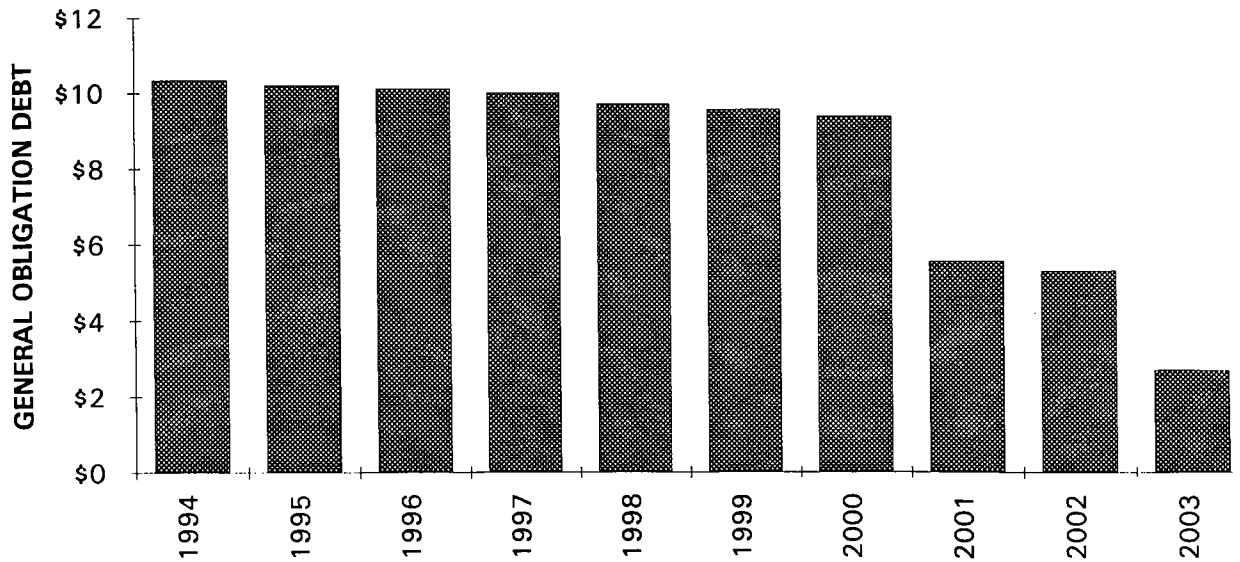
**General Fund Expenditures (ending 9/30/1994) Total:
\$52,655,000**



PASADENA PROPERTY TAX REVENUE 1987-1993



GENERAL OBLIGATION DEBT SERVICE ON EXISTING DEBT



MAKING CHANGES IN PASADENA

Pasadenians want new direction. With new direction, taking action as a community to make changes will become a vital concern. It will not be sufficient to react to events as they arise. Pasadena will need to look ahead to cause change to occur in the manner desired by the community. This will require improved leadership, more effective partnerships, greater consensus on direction, and firm commitment to action.

A vision and a plan are needed to find key areas of consensus, and to set an agenda for action. Cities typically use a comprehensive planning process to set forth basic elements of direction, and to be sure the direction is agreeable to most citizens. A comprehensive plan can provide the basis for elected officials and the leaders and participants in the many other groups in the community who must act in partnership with the local government to take the bold steps needed to implement the many actions required for change.

Partnerships involving the community's diverse groups and interests, based on common grounds, must work to effect change. The local government cannot and should not try to do all the things that will be necessary to make Pasadena a better community. There must be active participation by business groups, the neighborhoods, the educational interests, the many volunteer groups (including R/UDAT), the churches, state and federal government agencies and others.

This coalition approach presents a major communication and organization challenge. It requires an agenda and a process. Partnerships must be an area of greater emphasis in Pasadena as the citizens aim to take more control of their future.

Continuing commitment to the direction of the comprehensive plan in ways to sustain momentum during the daily decision making throughout the

community's many groups must occur long after the plan is written and accepted as representing the community vision. The comprehensive plan can provide the basis for consistent and cohesive action by the many partners whose daily decisions will bring about change. For example, the local government can use the plan as the basis for its long range capital improvements programs which identify needed investments in infrastructure and their priorities.

