

City of Glendale Council Workshop Agenda

June 3, 2014 – 1:30 p.m.

Welcome!

We are glad you have chosen to attend this 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 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).

Voting Meetings and Workshop Sessions

Voting meetings are held for Council to take official action. These meetings are held on the second and fourth Tuesday of each month at 6:00 p.m. in the Council Chambers of the Glendale Municipal Office Complex, 5850 West Glendale Avenue. **Workshop sessions** provide Council with an opportunity to hear presentations by staff on topics that may come before Council for official action. These meetings are generally held on the first and third Tuesday of each month at 1:30 p.m. in Room B3 of the Glendale Municipal Office complex.

Special voting meetings and workshop sessions are called for and held as needed.

Executive Sessions

Council may convene to an executive session to receive legal advice, 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, executive sessions are 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 administador 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

Brenda S. Fischer – City Manager
Michael D. Bailey – City Attorney
Pamela Hanna – City Clerk
Elizabeth Finn – City Judge

Meeting Agendas

Generally, paper copies of Council agendas may be obtained after 4:00 p.m. on the Friday before a Council meeting from the City Clerk Department inside Glendale City Hall. Additionally, the agenda and all supporting documents are posted to the city's website, www.glendaleaz.com

Public Rules of Conduct

The presiding officer shall keep control of the meeting and require the speakers and audience to refrain from abusive or profane remarks, disruptive outbursts, applause, protests, or other conduct which disrupts or interferes with the orderly conduct of the business of the meeting. Personal attacks on Councilmembers, city staff, or members of the public are not allowed. It is inappropriate to utilize the public hearing or other agenda item for purposes of making political speeches, including threats of political action. Engaging in such conduct, and failing to cease such conduct upon request of the presiding officer will be grounds for ending a speaker's time at the podium or for removal of any disruptive person from the meeting room, at the direction of the presiding officer.

How to Participate

Voting Meeting - The Glendale City Council values citizen comments and input. If you wish to speak on a matter concerning Glendale city government that is not on the printed agenda, please fill out a blue Citizen Comments Card. Public hearings are also held on certain agenda items. If you wish to speak on a particular item listed on the agenda, please fill out a gold Public Hearing Speakers Card. Your name will be called when the Public Hearing on the item has been opened or Citizen Comments portion of the agenda is reached. **Workshop Sessions** - There is no Citizen Comments portion on the workshop agenda.

When speaking at the Podium - Please state your name and the city in which you reside. If you reside in the City of Glendale, please state the Council District you live in.

Regular Workshop meetings are telecast live. Repeat broadcasts are telecast the first and third week of the month – Wednesday at 3:00 p.m., Thursday at 1:00 p.m., Friday at 8:30 a.m., Saturday at 2:00 p.m., Sunday at 9:00 a.m. and Monday at 2:00 p.m. on Glendale Channel 11.



Council District Boundaries





GLENDALE CITY COUNCIL WORKSHOP SESSION
Council Chambers – Room B3
5850 West Glendale Avenue
June 3, 2014
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).

CALL TO ORDER

WORKSHOP SESSION

1. COUNTY ISLAND FIRE DISTRICT
PRESENTED BY: Mark Burdick, Fire Chief
John Flynn, Consultant, Policy Logic
2. FIRE DEPARTMENT EXTERNAL CUSTOMER BASED STRATEGIC PLANNING PROCESS
PRESENTED BY: Mark Burdick, Fire Chief
3. PROPOSED ORDINANCE AMENDING GLENDALE CITY CODE, CHAPTER 3, ARTICLE 22, SECTION 3-47 (ALARM SUBSCRIBER PERMITS)
PRESENTED BY: Debora Black, Police Chief
4. AUDIT COMMITTEE
PRESENTED BY: Tom Duensing, Executive Director, Financial Services
Vicki L. Rios, CPA, Assistant Finance Director, Financial Services
5. SPECIAL PROJECT RECOMMENDATIONS – IMPLEMENTATION PLAN STATUS
PRESENTED BY: Julie Frisoni, Assistant City Manager,
Jim Brown, Executive Director, Human Resources and Risk Mgt.
Tom Duensing, Executive Director, Financial Services

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 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))
- B. The City Council will meet with the City Attorney and City Manager to receive legal advice, consider its position and provide instruction and direction to the City Attorney and City Manager regarding the City's position in connection with the property at or near 91st and Northern Avenues. (A.R.S. § 38-431.03(A)(3)(4))
- C. Council will meet to discuss and consider records exempt by law from public inspection and are specifically required to be maintained as confidential by state or federal law. (A.R.S. § 38-431.03(A)(4))

2. PERSONNEL MATTERS

- A. 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. Water Services Advisory Commission

B. The City Council will meet with the City's Consultant to discuss and consider the annual performance evaluation of the City Manager, City Clerk and City Attorney. (A.R.S. § 38-431.03(A)(1))

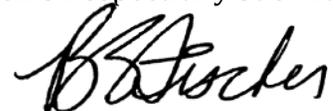
Upon a public majority vote of a quorum of the City Council, the Council may hold an executive session, which will not be open to the public, regarding any item listed on the agenda but only for the following purposes:

- (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

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,



Brenda S. Fischer, ICMA-CM
City Manager



WORKSHOP COUNCIL REPORT

Meeting Date: **6/3/2014**
Meeting Type: **Workshop**
Title: **COUNTY ISLAND FIRE DISTRICT**
Staff Contact: **Mark Burdick, Fire Chief**
Presented by: **Mark Burdick, Fire Chief**
John Flynn, Consultant, Policy Logic

Purpose and Policy Guidance

The purpose of this item is to provide Council information on the formation of a County Island Fire District (CIFD). This is for Council information only.

Background

The County Island Fire District (CIFD) bill was passed into law nearly a decade ago. The bill established a process whereby citizens living in county islands located with a municipal planning area (MPA) could establish a fire district, for the purpose of receiving fire and emergency medical services, either by contract or from the city whose MPA the county island or islands are located. This law defines a three-step process to form a fire district.

First, the areas to be included within a CIFD must be located within an MPA, and bordered on all sides by an incorporated city, town or other governmental property. Second, there can be no other provider of fire and medical services, public or private, to that area. If private service exists, the private provider must give “permission” for the CIFD to be formed. Third, a “petition to form” process, authorized by the Maricopa County Board of Supervisors, subsequent to a public hearing on the matter, must be conducted. The petition must receive the approval of at least 50% plus one of all the county island property owners located within the proposed CIFD in order for the district to form.

Once the district is formed, if no private provider exists, the district may seek emergency services from nearby established fire departments. The jurisdiction whose MPA the CIFD is formed within has first right of refusal to provide service. If no agency is responsive to provide the requested service, it is the surrounding jurisdiction’s responsibility to do so. If a private service provider does exist, the district typically establishes service with the surrounding jurisdiction, which then contracts with the private provider to share service responsibilities.

There is cost recovery associated with providing service to a CIFD. The cost recovery formula was established when the law was first passed. It utilizes a secondary property tax assessment collected by the County Assessor’s Office. The proceeds are distributed to the district, which then pays the jurisdiction for fire and emergency medical services.



WORKSHOP COUNCIL REPORT

Analysis

The CIFD law allows only one district to be established within each municipality's MPA. Glendale has several county islands within its municipal planning boundary, beginning with various parcels west of 83rd Avenue, and extending west to Perryville Road. Once a parcel or parcels forms a district inside a jurisdiction, as within the strip annexed area of western Glendale, it becomes the only allowable CIFD in that jurisdiction. However, once established, a district can "annex" additional county island properties within the same municipal planning area.

Currently, all western Glendale county land that is contained within the MPA is served by the Rural Metro Fire Department. Recently, members of the Glendale Fire Department met with representatives of Rural Metro Corporation to discuss the viability of establishing a CIFD. Both parties agree it would be in their mutual best interest to pursue the petition process with the Maricopa County Board of Supervisors. If approved, the process must be completed (gathering the appropriate number of signatures from property owners within the district boundaries) within one year of the date petition circulation is authorized. Failure to complete the process in one year renders the district formation null and void and must be started again.

Once established, the new district would establish service with the Glendale Fire Department, who would contract with Rural Metro Fire Department for service in areas not currently covered by Glendale Fire. Additionally, a "revenue sharing" portion of the contract will be negotiated between the City of Glendale and Rural Metro to provide cost recovery for both agencies. These revenues, garnered from the secondary property tax assessment, would be distributed by the CIFD board. This revenue sharing allows the City of Glendale to receive non-restricted monies, deposited into the general fund for providing fire and emergency medical services to county island residents. As the City of Glendale annexes land from within the CIFD, the district simply adjusts its footprint and no longer taxes that area. The City of Glendale would then be responsible for providing fire and emergency service as in any other part of its current jurisdictional boundaries.

Community Benefit/Public Involvement

Not all citizens living within county islands may have an interest in annexing into the jurisdiction surrounding it. Yet when they suffer a house fire or medical emergency, they desire the quick response of fire and medical personnel. Many times, in these more rural areas, responses may be prolonged, or no service provider may exist. In Glendale's case, Rural Metro currently operates two fire stations covering nearly 35 square miles of unincorporated land within Glendale's strip-annexed area. Through the combined services of both agencies, these responses can be covered in a more efficient, effective manner. Today, if Glendale Fire responds to a county island area, no revenue recovery options exist. When covered by a CIFD, county island residents would be supported by both agencies, receiving services paid for by the district's property owners, not the citizens of Glendale.



WORKSHOP COUNCIL REPORT

Additionally, the community within the district benefits from lower insurance premiums, as the Insurance Service Organization (ISO) provides most insurance companies with a rating schedule based on fire protection coverage. The schedule ranges from a top score of 1, to a worst score of 10. Glendale residents currently enjoy a rating of 2, where most county areas receive ratings of 7 or greater. Glendale Fire also participates in the Automatic Aid System, which assures the closest available fire truck responds, regardless of jurisdiction. Rural Metro participates in mutual aid, which requires phone communication between dispatch centers and lengthens response times.

Over the past several years, citizens living within west Glendale county island areas have contacted the Fire Department seeking coverage or information on how they may receive emergency service coverage from Glendale. The public has the right, by their vote, to accept or deny the formation of a CIFD. A formal petition process would provide a much broader involvement of residents, assuring significant public input. As stated earlier, it requires 50% of property owners plus one to establish the district. Extensive efforts are made, through signature gathering, public meetings and local notice, to provide information to the residents on the pros and cons of fire district formation so they may make an informed decision.

Budget and Financial Impacts

There is no budget or financial impacts to the City of Glendale for forming a CIFD. Costs associated with the formation process, including the signature gathering, are covered by Rural Metro Corporation and are recoverable from the district once formed. If the formation process fails, Rural Metro sustains the loss. No costs are passed on to Glendale.

Revenue generated from the district, if successful, would be distributed to Glendale who would pay Rural Metro under the revenue sharing agreement. Over the long term, as Glendale annexes more land within its western area, the revenue sharing agreement would reflect a diminishing portion to Rural Metro, and an increase to the City of Glendale as the district is absorbed into the City. This will enable Rural Metro to gradually redeploy its resources to other more financially beneficial areas that are not surrounded and served by municipal fire departments. As a result, over the next seven to ten years, Rural Metro's presence would decrease. However, some small areas of county islands will most likely always exist, as there will be some areas that simply will not annex into Glendale.

