

# Bill Bogaard



April 29, 2011

Citizens Redistricting Commission  
1130 K Street, Suite 101  
Sacramento, CA 95814

Ladies and Gentlemen:

This statement is prepared for submission to the Commission at its hearing today at the San Gabriel Mission Playhouse, 320 Mission Drive, in the City of San Gabriel. Thank you for this opportunity to present my views on the important subject of redistricting electoral jurisdictions, federal and state, based on the 2010 Census data.

The work of this Commission is both extremely important and complicated, particularly because it is a first time effort. Your work must be guided by a daunting set of criteria, including equal population, contiguity, compactness, compliance with the Voting Rights Act, and geographic integrity of cities, and communities of interest. *The thrust of my comments relates to this latter factor: communities of interest.*

A brief word about my background might be helpful in connection with this statement and the supporting information being submitted at this time.

With the close of business this afternoon, I have completed 12 years as Pasadena's first directly elected Mayor, having taken office in the spring of 1999. This followed an election held pursuant to a new provision of the Pasadena City charter providing for a directly elected Mayor. Previously, the Mayor of Pasadena was selected from and by Councilmembers who each had been elected from a Councilmanic district of the City. The past 12 years in this new position of political leadership has given me an opportunity to learn about the operation of local government and what has been helpful to the success of our City.

I am the first to recognize that it is the Commission's task to set an historic new direction for redistricting in California, and I strongly support your work. But I do not believe that your duties require significant change simply for the sake of change. *Accordingly, my position is that, if at all possible, the City of Pasadena be continued in the Congressional District that includes the Cities of Burbank and Glendale, and that the State Senate and Assembly Districts also take into account the same circumstances pertaining to communities of interest.*

I want to provide what seems to me to be compelling facts and circumstances in support of the proposition that the three Cities share strong and socially valuable communities of interest.

The City of Pasadena is a metropolitan center for an area comprising more than 750,000 persons, providing employment to more than 100,000 persons, and opportunities to this entire region for retail transactions, professional services, academic and cultural resources, transportation, and recreation. The important role of our City in supporting the area could not be accomplished without the numerous working relationships for operations and public service that have developed over the years with the Cities of Burbank and Glendale.

These relationships are too numerous to mention in the time allocated to me at this hearing, and I will simply describe those relationships in general terms and submit detailed information that will be available to you and your staff for examination during your deliberations and decision making.

In this regard, there are attached the following supplemental statements:

- Attachment A: Operations and Service Integration Among the Cities of Burbank, Glendale and Pasadena
- Attachment B: Examples of Past or Current Service Sharing
- Attachment C: Full List of Service Sharing Ideas

The information contained therein reflects both the experience of our three cities in collaboration over time on a wide range of areas, including Fire Services, Police Services, Information Technology, Utility Operation, Coordination of Legislative Positions, and Workers Compensation; and the results of a recent management study documenting the specific ways in which the three Cities have shared operations and services along with a list of promising and possible service sharing ideas for the future.

*Your review of the many ways in which our three Cities work together will, I believe, impress you and I hope support my view that the three Cities should be allowed to continue within the redistricting framework to pursue areas of collaboration.*

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In closing, let me offer just one example of the unique ways in which Burbank, Glendale and Pasadena share communities of interest.

Since the late 1970's, the three cities have owned and operated what is now called the Bob Hope Airport, and many significant transportation networks have developed in support of this critically important regional transportation facility. Moreover, work is underway to strengthen transportation operations there, involving the creation of the new Regional Intermodal Transit Center at the Airport. This work will include a comprehensive study of ways to improve regional public transportation accessibility.

Bob Hope Airport is an economic engine for this region, serving 5 million passengers a year that travel to conduct business within the three cities and the entire region. Much of this cooperation results from the encouragement of federal and state representatives who recognize the importance of this transportation asset to the region and to all of Southern California. I am anxious to see this partnership continue in the years ahead and believe that such cooperation is in the public interest.

