

City of Glendale Council Workshop Agenda

January 7, 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 adminisitrador 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

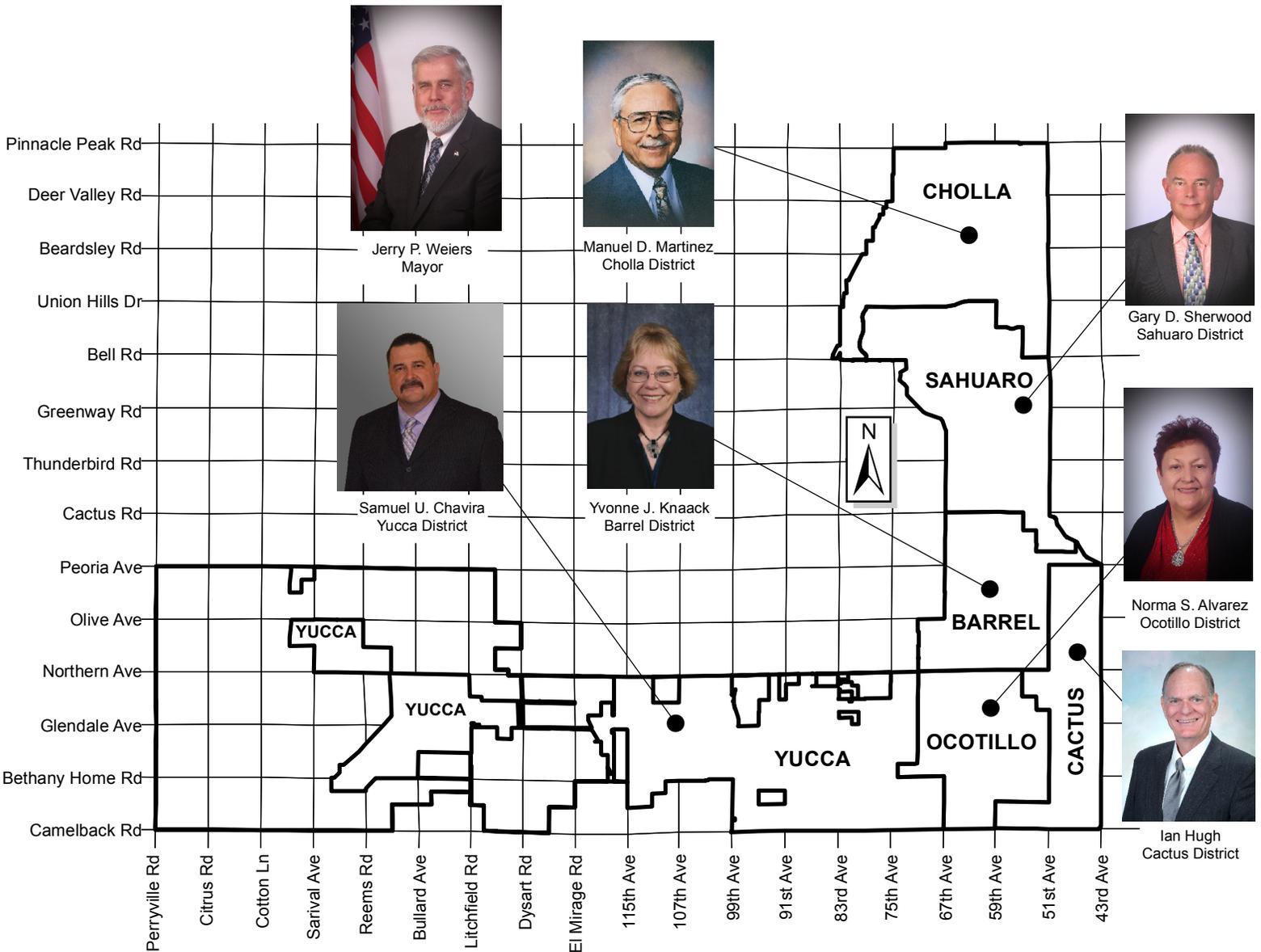
Voting Meeting - The Glendale City Council values citizen comments and input. If you wish to speak on a matter concerning Glendale city government that is not on the printed agenda, please fill out a blue Citizen Comments Card. Public hearings are also held on certain agenda items. If you wish to speak 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 and present your comments in five minutes or less.

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
January 7, 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. 2014 STATE LEGISLATIVE AGENDA
PRESENTED BY: Brent Stoddard, Director Intergovernmental Programs
2. MUNICIPAL MARKETING
PRESENTED BY: Julie Frisoni, Interim Assistant City Manager, and
Julie Watters, Interim Executive Communications Director
3. ORGANIZATIONAL STRUCTURE
PRESENTED BY: Julie Frisoni, Interim Assistant City Manager
Andrew S. Belknap, Regional Vice President, Management Partners, Inc.
Cathy Standiford, Partner, Management Partners, Inc.

