

# City of Glendale Council Workshop Agenda

April 2, 2013 – 1:30 p.m.

## Welcome!

We are glad you have chosen to attend this City Council meeting. We welcome your interest and encourage you to attend again.

## Form of Government

The City of Glendale has a Council-Manager form of government. Policy is set by the elected Council and administered by the Council-appointed City Manager. The City Council consists of a Mayor and six Councilmembers. The Mayor is elected every four years by voters city-wide. Councilmembers hold four-year terms with three seats decided every two years. Each of the six Councilmembers represent one of six electoral districts and are elected by the voters of their respective districts (see map on back).

## Council Meeting and Workshop Schedule

Council meetings to take official action are held two times each month. These meetings are held on the second and fourth Tuesday of each month at 7:00 p.m. Council workshops are generally held two times each month. Workshops provide Council with an opportunity to hear a presentation by staff on topics that may come before Council for official action. These meetings are held on the first and third Tuesday of each month at 1:30 p.m. The City Council does not take official action during workshop sessions. All meetings are held in the Council Chambers, Glendale Municipal Office Complex, 5850 W. Glendale Avenue.

## Executive Session Schedule

Council may convene in "Executive Session" to receive legal advice and discuss land acquisitions, personnel issues, and appointments to boards and commissions. Executive Sessions will be held in Room B3 of the Council Chambers. As provided by state statute, this session is closed to the public.

*Regular City Council meetings are telecast live. Repeat broadcasts are telecast the second and fourth week of the month – Wednesday at 2:30 p.m., Thursday at 8:00 a.m., Friday at 8:00 a.m., Saturday at 2:00 p.m., Sunday at 9:00 a.m. and Monday at 1:30 p.m. on Glendale Channel 11.*

**If you have any questions about the agenda, please call the City Manager's Office at (623)930-2870. If you have a concern you would like to discuss with your District Councilmember, please call the City Council Office at (623)930-2249**



**For special accommodations or interpreter assistance, please contact the City Manager's Office at (623)930-2870 at least one business day prior to this meeting. TDD (623)930-2197.**

**Para acomodacion especial o traductor de español, por favor llame a la oficina del administrador del ayuntamiento de Glendale, al (623) 930-2870 un día hábil antes de la fecha de la junta.**

## **Councilmembers**

Cactus District – Ian Hugh  
Cholla District – Manuel D. Martinez  
Ocotillo District – Norma S. Alvarez  
Sahuaro District – Gary D. Sherwood  
Yucca District – Samuel U. Chavira



**MAYOR JERRY P. WEIERS**

Vice Mayor Yvonne J. Knaack – Barrel District

## **Appointed City Staff**

Richard Bowers – Acting City Manager  
Nick DiPiazza – Acting City Attorney  
Pamela Hanna – City Clerk  
Elizabeth Finn – City Judge



# Council District Boundaries





**GLENDALE CITY COUNCIL WORKSHOP SESSION**  
**Council Chambers**  
**5850 West Glendale Avenue**  
**April 2, 2013**  
**1:30 p.m.**

One or more members of the City Council may be unable to attend the Workshop or Executive Session Meeting in person and may participate telephonically, pursuant to A.R.S. § 38-431(4).

**WORKSHOP SESSION**

1. STATE LEGISLATIVE UPDATE  
PRESENTED BY: Brent Stoddard, Executive Director, Intergovernmental Programs and Jenna Goad, Intergovernmental Programs Administrator
2. COUNCIL ITEM OF SPECIAL INTEREST: POLICE DEPARTMENT BUDGET AND BASELINE SERVICE LEVELS  
PRESENTED BY: Debora Black, Interim Police Chief
3. COUNCIL ITEM OF SPECIAL INTEREST: FIRE DEPARTMENT BUDGET AND BASELINE SERVICE LEVELS  
PRESENTED BY: Mark Burdick, Fire Chief

**CITY MANAGER'S REPORT**

**This report allows the City Manager to update the City Council. 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 ITEMS OF SPECIAL INTEREST**

