



**GLENDALE CITY COUNCIL WORKSHOP SESSION**  
**Council Chambers – Workshop Room**  
**5850 West Glendale Avenue**  
**January 30, 2007**  
**1:30 p.m.**

**WORKSHOP SESSION**

1. [GLENDALE FIRE DEPARTMENT NEEDS ASSESSMENT](#) – 30 MINUTES
2. [2007 POLICE STAFF STUDY REPORT](#) – 30 MINUTES
3. [PUBLIC SAFETY FACILITY NEEDS UPDATE](#) – 30 MINUTES
4. [2007 STATE LEGISLATIVE UPDATE AND 2007 FEDERAL LEGISLATIVE AGENDA DEVELOPMENT](#) – 30 MINUTES

**CITY MANAGER'S REPORT**

**This report allows the City Manager to update the City Council about issues raised by the public during Business from the Floor at previous Council meetings or to provide Council with a response to inquiries raised at previous meetings by Council members. The City Council may only acknowledge the contents to this report and is prohibited by state law from discussing or acting on any of the items presented by the City Manager since they are not itemized on the Council Workshop Agenda.**

**COUNCIL COMMENTS AND SUGGESTIONS**

**EXECUTIVE SESSION**

1. LEGAL MATTERS
  - A. The City Council will meet with the City Attorney for legal advice, discussion and consultation regarding the city's position in pending and contemplated litigation,

including settlement discussions conducted in order to avoid or resolve litigation.  
(A.R.S. §§38-431.03 (A)(3)(4))

## 2. PERSONNEL MATTERS

- A. The City Council will meet to discuss and consider the annual performance evaluation of the City Manager. (A.R.S. §38-431.03 (A)(1))
- B. The Chair of the Judicial Selection Advisory Board will be present to discuss the reappointment of Presiding City Judge Elizabeth Finn. (A.R.S. § 38-431.03(A)(1))

**Upon a public majority vote of a quorum of the City Council, the Council may hold an executive session, which will not be open to the public, regarding any item listed on the agenda but only for the following purposes:**

- (i) discussion or consideration of personnel matters (A.R.S. §38-431.03 (A)(1));
- (ii) discussion or consideration of records exempt by law from public inspection (A.R.S. §38-431.03 (A)(2));
- (iii) discussion or consultation for legal advice with the city's attorneys (A.R.S. §38-431.03 (A)(3));
- (iv) discussion or consultation with the city's attorneys regarding the city's position regarding contracts that are the subject of negotiations, in pending or contemplated litigation, or in settlement discussions conducted in order to avoid or resolve litigation (A.R.S. §38-431.03 (A)(4));
- (v) discussion or consultation with designated representatives of the city in order to consider its position and instruct its representatives regarding negotiations with employee organizations (A.R.S. §38-431.03 (A)(5)); or
- (vi) discussing or consulting with designated representatives of the city in order to consider its position and instruct its representatives regarding negotiations for the purchase, sale or lease of real property (A.R.S. §38-431.03 (A)(7)).

**Confidentiality Requirements Pursuant to A.R.S. §38-431.03 (C)(D): Any person receiving executive session information pursuant to A.R.S. §38-431.02 shall not disclose that information except to the Attorney General or County Attorney by agreement of the City Council, or as otherwise ordered by a court of competent jurisdiction.**



CITY OF GLENDALE

# Council Communication

## Workshop Agenda

01/30/2007

Item No. 1

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager

PRESENTED BY: Mark Burdick, Fire Chief

SUBJECT: **GLENDAL FIRE DEPARTMENT NEEDS ASSESSMENT**

### *Purpose*

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- This is a presentation to City Council on the Fire Department's Needs Assessment, which covers FY 2007-2010.
- This assessment provides a current snapshot of the organization's service delivery demands. In addition, it outlines recommended resources needed to adequately maintain and improve our current level of service.

### *Council Strategic Goals Or Key Objectives Addressed*

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- This item addresses the Council strategic goal of providing high quality services to citizens by identifying the fire department's critical needs for the next three years to provide an acceptable level of public safety services.

### *Background*

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- During the Council budget reviews of the FY 2006-07 preliminary budget, the Fire Chief was asked several questions by Council regarding current and future needs. At that time Council was advised that under the direction of the City Manager, the Fire Department would be returning with a comprehensive Needs Assessment.
- The results of this analysis identified three key issues that exist and the recommendation or strategies to address the issues:

1. The National Fire Protection Association Standard 1710 (NFPA 1710) was designed to establish a national standard for municipal fire department response and staffing. This standard requires that the first unit responding arrive on scene of an emergency medical incident in less than four minutes of travel time, 90% of the time. The Glendale Fire Department (GFD) currently arrives under four minutes 71% of the time for medical incidents.