The plan may also provide a basis for new regulatory programs of the local government. The plan may identify priorities for spending and using available budget dollars.

As the community's elected representatives, and with control of the city's financial resources and regulatory powers, the mayor and council must provide leadership to the process of bringing about change in Pasadena. Undoubtedly the city's elected officials and their staff cannot do all the things needed to make Pasadena a better city for its residents. They must solicit and respond to the voices of the residents, and they must reach out to diverse groups with special needs, interest and resources.

Partnerships will be vital. But ultimately, these elected parties must be accountable and accept responsibility for leading the process of change.

Let real improvements in Pasadena's quality of life be the ultimate determinant of image. Many cities in the U.S. have had poor images, including Baltimore, Indianapolis and Cleveland. But the negative image of the cities changed as improvements were made to the city's quality of life. People outside of these city's quickly discovered these improvements.

They recognized these communities' relatively low cost of living and their improved quality of life, and consequently businesses moved in, residents relocated there and visitors increased. Attractive situations

spread the word and enhance image. R/UDAT recommends that the city of Pasadena doesn't waste money marketing image - but that it commits to real improvements and lets the image take care of itself!

**ATTACHMENT A
COMMENTS FROM
PUBLIC HEARING
OCTOBER 9, 1993**

All three cooperating, not playing politics.
Everyone moving in the same direction. Mayor
Johnny Isabell

"Can do attitude". Mayor Johnny Isabell

A window of opportunity Mayor Johnny Isabell

If we grow faster than our expenses, you will pay
less taxes. Mayor Johnny Isabell

A city is just like a leaf on a tree, its either growing
or dying. I want to grow
Mayor Johnny Isabell

We don't always get citizens of Pasadena to buy
from local businesses

Wants to keep business and industry here paying the
tax base. George Bayliss

We have an abundance of office space, warehouses,
building sites, very reasonable prices. Walt Lackey

Tourism We could be the cross-roads of this area.
Walt Lackey

Beltway 8/Ellington Field, possibilities of develop-
ment and growth in that area.
Walt Lackey

We've been defensive about being offensive Con-
stable Bill Bailey.

If you need a helping hand, look on the end of your
arm. Constable Bill Bailey
Great public schools Constable Bill Bailey

We are experiencing poverty. Supt. Rick Schneider

We took a couple of hits on pollution, the clan and
suddenly acted like we believed what was being said
about Pasadena. Constable Bill Bailey

Seen bond issues pass Constable Bill Bailey

We've stepped up to support our schools Constable
Bill Bailey

During oil bust, we oversubscribed to expand our
Y.M.C.A Constable Bill Bailey

When other cities were talking roll-backs we gave
our Police a record pay raise. Constable Bill Bailey

The rotary club is and always made up of business,
and labor, Christians, Jews, men and women all work-
ing with shared goals. Largest volunteer fire depart-
ment in America. We need to get our self-confidence
back Constable Bill Bailey

Student achievement, we are committed to that
Supt. Rick Schneider

Perhaps there could be a deed restriction group
formed,
to where we can better educate people in our neigh-
borhoods and form Homeowner's Associations to
keep our communities clean. Larry Forehand

Future is something we create, it doesn't just hap-
pen. Dr. Tom Sewell

We work very closely with Chamber and think it is
important for city to grow.
Dr. Tom Sewell

We need more dialog between institutions, industry,
city, chamber, schools, etc. to make changes needed.

Dr. Tom Sewell

More need more off campus community based
training sites. join hands to create adult training pro-
grams. Dr. Tom Sewell

Convert some of the empty buildings, locations,
improve writing, math, reading skills, get GEDs, can
do that at a very low cost. Dr. Tom Sewell

Improve our image Peggy Fin

Improve Vince Bayou, Peggy Fin

Landscape, hike and bike trail, create walking trails,
green space Peggy Fin

Zoning, to protect residential areas, influx of homes
being turned into businesses.