**Councilmembers may indicate topic(s) they would like to have discussed by the Council at a future Workshop and the reason for their interest. The Council does not discuss the new topics at the Workshop where they are introduced.**

**EXECUTIVE SESSION**

1. LEGAL MATTERS

- A. The City Council will meet with Jose De Jesus Rivera, of Haralson, Miller, Pitt, Feldman & McAnally, P.L.C. for legal advice, discussion and consultation regarding the external audit. (A.R.S. § 38-431.03(A)(2)(3))
- B. The City Council will meet with the City Attorney for legal advice, discussion and consultation regarding the city's position in pending or contemplated litigation, including settlement discussions conducted in order to avoid or resolve litigation. (A.R.S. § 38-431.03(A)(3)(4))

2. LEGAL MATTERS – PROPERTY & CONTRACTS

- A. Discussion and consultation with the City Attorney and City Manager to receive an update, consider its position and provide instruction and direction to the City Attorney and City Manager regarding Glendale's position in connection with agreements associated with arena management, the Arena and the Hockey Team, which are the subject of negotiations. (A.R.S. § 38-431.03(A)(3)(4)(7))

3. PERSONNEL MATTERS/LEGAL ADVICE/CONTRACTS

- A. The City Council will meet with the Presiding Judge to discuss the possible assignment of administrative duties to an appointed city judge. (A.R.S. § 38-431.03(A)(1))
- B. The City Council will meet to discuss and/or consider the possible employment, assignment, appointment, dismissal, retirement or resignation and/or compensation and benefits of the City Attorney; discuss and consider records exempt by law from public inspection; discuss and/or consider its position and instruct its attorneys regarding the public body's position regarding negotiations in pending or contemplated litigation or settlements to avoid litigation; and discuss and/or consult with attorneys and representatives of the public body for legal advice and to consider its position regarding the same. A.R.S. § 38-431.03(A)(1), (2), (3), and (4).
- C. Various terms have expired on boards, commissions and other bodies. The City Council will be discussing appointments involving the following boards, commissions and other bodies. (A.R.S. § 38-431.03 (A)(1))

- 1. Arts Commission
- 2. Audit Committee
- 3. Aviation Advisory Commission
- 4. Board of Adjustment
- 5. Citizens Bicycle Advisory Committee
- 6. Citizens Transportation Oversight Commission

7. Commission on Neighborhoods
8. Commission on Persons with Disabilities
9. Community Development Advisory Committee
10. Glendale Municipal Property Corporation
11. Historic Preservation Commission
12. Industrial Development Authority
13. Judicial Selection Advisory Board
14. Library Advisory Board
15. Parks and Recreation Advisory Commission
16. Personnel Board
17. Planning Commission
18. Public Safety Personnel Retirement Board/Fire
19. Public Safety Personnel Retirement Board/Police
20. Risk Management/Workers Compensation Trust Fund Board
21. Western Loop101 Public Facilities Corporation

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

Arizona statute precludes any person receiving executive session information from disclosing that information except as allowed by law. A.R.S. § 38-431.03(F). Each violation of this statute is subject to a civil penalty not to exceed \$500, plus court costs and attorneys' fees. This penalty is assessed against the person who violates this statute or who knowingly aids, agrees to aid or attempts to aid another person in violating this article. The city is precluded from expending any public monies to employ or retain legal counsel to provide legal services or representation to the public body or any of its officers in any legal action commenced for violation of the statute unless the City Council takes a legal action at a properly noticed open meeting to approve of such expenditure prior to incurring any such obligation or indebtedness. A.R.S. § 38-431.07(A)(B).

Items Respectfully Submitted,



Richard A. Bowers  
Acting City Manager



# WORKSHOP COUNCIL REPORT

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Meeting Date: 4/2/2013  
Meeting Type: Workshop  
Title: STATE LEGISLATIVE UPDATE  
Staff Contact: Brent Stoddard, Intergovernmental Programs Director

## **Purpose and Policy Guidance**

This is a legislative update which will allow the City Council to provide guidance on proposed state legislation.

## **Background**

The City Council directed the Intergovernmental Programs staff to prioritize 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 city's legislative agenda is a flexible document and may change, based on activities at the Legislature and Council direction.