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))

2. LEGAL MATTERS – PROPERTY & CONTRACTS

- A. The City Council will meet with the City Attorney and City Manager to discuss, consider its position, receive legal advice and provide instruction/direction to the City Attorney and City Manager regarding Glendale's position in connection with the disposition and possible economic development opportunity relating to real property located at 6829 North 58th Avenue, which property is 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
- 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

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: **1/7/2014**
Meeting Type: **Workshop**
Title: **2014 STATE LEGISLATIVE AGENDA**
Staff Contact: **Brent Stoddard, Director Intergovernmental Programs**

Purpose and Policy Guidance

This is a request for City Council to review and provide guidance on the proposed 2014 state legislative agenda and to give a legislative preview.

The Intergovernmental Programs staff recommends prioritizing the state legislative agenda to a few key issues to allow the city to have a stronger, more consistent message on the items of greatest priority. The proposed key priority issues for consideration are described in the attached reports.

Background

Prior to each legislative session, the Intergovernmental Programs staff seeks Council adoption of the city's state legislative agenda. The legislative agenda defines the city's priorities for the upcoming session and will guide the city's lobbying activities at the Arizona State Legislature. The Intergovernmental Programs staff will update Council on a regular basis throughout the session for guidance on bills and amendments that may be introduced. The city's legislative agenda is a flexible document and may change, based on activities at the Legislature and Council direction.

The 51st Legislature's Second Regular Session will begin on Monday, January 13, 2014.

Previous Related Council Action

The Council approved the 2013 State Legislative Agenda on February 5, 2013 which continues to be the guiding document until a new legislative agenda is approved.

Community Benefit/Public Involvement

The 2014 state legislative agenda includes policy statements intended to protect and enhance the quality of life for Glendale residents by maintaining local decision-making authority.

Throughout the 2014 legislative session, policy direction will be sought on proposed statutory changes which fall under the adopted Council policy statements relating to the financial stability of the city, public safety issues, promoting economic development, managing growth and preserving neighborhoods.



WORKSHOP COUNCIL REPORT

Attachments

Staff Memorandum



**CITY OF GLENDALE
2014 STATE LEGISLATIVE AGENDA**

MUNICIPAL LEGISLATIVE PRINCIPLES

The Glendale City Council urges the State Legislature to:

- o **Preserve and enhance the city's ability to deliver quality and cost-effective services to Glendale citizens and visitors.**
 - o **Preserve and enhance the City Council's ability to serve Glendale residents by retaining local decision making authority and maintaining state legislative and voter commitments for revenue sources.**
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MUNICIPAL LEGISLATIVE PRIORITIES

FISCAL SUSTAINABILITY

Preservation of State Shared Revenue

The city supports the retention of state shared sales and income tax revenues at the 15% distribution level and opposes any reduction or cap in state shared revenues, either directly or through the creation of exemptions, unless equal revenue sources are made available.

Maintaining Revenue Streams/Directed Funding Sources

The city supports the full disbursement levels of existing revenue streams including the Heritage Fund, the Highway User Revenue Fund (HURF), the Vehicle License Tax (VLT) and the Maricopa County half-cent sales tax for transportation. The city opposes diversions of these funds by the Legislature.

Preservation of Local Taxing Authority

The city supports the retention of local taxing authority and the maintenance of fiscally balanced revenue sources. The city opposes legislation that will shift a greater tax burden to homeowners as a consequence of restructuring property tax assessment ratios. Furthermore, the city supports the efforts of the Municipal Tax Code Commission to make tax collection more efficient.

Unfunded Mandates

The city opposes unfunded state mandates placed on local jurisdictions, and encourages the legislature to evaluate the fiscal impact such mandates will have on communities prior to considering the issue.

ECONOMIC DEVELOPMENT

The city opposes any attempt to limit local control over, or ability to execute economic development projects, and supports any effort to enhance the range of economic development mechanisms at a municipality's disposal.

LAND USE PLANNING

The city supports maintaining local authority in land use planning issues and supports legislative efforts that promotes more orderly growth and opposes efforts that impede growth management, including the preservation of local authority to set land use policies and support for citizen involvement in the planning and zoning process. Furthermore, the city opposes legislation that would restrict a municipality's ability to redevelop under-performing areas.

MILITARY PRESERVATION

The city recognizes the importance of preserving the mission viability of Luke Air Force Base and the importance of the base to our national security interests, state and local economies, and to the retirees who rely on Luke for services. The city supports the retention of existing state statutes relating to military airports, and the development of legislation that limits encroachment of all types, supports compatible land uses around such facilities, and ensures the capability for future mission expansions.

NEIGHBORHOODS

The city supports initiatives to preserve and enhance the quality of life in neighborhoods and protect the rights of citizens to actively engage in the development of public policy.

