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MEMORANDUM

Date: April 29, 2011

To: California Citizens Redistricting Commission

From: Joe C. Hopkins, Co-Publisher, Pasadena/SGV Journal News

Re: San Gabriel Valley Redistricting

I am Joe Hopkins, co-publisher with my wife, Ruthie, of the *Pasadena/San Gabriel Valley Journal Newspaper*. For the past twenty-one years, *The Journal* has been the only African American owned and operated newspaper in the San Gabriel Valley. This letter is written to support the inclusion of demographics that include involvement of the African American community, as redistricting is done.

When African Americans left the south, in what some call the great migration, from 1915 through 1970, it made history to leave and made sense to reach out to the San Gabriel Valley. African Americans left the southern states in the millions to escape the tyranny of the south to a more promising future in the north and the west. The migration has been memorialized in poems by poet Richard Wright's "12 million Black Voices," where he writes of moving up north to shake off three hundred years of fear, and poet Langston Hughes' "The South", where he writes of moving to the north because "She is the Kinder Mistress". Also, the migration has been memorialized in songs by Nat King Cole's famous *Route 66*, and Mahalia Jackson's *Movin' On Up*. All were looking for a brighter day.

Likewise, in addition to the hope of progress, personal to these migrants, other African Americans have contributed to the progress of the Foothill communities. In the San Gabriel Valley cities, Pasadena has had two African American Mayors, Loretta Glickman and Chris Holden. African Americans have also played important roles in the surrounding cities of Pasadena such as in Duarte with former Mayor Lois Gaston and in Monrovia with former Mayor Bob Bartlett. These mayors are indicators of the role of African Americans in the cities that have played such important roles in the development of the overall San Gabriel Valley area. In Pasadena the two most prestigious schools in the community, Westridge and Polytechnical, both have African American Student Body Presidents. These are further indicators of the continued involvement in all phases of community life.

Certainly the task of this commission will play an important role in the continuing history of the Foothills. What is most important is that, in addition to making history, your decision will make sense in its result. On behalf of the African American community of the San Gabriel Valley, I encourage you to make sure that diversity is considered as a part of your deliberations.

JCH/rr

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Bill Bogaard

#71



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.

Citizens Redistricting Commission
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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

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.

Airport	JPA for Bob Hope Airport (all three cities)
Community Development and Planning	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
Electric	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
Fire	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)
Fleet	County fleet purchase contracts used
Human Resources	Recruitment/testing (tried but did not work well)

Human Services	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
Information Technology	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	
Legal	Share opinions
Library	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)
Parks, Community Services and Recreation	Meets regularly with directors from Burbank and Pasadena
	Contracts out median maintenance
Police	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
Public Works	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
Redevelopment	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
Transit and Parking	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
Water	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
Airport	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
Animal Services	Combine animal control field and sheltering programs
City Clerk	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)
City Treasurer	Consolidate investment function to save on administration
Communications	Combine 911 police call centers (police and fire)
	Combine other call centers (Public Works, 311, Utilities, etc.)
Community Planning/ Development	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)
Finance	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)
Fire	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>
Fleet	Share purchase, specification and use of specialty vehicles and heavy equipment
Housing	Consolidate the housing authorities in whole or just for administrative (back office) functions
Human Resources	<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>
Information Technology	<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>
Insurance/Benefits	Create pooled medical, dental and vision insurance for current employees and retirees
Library Services	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)
	Consolidate CDBG administration
Plan Check/ Inspections	Create one contract for overflow, specialized plan check and inspections
	Combine building inspection staff
	Provide backup plan checking when workload warrants
Police	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
Public Information	Consolidate routine public information and public service announcement work
Public Works	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	
Redevelopment	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
Traffic Engineering	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)
Transit and Parking	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
Utilities	Consolidate parking enforcement management (contracted out in Pasadena - could do management for all three cities)
	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



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San Gabriel Valley Council of Governments

