

# **City of Glendale**

5850 West Glendale Avenue Glendale, AZ 85301

# City Council Workshop Agenda

Mayor Jerry Weiers
Vice Mayor Ian Hugh
Councilmember Jamie Aldama
Councilmember Joyce Clark
Councilmember Ray Malnar
Councilmember Lauren Tolmachoff
Councilmember Bart Turner

Tuesday, February 7, 2017 1:30 PM Council Chambers

# Workshop

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**

#### **ROLL CALL**

#### WORKSHOP SESSION

1. <u>17-028</u> STRATEGIC PLANNING & BALANCED SCORECARD INITIATIVE

Staff Contact: Jean Moreno, Executive Officer Strategic Initiatives and

Special Projects

<u>Attachments:</u> <u>Values Mission Vision Report</u>

Stakeholder Forum Executive Summary Updated 01062017

Oct. 31 City Council Planning Transcript

2. <u>17-042</u> ZONING ORDINANCE TEXT AMENDMENT (ZTA) ZTA16-02 (City Council

Input on Expanding Locations Where Chickens May be Kept)

Staff Contact and Presenter: Sam McAllen, Director, Development Services

Staff Presenter: Jon M. Froke, AICP, Planning Director

Attachments: Chicken Code Matrix

ZTA16-02 - Speaker Cards

ZTA16-02 - Petitions in Support

ZTA16-02 - Petitions in Opposition

3. <u>17-024</u> COUNCIL ITEM OF SPECIAL INTEREST: REQUEST TO ASSESS POSSIBLE

INSTALLATION OF A PERMANENT FLAG POLE IN THUNDERBIRD

**CONSERVATION PARK** 

Staff Contact and Presenter: Erik Strunk, Director, Public Facilities,

Recreation and Special Events

#### **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.

#### CITY ATTORNEY'S REPORT

This report allows the City Attorney 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 Attorney 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.

#### MOTION AND CALL TO ENTER INTO EXECUTIVE SESSION

#### 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. 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.  $\S$  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.  $\S$  38-431.03(A)(3)(4))

- 1. Arts Commission
- 2. Aviation Advisory Commission
- 3. Board of Adjustment

- 4. Citizens Bicycle Advisory Committee
- 5. Citizens Transportation Oversight Commission
- 6. Commission on Persons with Disabilities
- 7. Community Development Advisory Committee
- 8. Glendale Municipal Property Corporation
- 9. Historic Preservation Commission
- 10. Industrial Development Authority
- 11. Judicial Selection Advisory Board
- 12. Library Advisory Board
- 13. Parks and Recreation Advisory Commission
- 14. Personnel Board
- 15. Planning Commission
- 16. Public Safety Personnel Retirement Board/Fire
- 17. Public Safety Personnel Retirement Board/Police
- 18. Risk Management/Workers Compensation Trust Fund Board
- 19. Water Services Advisory Commission
- B. Discussion and consideration of the re-appointment of City Judge Elizabeth Finn and discussion and consultation for legal advice with the City Attorney. (A.R.S. §38-431.03(A)(1)(3))
- C. Discussion and consideration of the re-appointment of City Judge City Judge Manuel Delgado, Jr. and discussion and consultation for legal advice with the City Attorney. (A.R.S. §38-431.03(A) (1)(3))

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 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).



# City of Glendale

5850 West Glendale Avenue Glendale, AZ 85301

# Legislation Description

File #: 17-028, Version: 1

#### STRATEGIC PLANNING & BALANCED SCORECARD INITIATIVE

Staff Contact: Jean Moreno, Executive Officer Strategic Initiatives and Special Projects

### **Purpose and Policy Guidance**

This is a request for City Council to review draft value, mission, and vision statements for the city's Strategic Planning and Balanced Scorecard initiative, to make any recommended changes, and to provide consensus direction on final statements to be used as the basis for continued development of the Balanced Scorecard.

# **Background**

This is the third Council study session regarding the Strategic Planning & Balanced Scorecard Initiative designed to guide the process for the development of a city-wide strategic plan. To assist in this process, the city engaged the services of Advanced Strategy Center to conduct five virtual stakeholder feedback sessions with key stakeholder groups including employees, business leaders, non-profit/education leaders, and boards and commissions. There were a total of 82 participants that provided thoughts and opinions on a variety of topics to help identify areas in which Glendale is doing well and areas that could be improved. These transcripts were provided to the City Council to assist them in their work on the development of value, mission, and vision statements; an executive summary of the stakeholder sessions is attached. Next, Advanced Strategy Center conducted an in-person facilitated session with the City Council which focused on the full development of the value, mission, and vision statements.