PUBLIC SAFETY

The city supports initiatives to preserve and enhance the ability of local governments to strategically plan for and respond to emergencies.

TRANSPORTATION

The city supports regional coordination in transportation planning but opposes efforts that limit local control in the transportation decision-making process. The city supports the voter approved Proposition 400 and opposes efforts to hinder the implementation of the Regional Transportation Plan. Furthermore, the council supports efforts that grant cities and towns the additional ability to provide for transportation improvements.

WATER/ENVIRONMENTAL RESOURCES

The city supports efforts that ensure the wise use of natural resources and promotes environmentally sensitive and sustainable development.



WORKSHOP COUNCIL REPORT

Meeting Date: **1/7/2014**
Meeting Type: **Workshop**
Title: **MUNICIPAL MARKETING**
Staff Contact: **Julie Frisoni, Interim Assistant City Manager**
Julie Watters, Interim Executive Communications Director

Purpose and Policy Guidance

The purpose of this item is to provide information on the city of Glendale potentially engaging in municipal marketing to generate new revenue and enhance partnership opportunities.

Background

Municipal marketing is a concept that cities and other organizations have been using for years as a way to generate additional revenue to leverage partnerships to take advantage of sports facilities that are used by a large audience, prime city locations or valuable assets.

Cities from San Diego to Miami Beach, Dallas, Los Angeles and New York City have utilized municipal marketing to raise millions of dollars for their communities that can be diverted back into city services and upgrades. In addition, this valuable tool has also been used in school districts and fire departments as a way to augment resources to generate revenue for sustained or increased services, events and opportunities.

A municipal marketing program would allow Glendale to leverage city properties and assets for partnerships, naming rights and advertising that would provide a revenue stream to the city. Examples include: advertising concepts such as ad placement at places where the public gathers like sports fields and parks as well as city buildings, advertising on city buses, sanitation and recycling trucks and bus shelters. Additional opportunities include naming rights on facilities or sponsorships on the city website and city newsletter.

Across the state and country, numerous government entities have utilized municipal marketing to generate revenue. Research on municipal marketing gathered either by speaking with various organizations or researching online provides the following examples:

- Huntington Beach, California: First city in the nation to name an official soft drink: Coke. Coca Cola pays the city \$600,000 annually for exclusivity, including 50 vending machines on boardwalk, volleyball nets and life guard towers on the beach.
- Miami Beach, FL: 10-year contract with Coca-Cola to be the city's beverage partner and featured drink at city events and venues. Partnership total value is \$7 million.



WORKSHOP COUNCIL REPORT

- Mesa, AZ: Utility bill advertising – Selling ads on bill inserts. Since the program was formalized in 2010 it has covered more than \$250,000 in printing costs for the city’s newsletters.
- Apache Junction and Daisy Mountain Fire Departments: 12-month advertising program placing ads on fire trucks, expected to generate \$95,000 and \$70,000 respectively.
- Pittsburgh, PA: Advertising on various city assets ranging from vehicles to recreation centers and mailings valued at \$500,000 for one year.
- San Diego, CA: Agreement with Canteen San Diego (vending machine and coffee service provider) as the exclusive beverage vending and snack vending partner for a 5-year contract with a total value of \$1.2 million.
- San Diego, CA: 5-year agreement with San Diego Metropolitan Credit Union to be official credit union partner of the city. Partnership total value is \$500,000.
- Scottsdale, AZ: Corporate sponsorship worth \$100,000 from Thunderbird Charities for naming rights to a teen learning center at city library.
- Dallas, TX: A 5-year exclusive beverage agreement with Dr. Pepper for \$2.2 million.
- Glendale, CA: 10-year agreement for advertising on bus shelters. Partnership total value is a minimum of \$580,000.
- Mesa Public School District: Advertising on school buses valued at approximately \$100,000 a year.
- Scottsdale School District: Advertising on school buses has generated approximately \$120,000 over seven years.

Analysis

Due to national and international sporting and entertainment events taking place in Glendale, the city is an optimal candidate for a municipal marketing program. Advertisers have the opportunity to use resources within the city to market to key audiences of significant size. The timing of implementing a program is critical as the city continues to regularly host large events including the Super Bowl, Fiesta Bowl and national championship games.

