

City of Glendale Council Workshop Agenda

November 5, 2013 – 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

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

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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



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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
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How to Participate

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Council District Boundaries





GLENDALE CITY COUNCIL WORKSHOP SESSION
Council Chambers - Room B3
5850 West Glendale Avenue
November 5, 2013
1:30 p.m.

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

CALL TO ORDER

WORKSHOP SESSION

1. COUNCIL ITEM OF SPECIAL INTEREST: MOTORCYCLE TRAINING SCHOOL AT 91ST AVENUE AND ORANGEWOOD
PRESENTED BY: Jamsheed Mehta, Executive Director, Transportation Services
2. COUNCIL ITEM OF SPECIAL INTEREST: COMPENSATION STUDY
PRESENTED BY: Jim Brown, Executive Director, Human Resources and Risk Management

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 for legal advice, discussion and consultation regarding matters relating to the Independent Audit including the City's position in pending or contemplated litigation, settlement discussions conducted in order to avoid or resolve litigation and documents relating to such. (A.R.S. § 38-431.03(A)(2)(3)(4))

2. LEGAL MATTERS – CONTRACTS

- A. Discussion and consultation with the City Attorney and City Manager to consider its position and provide instruction and direction to the City Attorney and City Manager regarding Glendale's position in connection with proposed economic development opportunities in the Westgate area that are the subject of negotiations. A.R.S. § 38-431.03(A)(3)(4)(7))

3. 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
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- 20. Risk Management/Workers Compensation Trust Fund Board

21. Water Services Advisory Commission

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- (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

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Items Respectfully Submitted,



Brenda S. Fischer, ICMA-CM
City Manager

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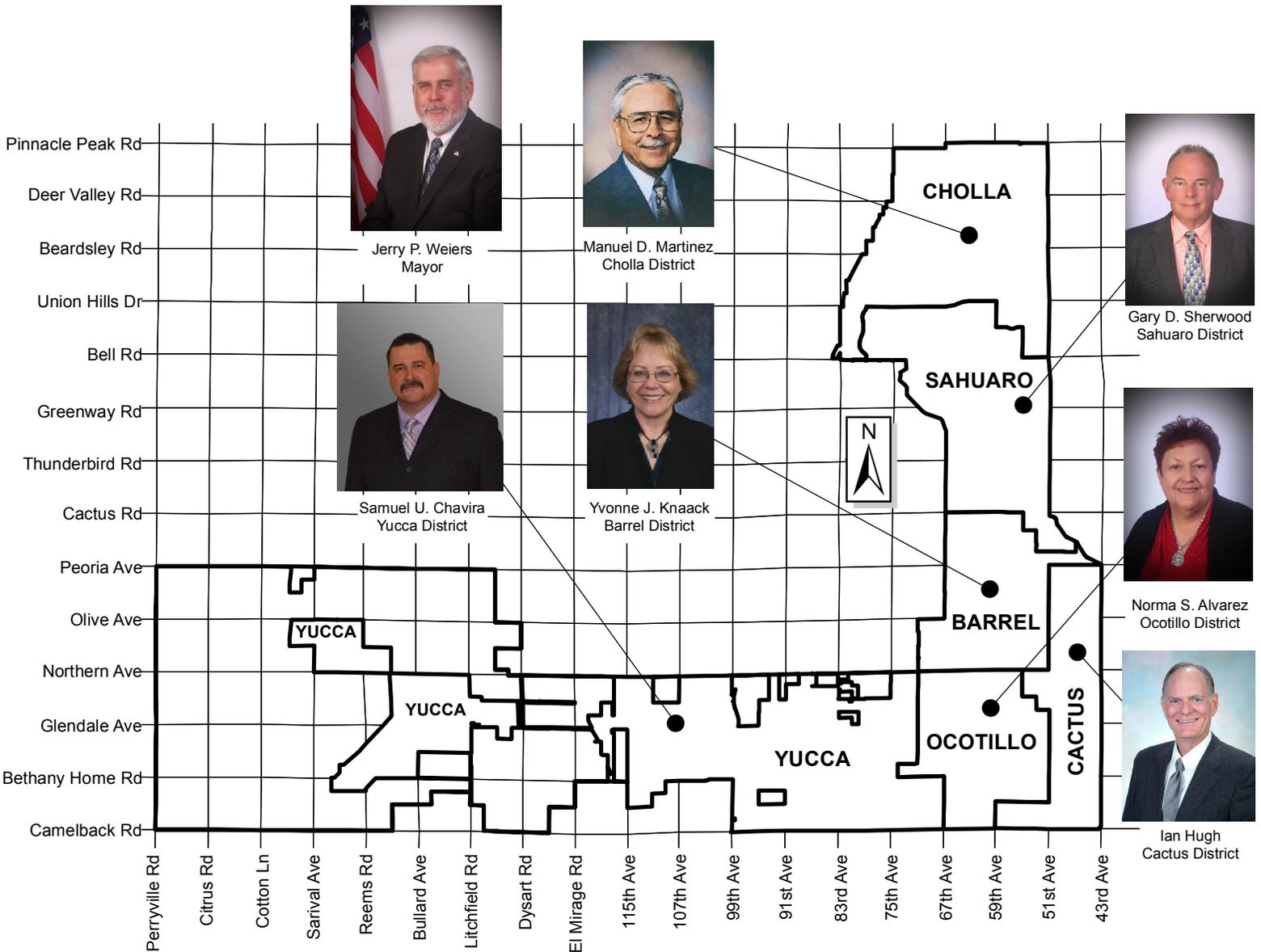
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Items Respectfully Submitted,