### Analysis

Staff utilized the transcript from the Council session (attached) to further refine the key statements adding structure and uniformity. The attached Values, Mission, and Vision report provides specific details and staff analysis related to each of the statement areas as well as statistical information regarding the stakeholder feedback sessions. Based on City Council and stakeholder input, the following value, mission, and vision statements are presented for Council discussion and consideration:

Simple Value Statements (see report for detailed description of each):

- We are guided by integrity in all that we do.
- We are committed to excellence through operational and financial stewardship.
- We empower our employees to be innovative.
- We are community driven.
- We are a learning organization.

Mission: We improve the lives of the people we serve every day.

# File #: 17-028, Version: 1

Vision: We are the community of choice for residents, businesses, and employees.

# **Previous Related Council Action**

On October 31, 2016 the City Council held a Special Workshop where they participated in a facilitated discussion to identify core concepts and ideas that would be used to create the city's value, mission, and vision statements.

On September 9, 2016 the City Council held a Special Workshop where staff presented an informational overview of strategic planning, why it is important for our community and organization, and an introduction to the Balanced Scorecard management system.

# **Community Benefit/Public Involvement**

The development of a comprehensive and focused strategy for municipal service delivery is critical for the development of a high performance organization that has a shared purpose, operates with autonomy and accountability, sets and achieves performance measures and targets, has empowered and engaged employees that work collaboratively, and uses data and evidence for decision making. All of these things add value to service delivery and have the ability to create a positive impact for the community. It provides the opportunity for the city to be specific and deliberate in the allocation of resources and ultimately, improves overall quality of life for our citizens.

In an effort to inform the initial steps of the process, the city engaged key stakeholder groups including employees, business leaders, boards and commissions, and the non-profit community to provide their insights into what the city is doing well and where improvement is needed in order to guide the full development of the strategic plan.

CITY OF GLENDALE



# STRATEGIC PLANNING & BALANCED SCORECARD INITIATIVE

VALUES, MISSION, & VISION

UPDATED JANUARY 23, 2017

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# Strategic Planning & Balanced Scorecard Initiative

Values, Mission, Vision

# Executive Summary

In an effort to inform the development of a city-wide strategic plan, the city engaged the services of Advanced Strategy Center to conduct five stakeholder feedback sessions with key stakeholder groups including employees, business leaders, non-profit/education leaders, and boards and commissions. There were a total of 82 participants in five sessions which provided thoughts and opinions on a variety of topics to help identify areas in which Glendale is doing well and areas where we could improve.

Advanced Strategy Center also conducted an in-person facilitated session with the City Council on October 31, 2016 that was specific to the development of core organizational values, and mission and vision statements. The transcripts from this session serve as the basis for the following recommendations for Council consideration.

# **Proposed Statements**

Values

We are guided by integrity in all that we do.

We are committed to excellence through operational and financial stewardship.

We empower our employees to be innovative.

We are community driven.

We are a learning organization.

Mission

We improve the lives of the people we serve every day.

Vision

We are the community of choice for residents, businesses, and employees.

# Stakeholder Feedback Results

82 participants

5 sessions

60% have lived/worked in Glendale 11+ years

81% found value in the facilitated sessions

The Advanced
Strategy Lab system
scored 9 out of 10 in
terms of supporting the
feedback process

70% reported the positive aspects of Glendale either balance or outweigh the negative aspects

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71% reported that they believe Glendale can be positioned as a premier community in the region in the next 3-5 years with the right leadership & planning

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# Values

# Objective

To create values or value statements that:

- Identify 4-6 core values that will guide organizational behavior towards the fulfillment of the organizational mission and vision statements.
- Can be described in terms of the behaviors or activities that are demonstrated when the values are applied.
- That are applicable to everyone within the organization.

# Staff Analysis

The spreadsheet shown in Appendix A lists the core values exactly as they are in the transcript and includes the comprehensive rating analysis of each of the assessments that were conducted:

- Is the value a good candidate for consideration?
- How important is it to the future of Glendale?
- Can it be applied by employees?
- Does it serve the community?
- Is it enduring and applicable?

Council identified a total of seven potential values, five of which had a weighted average of greater than 60% from the assessment questions. The following variation for Council consideration uses the core language from the facilitated session together with Council commentary that was gathered during the process, and incorporates the identified themes from all seven topic areas while consolidating into five core values. In order to do this, the key concepts from the lowest ranking values were incorporated into other areas.