GFD is in the process of redeploying existing medic units to more efficiently address response needs. These medic units have proven to be effective in improving reliability and reducing response times.

GFD will begin a comprehensive analysis and review of current Emergency Medical Services (EMS) delivery system as it pertains to transportation. The analysis should be completed as soon as possible.

2. The addition of staff positions is critical to maintain effective service delivery. Over the past ten years, due to the tremendous growth Glendale has experienced, the fire department filled key staff positions by reassigning personnel from their field positions. While this has served as an interim fix, over the past several years it has been maintained by utilizing one-time overtime funding. This practice has placed the department in the tenuous position of relying on continual one-time funding to support critical staffing levels in administration. If unsuccessful in receiving on-going funding for these positions, the divisions and the support provided would be shut down and personnel would return to field positions. The recommendation is to aggressively replace these reassigned, contractual and identified positions with permanent staff to maintain existing service delivery to our firefighters and citizens.
3. The addition of personnel and apparatus drives the need to provide adequate equipment, training and support functions. The fire department has used a variety of means to add or replace equipment, apparatus and provide on-going training and development, through the use of grants, one-time funding or extending the use of the equipment beyond its recommended life span. The recommendation is to provide on-going funding for training, equipment, apparatus and support to maintain an acceptable level of technology and function. This process has been graduated over the three-year plan, with the end result being a system that effectively and efficiently manages the technology, function and safety aspects of firefighting.

## *Community Benefit*

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- This assessment will assist in identifying service delivery demands and resources needed to adequately provide an acceptable level of services to the community.

## *Policy Guidance*

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This is an informational report on the Fire Department's Needs Assessment and Council guidance is not being requested.



CITY OF GLENDALE

# Council Communication

## Workshop Agenda

01/30/2007

Item No. 2

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager

PRESENTED BY: Steve Conrad, Police Chief

SUBJECT: **2007 POLICE STAFF STUDY REPORT**

### *Purpose*

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- This is a request for City Council to review the Police Department's annual staffing study. This report represents the department's commitment to annually examine staffing levels and to adjust the staffing recommendations based on current conditions.

### *Council Strategic Goals Or Key Objectives Addressed*

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- Public safety is an integral component of each of the Council's goals and key objectives. By ensuring that adequate staffing of the police force is accomplished, Council will continue to provide the citizens of Glendale with a strong crime prevention and enforcement service.

### *Background*

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- March 14, 2006, during the FY 2006-07 budget process, the police department's 2006 Staffing Study was presented to Council. At that time Council requested staff to present the study on an annual basis.
- The results of the 2007 study include:
  - An organizational overview that covers this past year's restructuring and reorganization, including the shifting of resources to address emerging crime trends and major events.
  - A summarization of crime and calls for service, case clearances, court filings and arrest information.
  - A best practice section, which reports on the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) goals, International Association of Chiefs of

- Police (IACP) recommendations, regional and valley staffing comparison, and future growth and development.
- A vacancy and hiring section that outlines vacancies and the efforts to fill them, as well as hiring challenges.
  - A recommendations section that outlines specific positions and the staffing increases needed in the bureaus and divisions.
  - An implementation plan continues last year's proposed phasing approach after evaluating the new recommendations and redeployment impacts, and includes those positions that are currently covered by contract workers.

## *Community Benefit*

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- With the annual analysis of the police department's staffing needs, recommendations are made to address the department's main objectives: crime prevention, crime control, community involvement, and fair and equitable treatment of all citizens and visitors of Glendale.

## *Policy Guidance*

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This is an annual report staff is presenting to Council for their review.



CITY OF GLENDALE

# Council Communication

## Workshop Agenda

01/30/2007

Item No. 3

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager

PRESENTED BY: Kenneth A. Reedy, P.E., Deputy City Manager  
Elizabeth Finn, Presiding City Judge  
Steven Conrad, Police Chief  
Mark Burdick, Fire Chief

SUBJECT: **PUBLIC SAFETY FACILITY NEEDS UPDATE**

### *Purpose*

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- This is a request for City Council to review updates to the Public Safety facilities and provide guidance on the proposed City Court facility, as well as the Police and Fire Administration facilities.
- Over the last couple of years, studies have been undertaken by each of the three departments in Public Safety. The City Court project has been reviewed for current costs, and Police and Fire have completed studies that will provide the Council with updated needs.
- Public Safety staff worked collaboratively to evaluate the needs of all three departments while minimizing the fiscal impact. By working together, staff was able to resolve a variety of issues that was increasing the costs of each project. This is a great example of interdepartmental cooperation, one leading to an improved solution for each department at a lower overall cost to the city.
- Presiding City Judge Elizabeth Finn, Police Chief Steven Conrad and Fire Chief Mark Burdick are here today to answer any questions Council may have related to the following recommendations.