It is important to point out that the fire district has the authority to adjust rates not only for operational expenses, but for capital expenses as well. As Glendale annexes and grows west and the need to build a fire station and/or purchase a fire truck increases, the costs can be shared with the fire district. For example, if an area of development requires Glendale to build a fire station, the district can assess its property owners for its proportional share of the station, thereby reducing Glendale's cost.



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The existence of the CIFD will ensure that the City of Glendale receives revenue from these areas for fire and emergency medical services far into the future. This will benefit both the citizens of Glendale and the residents of the county islands.

Attachments

None



WORKSHOP COUNCIL REPORT

Meeting Date: **6/3/2014**
Meeting Type: **Workshop**
Title: **FIRE DEPARTMENT EXTERNAL CUSTOMER BASED STRATEGIC PLANNING PROCESS**
Staff Contact: **Chris DeChant, Executive Assistant Fire Chief**
Presented by: **Mark Burdick, Fire Chief**

Purpose and Policy Guidance

This item is to provide Council information on the Fire Department external customer based strategic planning process that was conducted from February through April, 2014.

Background

In 2012, the Commission on Fire Accreditation International presented the strategic recommendation of “seeking community feedback to assist it in the development of future goals and objectives, specifically for the strategic plan to the fire department”. The Fire Department must address all recommendations prior to accreditation review in 2017. To assure that the department would be compliant, an external based strategic planning process was conducted from February through April.

Analysis

Outreach for external customers was achieved by distribution of a flyer through Neighborhood Services, the City Council Office, the Mayor’s Office, the Glendale Chamber of Commerce, and direct invitation to the top 15 employers in the City. Additionally, the Fire Department advertised through the department website, Twitter® and Facebook® accounts and placed flyers at Glendale Community College, Thunderbird School of Global Management, and Arizona State University West.

A total of 47 participants from the community participated in the process, including 41 citizens and six business representatives. The process was conducted through three separate meetings with the public on February 15, February 22, and March 1. Participants were also given the opportunity to experience any of the Fire Department services, including a ride-along with an emergency response crew. The purpose of the meetings was for our customers to prioritize Fire Department services in the areas of emergency management, fire prevention, community education, crisis response, operations, special events and emergency medical services for the organization to use as a focus for future strategic planning. The participants received a 10 minute presentation from a subject matter expert in the area and then were allowed the opportunity to ask questions from each of those experts in a kiosk environment. A final meeting was held with all



WORKSHOP COUNCIL REPORT

external stakeholders on April 5, to review the draft report and receive feedback for any required changes. Input received from the meeting revolved around community expectations, concerns, and other comments about the agency.

Community Benefit/Public Involvement

This is the first time in Fire Department history that the community has participated directly in prioritizing services. Specific areas of feedback including customer expectations, areas of customer concern, and positive customer feedback, in addition to the prioritization of services, will be utilized to update the Fire Department strategic plan.

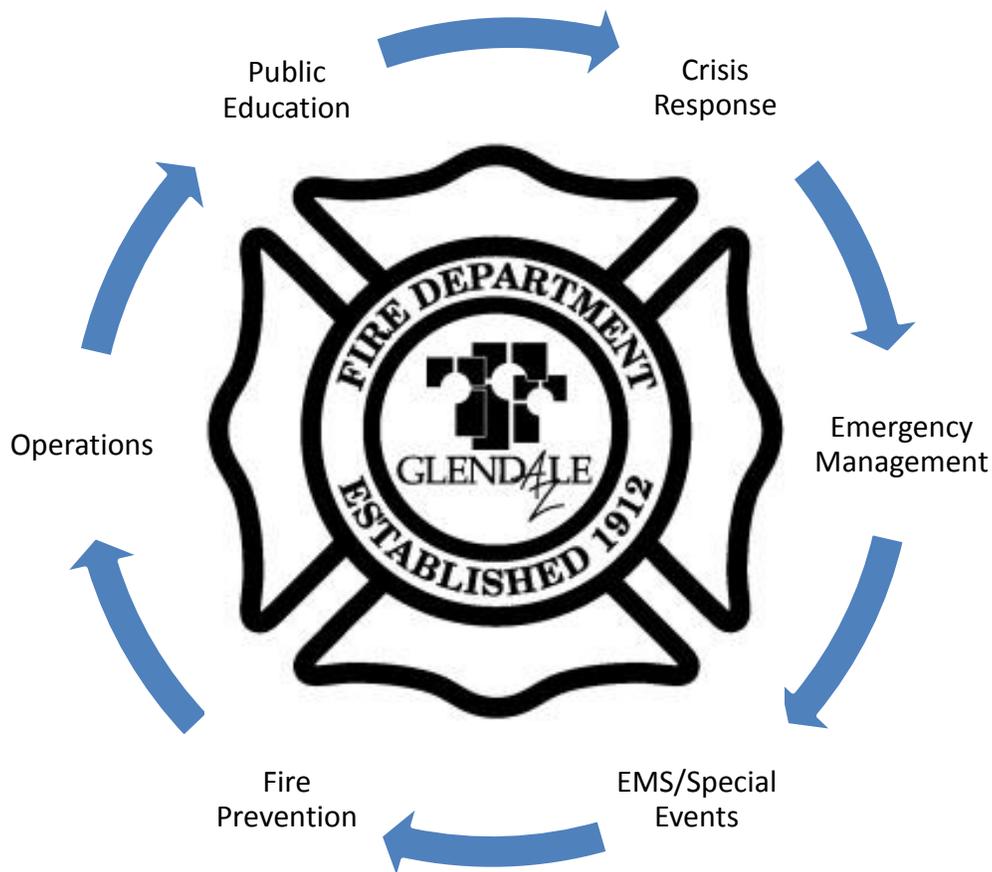
Budget and Financial Impacts

As stated above, the Fire Department will utilize feedback from the process to prioritize funding priorities for the future.

Attachments

External Customer Based Planning Report

Glendale Fire Department External Customer Based Strategic Planning Report



April 21, 2014

Customer Based Strategic Planning Participants,

The state, county, and local governments throughout Arizona have suffered acute funding reductions from the recession that began in 2008. While most city departments have continued adequate service delivery they have faced an unprecedented scrutiny regarding tax funding expenditures. To assure that the Glendale Fire Department continues to utilize our funding in the most customer-focused manner possible I made a decision to align our organizational strategic focus with input from our citizens and businesses.

The following report is a summary of customer feedback that will assist our organization for strategic planning. The report is not inclusive of all potential areas of assessment, but attempts to provide a fundamental evaluation of Glendale Fire Department services provided directly to citizens and businesses from the city of Glendale. The data is not intended to provide a direct ranking of fire department services to facilitate service elimination during tough budget times, but to complete the external stakeholder section of a complete customer based strategic planning process.

I would like to thank the citizen and business partners that participated in our process. This report would not have been possible without their participation.

I would also like to thank our City Manager Brenda Fischer and our city council that have been supportive of the customer based strategic planning process.

I hope that this report is beneficial to other city and fire department organizations. We will continue this process every three to five years in the Glendale Fire Department to guarantee that our organization continually assesses service delivery in alignment with our customers' needs.

Thank you,

A handwritten signature in black ink, appearing to read 'Mark Burdick', written in a cursive style.

Mark Burdick

Introduction

The Glendale Fire Department (GFD) provides fire suppression, emergency medical services, technical rescue, hazardous materials, fire prevention, public education, and emergency management to the city of Glendale, Arizona. GFD is continually striving to achieve the highest level of efficiency and effectiveness on behalf of the citizens and businesses within the city of Glendale. The GFD has been accredited through the Center for Public Safety Excellence (CPSE) since 2001. One strategic recommendation administered to the department during the 2012 CPSE accreditation review process was for the department to create a community driven strategic plan. The department researched community based strategic planning and decided to pursue a customer based strategic plan that includes the community as external customers as well as department members as internal customers. The following report will be used as the structural foundation for the department strategic plan that will be updated in accordance with the guidelines set forth in the *CFAI Fire & Emergency Service Self-Assessment Manual 8th Ed.*

The GFD will utilize the customer based prioritization process to impact the organization beyond just the creation of this report. Citizen and business feedback will be utilized as a basis to update the department mission statement and provide an additional focus for the strengths, weaknesses, opportunities, and threats analysis. Furthermore, for the first time in GFD history, it provided recipients of our services with an opportunity to participate in the development of the organization's long-term direction and focus. Our citizen and business stakeholder groups performed an outstanding job in committing to this important project.

This report, with a foundation based in community input, will provide a new focal point for the organization to update our mission, values, and vision. This is essential for the fire department as we always strive for continuous improvement through the CPSE accreditation process.

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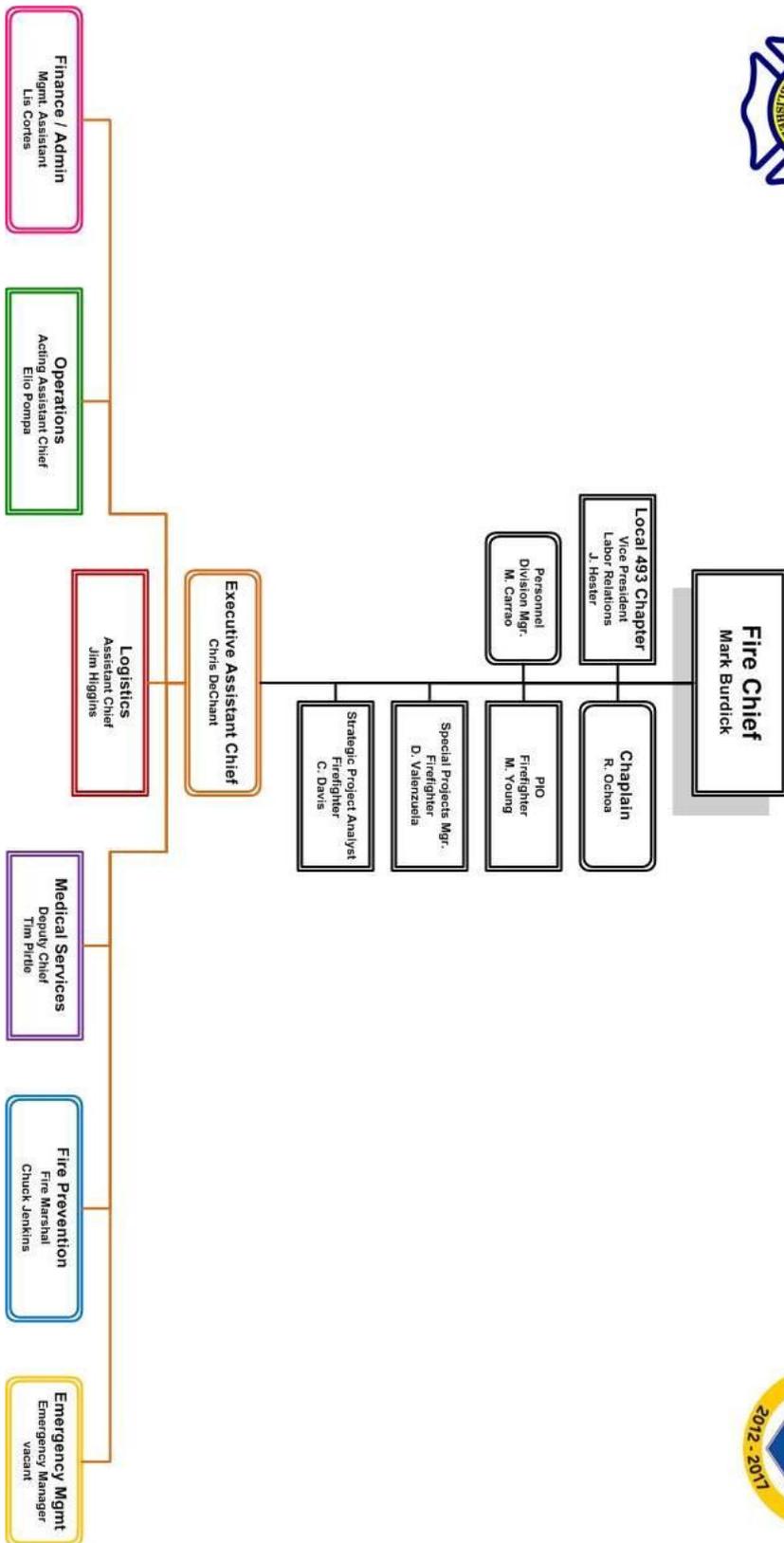
Organizational Background