To create context for each of the value statements, a significant focus is placed on the structure. Each of the statements are designed to start with a "we" proclamation. This is intended to create emphasis on the collective ownership of each of these values throughout the entire organization and a focus on the key concept. They are each phrased in the present tense so everyone knows these are the things we are expected to do actively every day in our work and are not something that we "plan" to do in the future. Finally, each statement describes the ideal state and behaviors that can be expected when modeling the value and concludes with an explanation of why we do this and how it is expected to make a difference for our community.

# Variation for Consideration

# WE ARE GUIDED BY INTEGRITY IN ALL THAT WE DO.1

Throughout our organization there is an unquestionable level of integrity, ethics, transparency, and honesty guiding our communications and interactions. We are fair, principled, accountable, and inclusive in all that we do. The example is set by City Council, City Management, and every staff member. We do this to create trust within the organization and throughout the community.

# WE ARE COMMITTED TO EXCELLENCE THROUGH OPERATIONAL AND FINANCIAL STEWARDSHIP.<sup>2</sup>

Our approach to excellence begins with a positive "can-do" attitude. We are committed to delivering high quality services to our diverse community at an affordable cost, with demonstrated value, in an expeditious manner. We design our services with our stakeholder's needs in mind. We provide opportunities to gather feedback on our services in an inclusive way and look for merit in every idea. We do this to ensure we are good stewards of taxpayer dollars, to create organizational and community pride in the services we provide, and to provide added value for our community.

### WE EMPOWER OUR EMPLOYEES TO BE INNOVATIVE.

We are an organization that constantly examines how we can get better and welcomes creative ideas and new thinking. We value efficiency, technology, and agility and we have the courage to try new approaches. We do this to create a flexible organization that can respond quickly to change, to create value by providing more cost-effective services, and to provide a means for employee ownership in the services we provide.

#### WE ARE COMMUNITY DRIVEN. 3

All people who live, work, do business in, and visit Glendale are our priority. We value community engagement and we constantly seek feedback to assess the varying needs of our community. We welcome everyone and value the richness of skills, background, and experience that a diverse community provides. We do this to honor our heritage, to create openness, and to ensure we are delivering the services that are most valued and needed in our community.

# WE ARE A LEARNING ORGANIZATION.

We know that our ability to develop and deliver the highest quality services and to achieve operational excellence for our stakeholders is dependent upon having a highly trained and developed workforce and elected representation. In order to attract and retain the most qualified people to serve our community, we constantly invest in developing skills and cultivating leaders. We do this to ensure that we are constantly getting better in everything we do and to create lifelong learners because we know that our elected officials and employees will contribute to the community not only through their service to Glendale, but also in many other facets outside of the job.

<sup>&</sup>lt;sup>1</sup> Includes key concepts from "A heritage/commitment to inclusiveness and belonging" and "A bias for action".

<sup>&</sup>lt;sup>2</sup> Includes key concepts from "A bias for action".

<sup>&</sup>lt;sup>3</sup> Includes key concepts from "A heritage/commitment to inclusiveness and belonging".

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# Mission Statement

# Objective

To create a mission statement that is:

- Everlasting
- Inspiring
- Memorable
- Applicable
- Describes what we will do no matter what and for whom (why do we exist)
- "To (do/be) WHAT for WHOM"

# Council Session Details

Top Statement

"We make someone's life better every day."

# Council Commentary

Comments and suggested enhancements:

- Be less vague...how do we make lives better?
- We make the lives of Glendale residents and visitors better every day.
- We make someone's life better every day with integrity, respect, and service.
- Delete "someone's" (there was discussion about keeping this to make it more individual/personal).
- We make someone's life better every day by providing the highest quality service at the best possible price.

# Staff Analysis

- Need to define "someone" who are we serving? Residents, visitors, businesses, partners, employees all are stakeholders and people we serve.
- Need to keep it short and memorable.
- We can define "better" and "how" through vision and value statements.
- Prefer a present tense statement vs. a future tense statement because it implies immediate action.

# Variation for Council Consideration:

"We improve the lives of the people we serve every day."

- Defines who is taking action "We" implies everyone in the organization.
- Defines why we exist to "improve lives".
- Defines who we do this for "the people we serve" which is holistic in nature residents, customers, businesses, visitors, etc.
- Defines a clear expectation we do this "every day".