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City Manager



WORKSHOP COUNCIL REPORT

Meeting Date: **11/5/2013**
Meeting Type: **Workshop**
Title: **COUNCIL ITEM OF SPECIAL INTEREST – MOTORCYCLE TRAINING SCHOOL
AT 91ST AVENUE AND ORANGEWOOD**
Staff Contact: **Jamsheed Mehta, Executive Director, Transportation Services**

Purpose and Policy Guidance

This report is in response to a request from Mayor Weiers to look into the possibility of generating revenue by allowing commercial use of the Brown Lot, a city-owned parking lot located on the southeast corner of 91st and Orangewood avenues, for a motorcycle rider training school. This property is located in the Yucca District.

Background

In response to Mayor Weiers's request, Transportation Services staff met with the school's representative at the Brown Lot to gather information regarding the proposal to operate a motorcycle rider training school at this location. The company representative indicated they would need an approximately 60,000-square-foot area (200' X 300') to conduct classes. They would also like to locate a 10' X 40' storage unit on the property to house equipment and training materials.

Analysis

After conducting some preliminary research, staff requested a detailed site plan and proposal narrative, which was submitted. Staff representing Economic Development, Planning, Risk Management, Tax and License, Transportation, Parks, Recreation and Library Services, Marketing and the City Attorney's Office met in August to discuss the proposal. Input was also received from Building Safety and the Fire Marshal's Office.

While the primary use of the Brown Lot has been overflow parking for large stadium events, such as Cardinals games and the Fiesta Bowl, approved users have recently been expanded to include incidental use by a non-profit organization and the adjacent Kellis High School. This request represents a new opportunity to open up the lot for revenue-generating purposes.

Should Council choose to move forward with this request, staff also recommends a citywide policy be established for commercial use of this and other city facilities. Considerations for this location, as well as other city-owned properties and facilities throughout Glendale, include:



WORKSHOP COUNCIL REPORT

- Assessing a rate structure that reflects fair market value, including recovery of all operations and maintenance costs.
- Ensuring the proposed use is appropriate for applicable zoning, does not conflict with other agreements and does not adversely impact surrounding neighborhoods.
- Ensuring appropriate resources are allocated to oversee, manage and maintain the property(s) and administer applications.
- Creating equal opportunity for all organizations to have access to the property and determine if specific users should be given priority (i.e., residents or non-profits).
- Confirming that all City Code regulations and insurance requirements are adhered to.
- Ensuring all affected departments conduct standard reviews of requests.

Budget and Financial Impacts

Although the original request involves only one use at a specific location, it represents an opportunity to explore revenue-generating options throughout the city. Moving forward with establishing a citywide policy requires coordination between several departments and includes development of a rate structure, understanding that each property and allowable use is unique. Budget impacts would need to be developed based on the scope of properties included, a market assessment of fees and an analysis of staff resources required to manage the program.

Attachments

None



WORKSHOP COUNCIL REPORT

Meeting Date: **11/5/2013**
Meeting Type: **Workshop**
Title: **COUNCIL ITEM OF SPECIAL INTEREST – COMPENSATION STUDY**
Staff Contact: **Jim Brown, Executive Director, Human Resources and Risk Management**

Purpose and Policy Guidance

The purpose of this presentation is to provide the Council with background information regarding the city's compensation structure for non-represented employees and to identify the current issues being experienced with this structure.

Background

In 1999, Mayor and Council approved a comprehensive study of the city's compensation program to determine if the city's pay structure ensured a level of competitiveness in attracting and retaining key talent. Watson Wyatt, a compensation consultant, was retained to conduct this study and the Mayor appointed a Compensation Task Force to review Watson Wyatt's findings. The Task Force agreed with the following recommendations which were presented to the Mayor and Council in March 2002:

- Shift to Market Pay Focus
- Introduce New Merit Pay Approach
- Develop Step Rate System for Public Safety
- Add Incentive Pay
- Modify Employee Benefits

In 2003, Human Resources recommended to Mayor and Council that they adopt the recommended total compensation approach to address the organization's pay and benefits programs.