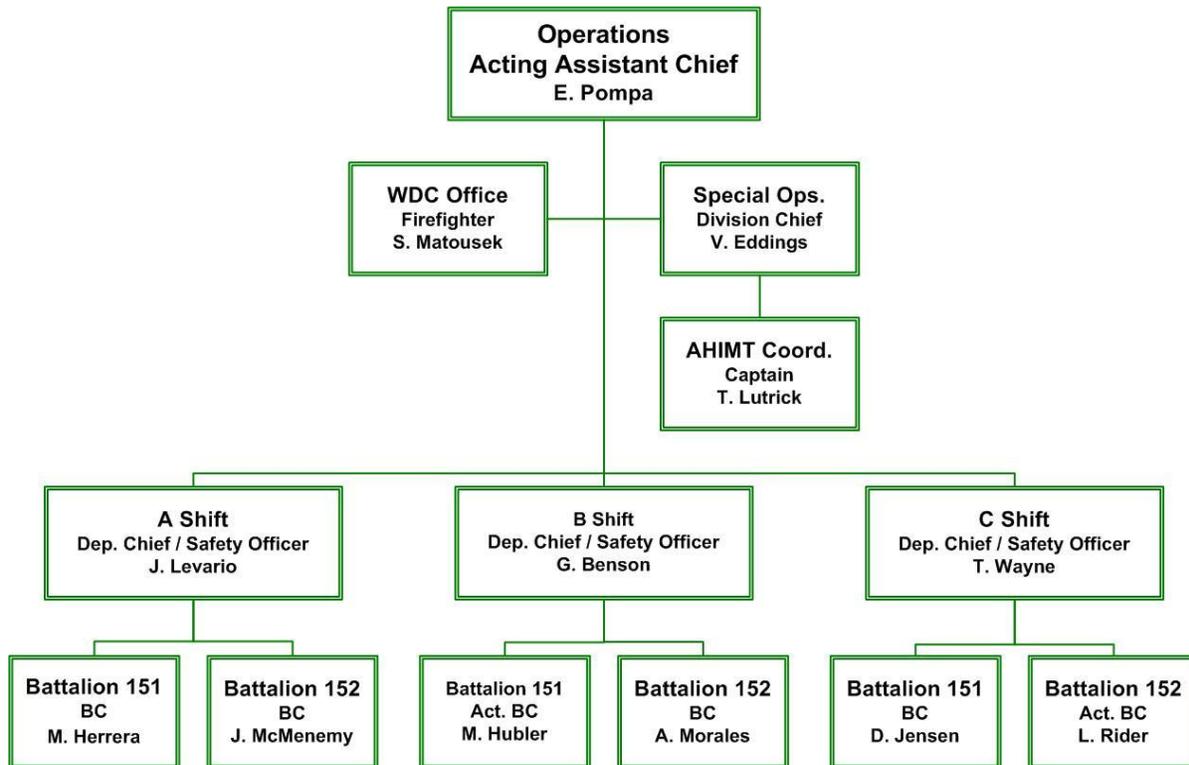
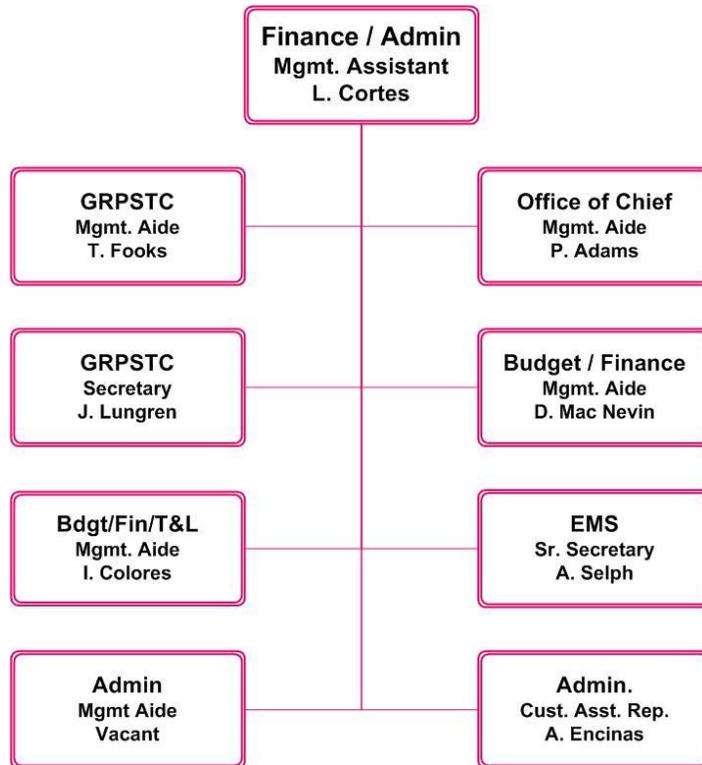
The city of Glendale is a 100 year old community that has evolved from agricultural roots to a “sports and entertainment destination” and the gateway to the West Valley. The 2010 census estimates Glendale’s population at 226,721. Over 50% of the homes are owner occupied, and over 80% of its citizens are high school graduates. The GFD has a history of progressive service delivery, innovations, and creative partnerships. Funding for the department is provided through revenue from the City’s general fund, supplemented by a Public Safety Sales Tax.

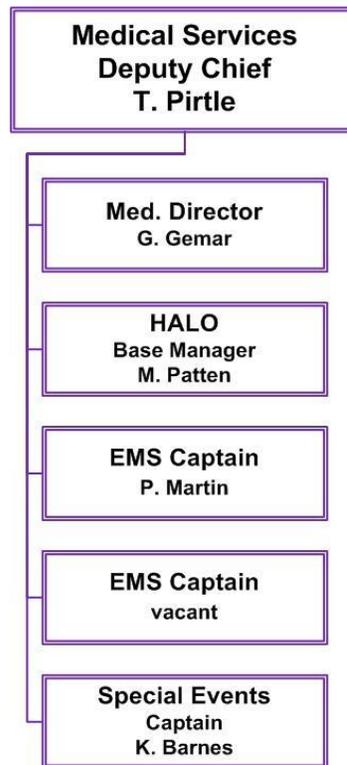
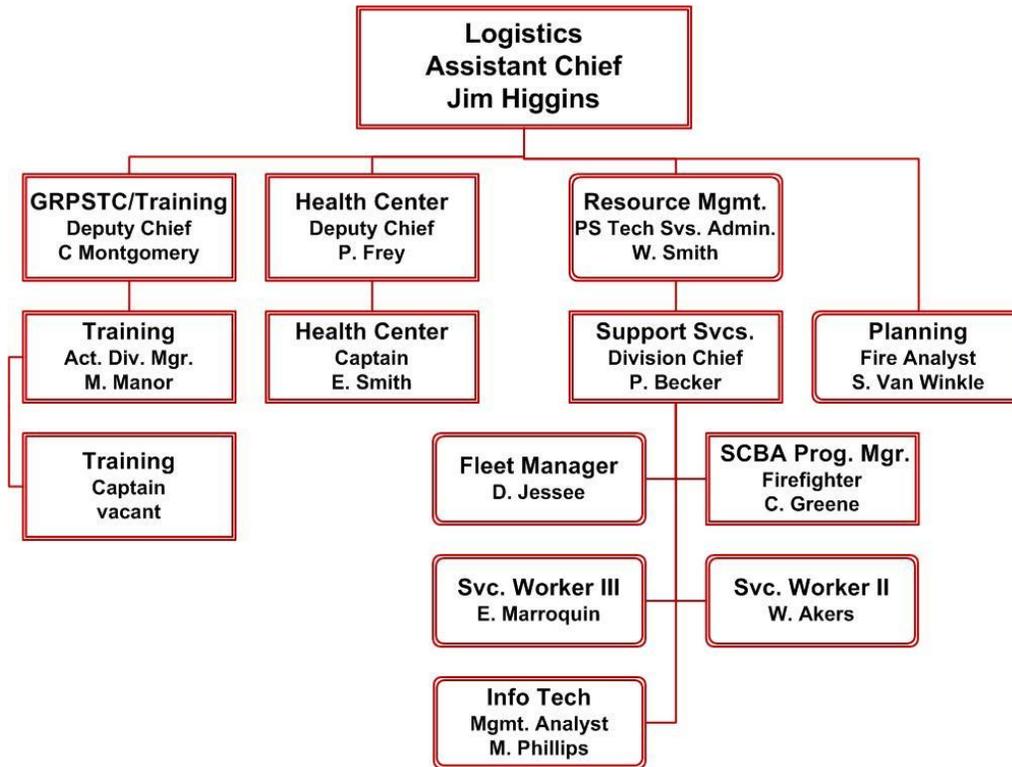
The GFD provides a full spectrum of fire suppression, emergency medical, crisis response, emergency management, and special operations services, supplemented by wildland firefighting, terrorism response, and grant funded mass casualty disaster response capabilities. Suppression personnel operate in a three platoon, 24 hours on 48 hours off schedule, with minimum four-person staffing per apparatus.