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# Vision Statement

# Objective

To create a vision statement that is:

- Time specific and creates a sense of urgency
- Memorable and emotionally compelling or inspiring
- Applicable or relatable to all lines of business internally, residents, business community/stakeholders
- Strategic and achievable
- Addresses concepts such as:
  - o What is the ideal picture of the organization's future?
  - o How will successful attainment impact residents, customers, stakeholders?
  - o How will we define success, what will it feel, look, and sound like?
  - o How will it be measured?
- "To (do/be) WHAT by WHEN."

# Council Session Details

Transcript Excerpt

### No. Idea

- 1. The city needs to realize the importance of a stable financial outlook. Citizens want to know the city leaders are treating their tax dollars as their own, with integrity, purpose and transparency. Services shall be available to all communities no community shall receive more than the other. Employees must feel part of a positive organization.
- 2. Financially-mega strong city creates a community that can then focus attention on and be able to meet the needs of residents and business leaders. This will draw attention from Valley-wide and Nationwide partners and will strengthen further investment in Glendale.
- 3. A truly safe environment/low crime rate and a reputation for finest quality of life
- 4. 21st century Glendale is acknowledged as the premier location for job creation incentivized by its reputation as one of the safest in the valley offering an enhanced live, work and play environment for its residents.
- 5. Economic development opportunity throughout the city, for start-ups, small businesses, and major employers/retailers, with a transportation and infrastructure system that supports them and connects them to the entire metropolitan area, and beyond.
- 6. Glendale has achieved financial stability through development of good paying jobs. This, along with a focus on public safety has attracted business relocation and expansion. The creation of public private partnerships in has resulted in an incredible number of very successful start up businesses in Glendale.

# Strategic Planning & Balanced Scorecard Initiative

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7. Glendale is financially stable and is a high demand destination for business and a variety of residential life styles. The long term financial success of its projects

# Repeated Themes

- Financial strength and stability
- Compelling economic development environment and public-private partnerships
- A safe community
- Quality amenities, services, transportation, and infrastructure that meet the diverse needs of our community

# Consultant Compilation of Ideas

Glendale 2020 is the gateway for the West Valley. We are financially strong, we are a one-community mindset, we are a safe and well run city. We are a net attractor of new business large and small in the markets/industries that matter for the future. We are also a net attractor of residents/families who are aligned with our values and seek the balance of quality of life and career opportunities. We have become the model for the new American community.

# Staff Analysis

- Needs to be a SMART Goal: Specific, measurable, attainable, relevant/meaningful, and time bound.
- Need to keep the statement itself short, memorable, meaningful, and goal-oriented.
- Needs to be something that transcends all lines of business and all stakeholder groups (residents, visitors, businesses, partners, employees).
- "New American community" could mean different things to different people.

# Variation for Council Consideration

# Glendale 2022:

"We are the community of choice for residents, businesses, and employees."

This statement consolidates the consultant compilation of ideas in terms of being a net attractor of residents and businesses. In order to become a community of choice, we inherently need to be "financially strong", have a "one-community mindset", and be a "safe and well run city." This statement complements the proposed core value and mission statements; would provide strategic direction for the organization; is broad enough to be applicable to every line of business and every person we serve; would provide the ability to address all of the vision themes identified by Council; and, is constructed as a SMART goal.

- Specific to be the community of choice
- Measureable can easily establish appropriate measures and create trend analysis
- Attainable with the right strategic focus this can definitely be accomplished
- Relevant this is a meaningful measure that can be applied to all stakeholders
- Time-bound specifies that this will be done before the end of the fifth fiscal year

# Appendix A

# Council Session Transcript and Assessment

Rank	Value Theme	Candidate as a Core Value	Importance to Future	Application by Employees	Serve Community	Endurance/ Applicability	Wt. Avg.
1	GUIDED BY INTEGRITY: a sense throughout our organization that there is an unquestionable level of integrity, ethics and honesty guiding our communications and interactions. Creates a sense of trust within the organization and to the community in the work that we do. At the end of the day, it implies fairness and transparency in all we do.	86%	86%	86%	86%	86%	86%
2	QUALITY SERVICES/OPERATIONAL EXCELLENCE: We are guided by the delivery of high quality services to our community at an affordable cost with clear impact. Excellence guides how we design our services and how we deliver our intended results. This creates a sense of organizational pride/community value. Implies a positive attitude we start with yes.	86%	86%	71%	71%	86%	80%
3	INNOVATION MATTERS: We are an organization that constantly looks at how to do things better and welcomes creative ideas and new thinking. This creates a flexible organization and an ability to try new things and quickly respond to changes.	100%	71%	86%	57%	57%	74%
4	COMMUNITY DRIVEN: We are constantly checking in with the needs and changes in our community and delivering the services/value that they need. This creates a sense of community engagement so that we are truly one Glendale.	100%	86%	57%	71%	43%	71%
5	A CONSTANT INVESTMENT IN DEVELOPMENT AND LEARNING: Our ability to develop and deliver the highest quality services is dependent upon the best trained/developed workforce. We will constantly invest in the skills and processes needed to deliver what is needed. We are committed to the principle of lifelong learning for our elected officials/employees/community.	86%	71%	57%	57%	43%	63%
6	A HERITAGE/COMMITMENT TO INCLUSIVENESS AND BELONGING: Glendale is built on being a welcoming community to any who want to be here. It creates commitment by our community and a richness of skills and background. We value the viewpoints of everyone and we create an open/transparent environment.	71%	43%	43%	43%	43%	49%
7	A BIAS FOR ACTION: While we will always take time to review and consider input, we will be an organization that makes decisions fairly but quickly and moves forward with our actions.	86%	29%	29%	43%	29%	43%