I hope that my statement and the information submitted for the record proves helpful to you in your work, and I wish you the very best of success in the months ahead. If there is any way in which I can be helpful to the Commission, I hope you will not hesitate to let me know.

Sincerely,



BILL BOGAARD  
Mayor

BB:jls

attachments

## **Attachment A: Operations and Service Integration Among the Cities of Burbank, Glendale and Pasadena**

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The cities of Burbank, Glendale, and Pasadena have a long history of working together. As an example, the three cities own and operate Bob Hope Airport, the Verdugo Fire Dispatch. Over the past year, the Cities of Burbank, Glendale and Pasadena have been working on service integration opportunities. For more examples of current or past service sharing please see Attachment B.

The efforts included the hiring of Management Partners to help coordinate the effort and work through the analyses and prioritization of ideas. The outcome of the efforts is summarized in a report that provides recommendations for increasing service sharing and integration between the Tri-Cities for the following functional service areas: Fire, Police, Information Technology, and Workers Compensation. The savings potential could be estimated from \$6 million to \$8 million annually by changing to shared services models.

### **Fire Services:**

- Implement a single, jointly purchased entry-level firefighter examination with a potential annual savings of \$44,000 to \$135,000:
  - Working together to purchase and administer one entry-level exam and then sharing the pool of successful applicants would reduce the test costs by two-thirds for each agency.
- Implement web-based video-conference Fire training:
  - A conservative cost estimate for a tri-cities system is \$100,000 for the equipment and software to facilitate the delivery of training from centralized location and \$10,000 to \$25,000 for each participating location.
- Consolidate Urban Search and Rescue (USAR) and Hazardous Materials (HazMat) Response units when grant funding ceases

### **Police Services:**

- Consolidate SWAT teams into one Tri-City SWAT team with a potential of \$719,000 –\$1,071,000 savings.
- Develop an implementation action plan to consolidate other specialized units within the three Police Departments (such as computer forensics, identify theft investigations, crime analysis, fraud investigations, arson investigations, and officer involved shootings/homicides).

- Further examine a regional Tri-Cities police dispatch operation.
- Consolidate Pasadena/FAST and Burbank/Glendale air support, resulting in a possible reduction of helicopters and operating cost savings of approximately \$200,000 per agency.

**Informational Technology:**

- Share staff expertise for IT applications common amongst all cities.
- Upgrade and expand the Pasadena-hosted library system to add the Burbank library and other nearby cities.
- Establish fiber connectivity between Pasadena and Glendale and between Glendale and Burbank.
- Establish shared Data Centers.

**Workers' Compensation:**

- Evaluate the proposals received by Pasadena for workers' compensation third party administrators (TPA) to determine cost/benefit to the cities of Burbank and Glendale to also move to a TPA model.
- Issue a request for proposals (RFP) to jointly purchase investigative services for the workers' compensation program in the three cities.
- Issue a request for proposals (RFP) to jointly purchase legal services for the workers' compensation program in the three cities.
- Issue a request for proposals (RFP) for jointly purchasing medical services required as part of the Tri-Cities workers' compensation programs.

**Supplemental Information:**

The following initiatives are also being considered outside of the Tri-City Service Integration Study and have a high likelihood to produce positive outcomes and efficiencies as well as to improve public safety in the Tri-City area.

The current initiatives that are underway and likely to be accomplished include the following:

- **National Integrated Ballistic Information (NIBIN):**  
Collaborative effort with ATF who has agreed to supply the Tri-Cities with a \$300,000 integrated ballistic identification system to acquire image comparison on markings of fired cartridges. This would produce results within hours increasing the likelihood of connecting crimes used by a single weapon. The current county lab turnaround time ranges from weeks to months on acquiring results on weapon image comparisons. The NIBIN system would likely be located at Glendale PD and to maintain the program it will require one FTE from each organization on a less than part-time basis. The Tri-Cities recently completed a needs assessment as well as site inspections of other NIBIN locations to determine costs and equipment. The next step is to determine the cost of implementing the program. Project timeline-late 2012.