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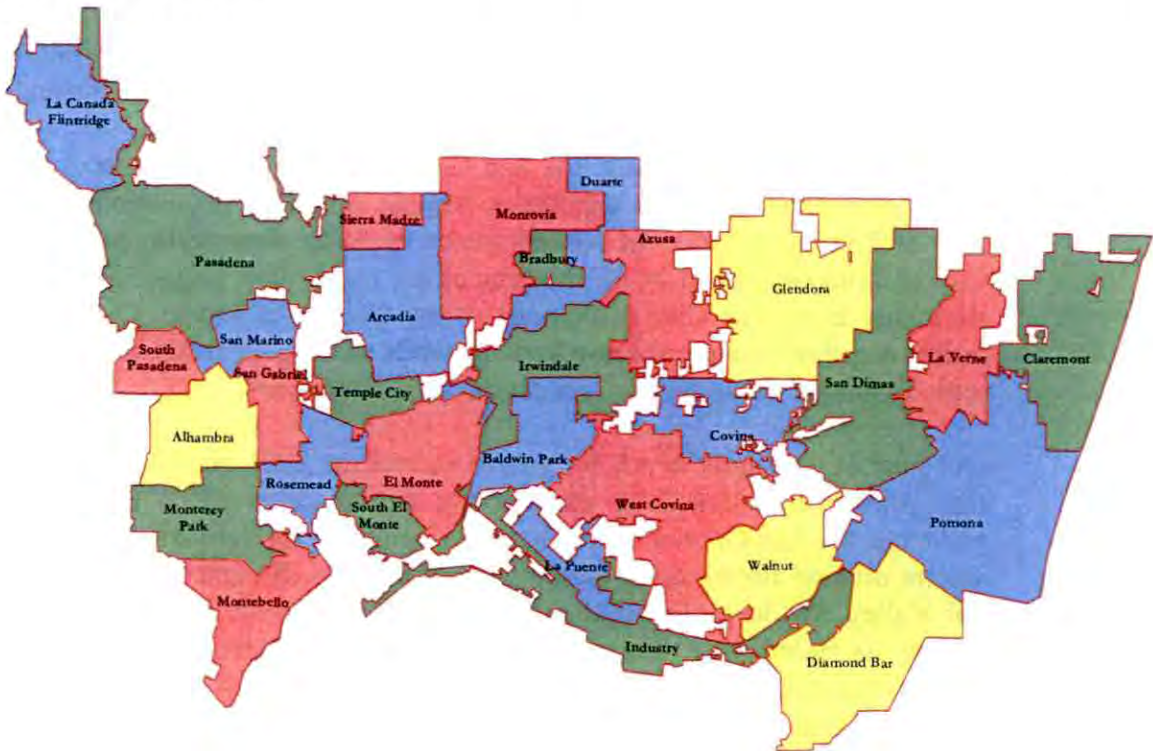
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MEMBERS

- Alhambra
- Arcadia
- Azusa
- Baldwin Park
- Claremont
- Covina
- Diamond Bar
- Duarte
- El Monte
- Glendora
- Industry
- Irwindale
- La Cañada Flintridge
- La Puente
- La Verne
- Monrovia
- Montebello
- Monterey Park
- Pasadena
- Pomona
- Rosemead
- San Dimas
- San Gabriel
- San Marino
- Sierra Madre
- South El Monte
- South Pasadena
- Walnut
- West Covina

Honorable Commissioners,

Thank you for your willingness to dedicate so much of your time and energy to California's first-ever independent redistricting commission. On behalf of the 2 million California residents living and working here in the San Gabriel Valley, I wish to welcome you and express our sincere appreciation for your presence here tonight. We look forward to working closely with you as this important process moves forward to completion in August.



The San Gabriel Valley Council of Governments

In 2001, we in the San Gabriel Valley were particularly concerned by how our region was divided among the Congressional, State Senate and Assembly districts drawn at the time. Our organization represents 31 of Los Angeles County's 88 incorporated cities; many unincorporated communities located in Los Angeles County Supervisorial districts

EXECUTIVE DIRECTOR
Nicholas T. Conway

first would be a "freeway corridor" approach, where districts unite the cities along each of the 60, 10, and 210 freeways. This approach would also reflect the differences between our region's foothill cities and the flatland cities.

The second option would be east-west groupings of our cities. When it is required by population totals, it would be logical to group those cities closest to the City of Los Angeles together into one district and those closer to the Inland Empire in another district.

Our primary goal is that you respect the common issues and connections among our San Gabriel Valley region and keep us together in Congressional, State Senate, and Assembly districts to the maximum extent possible. For additional information about the San Gabriel Valley, our Council of Governments, and the issues that unite our region please reference our website: www.sgvcog.org.