The process to implement a municipal marketing plan involves two phases:

Phase One: A Request for Proposal (RFP) is issued for the city to contract with a municipal marketing agency. For a flat fee, the selected company surveys the city’s assets and determines potential revenue opportunities. This timeframe takes approximately 90 to 120 days. The cost for Phase One is contingent upon the qualified bids from the RFP, but for perspective, here’s a list of what a few other cities have paid for surveying their assets:

- Miami Beach: \$40,000
- Cary, North Carolina: \$40,000
- Phoenix: \$75,000



WORKSHOP COUNCIL REPORT

Phase Two: Council would be asked to provide direction for approval on the final list compiled by the municipal marketing company. Direction will determine which city assets will be part of the municipal marketing plan, as well as what guidelines are to be used for the qualified company to implement the marketing program. The company will then implement the plan and solicit the marketing/advertising/partnerships. The cost for Phase Two can either be commission based on the amount of marketing revenue generated or a flat rate. Both of these processes, phase 1 and 2, would require approval from council.

Staff recommends conducting an RFP to contract with a municipal marketing agency to determine more specific revenue generation possibilities while developing the city's municipal marketing plan.

Previous Related Council Action

During the April 17, 2012 Budget Workshop Session, municipal marketing was discussed by staff from the Communications Department as an opportunity to generate revenue. While several councilmembers called the concept "intriguing" and "a great idea" the consensus was to not move forward at the time due to budgetary concerns about the initial upfront cost, but to bring the item back to Council at a later date for discussion.

At the December 21, 2004 Workshop Session, staff from the Communications Department gave a presentation on municipal marketing as an opportunity to generate non-traditional revenue. Council direction at the time was to not pursue a municipal marketing program but focus on sponsorships for special events.

Community Benefit/Public Involvement

A municipal marketing program has the potential to generate revenue for the city, creating a positive impact to the city's budget to provide additional financial stability.

Budget and Financial Impacts

The cost to implement a municipal marketing plan is contingent on the outcome of an RFP from qualified marketing agencies. Similar RFPs have yielded results in the \$40,000 to \$75,000 range. The source of this funding would have to be identified if directed to move forward.



WORKSHOP COUNCIL REPORT

Meeting Date: **1/7/2014**
Meeting Type: **Workshop**
Title: **ORGANIZATIONAL STRUCTURE**
Staff Contact: **Julie Frisoni, Interim Assistant City Manager**
Presented By: **Andrew S. Belknap, Regional Vice President, Management Partners, Inc.**
Cathy Standiford, Partner, Management Partners, Inc.

Purpose and Policy Guidance

Management Partners, Inc. will present to Council a recommended organizational restructuring following a high-level review of the city's current structure and departmental staffing highlighting opportunities to achieve cost savings and increased efficiency. The presentation will include recommended organizational changes with an anticipated timeline for implementation at the start of the new fiscal year on July 1, 2014.

Andrew S. Belknap, Regional Vice President, and Cathy Standiford, Partner, of Management Partners, Inc. will make this presentation.

Background

Management Partners, Inc., a professional management consulting firm specializing in assisting local government leaders to provide public services, was retained by the city and a professional services agreement was entered into on October 1, 2013. Founded in 1994, the firm is a national consulting company with offices in Orange County and San Jose, California and Cincinnati, Ohio. Management Partners, Inc. came highly recommended by several cities including Surprise, Arizona, Sacramento and Long Beach, California, and has substantial experience in evaluating management structures and operations in large, complex public sector organizations such as the City of Glendale.

Management Partners, Inc. was hired at a cost of \$46,800 to conduct a comprehensive analysis of the city's organizational structure including a comparison to other cities of similar size, municipal services and function, and report their findings and recommendations to Council. The primary assignment is to review the organization structure of the enterprise and the key executive positions that lead it down to the division level, to ensure that the divisions are appropriately placed and to identify opportunities for realignment and optimization based on best management practices for municipal services. Management Partners completed a high-level review of the city's organizational structure at the executive level. The purpose of the study was to recommend an organizational structure that will sustain the city, create fiscal and operational efficiencies and support Glendale's business goals and objectives. Specific project goals include:

- 1) Analyzing the existing organization structure, including executive level responsibilities and spans of control



WORKSHOP COUNCIL REPORT

- 2) Identifying alternative opportunities for streamlining or realigning functions within the organization to improve efficiency and managerial effectiveness
- 3) Supporting the implementation of recommendations for changes in organizational structure through the development of an implementation action plan. Outcomes from this work will position the city to implement industry best practices in management of a municipal corporation, and to thereby improve the efficiency and effectiveness of service delivery

As the city moves forward, it is prudent to reassess our current structure and opportunities for realignment to better prepare the city for the future. The analysis will recommend an organizational structure that will sustain the city, create fiscal and operational efficiencies while supporting Glendale's business goals and objectives. Outcomes from the analysis will position the city to implement industry best practices in management of a municipal corporation to improve efficiency and effectiveness of business delivery.

Analysis

On October 15, 16 and 17 of this year, representatives from Management Partners, Inc. interviewed the Mayor, Council and 19 executive management staff members to determine programs and services provided to the city and community, and how their respective departments interface with other city departments. The in depth interviews outlined ideas for improvement and operational efficiency while identifying strengths and weaknesses.