The legislative agenda defines the city's priorities for the session and guides the city's lobbying activities at the Arizona State Legislature. The Intergovernmental Programs staff provides the Council regular comprehensive updates on the status of introduced bills.

## **Previous Related Council Action**

On February 5, 2013, the Intergovernmental Programs department presented the 2013 State Legislative Agenda for adoption and provided a legislative update.

## **Community Benefit/Public Involvement**

The priorities and principles of Glendale's 2013 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 maintaining state legislative and voter commitments for revenue sources.



# CITY COUNCIL REPORT

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Meeting Date: **4/2/2013**  
Meeting Type: **Workshop**  
Title: **COUNCIL ITEM OF SPECIAL INTEREST: POLICE DEPARTMENT BUDGET AND  
BASELINE SERVICE LEVELS**  
Staff Contact: **Debora Black, Interim Police Chief**

## **Purpose and Policy Guidance**

This report contains information on the Police Department's budget and baseline service levels.

## **Background Summary**

The Police Department is currently operating under the FY2012-13 budget, which supports expenses associated with staffing levels of 405 police officers and 139 civilian employees responsible for providing police services in Glendale.

For over a decade, the Police Department has held accredited status through the Commission on Accreditation for Law Enforcement (CALEA), and in July 2012, achieved the Gold Standard Award. Accreditation promotes quality practices in public safety services, primarily by maintaining a body of standards developed by public safety practitioners covering a wide range of contemporary public safety initiatives; establishing and administering an accreditation process; and recognizing professional excellence.

Staffing levels and officer deployment strategies vary significantly between jurisdictions. Common methodologies have included the analysis of historical staffing patterns, community surveys, population growth, the ratio of officers to population and the ratio of sworn to non-sworn employees. Although police staff-to-population ratios remain popular, no national standard exists. Functional staffing plans must be based on sound police management practice. The International Association of Chiefs of Police (IACP) has long been recognized for its preeminence in the field of patrol staffing, deployment, scheduling and productivity. The IACP recognizes that ready-made, universally applicable patrol staffing standards do not exist. Political considerations, economic conditions, demographics, city leadership goals, crime trends, calls for service and community expectations, to one degree or another, have all factored into staffing plans. Based on available research, the Glendale Police Department has modeled a patrol staffing strategy from the IACP which suggests allocating patrol resources as follows: 20 minutes of each hour to be allocated for calls for service; 20 minutes of each hour to be allocated for administrative duties; and 20 minutes of each hour is free for proactive patrol response.



# CITY COUNCIL REPORT

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While Patrol staffing has remained constant over several years, the Police Department has not been able to deploy officers to meet the defined ideal recommended allocation while maintaining staffing for other essential functions such as traffic enforcement, investigations, and undercover operations. Through a department reorganization effort, the level of deployment for the Patrol function will increase by 10% in June 2013.

## **Previous Related Council Action**

On January 8, 2013, Council made a motion to place budget actions on hold until the appointment of a permanent City Manager.

On December 18, 2012, the Police Department presented information to Council addressing the overages they are experiencing and expected to have on an ongoing basis.

In June 2012, Council approved the Police Department's FY 2012-13 operating budget.

## **Analysis**

Two factors to be considered in police staffing levels are response times to priority calls for service and crime rates. The number of priority calls dispatched has increased since 2008, and have remained essentially constant for the past three years. Calls for service are categorized and dispatched according to their priority. Although there is not an established national standard for police response times, it is generally accepted among law enforcement authorities that high-priority call response times should be in five minutes or less. This is the standard the Glendale Police Department strives to achieve, while attaining a 15-35 minute response time for lower-priority calls for service.

During 2012, officers' response to high-priority calls ranged from 4.6-6.3 minutes, with a combined average of 5 minutes and 45 seconds. There has been no significant change in response times for high-priority calls in the 2008-2012 time frame. Lower-priority calls have seen an increase during that time frame; however; this is largely attributed to the 2009 elimination of two important resources: callback and civilian accident investigators. In 2012, lower-priority response was an average of 31 minutes, an increase in 30 seconds from 2011.