Main streets are the eye sore Peggy Fin

Could have an adopt a block like other cities adopt a
highway. Peggy Fin

Remove the orange dumpsters, paint them a less
conspicuous color and move them.
Peggy Fin

Create a youth director for problems with youth, in
the Parks Dept. and build grounds where they can play
games. Peggy Fin

Tourism, have very important sites here. San Jac-
into battle Peggy Fin

Historical markers need upgrading and access to
them upgraded it's Hard to know where they are.
Peggy Fin

Petrochemical Museum, what do they make, Spon-
sored by Ship Channel Industries - Petrochemical
Industries. Peggy Fin

Bring in outside business, have group travel to northern areas to entice them down here. Peggy Fin

We have cheaper living expenses. Peggy Fin

Roadway signs on telephone poles are constant eye sore. Brent Muecke

Road patrols, clean up days, volunteers, Saturday clean up committee. Brent Muecke

He saw Harris Co. detention crew cleaning up Fairmont Parkway, great idea. Brent Muecke

Set aside moneys to clean up areas. Brent Muecke

Enforce City Ordinances. Brent Muecke

Key deed restrictions enforced. Brent Muecke

Gun control. Letha Wheeler

Start game rooms, play games, good games. Letha Wheeler

We want to police the recreation centers. Letha Wheeler

Fine parents for destruction that children do. Letha Wheeler

Better drainage Mrs A. C. Davis

Recycling, and less landfills. Mrs. A. C. Davis

We have a positive school district Ed Barlow

Don't have traffic congestion that other areas of Houston have. Sandra Kennedy

Need more Police Bruce Walters

Need more recreations facilities on North part of town. Bruce Walters

Beautify city Bruce Walters

Enforcing city ordinances. Bruce Walters

Sign ordinance. Bruce Walters

Suggested we have unique opportunity in Pasadena for young people to afford housing is available in Pasadena. Bruce Walters

Need more Police Carmen Orozco

Enforce curfew Carmen Orozco

Excellent school district Carmen Orozco

Need for public transportation. Carmen Orozco

Enforce ordinances Carmen Orozco

Clean streets Carmen Orozco

EPA regulations Carmen Orozco

Zoning Carmen Orozco

Pass bond issues to build recreational facilities. Carmen Orozco

Create a Hispanic flavored community, much like the Asian community did Jan Foster

Thinks Houston is gateway to Mexico, South America, etc. Nelson Sullivan

We have an attractive school district John Manlove

Pasadena ready for change John Manlove

Could utilize connecting Center Street or Jana street to Space Center Boulevard to connect to aerospace industry. John Manlove

Possibility of convention center that caters to Petrochemical industry. John Manlove

Encourage everyone to think about what we need in future, not just now. John Manlove

Need crime prevention programs concerning criminal activity. Fran Day

New streets, Fran Day

Utility polls used for signs are illegal install ordinances and abolish these signs. Fran Day

Pasadena could become a center of trade Renee Zelman

Pasadena 20 minutes from downtown Houston, convenience. Curtis Tartar

Pasadena is vital part of Houston Metropolitan area. Curtis Tartar

City that is 100 years old. Curtis Tartar

Retail and Consumer service business, vital part but is one that is overlooked in planning efforts. Curtis Tartar

Youth, place where they can be together and safe. Not everyone is a basketball player, we need activity center, computers and tutorials to accomplish these goals.

Albert Cisneros

Talk about old buildings no one wants to take care of them, makes whole section of town look bad. not safe, dangerous. Suggest we tear them down. Nikki Schoff

Town Square is here to stay. Remodeling, investing in community. Lutz Burger

Re-emphasized need to improve image. Lutz Burger

Need to have restaurant in mall, but in dry zone, doesn't help restaurant business. 36% Hispanic population in this city. As far as mall is concerned they are our customers.

Lutz Burger

Something may have to be done for that big percentage of the population.