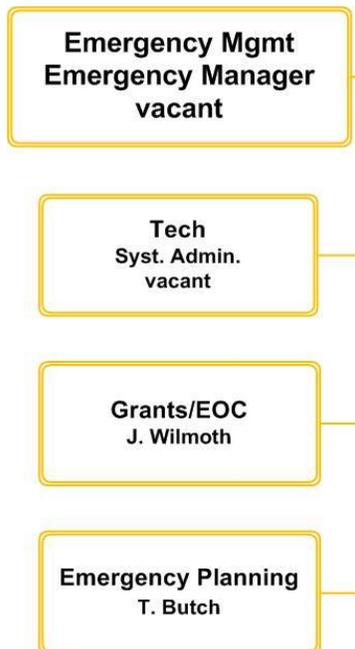
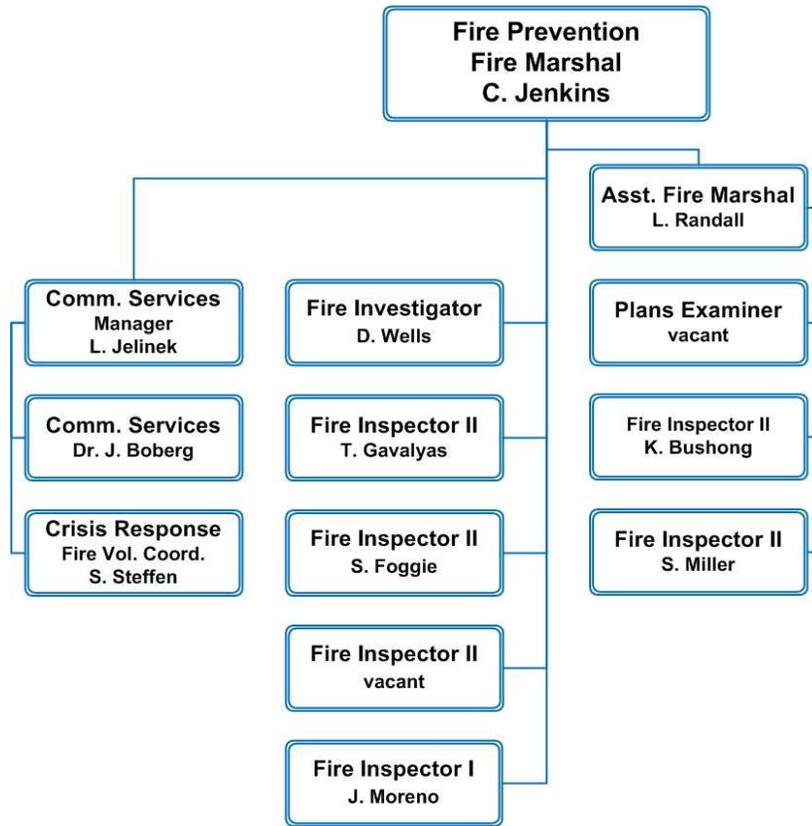
Daily, suppression personnel provide service through twelve emergency units that are dispatched from nine strategically located stations. The nine fire stations house a total of nine engines, three ladders, one heavy rescue, two battalion responders, one shift commander, one light/air vehicle and various support apparatus. In addition to its own fire department resources, the city of Glendale benefits from resources made available through the valley-wide automatic aid consortium, which responds without regard to political boundaries, as well as public-private partnerships like Airevac Services with HALO 151. Administrative personnel provide non-emergency programs including fire prevention and inspections, safety education, emergency preparedness, emergency management, and internal support services.











Definition of a Customer Based Strategic Plan

Strategic planning has been recognized as a critical component for armies since Sun Tzu authored *The Art of War* in approximately 500 B.C. (Cleary, 1998). *The Art of War* identified that developing strategy was a fundamental component to win a battle. Tzu described, “the one who figures on victory at headquarters before even doing battle is the one who has the most strategic factors on his side... The one with many strategic factors in his favor wins...” (as cited in Cleary, 1998, p. 56). The CPSE, through the Commission on Fire Accreditation (CFAI), has increased the number of fire service agencies that develop strategic plans through the self-assessment model and accreditation process. The CFAI recommends using the accreditation process to “assure colleagues and the public that they have definite missions and objectives that are appropriate for the jurisdictions they serve... create a mechanism for developing strategic and program action plans” (CPSE, 2013, para. 2). Glendale Fire Department is fortunate to be one of the 145 CFAI accredited agencies.

Customer based strategic planning can become a foundation for fire departments to connect with their customers. This concept is illustrated with customer relationship management (CRM). “CRM identifies contact points between customer and company, and views each as an opportunity to learn more about customer needs” (Harvard Business School Publishing Corporation, 2005, p. 42). Community involvement will not only provide information regarding customer preference for services, it will bestow insight into community priorities for public service. Customer based strategic planning, if implemented correctly, will provide a map that an organization will use to reach the destination of excellent customer service. Satisfaction of both employees and customers can be achieved without compromising one for the other. Internal and external stakeholder involvement will provide a product that is far superior to utilization of only one component.

Customer based strategic planning assures that the fire department is providing a level of service that the community desires. Although fire department command staff may be experts in fire department management, they may not understand what or how the community would like emergency services provided. Customers should define how they receive customer service. It really does not matter what services a fire department provides or how well it provides those services if the model does not fit the needs and desires of the citizens they serve (Wallace, 2006).

Customer based strategic planning can provide guidance for fire departments to provide optimal customer service. The process of obtaining community feedback will connect service providers with the consumer receiving the service. Strategic planning can unify management, employees, stakeholders and customers to understand where the organization is going, how everyone can help accomplish the goal, and how progress will measure success (CPSE, 2009).

Customer based strategic planning should include a diverse population of participants from the community including: educational institutions, private sector leaders, elected officials, neighborhood advocacy groups, youth organizations, community activists, the chamber of

commerce, faith based groups, social service organizations, media, and charitable organizations (Rinehart, Laszlo, Briscoe, 2001).

Customer Based Strategic Planning Process and Participants

The specific steps of the customer based strategic planning process include:

1. Define the programs provided to the community.
2. Establish the community's service program priorities.
3. Establish the community's expectations of the organization.
4. Identify any concerns the community may have about the organization.
5. Identify the aspects of the organization that the community views positively.

The GFD external customer based strategic planning process was conducted through three separate meetings with the public on February 15th, February 22nd, and March 1st. Participants were also given the opportunity to experience any of the fire department services including a ride-along with an emergency response crew. A final meeting was held with all external stakeholders on April 5th to review the draft report and receive feedback for any required changes. Input received from the meeting revolved around community expectations, concerns, and other comments about the agency. The GFD and city of Glendale would like to again thank all community members who contributed to the creation of the first phase of this customer based strategic plan, as it was truly a team effort. Those present at the meetings were as follows:

Table 1: February 15th External Customer Group Participants

William (Bill) Barker – Yucca District	William Hunt – Sahuaro District
Joyce Clark– Yucca District	Martin Nowakowski – Yucca District
Jim Cummings – Glendale Elementary School District	Judith A. Padia – Ocotillo District
Suzanne Delay – Sahuaro District	Manuel S. Padia Jr. – Ocotillo District
Kenneth Herndon – Luke Air Force Base	Lisa Perez – Dignity Health
Christopher Horsman – Luke Air Force Base	Dwayne Tucker - Conair
Gillian (Jill) Hudson – Yucca District	

Table 2: February 22nd External Customer Group Participants

Donald Abbott – Barrel District	Anne J. Owens – Barrel District
Jodi Decker – Barrel District	Gary Sousa – Barrel District
Marilyn E – Barrel District	William E. Toops – Barrel District
Opal Evans – Barrel District	Kenneth Wixon – Cactus District
Rae P. Haynes – Barrel District	Sharon Wixon – Cactus District
Tom McCanna – Barrel District	

Table 3: March 1st External Customer Group Participants

Sidney Andress – Sahuaro District	Dinah McNeil – Cactus District
Larry Ayers – Sahuaro District	Linda Mendenhall – Barrel District
Fred R. Barela – Barrel District	Tim Moore – Cholla District
Steven Biggs – Cholla District	Tom Myers – Cactus District
Camille Donley – Cholla District	Magda Nunez – Sahuaro District
Isaac Easley – Thunderbird School of Global Management	Bob O'Brien – Sahuaro District
Leonard R. Escudero – Ocotillo District	Robert Petrone – Cholla District
Janet Fee – Cholla District	Shelby Smith – Arrowhead Hospital
Stacey Frate – Sahuaro District	Davita Solter – Sahuaro District
Josh Marshall – Sahuaro District	Pamela R. Qualls – Barrel District
Danielle Martinez – Sahuaro District	John Waterman – Cholla District
Kari McKay – Cholla District	



The initial purpose of the meetings was for our customers to prioritize fire department services for the organization to use as a focus for future strategic planning. While each meeting prioritization was approximately the same small variations in the prioritization occurred. Findings from each group are annotated in the following tables.

Table 4: February 15th External Customer Group Service Prioritization

Crisis Response	25
Emergency Management	15
Emergency Medical Services	27
Fire Prevention	16
Operations (Fire Suppression, HAZMAT, Technical Rescue)	23
Public Education	24
Special Events	14

Table 5: February 22nd External Customer Group Service Prioritization

Crisis Response	20
Emergency Management	20
Emergency Medical Services	17
Fire Prevention	14
Operations (Fire Suppression, HAZMAT, Technical Rescue)	21
Public Education	20
Special Events	8

Table 6: March 1st External Customer Group Service Prioritization

Crisis Response	45
Emergency Management	29
Emergency Medical Services	40
Fire Prevention	33
Operations (Fire Suppression, HAZMAT, Technical Rescue)	55
Public Education	39
Special Events	23

Table 7: External Customer Group Service Prioritization Total

Crisis Response	90
Emergency Management	64
Emergency Medical Services	84
Fire Prevention	63
Operations (Fire Suppression, HAZMAT, Technical Rescue)	99
Public Education	83
Special Events	45

Table 8: External Customer Group Service Prioritization Order¹

1. Operations (Fire Suppression, HAZMAT, Technical Rescue)	99
2. Emergency Medical Services	84
3. Crisis Response	90
4. Public Education	83
5. Emergency Management	64
6. Fire Prevention	63
7. Special Events	45

¹*Note: Emergency Medical Services was ranked as the second priority service in the final community meeting on April 5th although the number of total votes from the previous meetings ranked it as the third priority service. Discussion at the April 5th community meeting revealed that confusion regarding prioritization of services occurred during the prior meetings. The consensus from the group was to reprioritize, moving Emergency Medical Services to the second place in the overall ranking.*

Customer Expectations

Understanding what the citizens and businesses in the city of Glendale expect of our fire and emergency services organization is critically important for effective strategic planning. Customer expectations will focus our organizational service delivery to assure that community needs are being fulfilled. In certain areas, education on the level of service that is already available may be all that is needed. The external fire department customers provided the following expectations for inclusion into our strategic planning process:

Table 9: External Customer Group Expectations

1. Professionalism at highest level – Examples include: enhancing their chosen career path to be the best trained, use judgment for providing excellent service, possess the ability to recognize being sympathetic to customers (e.g. raising level or lowering expectations) versus being empathetic to customers (e.g. stepping back and evaluating both) to deliver excellent service.
2. Remove biases and do the right thing. (e.g. Same delivery of service in every neighborhood/equity in service).
3. Efficiency – Do you deliver the most efficient model? (e.g. Are there other response vehicles that can be used to be more efficient?).
4. Should not have to worry about response times and consistently high level of service due to training/equipment/personnel – (e.g. McDonald’s® delivers same product no matter where).
5. Important to have enough behavioral health specialists to respond.
6. Positive image on and off the job.

Areas of Customer Concern

The customer based strategic planning process would not be complete without our external customers providing concerns about the agency. Some areas of concern may be an area within the department that can be strengthened, while some areas may be misperceptions based upon a lack of information or incorrect information. The concerns identified below will be integrated with the internal stakeholders’ assessment of strengths, weaknesses, opportunities, and threats (SWOT).