Finally, while we do not have a specific map for your consideration at this time, we intend to examine your June draft plan closely, and we hope that you are able to accommodate our request and any appropriate revisions in subsequent plans.

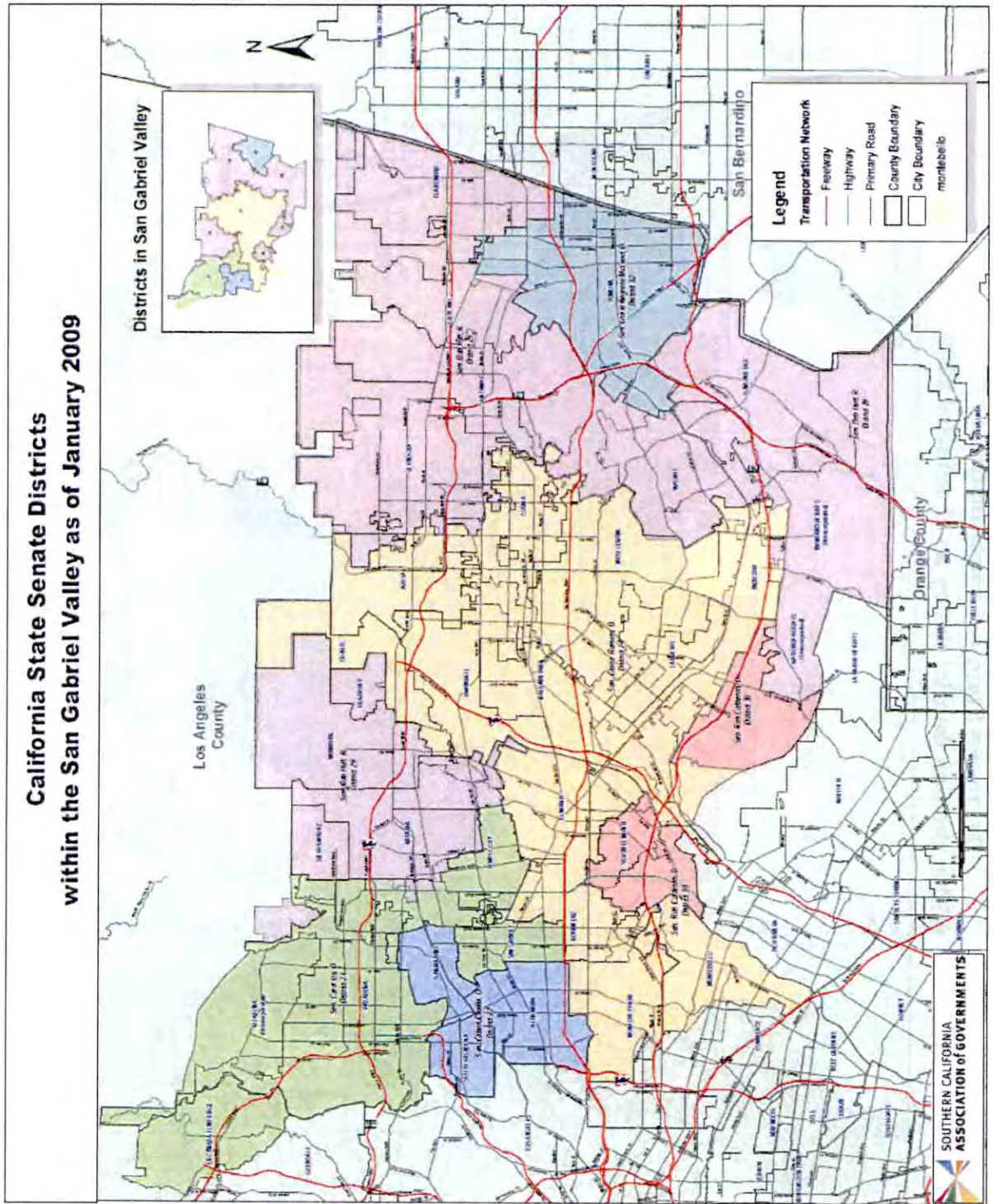
Sincerely,

A handwritten signature in blue ink that reads "Nicholas T. Conway". The signature is written in a cursive, flowing style.