- **DNA Crime-lab:**  
With the increasing turnaround time for lab and evidence results from the L.A. County Crime-Lab there is a great need to prepare for the future and develop a regional crime-lab. The City of Glendale has secured grants to further this initiative and has completed site visits to Scottsdale, Colorado Springs and LAPD to identify the best business plan. Pasadena currently does not incur costs for L.A. County lab services for evidence; however, that is not guaranteed. As enterprise operations materialize through local agency agreements Pasadena and Burbank's costs would significantly be reduced. Potential timeline is 2014.
- **Technology/Crime Analysis:**  
The lack of up-to-date police technology to improve public safety and reduce human effort will be critical in the coming years. An effort should be made to share crime analysis as Pasadena is the only city without a comprehensive crime analysis platform. Shared purchasing of technology software and equipment would be essential to future policing efforts.
- **Joint Terrorism Taskforce/Intelligence Efforts:**  
The police effort in prevention and deterrence regarding homeland security and intelligence strategies has greatly been reduced since 2001. The global threat to our region has not subsided and there is a need for the Tri-Cities to regenerate this effort. Based on the number of hard/soft targets and the great number of tourist destinations there is a need to participate in one of the four state fusion centers. JTTF/JRIC is that fusion center for the Los Angeles region and the FBI has agreed to supply the Tri-Cities with overtime, equipment and vehicles if one or two FTE's between the Tri-Cities would be committed to work at the fusion center.
- **Tri-City Forensic Services:**  
This would reduce the number of forensic specialists between the cities and reduce expenditure costs for FTE's and related equipment. The sacrifice is weighted on Pasadena as we provide wider coverage on a daily basis and we are a much more active city in terms of forensic requests. Pasadena is also the only of the three cities that provides enterprise work for local cities on forensics requests and print analysis.
- **Jail Services:**  
Each city has a full service jail all of which are operating significantly below full capacity. The ability to combine resources to one facility would greatly reduce costs, equipment and reduce liability. This initiative would improve staffing levels and ensure that operational capacity is achieved providing much higher efficiency levels.

### **Joint Utility Projects**

As the Tri-Cities, we coordinate our Energy Resource Planning to maximize economies of scale. We jointly participate in several Southern California Public Power Association (SCPPA) Coordinated Generation, Transmission, and Natural Gas projects.

- **Generation Projects**

The award winning high- efficiency, combine-cycle Magnolia Power Plant in Burbank California, Hoover Dam Hydroelectric Power Plant in Nevada, Palo Verde Nuclear Generation project in Arizona, and Ormat Geothermal Renewable Energy project in Heber, California.

- **Transmission Projects**

Mead-Adelanto, Mead-Phoenix, and Southern Transmission Systems Transmission projects. The Tri-Cities coordinated their resources to gain partial ownership, or entitlements to over 900 miles of transmission lines across California, Nevada and Utah to deliver affordable power from anywhere in the region.

- **Natural Gas Projects**

Natural gas wells in Pinedale Wyoming, and Barnett Texas. These natural gas resources will provide a secure source of fuel for the Tri-Cities, and provide stability against volatile natural gas market prices.

- **Water Issues**

The Tri-Cities meet regularly to discuss common water issues and coordinate approaches to Ordinances, Outreach, Conservation Programs and Messaging.

Water shortage related Water Use Ordinances are standardized. Coordinating ordinances and watering restrictions simplify messaging throughout the service territories. The Tri-Cities share costs by producing one advertisement using all three logos for the entire region.

We collaborate and share costs for Water Conservation Workshops on Rainwater Harvesting, Turf Replacement, and Efficient Irrigation – more opportunities for customers to participate.

The Tri-Cities, with the commitment from our local communities, are 15% below our baseline usage and well on target to achieve a 20% reduction in water use by 2020.