Table 10: External Customer Group Concerns

1. Make sure that we advance to next level of emergency medical service delivery. Provide support and funding to make sure that this happens.
2. Make sure that budget is not restricting ability of department to move forward. Find funds for public safety.
3. Develop a lock box program for physically challenged individuals or others that may need emergency access. Also need to develop a protocol or standards. Make this information easily accessible.
4. Growth of city west of the A101 to the A303 corridor. Make sure that a 5-10 year plan includes resources for service in those areas including the budget.
5. Assure that service delivery is adequate throughout all areas of the city.
6. Start non-profit to create funding that may relieve burden to tax payers.

7. Maintain travel and training to make sure that information that can improve organization is continued.
8. Do not out source services to private companies. Services that are privatized are not as accountable.
9. Concerned about getting services from companies that are worried about making profits.
10. If we are going to contract with a private ambulance company want them to make money so that equipment is maintained. Balance profitability between private ambulance company and fire department. Fire department should obtain a certificate of necessity.
11. Need to recruit diverse/bi-lingual firefighters.

Positive Customer Feedback

The Center for Public Safety Excellence promotes the belief that, for a strategic plan to be valid, the community’s view on the agency’s strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses. The strengths identified below will be integrated with the internal stakeholders’ assessment of strengths, weaknesses, opportunities, and threats (SWOT).

Table 11: External Customer Group Positive Feedback

1. Department is top notch.
2. Was unaware of all services that department provided. Was very impressed.
3. Very professional and good with kids. Very supportive.
4. Crisis response is a fantastic program that I was unaware of.
5. Pride of individual firefighters shines through and quality job.
6. Relationship with Luke Air Force Base is second to none.
7. Understand how busy the department is.
8. Paramedics at the stadium provide great service above the call of duty.
9. Fire department always on the spot and available for needs including special events in the city.
10. Did not know how busy the stations are.
11. Public image is great both on and off duty.
12. During a ride-a-long, a professional and positive attitude was displayed even though working with older reserve equipment.
13. Maintain citizen feedback process.
14. Maintain automatic aid.
15. Maintain HALO program.
16. During a “ride-along” was very impressed with medical knowledge of personnel. Also impressed with the range of interim treatments and procedures that they are authorized and trained to administer.

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Appendix A: Facilitator Notes from Meetings

Community Based Strategic Planning Facilitator Notes 2/15/14

Crisis Response

- 1) Do you offer internships?
- 2) Is there a connection through ASU? (Through criminal justice program)
- 3) Do you follow up a few months after an incident occurs with the victim?
- 4) Do you work with other cities in addition to Glendale calls?
- 5) How do you get your volunteers?
- 6) People don't realize you're here, what you offer – not publicized.
- 7) How do you determine what calls you will respond to?
- 8) Some calls get lengthy, how do you avoid not being available for the next call?
- 9) You're 24-7 – how do your volunteers get called up?
- 10) What types of calls do you respond to? (code 2)
- 11) Do you go into other cities?
- 12) Who in the west valley has a crisis response unit?
- 13) Do you have problems getting volunteers?
- 14) Volunteers must have trust with the crews
- 15) We would like to volunteer – what is the process?
- 16) I'm familiar with CR through personal experience
- 17) CR is not publicized much
- 18) Haven't seen solicitations for volunteers – needed
- 19) Who do you contact with in the school when you know children have had traumatic experiences?
- 20) Need a communication strategy with schools to ensure school is aware of children impacted by an issue
- 21) Are your volunteers doctors, nurses, etc?
- 22) What is your budget? \$10 K
- 23) Where do positions responsible for crisis response get funded? (GF)
- 24) Who are your volunteers? Where do they come from?
- 25) Are there background checks for volunteers?
- 26) Do you outreach to churches for volunteers?
- 27) Do you have crisis interventions for your volunteers? (help for them)
- 28) Do you respond at the same time as the fire response team?
- 29) Do you take family off to the side during an incident? What's the process?

Emergency Management

- 1) How can residents become involved in CERT?
- 2) Emergency Operations Center – technology / coordination among agencies
- 3) Training – impressive amount / quality city staff goes through
- 4) Other than city's website, what is a good resource for disaster preparedness?

- 5) Better visibility for public to access information – i.e. Fire department’s ISO ratings (not easy to find any FD)
- 6) What types of incidents does your Staff respond to? Smaller incidents like fires? (multiple-facility fires or house)
- 7) How do you get disaster-preparedness information out to citizens?
- 8) Reactive to issues
- 9) Working to train city employees / departments
- 10) What happens in the EOC?
- 11) Glendale seems to be ahead of other cities in terms of preparedness
- 12) Do you go into different types of facilities to train on specific scenarios?
- 13) There should be an area at each city facility with maps, indication of certain dangerous area / equipment
- 14) How do you coordinate resources for emergency management with other agencies? (i.e. trucks, special equipment and personnel)
- 15) Does Glendale use federal resources?
- 16) Are field workers restricted from the area during an emergency?
- 17) Hard copies of plans in case of power or computer failure
- 18) Knowledge retention important
- 19) Are schools a part of emergency operations plans critical infrastructure? How can schools / districts play a role in preparedness?
- 20) Communication during a disaster or scenario between city and schools
- 21) Which department is responsible? Fire or PD?
- 22) Does the city participate in table top exercises? At what levels?
- 23) Emergency preparedness and communication has greatly improved
- 24) When does emergency management come into play when there’s an incident? Beyond regular public safety response?
- 25) How do all agencies coordinate and plan for disaster and mega-events like Super Bowl?
- 26) How do you plan for any and all types of scenarios? You can’t predict the future and the unknown

EMS – Emergency Medical Services – Special Events

- 1) How can business get tied into all this?
- 2) HALO – partnership – is it just for Glendale?
- 3) Are all firefighters EMS?
- 4) What are the firefighter cert / training?
- 5) Provide staff for special events – do you use non-city personnel? Partnerships?
- 6) Thank you for the professional job that was done for my family
- 7) Never had a bad experience with Glendale Fire or PD
- 8) Couldn’t imagine all that goes into event or preparation
- 9) Are all costs covered by the facilities?
- 10) Helpful to know current levels, budgets and goals to be able to prioritize (cost-effective)
- 11) EMS is very important
- 12) Mesa model – why aren’t we using that (TRV)
- 13) Complaint to use the large ladder truck to all incidents as opposed to just EMS

- 14) For special events – do you coordinate with local businesses and organizations for outreach and training (high school events etc.)?
- 15) Do you still offer re-enactment training?
- 16) Those re-enactments are so vivid a reminder
- 17) Good explanation to educate on what goes on behind the scenes
- 18) Are those EMS numbers inclusive of car accidents? What makes those up?
- 19) How many car accidents?
- 20) We're doing a lot of stuff each year
- 21) Interesting to know the goal is to get them there and get them back out – time = vital
- 22) Glendale is ahead of the game with what resources we have – pleased to be in a city like that
- 23) AED equipment – are private buildings / businesses responsible for training, purchasing etc. of the AED's?
- 24) Do you offer AED general training? Publicity is needed to market these services
- 25) Generally people aren't aware of all the resources and what goes on to get those services
- 26) Why did all the fencing go up around the stations?
- 27) Always been taken care of very well
- 28) Is staffing separate or in addition to normal scene staffing for event?
- 29) Training – do other cities train with you?
- 30) Glendale should have their own, multiple, choices on vendors
- 31) Mesa's model, TRV model, seems to be a good model to reduce calls / wear and tear on vehicles
- 32) Consider nurse practitioner model, with consideration to "Obama-Care"
- 33) Change the name of department to "Fire and Medical" so they (citizens) understand what you do
- 34) I like the "Fire Dept." name
- 35) Events staffing – do you only use Glendale staff? Are they mostly volunteers?
- 36) Response times here in the west valley, with the growth – concerned for the future development, more calls will come (need another station)
- 37) New, additional service station in the west valley
- 38) Name change to include "Medical Service"
- 39) Are you still partnered with Southwest Ambulance? Use to be co-located
- 40) Each company is made up of what?
- 41) Have you thought about getting small trucks / vehicles, send out only what is needed for the call?
- 42) Do a video for the website as to why fire trucks go for every call
- 43) Compliments on Response Time and your dealings with kids. You're wonderful and you hang out with them
- 44) Where does the funding come from for staffing the special events?
- 45) Camelback Ranch – is that contract? Other venues?
- 46) Why do we get a bill for transport services when we already pay taxes to provide the service?
- 47) What's the advantage of being accredited? Cost?

Fire Prevention

- 1) Enough staffing on board? Especially when development picks up
- 2) Inspection frequency
- 3) Items looked at in new construction?
- 4) Occupancy load / numbers
- 5) Pre plans
- 6) School fire prevention
- 7) Fireworks on private property – does fire oversee?
- 8) Open houses at stations
- 9) Do fees cover cost of inspections?
- 10) What is cost recovery?
- 11) Greatest priority in fire prevention inspections
- 12) Hydrant testing
- 13) Goals for this year – ordinance for jurisdictional control for public schools (fire inspection)
- 14) Process for fire violations
- 15) Small staffing
- 16) How do customers come to fire prevention?
- 17) Does fire report / inspection info get forwarded to insurance companies?
- 18) Prevent false alarms

Operations

- 1) Engines / Ladders – Rescues
- 2) 9 Stations
- 3) EMS / Fire – 82% EMS
- 4) Staffing – 4 – NFPA 1710
- 5) Events / EMS
- 6) Response – 911 Calls
 - a. Vitals
 - b. Assessments
 - c. Equipment
 - d. Drugs
- 7) Mesa TRV Program
 - a. Nurse Practitioner
 - b. Not sending out big equipment
- 8) Questions:
 - a. What A.C.A. mandates will change emergency response?
 - b. 36 K calls. How much does automatic aid handle those calls – relative to other cities, why the disparity?
 - c. Number of stations in other cities to Glendale (Scottsdale, Tempe, etc.)
- 9) Coverage for special events – where does it come from? Who covers far west?
- 10) Older equipment in use?
- 11) Who bears the costs for purchasing equipment?

- 12) Concerns about budget situation on fire and PD services
 - a. Don't want reductions in service due to budget
 - b. Currently – impressed with fire services
- 13) FD doing great job now
 - a. Has toured stations
- 14) Purchase quality equipment to last
- 15) Impressed with large call volume
- 16) Tax payers getting good bang for their buck now

Public Education

- 1) More publicity
 - a. H2O Bill
 - b. News Letter
- 2) AED Training
- 3) Driver Education of accident prevention; i.e. texting while driving
- 4) Email blast training info
- 5) Reach out to schools
- 6) Social media page for public education
- 7) Do you partner?
- 8) Is there video distribution?
- 9) Get involved in CERT program
- 10) Any additional programs for public safety would be great
- 11) We want to give back
- 12) Prom grad mock crash made a big impact on me
- 13) Educate new drivers by getting into high schools
- 14) Make accident prevention a mandatory H.S. course
- 15) Infant car seat installation

Operations Parking Lot

- 1) What is the effect of the Affirmative Care Act (ACA) mandates on emergency response?

Community Based Strategic Planning Facilitator Notes 2/22/14

Crisis Response

- 1) Do you receive grants to fund this service? What %?
- 2) CR does a great job of getting volunteers to serve
- 3) With budget cuts coming, volunteers are critical – we need to continue to build these relationships
- 4) Partnerships with faith based community is critical – Salvation Army, Red Cross, Citizen Corp.
- 5) Where do you end and Red Cross picks up?
- 6) Work with insurance companies – partnerships
- 7) Are you involved with CPS?
- 8) When the 1st phase is completed in your process, do victims go elsewhere?
- 9) Is there help in community for those who make frequent 911 calls?
- 10) What is “411” and “211”?
- 11) How big is your department?
- 12) How do you recruit your volunteers?
- 13) Do you go outside city limits?
- 14) Do you do training within Crisis Response?
- 15) How long does training take? Is there a Certification?