## *Council Strategic Goals*

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- Council has repeatedly indicated that the needs of the Public Safety departments are a top priority for the city. These improvements are important and critical to delivering the quality of customer service each department is striving for in a fiscally responsible way.
- One of the objectives of Council's strategic goal of "One Community with A Vibrant City Center" is to maintain timing set in the current Capital Improvement Plan (CIP) for a Courthouse.
- Use of the 4701 West Glendale Avenue land will provide a base for economic development at this important entryway to the city. The new City Court project should also encourage additional redevelopment projects in the area.

## *Background*

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- With all three public safety departments working together, it became clear that staff needed to continue to focus on both the long-term and short-term issues. The primary task was to be mindful of the five to ten year timeframes for the planning efforts and needs. It was also important to make sure that the sites would accommodate long-term future needs without relocating the first phase improvements. By working together, staff could see that a plan to locate more than one department at the 4701 West Glendale site would not allow future expansion by any of the potential occupants.
- Working collaboratively, the departments have been able to reduce overall costs, while meeting the priority needs of all three departments. By demolishing the existing building at 4701 West Glendale Avenue, the Court can delay or eliminate the need for structured parking at the proposed site. The Police and Court have identified a detention solution that will improve customer service and reduce costs in the City Court project.
- Each of the public safety departments has completed studies to assist in the evaluation of the capital needs and prioritization of the various projects.

### **City Court Facility**

- The City Court Needs Assessment was completed in the summer of 2004 and has been updated related to changes in construction costs over the last few months. The current Court facility operates all five existing courtrooms and has no additional office space for court staff or judges. The demand for additional Court space is growing rapidly due to city growth and changes in the State laws in several areas. The increase in demand for courtrooms is growing at a current rate of one new courtroom every two years. Interim growth needs will require the creation of special work schedules and/or additional space to allow the Court to handle the projected case volume while the new facilities are being designed and constructed. The new facility will include up to twelve courtrooms in the

90,000 square foot building and also provide office space for the Court administrative staff and Prosecutors Office.

- The logical site for the proposed Court facility is the property located at 4701 West Glendale Avenue. Staff is recommending the demolition of the existing building and to use the site exclusively for the Court facilities. Staff is also recommending that the previously planned structured parking for Court patrons is eliminated in the first phase and surface parking is used instead. Future expansion of the Court will be accommodated on this site by adding additional Court space and if necessary, adding structured parking to meet the future parking demand.

### **Police Department Facility**

- The Police Department completed a recent study that indicates the department could remain in the existing Public Safety Facility when Fire administration is relocated. Police would also expand into current Court space when vacated. Per the study, the first priority work will be to make tenant improvements to improve the setup and workflow to existing Police work areas. The Police Chief and his staff have reviewed operations and identified issues in several areas. Additional patrol staffing space in each station was one significant identified need that impacted several work locations. The Chief has decided that centralizing Traffic and Community Services and moving them into the main station after Fire administration vacates will help accommodate the growth needs in both of the stations.
- There are several remodeling needs that will also help accommodate some changes in space available at the main Public Safety Building as well as the stations. Also, the new Public Safety Training Facility will allow the Training and Special Events Planning staff to be relocated into that facility and free up additional space at Gateway Station. Another significant remodel for the Police Department involves expansion of the detention facilities, which are critical to Court functions. By retaining one “jail court” at the current Court, the need for detention facilities at the new Court is dramatically reduced.

### **Fire Department Facility**

- The Fire Department has also completed a study and determined the need for a new downtown headquarters facility. The goal is to consolidate the department’s management and support staff into one facility. The study indicates that the first phase of construction should include a 30,000 square foot office building with associated parking. A site should be acquired that will allow the phased expansion of the facility to at least 46,000 square feet with associated parking. The potential for a phased construction approach seems to provide the needed space in the most economical way.
- The Fire Administration Headquarters project will improve management and communication for the varied functions of the department by allowing all of the administrative staff to work collaboratively in a unified setting. In order to achieve the earliest expansion of Police space, a potential evaluation is to consider moving the existing Fire administration staff out of the Public Safety Complex and into temporary quarters. Staff will be reviewing potential temporary locations in the downtown area and bring possible solutions forward for budget review.

## *Previous Council/Staff Actions*

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- On December 21, 2004, Council adopted Resolution No. 3815 New Series authorizing and directing the City Manager to acquire the property located at 4701 West Glendale Avenue for the development of a Public Safety and City Court Complex.

## *Community Benefit*

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- All of the Public Safety capital improvements are planned to provide improved service to the citizens of the city. The planned facilities will improve the responsiveness of each of the departments in a growing activity environment.
- The studies that each of the three public safety departments completed anticipated growth in service demand. The growth is partly related to population growth but also reflects changes in the way each department is required to do business. In several situations, the demand for service is related to changes in the legal requirements that have been created by the Arizona Legislature. By accommodating the need for future growth and planning for it in new facility designs, the city will be able to provide the highest level of service throughout the planning period. Each department should be allowed to grow in an orderly and efficient way to better serve the community's service needs.
- The city's goals are to have appropriate facilities to properly manage the anticipated workload for the public safety departments.