### **Alignment on Legislative Positions**

The Tri-Cities support the continued work of the Legislature to address the water crisis, particularly in the Sacramento-San Joaquin River Delta. We support a 33% renewable energy target and are fully invested in accomplishing and meeting AB 32 objectives - including investment in development of new technology, implementation of existing technologies that can lead to new reductions and consumer compensation.

## **Attachment B: Examples of Past or Current Service Sharing**

The following list contains examples of past or current service sharing and collaboration between the cities of Burbank, Pasadena and Glendale. Executives from the three cities provided the examples during interviews with Management Partners.

<b>Airport</b>	JPA for Bob Hope Airport (all three cities)
<b>Community Development and Planning</b>	Have consolidated training to meet ongoing education requirements
	Cannot consolidate planning or inspection due to Glendale specific procedures and policies. Inspectors do design review inspections
<b>Electric</b>	Magnolia power electric generation facility (first new electric generation facility built in southern California in many years and was a joint project of tri-cities, plus some others)
	SCPPA - JPA coordinates all public electric utility business (includes LADWP; purchasing on a huge scale for products and professional services; could be broadened to serve citywide interests)
	Planning more joint energy projects, such as transmission, renewable resource procurement
<b>Fire</b>	Hazmat, USAR (recently Glendale has started up Hazmat and USAR teams because of desire by firefighters and availability of grant funding)
	Tried mechanical, but they have different types of fire engines and philosophy
	Fire training (for large events, joint training exercises)
	Verdugo fire dispatch communications center (Pasadena, Burbank, Glendale, with service to 8 other cities) since 1979
	Boundary drops (potential impact due to elimination of service by Pasadena; Glendale has made reductions that have not resulted in engines or trucks being taken out of service (except for one ambulance), and instead has decreased equipment staffing levels
	Once shared specialized units
	Recruit training tower for all three cities (in Burbank; one recruit academy for the three cities)
<b>Fleet</b>	County fleet purchase contracts used
<b>Human Resources</b>	Recruitment/testing (tried but did not work well)

<b>Human Services</b>	Workforce Investment Board (WIB): Pasadena is the WIB for 6 cities (Pasadena, Sierra Madre, Arcadia, Monrovia, Duarte, South Pasadena); Glendale and Burbank are in the Verdugo WIB
	Training programs have been opened to the other cities
	Joint recruitment for firefighters
	Retirement seminars opened to other cities
	Conduct Department of Transportation exams for Glendale School District
<b>Information Technology</b>	Pasadena IT takes care of the Library Information Management System for both Pasadena and Glendale, including purchasing desktops for Glendale Library
	Pasadena and Glendale library system hosted by Pasadena
	Verdugo Fire communications hosted by Glendale
	Burbank/Glendale Traffic Control hosted by Burbank
	ICIS - Radio interoperability managed by Glendale
	Regional interagency communications integration system for public safety and disaster situations
	Purchasing for IT through state and other contracts
	Master service agreements (e.g. County of Riverside's Microsoft Enterprise Agreement with Compucom; County of Ventura's agreement with Gartner; Western States Contracting Alliance; California Multiple Award Schedule)
	Disaster recovery: Glendale contacted Burbank for a secondary site for its data center; will be making improvements to Burbank's location
Some interactions with Glendale for IT networks	
<b>Legal</b>	Share opinions
<b>Library</b>	Pasadena and Glendale share an automated catalogue system (Glendale pays Pasadena for part-time staff who work with a vendor for upgrading the system; both cities contribute to the fund for hardware replacement)
	Pasadena and Glendale collections are available to residents, and they get a great cut of state monies designed to encourage sharing by libraries
	Share basic backbone IT system with Pasadena
	Beginning to share or pool collection budgets, which works because they are on a