Emergency Management

- 1) What’s your staff size?
- 2) Emergency management services vs. emergency medical services? Confusing – what’s the difference? (Would be good to clarify this as to not confuse citizens)
- 3) What are your biggest challenges?
- 4) Concerned there will be additional cuts to EMS – we can’t afford any more cuts. As citizens we are concerned about this
- 5) Needs to be resources to ensure outreach for more volunteers (BIPS – CERT)
- 6) Can we give our contact info to fire and receive emergency information?
- 7) Would you handle a terrorism type attack?
- 8) Very difficult to move citizens in the case of a major emergency
- 9) Do you educate people on what to do in these emergencies?
- 10) How do you communicate what you do to the public? What kind of outreach do you do prior to emergencies?
- 11) Do we have brush fires that create issues?
- 12) Do you interact with federal and state authorities?
- 13) Will Glendale receive additional resource / equipment with any funding we will get because of Super Bowl?
- 14) Was the command unit used in last Super Bowl the same unit used for Jessie Shockley search?
- 15) Do we continue to use equipment from last Super Bowl? Do we have funding to maintain the equipment?
- 16) That equipment isn’t in the Fire Parade, is it?

Emergency Medical Services / Special Events

- 1) Why does Glendale have so many calls as compared to other cities? Could be socio-economic status, number of hospitals in area. Nobody knows exactly why. Densely populated; stable population.
- 2) Do special events get support from the state / professional teams?
- 3) Who pays for technical (haz/mat) rescues? (getting stuck on mountain) Businesses are responsible for their mitigation. For individuals, the majority of the time, individuals are not being reckless.
- 4) What do you think of citizens having a lock box for their residence? It is a great tool. Have received different info from different stations. Employees should be better trained on explaining how it works
- 5) How many houses have lock boxes in Glendale? Very small %
- 6) Does department provide transportation for medical needs? Right now, it is provided by private business
- 7) Amazed by the coordination to deliver services within the fire department
- 8) We can't control if someone has bad intentions & carries it out. We can plan to respond to these emergency situations
- 9) Does every fire department have EMS division? Yes
- 10) The vast majority of calls are within our city limits but the closest unit responds as needed in or out of city
- 11) Why do so many vehicles respond to an incident? Fire doubles every 1 minute; ½ the house would be in flames within 6 minutes. The vehicles contain all the tools – drug boxes, extrication gear, technical rescue; 6 guys – 1 to assess; 1 on EKG; 1 on airway; 1 command; 2 IV & meds – average medical calls are between 6 & 8
- 12) Are we running higher rates per capita? Yes
- 13) Do we go outside our borders more than coming in? No
- 14) Do private companies have the same commitment to public service?
- 15) Do you see going to more of a PA system like Mesa? Mesa is more geared to mental health. The ACA will emphasize more preventative care. Mesa does this too
- 16) What is the staffing like in your division? Have you considered an EMS/ALS intern program? We partner with Midwestern. PA's who want to go into emergency medicine, ride with us. The MCCCCD partners with us too. We get to evaluate the interns and we stay current in best practices?
- 17) Do we get any money from the private ambulance companies?
- 18) Who provides funding for HALO? PHI pays us quarterly and provide helicopters
- 19) (Certificate of Need) Can we provide ambo services? Only rural districts. Phoenix and Tucson can provide ambo service? Only 2 in valley – PMT and Southwest Ambo, who are owned by the same corporation.
- 20) What particular areas in our city generate the most calls? What are the types of call? EMS calls are wide ranging. FS 153 responds to calls at medical clinics. FS 152 – gun shots, assaults, other trauma calls. The jail also generates a number of calls
- 21) In the Citizen Corps, there is a great interest in understanding the areas of greatest needs
- 22) About 3,200 calls are recommended by the NFP – more tired

23) Is there statistical data showing high traffic areas? How can we use that data for providing prevention? The Red Cross has ID'd 85301 of fires in the state of Arizona

Fire Prevention

- 1) Provide an example of Fire Marshall's office assisting residents with resolving neighborhood issues. (Also – code). Ex: neighborhood that questions safety surrounding a resident with an animal shelter in their home
- 2) Hoarding issues – how can Fire Department address this?
- 3) Resident has a yard with excessive needs? Code issue --- unless it's a vacant property
- 4) Where can I get clarification on how to handle the process of a lock box service for my home (to allow emergency responders to gain entry in the event of an emergency)
- 5) Does city fire department regulate high school fireworks? Football games, etc.
- 6) How many fire inspectors and fire/arson investigators does the city have?
 - a. Arson investigations are different than fire investigations. Arson investigations crosses over into police databases
- 7) How many arsons typically occur in the city? (annually) Residential vs. commercial?
- 8) What is cause of most residential fires?
- 9) Does a homeowner (or business) have recourse to get compensation / claims against a contractor that did negligent work that caused a fire?
- 10) How can I help a neighbor who is disabled or unable to take care of their home (hoarding, safety issues)?
- 11) Fireworks issue – state vs. cities (confusion for public)
- 12) In Arizona, what portion of fireworks fee (permit to sell) does the city get? Does money go to the general fund?
- 13) How can we empower the public education component to better impact the “prevention” component? Can we look at a “train the trainer” program? Expand the number of volunteers we have out teaching in the community

Operations

- 1) MMRS squad response
- 2) Preparation for terrorist event
- 3) Knowledge of contents: train cars, u-hauls, etc.: Hazards
- 4) Long range planning:
 - a. Budget
 - b. Accreditation
 - c. Resources
- 5) How much (long range planning) can actually be accomplished?
- 6) Completed CERT training: doing good job
- 7) Volunteer services: essential
- 8) Need systems in place for neighbors – neighbors are 1st responders
- 9) Doing good job
- 10) The Fire Department is doing much more than we knew
- 11) Ability to hear sirens: challenge outside noise, etc.

- 12) 911: How fast? What is the goal?
- 13) Public education regarding (911: how fast?) is important
- 14) Cell phones, GPS critical
- 15) GFD is innovative
 - a. Expanded services, etc.
- 16) People need to know this

Public Education

- 1) Educated public will do things better
- 2) Water safety for children
- 3) Prevention is huge
- 4) Fire Extinguisher training
- 5) Smoke detector program
- 6) Educate about safety equipment
- 7) You do what needs to be done
- 8) Annual public workshop event
- 9) Are there any partnerships with insurance companies?
- 10) Focus on what we save rather than what we lose
- 11) Public health approach
- 12) Publicize in water bill
- 13) How does a facility get an AED
- 14) How do we get rid of expired fire extinguishers?
- 15) The information just isn't getting out

Community Based Strategic Planning Facilitator Notes 3/1/14

Crisis Response

- 1) Are all people on team volunteers?
- 2) Are the volunteers screened for the job?
- 3) You anticipate needs
- 4) Do you have an adequate pool of people to pull from?
- 5) Do you have a need for volunteers elsewhere?
- 6) Valuable resource to hospitals
- 7) What type of education and training is involved?
- 8) DV training what does this consist of?
- 9) Do we get involved in drug related calls?
- 10) Can businesses contact Crisis Response for resources?
- 11) What type of calls do you go on?
- 12) How thin do you spread yourselves? Is it possible to miss a call then?
- 13) How long do you stay with someone?
- 14) How often do people refuse the service?
- 15) Do you provide a “product” other than moral support?
- 16) Are these resources provided by the city (funds)?
- 17) How can we donate?
- 18) Where does Topaz live?
- 19) Who decides who takes responsibility for the crisis? (versus Red Cross)
- 20) What is your staffing size?
- 21) What kind of training do you need to volunteer?
- 22) All the interns I’ve heard from have nothing but positive stories
- 23) What calls / situations do you go on?
- 24) When did the program start?
- 25) Do you ever “step on toes” with other agencies? Like Red Cross... Who takes the call?
- 26) How do you deal with pets?
- 27) Educate firefighters on service dogs – they should be able to go anywhere their person is
- 28) Compliment you on your ability to talk people thru
- 29) How long will you help the family? When do you point them to other agencies?
- 30) Can you “divorce” yourself from these situations?

Emergency Management

- 1) Are plans public record?
- 2) What is biggest emergency other than microburst?
- 3) Targets in Glendale?
- 4) CERT Training >
 - a. Do we have enough people trained?
 - b. How do we get info about CERT training?
- 5) Citizens Corp >
 - a. Making community aware of what to do in an emergency

- b. Provide info on being prepared in the event of an emergency
- 6) Do we put together plans?
- 7) Do we need legislation to commandeer resources in extreme emergencies?
- 8) Do we do a “lessons learned” after an event?
- 9) EOC activation
- 10) Super Bowl planning
- 11) Hard to reach Citizen Corps
 - a. Other city departments do not know about Citizen Corp
 - b. Where will they be located?
- 12) Other terrorist threats besides special events?
- 13) Education to public
- 14) Do we share “notes” from other cities on the Super Bowl event?

Emergency Medical Services and Special Events

- 1) Are the high volume calls due to the events?
- 2) Do the numbers include Phoenix calls? Who do we compare to?
- 3) Do we respond to calls outside of Glendale?
- 4) What is the busiest station?
- 5) Does the city provide maintenance? Housekeeping?
- 6) More cardiac arrest / related around the holidays?
- 7) How do the childhood immunizations work?
- 8) Are we a “needier” area? What type of calls?
- 9) What are the types of calls? Does our EMS number calls match other cities?
- 10) Comparing to other cities, is the age of population a factor?
- 11) There is no charge for this service, right? Who transports?
- 12) We use Southwest Ambulance?
- 13) Is EMS / transport services ever “held up”?
- 14) Are there issues with illegal immigrants using the services?
- 15) Assume the large # of EMS services is due to the age
- 16) Do we have partnerships with other cities?
- 17) Have we had any HazMat incidents?
- 18) Do we have trains that run thru Glendale that carry hazardous materials?
- 19) What would the impact of the new casino be?
- 20) Lawsuits?
- 21) Why is Glendale more “clumsy” than other cities?
- 22) People rely on Glendale fire more than other communities - & reliable
- 23) Compliment to you that you get so many calls – rely on you
- 24) Governments 1st priority to provide safety
- 25) Eye opener to see how much is on the truck to respond to anything
- 26) Do you work in conjunction with Utility services?
- 27) Where do you get the staff for the mega-events, especially when multiple events in one day?
- 28) Are most incidents at sporting events alcohol related?
- 29) Higher surcharge on alcohol related incidents

- 30) Does the NFL cover any of these services?
- 31) Let's get back the NFL experience
- 32) What are your volunteer needs?
- 33) What is the city's contract with Southwest Ambulance?
- 34) How easy / difficult for Glendale to get 'Certificate of need'?
- 35) Does the 911 operator determine whether to dispatch ambulance?
- 36) When hiring, is priority given to military personnel?
- 37) Has an analysis been done on the EMS needs for the proposed casino?
- 38) Outstanding service / training of FF / EMT's – compared to other cities in country > Arrowhead Hospital
- 39) Is staff required to pay for their own required certifications / training?
- 40) Does the aging population have an impact on the fire dept. and calls for service?
- 41) Who does the training / instruction for staff in fire dept.?
- 42) Does your dept. feel overworked due to lack of personnel?
- 43) Why does Glendale have more calls than comparable-sized cities?
- 44) What is the rate of mishandled procedures?
- 45) If certain locations are much busier than others, do staff get burned out? Is personnel moved around to avoid this?
- 46) Do the long / busy shifts affect staff performance?
- 47) Is Camelback Ranch covered by Fire dept. on a contractual basis, since it's located in Phoenix?
- 48) How are you preparing for Super Bowl? Staffing, resources...