Lutz Burger

Curfew is important. Frank Hernandez

Salvation Army, recently opened new gym, located in North Pasadena, right across from Pasadena High School, organized activities council, working hard to develop community center and programs that the community needs. Working on dances,

Russell Czajkowski

We need latchkey program, job programs, T.A..S.K. programs, parks and recreation to work with us, funds, adult volunteers. Russell Czajkowski

City Ordinances dealing with defacing property. Anyone that destroys any property other than their own

Hold parents of minors responsible for damages
Elmer Carter

Reward for identifying a person or person of alter-

ing anyone's property. This addresses image problem of city. Elmer Carter

Harris County Genealogical Society, meets at Town Square Mall. Pasadena could be known for its research center for genealogy Elmer Carter

Graffiti is a problem normally ugly, if we worked with arts department could be made pretty. People that can't pay fines could paint or clean up areas. Lori Fuchsius

Suggest remake Pasadena like Old town spring, clean up building, paint if its a white building make it white again, if its brown make it brown again. Lori Fuchsius

Planned growth, planned communities good ideas we could implement,

Lori Fuchsius

Have permanently placed signs at esplanades, thoroughfares, pay for signs, but community activities advertised free. Lori Fuchsius

Don't agree with connecting with Clear Lake, like it separate, don't want to create a bigger city environment. Lori Fuchsius

Small buses for transportation, not like Metro. But agrees we need Park and Ride.

Lori Fuchsius

Need clean-up days. Lori Fuchsius

Convert North Pasadena into a historical cultural Petrochemical center.

Celestine Perez

El Capitan Theater maintained as cultural treasure.
Celestine Perez

Attract Fashion industry to Pasadena. Majority of work-force will be women and people of color Celestine Perez

Need God to help people get along together. Celestine Perez

Tax appraisal procedures changed. Ed Swaney

City purchasing needs to be restricted to local, not use out of state agencies

Ed Swaney

Demolition procedure would revitalize city. Those that maintain and improve their property, and those that don't should be penalized. Ed Swaney

Rodeo, raised in community, put back in community, want to work with Council, pay for master plan where the Pasadena Convention Center can be used by all people.

Roy Mease

Gangs are a problem, providing type of activities to keep them out of trouble. Attempt to sponsor a Dance at the complex, alcohol and drug free activities. Roy Mease

Need more community centers for youth. Recreation, businesses to give kids jobs, opportunity for experience. Melissa Cruz

Salvation Army has a food program that feed about 200 people daily. Weekly program to give perishables, food and clothing. Training teachers to start new literacy centers. Started gym Kim Feinauer

Need for some type Home Maintenance Group or agency for elderly. Could call in and pay for it monthly. Lorainne Huges

Senior citizens on fixed incomes. have so much to

offer young people. Young have energy to offer elderly. Patty

Teach young to mow a yard, paint, get them transportation so they can assist elderly. Community Center type environment good for them to be in. Patty

Suggest community service in lieu of fines for children's destruction. Patty

Strawberry Road, beautification. Art Oswald

Get two turn left at Harrison and Tatar, improved to five lane road, so we can retain pretty parts of Pasadena. Art Oswald

Crack down on excessive speeding. Art Oswald

Re-route drainage to Spencer Art Oswald

Extend Strawberry to Genoa Red Bluff. Art Oswald

Should educate citizens to use gray water Georgia Haskell

Compost program. Georgia Haskell

Texas Air Control Board has number for you to report exhaust or emission problems.
Georgia Haskell

Curfew is important. Georgia Haskell

English as a second language classes offered to people in apartment complexes because not many of them have transportation Georgia Haskell

We are opening doors in their church to help the teen, teen violence. Terry Gonzales

Make schools more pleasant for youths, addition of

music, paint attractive colors, brighter, generates better attitude toward attendance. Terry Gonzales