When comparing crime in Glendale from 2008 to 2012, utilizing the Uniform Crime Report (UCR) Part One categories of violent- homicide, rape, robbery, and aggravated assault, and property- burglary, larceny, auto theft and arson, Glendale has seen an overall reduction in crime. Comparing 2011 to 2012, the crimes of homicide, rape, robbery, and auto theft all showed a reduction, while aggravated assault, burglary and larceny increased.



# CITY COUNCIL REPORT

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Meeting Date: **4/2/2013**  
Meeting Type: **Workshop**  
Title: **COUNCIL ITEM OF SPECIAL INTEREST: FIRE DEPARTMENT BUDGET AND BASELINE SERVICE LEVELS**  
Staff Contact: **Mark Burdick, Fire Chief**

## **Purpose and Policy Guidance**

The purpose of this City Council Report is to address City Council's request to provide an update and overview of the Fire Department's budget and baseline service levels.

## **Background Summary**

The fire department is currently operating under the FY 2012-13 budget which supports the current staffing level of 238 firefighters and 39 civilian employees and expenses associated with providing the various service lines of the fire department.

The fire department presented information to Council on December 18, 2012 addressing the overages it is experiencing and is expected to have on an ongoing nature (structural deficit). The fire department presented several possible budget reallocations. At the January 8, 2013 meeting, where council was to vote on approval of the actions to balance the fire department budget, a motion was made and passed that effectively placed these actions on hold, until the appointment of a permanent city manager.

The department was awarded reaccreditation by the Commission on Fire Accreditation International last year which signifies ten consecutive years of accredited status. The Fire department was unable to complete build out of the 2007-2010 Fire Department Needs Assessment and has been challenged to continue the high level of customer service that it delivers to the citizens of Glendale without fulfilling all identified needs.

The challenges that the department faces can best be described through identification of the divergence between the budget, staffing, and demand for service in 2008 which was captured in the needs assessment versus the current budget, staffing, and demand for service.

Between 2008 and 2012 trends show response times have degraded from 5 minutes 27 seconds to 6 minutes 52 seconds. Working fires have increased by 26 percent and two stations respond to over 3,000 incidents annually. Fire Station 154 had 3,741 fire station departures. Fire Station 153 had 3,112 fire station departures. The Tridata "busy"



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classification ranges from 3,000 to 3,200 incidents and they recommend evaluation of resources. This places Fire Station 154 in the Tridata “very high” category of 3,000 to 3,999 responses per year. Data shows that over 4,000 calls per year is the equivalent of having half a fire station. This is due to the unavailability of the unit due to the excessive number of calls. Historically, the department has located two units out of stations to address this issue.

## **Analysis**

The Glendale citizens expect a fire department that is fast, caring, innovative and professional in delivering daily service. As part of its commitment, the fire department provides top quality of life safety service that includes five core interactive services including:

- Fire Prevention and Education ~ Public Education, Inspections, Investigations and Code Adoption
- Fire Suppression ~ Firefighting
- EMS ~ Advanced Life Support and Basic Life Support
- Special Operations ~ Hazardous Materials and Technical Rescue
- Crisis Response ~ Social Services

The Glendale Fire Department is one of the busiest fire departments in the valley with the greatest ratio of incidents per firefighter, at 148.7 when compared to 12 other valley cities. In response times, Glendale ranks number nine when compared to the same entities.

In 2008 the response times decreased by more than a minute to 5 minutes 27 seconds with the addition of three medic units, as well as the impact from station 159 which added an engine and a ladder company.

In response to increasing response times and accreditation recommendations, in 2010 the department completed a deployment reorganization which included the movement of staff and equipment to provide a higher level of service to the Glendale citizens. This reorganization had a short-term stabilizing effect on response times. In 2012 response times have increased to 6 minutes 52 seconds. The increase could be attributed to both an increase in incidents from 32,439 to 36,467 as well as the elimination of two of the medic units. Due to budget constraints, the remaining medic unit hours of operation were reduced.