Fire Prevention

- 1) Does the fire inspection program use retired firefighters / inspectors to inspect?
- 2) Why does the state allow sale of fireworks if cities have banned their use?
- 3) How does Glendale deal with differing rules re: fireworks in bordering cities?
- 4) With new regulation for trash cans to be in the street, are there any issues with disruption to fire service?
- 5) What are the rules on fireworks? Can I report a neighbour shooting them near my house?
- 6) Do the inspectors go and inspect nursing home / medical facilities?
- 7) Do inspectors have to have fire operations / life safety background?
- 8) How often do you inspect facilities like U of P Stadium? How often inspect churches?
- 9) Has the reduction in staffing resulted in any increase in hazards in community?
- 10) Is there any data to show the correlation between fire prevention programs and the # of fires in the city?
- 11) Is there a program to request an inspection for work done in your home? "Courtesy inspections"?
- 12) If the fire inspection division was fully staffed, how often would each facility be inspected?
- 13) From a planning commission standpoint, when a permit for a rehab / repurpose facility, has Fire dept. already approved?
- 14) What is the regulation on sprinklers in residential?
- 15) What is the law re: fireworks in Glendale?
- 16) Adequate staffing? 9 people

- 17) Required alarms?
- 18) Major fire follow-up >
 - a. Is it occurring?
 - b. Was it preventable?
 - c. Evaluation?
 - d. Guidelines?
 - e. Access to site
- 19) Frequency of inspecting business?

Operations

- 1) Awareness of chemical storage in city – fixed and mobile
- 2) “Knox keys Box” program – important
- 3) Terrorist Liaisons
- 4) Disproportionate numbers of calls in Glendale
- 5) Effect of Obamacare: \$\$
- 6) County Islands – resources
- 7) Casino – Who’s responsible? \$\$ Responsibilities
- 8) Consortium responses: traffic flow concerns – need timely info
- 9) Working with the community – education / prevention
- 10) Work cycles
- 11) Secure radio transmissions
- 12) Any impact from electric grid on power? – need good communications
- 13) Adequate station staffing
- 14) Sharing resources with other cities – efficiency
- 15) Why yellow? Visibility
- 16) How we use HALO? Funding partnership
- 17) More engine companies – if \$ were not an issue. Minimum – 2 paramedics / engine
- 18) Drive-up traffic at empty stations – phone / need education
- 19) Staffing levels – adequacy. O.T. necessary – limit
- 20) Servicing county islands. Glendale cannot refuse
- 21) Average call volume / week

Parking Lot

- 1) Look at the budget for the Super Bowl – how can it be paid for?
- 2) Does NFL pay for the services related to Super Bowl?

Appendix B: Participant Questions for Follow-up from Meetings

1) How many calls for service in Glendale were answered by other cities in FY12-13?

3,361

2) What other cities and what were the totals for each city in FY 12-13?

El Mirage – 4 Goodyear – 9 LAFB – 156 Peoria – 930 Phoenix – 2,136

Phoenix (LARC) – 70 Sun City – 37 Sun City West – 3 Surprise – 15 Tempe – 1

3) I assume the greatest providers to Glendale would be Phoenix, Peoria and Avondale.

Please see above.

4) Which of their stations responded to Glendale and what were the totals for each station for FY 12-13?

Department	Station	Incidents
El Mirage	121	4
Goodyear	183	8
	185	1
LAFB	361	156
Peoria	191	203
	192	502
	193	64
	194	148
	195	7
	197	5
	199	1
Phoenix	1	3

	4	1
	10	1
	12	7
	15	785
	16	5
	18	3
	24	16
	25	566
	26	244
	30	56
	33	10
	40	94
	41	2
	42	39
	44	4
	48	13
	50	69
	54	178
	60	40
	LARC	70
Sun City	131	21
	132	14
	133	2
Sun City West	101	1

	102	2
Surprise	301	3
	302	1
	305	2
	307	9
Tempe	276	1
	Total	3,361

5) Glendale, conversely, has provided Automatic Aid. What was the total number for FY 12-13?

5,583

6) What was the FY13-14 total by station in Glendale?

City	151	152	153	154	155	156	157	158	159	MWU	Total
Avondale								5			5
Buckeye								1			1
El Mirage								2			2
Goodyear								3			3
Maricopa County		1	2			3		6	1		13
Peoria	2	4	103		58	201	229	31	100		728
Phoenix	219	109	227	1,011	136	18	65	85	153	1	2,024
Sun City								2	1		3
Sun City West								2			2
Surprise								2			2

Tempe							1				1
Tolleson								2			2
Total	221	114	332	1011	194	222	295	141	255	1	2,786

7) To further define Automatic Aid, please give FY12-13 totals broken down into medical calls for service vs. fire calls for service.

EMS Automatic Aid Given: 4,776

Fire Automatic Aid Given: 476

8) What was FY12-13 total of Haz Mat calls in Glendale?

166

9) How many Haz Mat responses were satisfied by Automatic Aid and which cities responded?

26 – El Mirage, Peoria, Phoenix, and Surprise.

10) How many Haz Mat calls in Fy12-13 did Glendale respond to outside of Glendale?

29

11) Were there any other unusual events that required a Glendale response outside of Glendale (i.e, forest fires) and how often in Fy12-13? Conversely were there any other unusual events that required a response from another city in FY 12-13?

We are unaware of any unusual events that occurred during FY12-13 that required Glendale to respond outside of the city or another city to respond in.

12) In addition, any figures compiled for the first 6 months (Jul-Dec 2013) of FY13-14 would be appreciated.

Calls for service inside Glendale covered by Automatic Aid Received: 1,844

Calls for service outside Glendale covered by Automatic Aid Given: 2,794

EMS Automatic Aid Given: 2,382

FIRE Automatic Aid Given: 255

Hazmat calls inside Glendale: 89

Hazmat calls inside Glendale with Automatic Aid Received: 16 (provided by Peoria, Phoenix, Scottsdale)

Hazmat calls outside of Glendale with by Automatic Aid Given: 24

13) What were the total number of medical calls for service in Glendale in FY 12-13 and first 6 months of FY13-14?

Medical calls in Glendale FY12/13: 23,824

Medical calls in Glendale FY13/14 July-December: 11,826

14) What were the total number of fire calls for service in Glendale in FY 12-13 and first 6 months of FY13-14?

Fire calls in Glendale FY12/13: 2,222

Fire calls in Glendale FY13/14 July-December: 1,213

15) What were the total for Haz Mat calls or any other unusual events in Glendale in FY 12-13 and first 6 months of FY13-14?

Hazmat calls and other "unusual events" in Glendale FY12/13: 253

Hazmat calls and other "unusual events" in Glendale FY13/14 July-December: 118

16) Overview of department functions.

This was provided by subject matter experts during the meeting on 2/15. A detailed overview of each presentation was provided in the booklet that you received.

17) Estimated or current annual budget?

\$36,744,314

18) Number of FTEs, part-time and volunteers:

Current FTEs are 267

19) We do not have any part-time employees

Volunteers are 105

20) Current Goals and Priorities

- i. Prevent and reduce the loss of life and property within our community through fair and consistent fire code management.
- ii. Reduce the loss of life and property within our community through pro-active public education programs.
- iii. Provide fast, effective emergency response to our community through proper support and deployment of staffing, apparatus and equipment.
- iv. Prepare for catastrophic events and minimize risk to our community.
- v. Reduce impact of pain and suffering within our community through crisis intervention and response.
- vi. Improve our internal and external customer service through continuous assessment, progressive management and quality personnel practices.

21) How well were goals and priorities met in terms of specific delivery to citizens?

The goals that are detailed above and how well they were met were covered in the presentations that you were given on 2/15.

Bullet F - Improve our internal and external customer service through continuous assessment, progressive management and quality personnel practices are evaluated internally on an annual basis through accreditation as well as externally through this customer based strategic planning process.

22) How does Obama Care change your mandate?

We are unsure how the Affordable Health Care Act will directly affect our mandate. We are working with our healthcare partners to stay aware of the changes as they occur.

23) Why are Glendale's EMS Calls so high comparatively to other cities that have the same population?

We have not evaluated the health care factors of our city compared to other Valley cities, however if that is a suggestion that results from this process we would consult with

appropriate departments within the city and our healthcare partners to determine health care factors and needs within our community.

24) Fire inspections generate how much revenue? Does it cover cost of personnel and OPS?

Fire inspections and permits generate \$560,595 in revenue per year. This cost does not cover the cost of personnel and OPS.

25) Automatic Aid discussion. You and I had discussed how Automatic Aid is a benefit to the citizens. I was able to go back and review information that we had previously assembled on Automatic Aid. The City of Glendale received response from 24,822 automatic units during the five year period of 2008-2012. The Glendale Fire Department provided response to automatic aid cities 33,170 times during the five year period of 2008-2012. The automatic aid response received to Glendale included 3,570 multi-unit responses (e.g. 3-1, 1st Alarm, 2nd Alarm, etc). The Glendale Fire Department would not have sufficient units to respond, or at a minimum would have caused a delayed response. The closest most appropriate unit, regardless of city boundary, is dispatched through the use of automatic vehicle locators (AVL) utilized by the Phoenix Fire Department Regional Dispatch Center. If we were not in Automatic Aid the size of the fire department would be significantly larger. In contrast to other comparably sized fire departments throughout the United States, not in an automatic aid system, the Glendale Fire Department sworn personnel staffing is understaffed by approximately 45%. The table below provides information regarding comparable population and fire department size. The average size of the combined organizations in the table below is 418 sworn personnel.

City	Population	# of Stations	# of Sworn Personnel	Square Miles	Annual Incidents
Lubbock, TX	233,740	18	398	122	29,900
Durham, NC	233,252	9	302	107	19,000
Winston-Salem, OR	232,385	20	344	51	27,180
Glendale, AZ	230,482	9	232	60	36,467
Baton Rouge, LA	230,139	19	600	77	30,000
Chesapeake, VA	228,417	15	428	340	24,504
Rochester, NY	210,855	15	443	36	44,000
Montgomery, AL	208,182	15	451	160	30,000
Shreveport, LA	200,975	22	589	105	36,000
Tacoma, WA	200,678	17	400	50	32,300

26) How much does accreditation cost?

The cost of accreditation is \$15,500 every five years. The breakdown is \$1,300 annually (for five years) which is submitted with our annual compliance report and \$9,000 (once every five years) to cover the peer assessment visit. We do not pay the peer assessors directly, however we are responsible to cover their travel expenses.

27) What are the fire department ISO ratings and responding fire department information?