	common system
	Southern California Library Cooperative (for joint training and interlibrary sharing; for negotiating a great price for a jobs data base)
<b>Parks, Community Services and Recreation</b>	Meets regularly with directors from Burbank and Pasadena
	Contracts out median maintenance
<b>Police</b>	FAST (Foothill Air Support Team - helicopter services) provided to about 18 cities now, but not Burbank or Glendale
	Air support (helicopter program for Burbank and Glendale) - doesn't include Pasadena currently but discussions are taking place between the three cities to consolidate into one air support program
	Tri-Cities Fugitive Task Force (Burbank, Glendale, Pasadena, US Marshall; housed in Glendale)
	Eurasian Organized Crime Task Force (Burbank and Glendale)
	ICIS (interoperability communications system) - tri-cities, total of 7 agencies; gives a regional footprint of interoperability plus economies of scale by sharing equipment
	Grant funded new DNA lab underway - will serve the tri-cities
	Forensics unit: Pasadena provides services to San Marino and Sierra Madre on a fee basis when requested
	Purchase vehicles through LA County contract
<b>Public Works</b>	Prior relationship between Burbank and Glendale for maintenance of traffic signals
	Mutual aid for equipment, staffing in special circumstances
	Partner in LA sewer system
	Recycled water partnership
	Cities and county participate on the borders in street projects (i.e., paving)
	Traffic signal synchronization on the borders
	Traffic signal maintenance was provided by Burbank to Glendale but is no longer due to a cheaper private sector alternative

	Coordination with Glendale on water basin pollution issues
	City engineers are discussing potential of collaboration in design and construction
	Sewer TV van: Pasadena, Burbank and Glendale purchased and shared a van, but now each city needs its own due to the volume of work and there are regulations requiring more frequent use of equipment
<b>Redevelopment</b>	Collaboration on a Home Depot project located on property sitting on the boundary between Glendale and Burbank
	Valley Economic Alliance is a regional group to foster cooperation; recently used the group to create a council of government
<b>Transit and Parking</b>	Bus systems - considered some consolidation but not enough of a fleet size to make it worthwhile
	Transit staff work collaboratively with Glendale and Burbank (ex: Tier Two Program)
	Have collaborated with Metro to create a service route for the tri-cities
<b>Water</b>	Raymond Basin Management Board (doesn't include Burbank or Glendale due to the water basin they are in)
	Tri-Cities Water Group (Pasadena, Burbank, Glendale) created a water conservation team to design programs that are similar between the three cities; the tri-cities group meets periodically to discuss how they can work collaboratively (e.g., when acquiring a piece of equipment, they check with each other to see about piggybacking on contracts)

## Attachment C: Full List of Service Sharing Ideas

The following is a complete list of potential options for future service sharing suggested by executives from the three cities during interviews with Management Partners.

Category	Potential Service Sharing Options
<b>Airport</b>	The number of fire units stationed around the airport could be rationalized (potentially eliminate one of three fire facilities near the airport) in conjunction with an RDA project
<b>Animal Services</b>	Combine animal control field and sheltering programs
<b>City Clerk</b>	Film permits could be handled by one city for all three
	Records management system could be created for all three (ranging from hiring a consultant to establish the same system in all three to purchasing one technology system to consolidating in one location)
	Purchase one voter verification machine for use by all three cities
	Combine the recruitment of poll workers so that they can work in all three cities (the three cities have elections on different dates and could share poll workers)
<b>City Treasurer</b>	Consolidate investment function to save on administration
<b>Communications</b>	Combine 911 police call centers (police and fire)
	Combine other call centers (Public Works, 311, Utilities, etc.)
<b>Community Planning/ Development</b>	Records management (Planning to be a pilot for records management system; first establish uniform records management and technology surcharge for tri-cities then install a common system for building permit and related records that could be assessed online - perhaps with another fee for the user)
<b>Finance</b>	Consolidate payables and receivables so one city does it for the others
	Broad use of SCPPA's purchasing power
	Centralize purchasing for all three cities (align policies)
	Payroll (complex pay systems; could work with next generation of combined PeopleSoft / Oracle system)
	Consolidate various finance functions (e.g., debt accounting and serving, financial reporting, grant accounting, payroll) with one city serving others (could have all three cities doing one or more of these)
<b>Fire</b>	Consolidate fire prevention, fire plan checking in one fire department (in conjunction with civilianizing the function). One arson investigator for the three cities (Glendale is entirely civilian except for one 40-hour sworn arson investigator and arson specialists in each company as a collateral assignment; all plan check and inspection done by civilian. If Burbank and Pasadena want to phase out of using sworn personnel this might have some advantages.
	Ambulance services (expand Glendale's service area for BLS ambulance to others; consolidate billing and subscription services)
	Create a regional fire department through consolidating departments (consolidate all of the areas served by Verdugo Fire to save money from elimination of redundant management and from elimination of a few fire stations)
	Combine apparatus and other fire vehicle purchasing (vehicle brand is an issue - Glendale uses Seagate and Burbank and Pasadena use Pierce)
	Consolidate CUPA (Glendale is certified; others use Los Angeles County)