**ATTACHMENT B
PUBLIC HEARING SPEAKERS**

1. Mayor Johnny Isbell
2. George Baylis
3. Walt Lackey
4. Constable Bill Bailey
5. Rick Schneider
6. Larry Forehand
7. Dr. Tom Sewell
8. Peg Fin
9. Brent Muecke
10. Letha Wheeler
11. Don Kuhn
12. Mrs. A.C. Davis
13. Ed Barlow
14. Sandra Kennedy
15. Bruce Walters
16. Lori Fuchsius
17. Jane Foster
18. Nelson Sullivan
19. John Manlove
20. Fran Day
21. Curtis Tatar
22. Ms. Llamas (student) Jennifer Pippins
23. Ms. Llamas (student) Emily Harrott
24. Ms. Llamas (student) Guillermo Garza
25. Ms. Llamas (student) Janet Martinez
26. Ms. Lamas (student) Jose Rodriguez
27. Ed. Swaney
28. Ms. Llamas (student) Nikki Schoff
29. Ms. Llamas (student) Albert Cisneros
30. Frank Hernandez
31. Elmer Carter
32. Sudie Cornell
33. Mary Mosley
34. Jesse Gutierrez
35. Georgia Ann Ruffano
36. Col. Early
37. Louise Bolton
38. Sylvia Ramirez
39. Don Parker/Judy Hill
40. Russell Czajkowski
41. Renee Zelman
42. Becky Lea
43. Celestino Perez
44. Lola Scarborough
45. Roy Mease
46. Melissa Cruz
47. Kim Feinauer
48. Fran Day
49. Carmen Arozco
50. Lori Fuchsius
51. Art Oswald
52. Jonah Boyd
55. Adele SeSoto

**ATTACHMENT C
DONORS
STEERING COMMITTEE
TEAM MEMBERS**

R/UDAT Donors
A & G Food Center
A.C. Czigán
Al Fox
American Medical Transport
Angie Bess
Apollo Sign & Flag
Art Oswald
Audrie Trom
Bayshore Medical Center
Ben F. Meador, Jr.
Bert Simmons
Bill Bailey
Lil & Nellie McCoy
Black-Eyed Pea
Bobby Blair
Brenda Martinez
Brian Critelli
Bruce Walters
Busters BBQ
C.C. Cochran
C.W. West
Calvin Marshall
Calvin E. Powitzky, Sr.
Carmen Orozco
Carole Machol
Casa-Ole
Cathy Bess
Celestine Perez
Channel 13
Charles Beckman
Charles Harper Airfare
Charles Redmond
Charles Welsh
Chik-Fil-A
Chris Maguire

Circle of Friends
City of Pasadena
Cliff Hyde Flying Service
Curtis E Tatar
Dairy Queen
Dan Krock
Darla Haygood
David Harpole
David Mandell
David Powitzky
Dayle R. McManus
Debbie Frank
Denise Howsmon
Dennis Knox
Dianal American
Dianna Bell
Dixie Chemical
Don Carpenter
Don Dickerson
Donald Williams
Dr. Don Little
Dr. Ronald Jenkins
Dr. Ron Lyles
Dr. Tom Sewell
Dupont Electronics
Dwayne Francis
E. J. Ritchey
Eddie Dansby
Elizabeth Primeaux
Emilio Carmona
Ernie's
Exxon Pipeline Company
Faye Smith
Gabriella Hylton
Gary Major
Gene Garison
Gene Shepard
George Baylis
Georgianna Nichols
Golden Corral
Gulf Coast Waste Washburn
Gulf Coast Waste Bayport

Heather Richardson
Hilton
Himont USA, Inc.
Hoechst Celanese
Horace Leopard
Houston Cellular
Houston Lighting & Power
Inkspot-Print
J.A. Woods
James M. Godbe
Jane Foster
Janelle Leistad
Janet Young
Janice Meador
Jerry Aquyres
Jim Kite
Jo Ellen Moore
Joanne Gierspeck
John L. Kimmel
John Moon, Sr.
John Phelps State Farm
John Taylor
Kaneka Texas
Karen Perry
Kathy Cowart
Larry Collins
Leon Searcy
Lin Guillory
Linda Fields
Longenecker, Thomas & C
Lonza
Lubrizol
Lyondell
Margaret E. Finn
Meador Companies
Melinda Torrison
Melissa Durrett
Melvin E. Cowart
Nisseki
Ona Paulus
Pasadena Chamber of Commerce
Pasadena Citizen