Analysis

In the city's current compensation program for non-represented employees, there are two ways in which city-wide pay increases can be given to employees as follows:

Market Adjustments – The city's current compensation program is a market focused plan. A market focused plan does not require any C.O.L.A. (Cost of Living Adjustment); however, it does require benchmarking to be established and monitored to ensure the pay plan is competitive with cities competing for our workforce. Cities or towns identified as the city's benchmarks (or market) are as follows:



WORKSHOP COUNCIL REPORT

- Avondale
- Chandler
- Goodyear
- Surprise
- Tempe
- Peoria
- Scottsdale
- Mesa
- Tucson
- Gilbert
- Phoenix

The Human Resources Department conducts a market study on an annual basis comparing the city's pay ranges with pay ranges for comparable jobs in benchmark cities. The city's practice has been to be within (plus or minus) 5% of the average of the maximum of the salary ranges reviewed. In the past, across the board market adjustments have been made to allow employees to maintain their position within their pay range as the range in the market went up and helped the city stay competitive with the market in order to prevent an increase in employee turnover. There have been no across the board market adjustments given to city employees since 2007.

Merit Increase – The city's current compensation program is also a pay for performance plan. This type of plan rewards employees annually with a pay increase based on their merit, or performance, on the job. Performance goals are set annually by both supervisors and their employees and based on the accomplishments of those goals, employees can receive a merit increase. There have been no merit increases given to city employees since 2008.

There are also processes through which employees can receive additional pay on an individual basis. Those are as follows:

Promotions – A promotion occurs within the organization when there is a vacancy and either an appointment by the City Manager is made or a competitive recruitment is conducted. If a current city employee is successful in the recruitment and the position applied for is a higher level classification than what the employee is currently in, he/she may receive a promotional pay increase. Promotional opportunities have been occurring in the organization on an ongoing basis.

Assignment Pay – Assignment pay can occur in two ways:

1. If a vacancy occurs in a higher level classification than what an employee is currently in and they are asked to take on those higher level duties on a temporary basis until the position can be filled;
2. If an employee is asked to take on a special project for a period of time in addition to the existing duties in their current classification. Assignment pay is temporary and an employee can receive 5% assignment pay for non-senior management level responsibilities and 10% for senior level management responsibilities.



WORKSHOP COUNCIL REPORT

Equity Adjustments – Equity adjustments may be given to an employee for the following reasons:

1. An employee's job has changed to include higher level duties and responsibilities. This position has been changed to a higher classification and the employee has been given a pay adjustment (equity adjustment) to pay them commensurately with the duties they are performing and to bring their salary in line with other employees with equivalent years of experience and similar level duties and responsibilities;
2. A supervisor is found to be making the same or less than the employees he/she supervises and an equity adjustment is given to correct the issue;
3. A newly hired employee is brought into the organization at a higher rate of pay than current employees with similar experience and skills also in the same job and an equity adjustment is given to bring the incumbents up to a pay that is equitable to the newly hired employee. If an equity adjustment is necessary, it will be brought to the Council for final approval.

Current issues the city is experiencing with this pay structure are as follows:

1. Non-represented employees have not experienced a market adjustment since 2007 and they have not experienced a merit increase since 2008. This has helped to create an inability for these employees to move upward through their pay ranges and has prevented the city from being competitive in employee pay in many jobs across the organization.
2. The city's pay ranges are broader than other city's pay ranges that are in our market. The City of Glendale's pay ranges for non-represented employees are 60% in length while on average, other city's market pay ranges run at approximately 40% in length. Because the city has had a philosophy of basing our market to be within plus or minus 5% of the 50th percentile of the *maximum* of the pay range (the city would rank 5th or 6th out of 11 valley cities at the top of our pay ranges), our range *minimums* and *midpoints* are significantly below the market. As a result, we have many employees who were promoted into a higher level position and placed at the bottom of the pay range or were hired into the city at the bottom of their pay ranges years ago. They now have five years or more of experience; however, because of the lack of merit or market adjustments, they remain at the bottom of their ranges and well below the market rate for the services they provide.
3. The ability to bring new hires into critical vacancies has also become a major challenge. In many cases, we cannot hire the most qualified candidates at the salary levels of our existing employees in the same classifications. The city is to the point where the market demands the city pay new hires more in order to fill the position. This creates inequity among the city's existing employees and new hires, and diminishes employee morale.

The Human Resources Department has conducted an analysis of the city's current pay structure and is working with city management for an effective way to address these issues. Possible



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solutions to these issues will be brought to the Council for consideration during the upcoming budget workshop sessions.

Previous Related Council Action

In 1999, Mayor and Council approved a comprehensive study of the city's compensation structure to determine if the city's pay structure ensured a level of competitiveness in attracting and retaining key talent. Watson Wyatt, a compensation consultant, was retained to conduct this study and the Mayor appointed a Compensation Task Force to review Watson Wyatt's findings. These findings were presented to Mayor and Council in March 2002.

In 2003, Human Resources recommended to the Mayor and City Council that they adopt the recommended total compensation approach to address the organization's pay and benefits programs.

In September 2012, Human Resources presented a workshop to the Mayor and Council to provide an overview of the city's compensation system.

Community Benefit/Public Involvement

Attracting and retaining a highly skilled and qualified workforce insures quality services for the betterment of our community.

Budget and Financial Impacts

Costs for addressing the non-represented employee compensation structure issues will be brought to Council during the budget workshops.

Attachments

None.