Category	Potential Service Sharing Options
	<p>Joint vehicle maintenance (Glendale has a shop with 4 or 5 bays and capacity to handle more work)</p> <p>Consolidate emergency preparedness with one city taking the lead for all three</p> <p>Expand interagency fire training (web-based within the fire stations; the three fire departments could work together to create three remote sites, with webcast to the fire stations; interactive with instructors)</p>
<b>Fleet</b>	Share purchase, specification and use of specialty vehicles and heavy equipment
<b>Housing</b>	Consolidate the housing authorities in whole or just for administrative (back office) functions
<b>Human Resources</b>	<p>Create pooled recruitments and job applications, candidate processing and background check (especially for recruitment of firefighters, police officers, dispatchers)</p> <p>Create one consolidated training program (shared space, diversity training, mandated training such as CPR, first aid, safety, driving, forklift operations, Glendale Supervisory Academy)</p> <p>HR studies (such as classification and compensation and salary surveys) could be done by one city for the other two</p> <p>Liability insurance (raising self-insurance limit) has technical viability but they have a bad loss record. They also do not have loss record history and only got two bids from commercial insurers</p> <p>Workers' compensation administration (all three cities now have in-house WC; could be a shared third party administrator, Risk Manager reports to both Finance and HR director; Workers' Compensation attorney - could have one for all three cities; Glendale could do WC for all three cities)</p> <p>Share labor negotiations expertise</p>
<b>Information Technology</b>	<p>Joint purchasing of software, hardware</p> <p>Create partnerships for IT backup capacity, disaster recovery backup</p> <p>Consolidate GIS in one agency to provide for all three</p> <p>Semi merge IT by expertise sharing (each city could specialize in an IT area rather than each city having all the expertise), if the cities use the same applications, hardware, and/or software</p> <p>Combine all radio operations staffing and maintenance</p> <p>Centralize PeopleSoft support; create a central host</p> <p>Consolidate Storage Area Network (SAN) staffing</p> <p>Consolidated Server Virtualization staffing</p> <p>Consolidate existing Internet ISPs (go from 3 without a backup to 2, with one for all three and one serving as a backup; no single point of failure and cheaper for everyone)</p> <p>Consolidate the data centers (also 3 to 2 with same benefits)</p> <p>Create a central host for Altiris Help Desk</p> <p>Consolidate all IT functions</p>
<b>Insurance/Benefits</b>	Create pooled medical, dental and vision insurance for current employees and retirees
<b>Library Services</b>	Move to the same library IT system. Pasadena and Glendale currently share and are ready to move to the next generation IT system (Burbank system is relatively new). This would have large payoff because it would make so many other consolidation efforts feasible.