Nicholas T. Conway
Executive Director

Cc: Governing Board Delegates and Alternates

California State Senate Districts within the San Gabriel Valley as of January 2009



102

-04.29.11.AE

To: Honorable Commission Members

Good evening. My name is Phyllis Rokus, a 25 year resident of Hacienda Heights. Thank you for having these open meetings and for allowing me to speak to you tonight.

I believe Hacienda Heights needs to be connected with likeminded communities where we have common and shared interest and concerns. Concerns such as the Puente Hills Habitat and the Landfill Area. This is a Wildlife corridor and has significant horse and walking trail connectors from Whittier, Hacienda Heights, through La Habra Heights, Rowland Heights and Diamond Bar. If you have never taken that walk, you should, especially at this time of year.

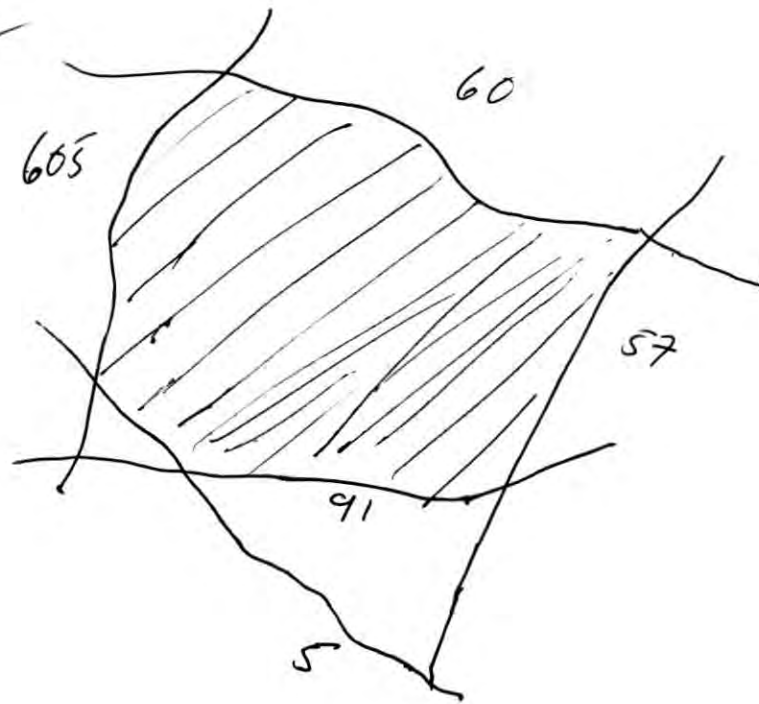
We also have the road and highway systems that connect our mutual concerns about transportation. If I were to lay it out, I would take the cross roads of the 605 and 60 freeway, and from the southeast corner, follow the 60 freeway east staying on the Southside of the 60, into Diamond Bar and would follow the 605 south, staying north of the 5 freeway going East through La Mirada and adjust the district accordingly. This would incorporate more cities than I described above, (Santa Fe Springs, and La Mirada), but these communities share the same concerns about transportation and structure from a common sense standpoint. At the local level these communities also share, school, colleges, law enforcement, newspaper communication and I'm not absolutely sure, but I believe the Honorable Don Kanabe is Superintendent over all of these districts which is another uniting factor.

(IF MORE PEOPLE ARE NEEDED FOR A BIGGER DISTRICT THEN, FULLICTON & BREAA)

Again, thank you for allowing me the time to share these thoughts- hopes and concerns with you tonight. I want to believe that you have our best interest at heart, however, if you do not know what our interest are, you cannot support the communities in which I live, shop, eat, work, and worship in. I am not alone in this thinking and mindset in our communities and I hope you consider my statement, as you decide the boundaries of the communities I care about. I hope this input has been helpful. Thank you.