## *Budget Impacts & Costs*

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- Each of the three departments has needs that will determine how the city should prioritize the CIP.
- The cost of the new Court facility, including demolition of the existing buildings, is \$30 million. \$22.8 million is budgeted in the current CIP beginning in FY 2006-07 through FY 2008-09, with construction planned for FY 2008-09. Construction costs are projected to require \$7.2 million more than is budgeted in the current CIP.
- For the Fire Department, there is \$500,000 budgeted in the current CIP for FY 2009-10. An additional \$8.2 million is reflected in the last five years of the current CIP, FY 2012-16. A detailed plan should be undertaken to find a location, acquire the land, and plan the phasing of construction so that an accurate budget can be prepared for the CIP. Based upon the first phase projection of a 30,000 sq. ft. building, the cost of the new Fire Administration Headquarters is estimated at \$12 million, including land.

- For the Police Department, the cost of tenant improvements is estimated at \$12 million. These improvements are not currently budgeted in the current 10-year CIP.
- The CIP adjustments and timing suggestions will be prepared for this year's Budget process for Council review and input.

## *Policy Guidance*

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Staff is seeking guidance from Council to use the property located at 4701 West Glendale Avenue for exclusive Court purposes, and to demolish the former car dealership building.



CITY OF GLENDALE

# Council Communication

## Workshop Agenda

01/30/2007

Item No. 4

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager

PRESENTED BY: Dana Tranberg, Intergovernmental Programs Director

SUBJECT: [2007 STATE LEGISLATIVE UPDATE AND 2007 FEDERAL LEGISLATIVE AGENDA DEVELOPMENT](#)

### *Purpose*

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- This is a request for City Council to provide direction on proposed state legislation, consistent with the approved 2007 state legislative agenda; and provide direction on the 2007 federal legislative agenda development that will form the foundation of the 2007 federal legislative agenda.
- The purpose of the federal and state legislative agendas is to affect federal and state legislation and regulations as they relate to the interests of the city and its residents.

### *Council Strategic Goals Or Key Objectives Addressed*

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- The 2007 state and federal legislative agendas provide the policy framework by which Intergovernmental Programs staff engages on state and federal legislative issues.
- Throughout the 2007 legislative sessions, policy direction will be sought on proposed statutory changes which fall under the adopted council policy statements relating to the financial stability of the city, public safety issues, promoting economic development, managing growth and preserving neighborhoods.

### *Background*

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- The Intergovernmental Programs staff recommends prioritizing the state legislative agenda to a few key issues to allow the city to have a stronger, more consistent message on the

items of greatest priority. The proposed key priority issues for consideration are described in the attached reports.

- The legislative agenda defines the city's priorities for the upcoming session and will guide the city's lobbying activities at the Arizona State Legislature. The Intergovernmental Programs staff will come before the Council on a regular basis throughout the session for direction on bills and amendments that may be introduced. The city's legislative agenda is a flexible document and may change, based on activities at the Legislature and Council direction.
- The Intergovernmental Programs Department has conducted a city-wide assessment of potential federal funding opportunities to be included in the 2007 Federal Legislative Agenda. Based on this assessment, staff recommends pursuing federal funding opportunities, including grant opportunities, line-item appropriations, earmarks and regulation revisions in the areas of: transportation, public safety, homeland security, historic preservation, libraries, youth workforce development and economic development initiative projects.
- The Intergovernmental Programs Department will return at the February 20, 2007 workshop to present the comprehensive 2007 federal legislative agenda inclusive of funding requests and policy areas for engagement.

## *Previous Council/Staff Actions*

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- On December 19, 2006, Council approved the 2007 State Legislative Agenda, which included policy statements on municipal legislative priorities and principles.
- On January 16, 2007, the Intergovernmental Programs staff presented legislative issues to the Council.

## *Community Benefit*

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- The priorities and principles of Glendale's 2007 state legislative agenda provide the venue for the city to identify and engage on state legislative issues. The key principles of the state legislative agenda are: to preserve and enhance the city's ability to deliver quality and cost-effective services to citizens and visitors; to address quality of life issues for Glendale residents, and to enhance the City Council's ability to serve the community by retaining local decision making authority and maintain state legislative and voter commitments for revenue sources.
- Development of a 2006 federal legislative agenda provides the venue for the city to identify and engage on federal issues of concern to the community, which will enhance the ability of the city to deliver superior services and to address quality of life issues for the residents of Glendale.

## *Direction/Policy Guidance*

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Staff is requesting Council to provide policy direction on the proposed state legislative issues and federal legislative program development.