Category	Potential Service Sharing Options
Library Services	Semi merge libraries - share library expertise rather than each library having all their own expertise in all areas
	Integrate the three library systems just for administrative (back office) functions
	Create shared catalogue systems (could lead to more buying power); RFID deployment / self check
	Combine technical services (audit in Glendale currently being completed on acquisitions and technical services part of the business; anticipates recommendations for streamlining and may point way to service sharing)
	Part-time library staffing pool
	Create shared library programming
Parks, Community Services, and Recreation	Consolidate preparation and production of recreation newsletters
	Combine senior recreation programming
	Share youth programming
	Create joint contracts with vendors for recreation programs
	Consolidate seasonal hiring for recreation programs, lifeguards
	Pool the median maintenance contract
	Consolidate and contract out most building repairs (now done in house)
Plan Check/ Inspections	Consolidate CDBG administration
	Create one contract for overflow, specialized plan check and inspections
	Combine building inspection staff
Police	Provide backup plan checking when workload warrants
	Consolidate Police Departments
	Merge helicopter services to include all three cities
	Create one arson investigations unit for all three cities
	Consolidate SWAT teams into one (expensive, time consuming service)
	Consolidate traffic units into one
	Consolidate evidence storage
	Jail bookings (potential to increase capacity at Pasadena jail; all three cities have jails) - Glendale has a modern Type 1 facility
	Police records (options range from full consolidation to joint purchasing of systems)
	Combined units for responses to gang problems, parolees, prostitution
	Shooting ranges (potential of sharing, but will be challenging due to potential of increasing overtime costs)
	Consolidate the vice and narcotics units into one
	Create one training unit
	Consolidate the hiring processes for police, including testing, backgrounds
	Create one unit for school resource officers
	Forensics unit: all three cities have a forensics unit and could be consolidated; Pasadena provides services to San Marino and Sierra Madre on a fee basis when requested
Create a tri-cities crime analysis unit (to move toward predictive policing, real time analysis and critical response)	
Management of early release of parolees	
Consolidate the three canine units	

Category	Potential Service Sharing Options
	Create one internal affairs unit Joint police car purchasing (current model of using LA County contract for vehicles is a good model for other purchasing) Consolidate media relations into one position for the three cities
<b>Public Information</b>	Consolidate routine public information and public service announcement work
<b>Public Works</b>	Consolidated building maintenance Construction management (cities could provide this service to each other, depending on current workload, or create one construction management unit for all three cities) Construction inspection Create a JPA for the landfill Consolidate design, bidding of capital projects Consolidate specification and combine capital projects that do not have a lot of deviation (e.g., sewer relining, storm drain relining, slurry seal, overlay, street resurfacing). Cities could agree on the specifications and then bid out for higher volume, Combine/consolidated maintenance management IT systems Consolidate the refuse collection operations, recyclable materials Certified arborists in Pasadena could provide expertise to other cities Create one large contract for tree maintenance/trimming for all three cities Create one dispatching unit for all three Public Works departments Pooled temporary services; contract custodial services or a pool of employees for all three cities Shared contracting for trades necessary for parks maintenance electrical, plumbing, irrigation Consolidate storm water management Combine all street sweeping into one operation
<b>Redevelopment</b>	Redevelopment expertise in city attorney's office could be shared with other cities Create a redevelopment project area for two cities that sits on the border
<b>Traffic Engineering</b>	Consolidate traffic signal maintenance under one contract Consolidate traffic signs and markings maintenance Create one unit to conduct traffic studies (or manage the contracts for traffic studies)
<b>Transit and Parking</b>	Consolidate bus systems in whole or just for administrative (back office) functions Consolidate bus maintenance (currently contract out operations, dispatch, maintenance) Establish a shared maintenance facility Shared administration and marketing Consolidate all parking administration Consolidate parking enforcement management (contracted out in Pasadena - could do management for all three cities)
<b>Utilities</b>	Pursue more development of generation capacity with Glendale Greater leverage of SCPPA; use for other city purposes Merge utilities to create Verdugo Water and Power Unified power purchasing

Category	Potential Service Sharing Options
	Create a central call center
	Consolidate billing
	Consolidate maintenance
	Create one dispatch operation
	Consolidate equipment
	Consolidate engineering
	Consolidate finance functions
	Merge HR functions