Kind regards,

Phyllis Rokus



- 04.29.11.AH

	Artesia	Bellflower	Buena Park	Cerritos	Cypress	Downey	Hawaiian Gardens	Lakewood
Population	16,225	72,616	78,923	50,955	46,861	106,767	15,162	77,887
Hispanic	39.78%	31.90%	51.10%	23.03%	57.96%	56.02%	41.80%	52.43%
Asian	2.74%	11.04%	4.18%	7.14%	3.09%	3.54%	4.23%	7.34%
Black	0.22%	1.15%	1.14%	0.57%	0.61%	0.18%	0.18%	1.27%
Native	36.78%	12.59%	24.49%	61.00%	29.80%	6.77%	10.34%	16.57%
Other	5.28%	0.78%	3.65%	6.76%	2.57%	0.50%	0.70%	0.73%
White	5.00%	0.31%	2.21%	14.75%	3.00%	0.27%	0.41%	1.54%
Other Pacific Islander	11.83%	6.11%	6.75%	14.79%	4.80%	2.28%	3.38%	8.08%
	0.33%	0.34%	1.03%	4.06%	3.13%	0.28%	0.27%	0.78%
	8.82%	1.08%	8.20%	13.81%	9.71%	2.39%	4.71%	1.73%
	1.69%	1.22%	1.33%	2.15%	3.93%	0.23%	0.22%	0.78%
	3.84%	2.73%	1.34%	4.69%	2.67%	0.80%	0.65%	2.94%
	0.00%	0.57%	0.00%	0.33%	0.39%	0.05%	0.42%	1.22%
	31.06%	51.35%	39.14%	11.08%	16.03%	70.88%	76.76%	29.63%
	25.50%	43.54%	34.84%	8.21%	12.39%	55.10%	70.95%	24.53%
	0.00%	0.72%	0.17%	0.18%	0.03%	1.05%	0.17%	0.59%
	0.30%	0.07%	0.13%	0.08%	0.63%	1.64%	0.22%	0.51%
Latino	5.26%	7.01%	4.00%	2.61%	2.98%	13.10%	5.42%	4.00%
plus one other race	15.69%	11.65%	22.01%	6.00%	10.03%	38.53%	34.71%	11.37%
or Latino	15.37%	39.70%	17.13%	5.08%	5.99%	32.36%	42.06%	18.26%

► What is a "Community of Interest"?

A Community of Interest (COI) is a geographically connected population which shares common social and economic interests. Examples of such shared interests are:

- Those common to areas such as urban, rural, industrial, or agricultural; as well as geographical such as rivers, mountains, coastal, inland, watershed, etc.
- Those common to areas in which the people share similar living standards, use the same transportation facilities, have similar work opportunities, or have access to the same media of communication relevant to the election process; as well as shared common goals.

► How can public comment and testimony be given?

The Commission encourages the public to provide testimony in an effort to best identify the unique regional qualities of Communities of Interest. Public comments about Communities of Interest can be submitted in a variety of ways, including:

- In-Person at Input Hearings which are being held around the state. A schedule of all input hearing locations and dates can be found at the www.wedrawthelines.ca.gov website.
- In writing: public comments can be sent via email to votersfirstact@crc.ca.gov or via mail or fax:
Citizens Redistricting Commission
1130 K Street, Suite 101
Sacramento, CA 95814
Fax: (916) 322-0904
- Through a community-based organization (CBO): There are many CBOs that are working with communities and presenting testimony to the Commission. Go to: www.RedistrictingCA.org.

► How should public testimony at Input Hearings be given?

Each individual at a Public Input Hearing will be given up to 5 minutes (3 minutes if the size of the public necessitates) to talk about their community to the Commission. It is recommended that the public consider incorporating answers to the questions listed below in an effort to assist the Commission in understanding each Community of Interest.

What bonds your community – what do you see as the common links in your community?

Transportation corridor, shopping, health care, school districts, family oriented, blue collar agriculture rich working community, 2/3 of homes owned by family

Where is your community located – what are the boundaries of your community?

Pomona, Montclair, Ontario, Chino
57 FWY 10 FWY 15 FWY 71 FWY 60 FWY

Why should the community be kept together – or separate from another area?

common interests, family & school districts & sports programs, jobs - blue collar, working class in agriculture & warehouses

Maps are very helpful! Examples include Google Maps, AAA, or even hand-drawn. All maps should clearly state where the county is located (e.g. County/City) as well as its borders (e.g. streets, rivers, railroad tracks, etc.)

► Where can I learn more about the *Citizens Redistricting Commission* or redistricting in general?

The Citizens Redistricting Commission's web site offers useful information and important links to redistricting sites and issues throughout California at www.wedrawthelines.o.ca.gov.