Pasadena Ind. School District
Patti Sanchez
Peoples National Bank
Quincy A. James
Rae Ann Janderwski
Rebecca Watson
Red Lobster
Rick W. Beeman
Rita Townsend
Rodeway Inn
Rose Moon
S. E. E. D
San Jacinto Community College
Sharon West
Sirius Computers
Southwestern Bell
Susan Baumgarth
Susan Lamb
State Farm Insurance, Phelps
Steve Lesterjette
Steve Thomas
Tammy Sanchez
Thomas & Horn
Tom Wood
Traci Alford
Typeset & Design
Ventech
Vickers Inn
Vickie Morgan
Wal-Mart
Walt Lackey
Wendy McClain
Whataburger
Wyatts Cafateria

**R/UDAT
STEERING COMMITTEE**

Ben Meador The Meador Companies	E.J. Ritchey City Councilman	Dr. Ron Lyles South Main Baptist Church	Curtis Tatar Tatar Properties
Janice Meador The Meador Companies	Mike Sherwood American Medical Transport	Calvin Marshall City Councilman	Jesse Gutierrez Individual
Vickie Morgan PISD Trustee	George Baylis SEED	Mark Singletary Pasadena Citizen	Hon. Bill Bailey Constable Precinct 8
Georgianna Nichols Houston Lighting & Power	Bobby Blair PISD Trustee	Hugh Thibodeaux, VP Kaneka Texas Corporation	Don Dickerson Bank One Texas - Pasadena
Carmen Orozco PISD Trustee	Don Carpenter City of Pasadena	Steve Thomas Thomas & Horn Associates	A.C. Czigan Commissioner Fonteno's Office
Ona Paulus Individual	Eddie Dansby Dansby & Miller, AIA	Donald Williams ILA-Local 24	Jane Foster Individual
Celestino Perez Pasadena Citizens For Equitable Representation	Peggy Finn Individual	Dennis Knox Southmore Medical Center	Bill McCoy Pasadena Chamber of Commerce
John Phelps State Farm Insurance	Leon Searcy City Councilman	Tom Wood Wood Marketing Services	Mark Gilbert Cougar Individual
Calvin Powitzky PBR Architects	David Mandell City of Pasadena	J.A. Woods Houston Chemical Complex	Charles Beckman Individual
David Powitzky Powitzky's Inc.	Linda Hischke, CEO Bayshore Medical Center	John H. Moon, Sr. Moon Captial Ltd.	Larry Forehand Casa Ole
Pat Riley City Councilwoman	Johnny Isbell Mayor, City of Pasadena	Elizabeth Primeaux Pasadena General Hospital	Karen Perry Bayshore Medical Center
Serio Rios Ebenezer Baptist Church	Jim Kite Allied Ace Hardware Walt Lacky Southwestern Bell Telephone	Rosalie Kuntz Kuntz Insurance Agency	Lupe Casares Padres Con Poder
	Dr. Don Little First United Methodist Church	Charles Welsh City of Pasadena	Bruce Walters City Councilman
		Emilio Carmona City Councilman	Marc Stanley Ventech

Al Fox
Qualified Properties, Inc.

Dr. Tom Sewell
San Jacinto College District

Rick Schnieder, Supt.
PISD

David Harpole
Lyondell Petrochemical Co.

Kirk Lewis
PISD

Steve Lesterjette
San Jacinto College

John Manlove
City Councilman

Gene Garison
City Councilman

John Ray Harrison
Former Mayor of Pasadena

O L Harris
Individual

Larry Wilson
Individual

TEAM MEMBERS

Joe Champeaux, FAIA Lake Charles, LA	Team Leader
Bennie Gonzales, FAIA Nogales, AZ	Architect/Urban Designer
David Leahy, P E Denver, CO	Transportation Specialist
Jim Murray Denver, CO	Urban Economist/Municipal/ Political Specialist
Donna Gabriel Washington, DC	Tourism Specialist
"Jeep" Ellet, Burkburnett, TX	Industrial/Corporate Specialist
Sam Galbreath Portland, OR	Affordable Housing Specialist
Stewart Toshach Seattle, WA	Futurist/Environmentalist
Graduate Students of Architecture University of Texas at Austin	
David Anderson	
Aslam Mukhtiar	
Kenneth A. Kristofek	
Neera J. Puri	
Mike Gray	