We have an ISO rating of 2. The closest responding agencies include: Phoenix Fire Department who has an ISO rating of 2 and Peoria Fire Department who has an ISO rating of 3.

28) How many vehicle accidents occurred in 2013?

We responded to 1,865 vehicle accidents in Glendale in 2013.

29) Do you have a scalable coverage plan for the western area of the city by A303?

We do have a scalable plan for coverage west of A303 and Chief Burdick is in very early discussion with Rural Metro about the possibility of creating a fire district. We will be moving forward as needed once development begins to occur.



WORKSHOP COUNCIL REPORT

Meeting Date: **6/3/2014**
Meeting Type: **Workshop**
Title: **PROPOSED ORDINANCE AMENDING GLENDALE CITY CODE, CHAPTER 3, ARTICLE 22, SECTION 3-47 (ALARM SUBSCRIBER PERMITS)**
Staff Contact: **Debora Black, Police Chief**
Presented by: **Debora Black, Police Chief**

Purpose and Policy Guidance

This is an opportunity for staff to provide information to Council regarding a proposed ordinance, which would amend Glendale City Code Chapter 3, Article II, Section 3-47, relating to Alarm Subscriber Permits. The proposed amendment to the ordinance would establish a \$20 fee for residence and business alarm subscriber permits in the City of Glendale. Staff is seeking guidance from Council regarding moving forward with the proposed ordinance.

Background

Glendale City Council adopted Ordinance No. 2732 New Series on June 22, 2010. The Ordinance amended Glendale City Code, Chapter 3, relating to alarms. The amendment to the chapter included a requirement for alarm subscribers and proprietor alarm owners to apply for and obtain an alarm permit, at no fee, from the Glendale Police Department (GPD), for each alarm system installed and operated within the city. Since inception, alarm businesses and alarm agents that were not currently licensed have been identified, allowing additional protections for residents and businesses using those services.

The amendment also allowed GPD to assess a fee for two or more false alarms in a 365 day period. The fees under this chapter were set by Resolution No. 4404 New Series, also adopted by Glendale City Council on June 22, 2010. Since inception, the collection rate of penalty fees for false alarms has increased from about 19% to 50%, but is still somewhat below expectations.

The amendment further intended to encourage improvement in the reliability of alarm systems, devices, and services to ensure that GPD personnel would not be unduly diverted from responding to actual criminal activity as a result of responding to false alarms. Since inception of the amendment, false alarm calls have been reduced. This has allowed officers more time to respond to other priority calls for service.

Originally, staff proposed that the amendment to the Ordinance include a fee for the alarm permits as well, in order to cover the costs of administering the alarm program. Discussions were held



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during two City Council Workshop sessions in March and May of 2010. While the Council, at that time, did not object to the assessment of penalty fees upon subscribers contributing to the false alarm problem, objections were raised over the necessity of the permit fee. Councilmembers voiced concern that an alarm permit fee may potentially be perceived as a revenue generator rather than a cost recovery effort. The Ordinance and corresponding Resolution were adopted by Council without a fee for the alarm permits.

Analysis

In 2013, the alarm program administration costs amounted to \$82,860. This amount is comprised exclusively from operations (the salary of one full-time employee), supplies, equipment, and software maintenance; it does not include costs related to processing calls for service or patrol response to alarm calls. In order to achieve cost recovery for the alarm program administration, the implementation of an annual fee for alarm subscriber permits is once again being proposed by staff.

Other municipalities within the state with active alarm programs were researched. Cities in both the east and west valley were included, as well as a number of cities outside Maricopa County. Of the 18 cities with a formal alarm program, all included an annual permit registration and fee, and Glendale was the only city found not to charge a fee for permits. The annual permit fees in other cities range from \$10 to \$25.

Slightly more than half of the existing permit fees are at the \$10 level; however, many cities with higher fees have made the increase within the last few years. If consensus is reached by Council to move forward with this item, staff is recommending that the alarm subscriber permit fee for the City of Glendale be established at \$20. To date in 2014, approximately 8,238 free annual alarm subscriber permits have been issued. It is estimated that the city will issue approximately 10,942 annual alarm subscriber permits per year, even once an alarm permit fee is established.

Previous Related Council Action

On June 22, 2010, Council adopted an Ordinance amending Glendale City Code Chapter 3 relating to alarms. On June 22, 2010, Council adopted a Resolution establishing fees for the alarm program.

Community Benefit/Public Involvement

An annual fee for alarm subscriber permits will sustain the alarm program, allowing for continued success in meeting the goal of GPD to reduce false alarms. GPD aims for full compliance from residences and businesses of the required alarm permits, which will assist in meeting the objective of fewer false alarms.



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If Council provides consensus to move forward, GPD will conduct community outreach and an education campaign regarding the proposed alarm permit fee. The information will be posted complying with Arizona Revised Statute requirements.

Budget and Financial Impacts

There are no costs incurred to the city as a result of this action. All revenue will be deposited into the General Fund.

Attachments

None



WORKSHOP COUNCIL REPORT

Meeting Date: **6/3/2014**
Meeting Type: **Workshop**
Title: **AUDIT COMMITTEE**
Staff Contact: **Tom Duensing, Executive Director, Financial Services**
Presented by: **Vicki L. Rios, CPA, Assistant Finance Director, Financial Services**

Purpose and Policy Guidance

The purpose of this item is to seek guidance from the Council regarding the Audit Committee which was established by Ordinance on October 9, 2012.

Background

On October 9, 2012, the Mayor and City Council adopted an ordinance amending Chapter 2 of the Glendale City code by adding a Division 7 which established an Audit Committee. The purpose of the Audit Committee (Committee) is to review and approve the annual audit plan, participate in a review of the city's annual financial statements, review the results of the city's external audit and findings addressed in the management letter, and ensure staff develops a follow-up plan to address audit findings. The Committee is composed of five (5) members: two council members, the city manager, and two residents. The Committee was to meet semi-annually if it had business to conduct.

Analysis

Audit Committee Status

The Committee was established in 2012 for the intended purpose of providing greater transparency to the annual audit process. The Committee did not participate in the 2012 audit because the audit was almost complete at the time the Committee was formed. During 2013, there was significant turnover in city management and particularly in the Finance Department. The annual audit was substantially in process when Tom Duensing, Executive Director of Financial Services, was hired in October 2013. Therefore, the FY12-13 audit was also conducted without participation by the Committee; however, the FY12-13 Comprehensive Annual Financial Report and the results of the audit were reviewed with the City Council at the January 21, 2014, Council Workshop.

The decision to establish an audit committee and the duties associated with the committee vary from organization to organization. The cities of Phoenix, Scottsdale, and Goodyear have audit committees; however, the functions in those differ from the functions of the Glendale Audit Committee. In Phoenix, the role of the committee is to oversee the selection of the external auditors, review the audit results, approve the City Auditor's annual audit plan, and recommend



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departments for internal audits. Goodyear's audit committee is a subcommittee of the city council which also assists in the selection of the external auditor and reviews the results of the annual audit. Scottsdale's audit committee is also a subcommittee of the city council which coordinates the work of the City Auditor.

The Audit Committee was established in Glendale, but it has not met to conduct business nor overseen the audit process since its October 9, 2012, inception. However, the FY12-13 audit results were reviewed with the City Council at the January 21, 2014, Council Workshop.

On June 25, 2013, the Council awarded a two-year contract for external auditing services to CliftonLarsonAllen, LLP. Staff is working with the auditors from CliftonLarsonAllen, LLP to coordinate the FY13-14 audit. For external audits, the scope of the work is generally established by the auditors according to the Generally Accepted Auditing Standards, federal requirements for grants, and numerous other regulations. The firm develops their audit plan and staff assists in making sure the audit proceeds according to that plan. If additional audit work is desired or requested, it can be incorporated into the audit plan as needed.

Audit Committee Options

Based on this analysis, there are three options regarding the future of the Committee.

Option 1: The first option is to continue the Committee in its current form. To continue the Committee, Council would need to appoint or elect members for the Committee and the Committee would need to begin meeting to provide input on the annual audit.

Option 2: The second option would be to continue the Committee but modify its form or purpose. To implement this option, staff would need further direction from the Council to ensure the Committee serves its purpose. With this option, staff may need to prepare an amending ordinance to modify the form or function of the Committee.

Option 3: The third option is to dissolve the Committee. If this option is selected, staff would prepare an amending ordinance to remove the code section which established the Committee.

Audit Committee Recommendation

The Committee was established with the intended purpose of providing greater transparency to the annual audit process. Staff recommends continuing the practice of engaging in open communication regarding the audit with the full Council and dissolution of the Committee.

Staff feels the audit transparency with the full Council is the preferred approach. This transparency includes approval of the external audit contract, review of the results of the annual audit, including audit findings, and open communication to and direction from the full Council, at Council Workshops, on any audit issues.



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Previous Related Council Action

On October 9, 2012, Council adopted Ordinance No. 2819 New Series amending Glendale City Code Chapter 2 (Administration) Article VIII (Boards, Commissions, etc.) by establishing an Audit Committee. The FY 2013 Comprehensive Annual Financial Report and the results of the annual external audit were presented to the City Council on January 21, 2014.

Community Benefit/Public Involvement

The community benefits from open communication regarding the cities financial condition and the results of its operation. The annual audit of the city's financial statements by an external auditor provides reasonable assurance that the financial statements are free of material misstatements. The audited financial statements are available on the city's website.

Attachments

None



WORKSHOP COUNCIL REPORT

Meeting Date: **6/3/2014**
Meeting Type: **Workshop**
Title: **SPECIAL PROJECT RECOMMENDATIONS - IMPLEMENTATION PLAN STATUS**
Julie Frisoni, Assistant City Manager
Staff Contact: **Jim Brown, Executive Director, Human Resources and Risk Management**
Tom Duensing, Executive Director, Financial Services

Purpose and Policy Guidance

The purpose of this presentation is to provide the Council with an update on the recommendations as outlined in the final report performed by the law firm of Haralson, Miller, Pitt, Feldman & McAnally, P.L.C. (HMPFM).

Background

The special project was commissioned by the City Council in February 2013 to research certain city matters including:

- Early retirement program expenditures
- Transfers to/from trust funds
- Management's disclosure to Council
- Potential civil or criminal liability based on findings

Staff was directed to immediately implement the recommendations identified in the final report that was distributed to the public on August 20, 2013 and to the Attorney General's Office on August 23, 2013.

This presentation will be the last of the updates on the status of the recommendations, as all recommendations have been implemented in the past 10 months. Staff has actually gone above and beyond the scope of the original audit and implemented additional actions that were identified and enhanced.

Analysis

External recommendations to be reviewed and discussed during today's presentation include:

- Code of Conduct
- Ethics hotline
- City Charter Involvement of City Attorney



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- Anti-fraud program
- Telecommuting policy

Previous Related Council Action

At the November 19, 2013 workshop, the Special Project Recommendations Implementation Plan and Status was reviewed. External recommendations discussed during the presentation included:

- Code of Conduct
- Ethics Hotline
- Email Retention Period
- Risk Management and Workers' Compensation trust funds
- Transfer of funds' policies
- City Auditor reporting structure
- City's external auditor
- City Charter involvement of City Attorney

Community Benefit/Public Involvement

This special project provided an opportunity for the city to take a look at the recommendations and to make changes so that appropriate processes and controls are implemented.

Attachments

None