*Join us in making California redistricting about "Fair Representation – Democracy at Work!"

61st District
Keep as is

April 27, 2011

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

Re: Communities of Interest

Dear Commission Members:

You have a difficult task ahead of you and I hope that this letter will help shed some light on the unique and strong ties that certain communities in our area share. I believe I have reasonably good insight into the ties that the various communities of interest in our area share as shortly I will be beginning my nineteenth year as an elected City Councilmember in the City of Burbank and have served three terms as Mayor. I have been fortunate to have worked with a great and diverse group of people representing these communities and I look back with pride on what we have been able to accomplish when we have worked together.

I ask that you consider keeping the cities of Pasadena, Glendale and Burbank in one Congressional and State Senate district. These cities share similar social and economic interests that should be included in single districts to the extent possible to help promote the cooperative approach to governance that has served them so well in the past. It goes without saying that splitting this community of cities across districts would be detrimental to that cooperation that we all seek from those charged with making the decisions that affect all aspects of our lives.

These three independent foothill cities are connected historically, economically, socially and operationally. The ways in which these cities are linked into a community of interest are many and varied. All three cities have their own municipal utilities, independent fire and police departments and share a strong pride in delivering excellent municipal services in an effective manner driven by local control. The City Managers of the three cities meet monthly to compare notes and examine ways to be more effective by working together.

Many of the residents of this community work in one city and reside in another. The memberships of the boards of non-profits and Chambers of Commerce span representation from all three cities. The challenges and issues as well as the strengths and opportunities do not recognize the city boundaries of this community. Transportation networks are strong between the cities and work is underway to strengthen them. An excellent example of this is the new Regional Intermodal Transit Center under design at the Bob Hope Airport, which includes a comprehensive study of ways to improve public transportation accessibility to this regional asset.

The three cities have jointly overseen the Bob Hope Airport since 1987 through a Joint Powers Authority with each city appointing three of the nine Airport Commission members. Bob Hope Airport is an economic engine for the region, serving 5 million passengers each year that come to conduct business with the film industry, which is located throughout Burbank, Glendale and Pasadena. The airport and the cities are currently jointly pursuing a dialogue on the future of the airport and are working jointly improve transportation connections from the entire region to the airport. Much of this cooperation is a direct result of the support and encouragement from both State and Federal representatives that have recognized the importance this shared asset has to not only the region, but the greater Southern California area as well.

Another area of shared interest and concern for this community is that of Public Safety. Given the degree of interconnectedness between these fire and police departments, they often deal with the same issues and speak to their representatives with the same voice. The three cities have a long history of working together to effectively respond to public safety issues.

The three cities are founding members of the Verdugo Fire Communications Center. The cities operate in a pact that ignores borders, so that the closest apparatus responds to calls regardless of jurisdiction. There are now 23 fire stations in the system and up to 15 fire engines can be dispatched to a major incident with no delay. The regional dispatching system has been successful in saving taxpayer dollars and providing a higher level of service to participating cities' residents. In addition the three cities share The Verdugo Fire Recruit Academy. This partnership between the cities provides the highest quality training for fire recruits hired by each of the departments. The academy is held at the Burbank Fire Training Center and upon successful completion of the academy, the recruits continue on to their respective cities as probationary firefighters. The recruits are taught by members of the departments within the Verdugo system, as well as other southern California fire agencies.

Burbank, Glendale and Pasadena also cooperate to effectively respond to other local emergencies and disasters. Burbank, Glendale and Pasadena are all part of a larger Joint Powers Authority that operates the Interagency Communications Interoperability System (ICIS). While Burbank, Glendale and Pasadena are not the only member cities of the Joint Powers Authority, the geographic core of the ICIS service area centers around Burbank, Glendale and Pasadena. ICIS helps first responders, police and firefighters, communicate with each other for the cost of a small municipal communication system over a large regional footprint. This relationship ensures that Burbank, Glendale and Pasadena first responder units can communicate effectively amongst their own units when dealing with city challenges, but also that they can work together on shared regional challenges in the case of an earthquake or forest fire.

The Burbank, Glendale and Pasadena police departments also cooperate on a number of important local issues. The Burbank and Glendale Police Departments operate a joint police helicopter air support unit to strengthen public safety and provide an aerial law enforcement platform for the benefit of cities. In 2009, the Pasadena Police Department began a test program with the joint Burbank/Glendale police helicopter unit to maximize airborne assets while further reducing costs.

Finally, the Glendale Police Department has formed the Foothill Regional Forensic DNA Lab to provide DNA testing to solve violent crimes in Glendale, Pasadena and Burbank. This regional lab was conceived by the cities to avoid having to wait months for their crime samples to be returned from the larger county lab.

These are just a few examples of the many ways that the cities cooperate to serve the broader community of interest formed by the residents of these foothill communities. The list is long and includes shared service clubs, cooperative approaches to dealing with the homeless, joint city operations for data processing, traffic signal maintenance and many other areas that are important, but seldom recognized aspects of the overall high quality of life our communities enjoy.

It goes without saying that shared representation at the federal and state level will assist these communities in pursuing their goal of working cooperatively to further the effectiveness of the municipal services and governance. Many times all three cities speak as once voice and shared representation will help encourage that spirit of cooperation.

In the event that you need to supplement this district with additional population, I would also urge you to consider keeping together Griffith Park and the communities that touch it in one Assembly district. Currently, this one park, and the very similar neighborhoods that are adjacent to it are represented by a disparate group of legislators.

I agree with the sentiments expressed in the letter you received from the Griffith Park neighborhoods regarding the importance of keeping the Park and the surrounding neighborhoods in one state Assembly district because Griffith Park, as a dynamic, well-patronized urban wilderness, continually seeks state grant money and other appropriations, for which funding originates at the state level. Furthermore, the strong entertainment-industry presence in the area makes many area residents, and the local economy, dependent on the fortunes of the Entertainment Industry, which is largely regulated by the state.

The communities that touch Griffith Park share many things in common, making them, together, a community of interest. All feature similar socio-economic qualities, similar employment patterns, trail access, park egress and park access, distinct traffic patterns, equestrian trails, equestrian-zoned properties, foothill elevation, urban watershed pathways, similar crime patterns, and a similar history and outlook.

If possible, please consider keeping Griffith Park and surrounding neighborhoods in one Assembly district (not just one Senate District), so that this community of interest can have the approachable and responsive representation needed to make the most of this Regional asset.

Sincerely,

A handwritten signature in black ink that reads "Dave Golonski". The signature is fluid and cursive, with a large initial "D" and a stylized "G".

Dave Golonski
Burbank City Councilmember

04.29.11, N

#118

AN APPEAL TO THE CITIZENS REDISTRICTING COMMISSION

Public Input Hearing, Friday, April 29, 2011

San Gabriel Mission Playhouse, 321 Mission Dr., San Gabriel, CA 91776

From Edith P. Young, [REDACTED]

Honorable Commissioners, Fellow Citizens,

I am Edith Young, a retired educator in the public school system. I have resided at [REDACTED] in La Crescenta, for fifty-three years.

I speak on my own behalf, but I believe that as a self-supporting person with a fervent appreciation of family life and an indoor/outdoor lifestyle, and small-town neighborliness, I am quite typical of La Crescentans.

La Crescenta is neither fish nor fowl. It is a community where the commercial district and water rights have been acquired by cities of either side of us: Glendale and La Canada. What is left of La Crescenta is a rectangle of contiguous residences, primarily, although it includes a commercial strip along Foothill Boulevard, running, roughly, from Ocean View Boulevard to Pennsylvania Avenue and north of the 210 Freeway to the Angeles National Forest.

This means that "La Crescenta" is unincorporated, subject to governance by the Los Angeles Board of Supervisors. We are fortunate to have a volunteer group, the Crescenta Valley Town Council, who keep the lines of communication open between La Crescentans and our 5th District Supervisor. La Crescenta, however, is a tiny pocket in the vast area of unincorporated lands in Los Angeles County. We need to be attached to a Congressional and State Assembly district that is close to us.

ey

I believe that it is in the interest of residents of the unincorporated area of LA Crescenta to be attached to the Congressional and Assembly Districts that include City of La Canada.

La Crescenta and La Canada share the little, crescent-shaped valley between the Transverse Range of the San Gabriel Mountains and the San Rafael Hills.

We are cut off from the San Fernando Valley by one set of mountains and from Glendale and Burbank by another.