# Advanced Strategy Center at Pinnacle Peak



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City of Glendale

# Virtual Stakeholder Feedback Sessions

**Executive Summary Report** 

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# CITY OF GLENDALE STRATEGIC PLANNING STAKEHOLDER INPUT SESSIONS FACILITATED BY THE ADVANCED STRATEGY CENTER

# CONDUCTED OCTOBER 20-21, 2016 AND DECEMBER 13, 2016 SUMMARY REPORT AND FINDINGS

# **Stakeholder Session Agenda and Format**

The Advanced Strategy Center (ASC) in Scottsdale, Arizona, was pleased to be asked by the City of Glendale to facilitate a set of five stakeholder feedback sessions on October 20-21, 2016 and December 13, 2016. The sessions were conducted using our Advanced Strategy Lab approach which enabled participants to connect via a web URL and concurrent voice call on a facilitated session for simultaneous and anonymous responses to a set of key questions about Glendale today and some of the strategic issues it is facing for the future. There were 5 sessions conducted with a total of 82 participants as follows:

- City of Glendale employees (34 participants)
- Resident members of Glendale boards and commissions (15 participants)
- Glendale business leaders (24 participants, 2 sessions)
- Glendale nonprofit leaders (9 participants)

Each session was 90 minutes in duration with the first hour being a *common section* of questions about Glendale today, and feedback on reputation, services, safety, community inclusion and the values that should guide the future for the city. Each session also had a *unique section* of questions relating specifically to the stakeholder segment. The sessions were facilitated by Advanced Strategy Center representatives Douglas Griffen and Carl Lundblad using a session guide that had been developed with the assistance of the City of Glendale planning team. Although each stakeholder session also had a set of specific questions for their sector/background, this document will focus on the key results from the common sections.

Our agenda for the *common section* of the sessions was as follows:

- Opening comments and welcome by Jean Moreno from the City of Glendale:
- Context and overview of the Advanced Strategy Lab OnLine platform by facilitator Douglas Griffen;
- A 'warm-up' question on what makes Glendale 'Glendale' (what describes us):
- Identification of the *positive aspects* of Glendale today with a categorization and assessment of the key themes;

- Identification of the *concerning aspects* of Glendale today with a categorization and assessment of the key themes;
- An overall assessment of Glendale today and whether the positives outweigh the negatives or the negatives outweigh the positives;
- Feedback on Glendale as a regional city and where Glendale compares favorably with other cities in the region and where Glendale compares unfavorably;
- Feedback on the quality of the service delivery from Glendale and identification of any service gaps that exist;
- Feedback on the issues of safety and inclusion in the community;
- Identification of the values that should guide Glendale in the future; and,
- A final feedback survey on the session process to capture participant demographics for our analysis and any open comments the participants had regarding the process.

# 1.0 What Makes Glendale "Glendale"

Our first ideation question, after the introductory comments and review of the Advanced Strategy Lab OnLine platform, was a warm-up question on what describes/differentiates Glendale:

**Question:** As a warm-up for our session, what do you feel are the most distinguishing aspects of Glendale as a city and a community? What is it that makes Glendale 'Glendale'?

While this was a simple warm-up question it yielded some very interesting top-ofmind themes:

- ✓ A home-town/small-town feel;
- ✓ Sports and entertainment venues;
- ✓ The sense of a connected community;
- ✓ Its own identity but still the proximity to the overall valley/region;
- ✓ Family friendly, history, and heritage;
- ✓ Long term relationship and impact of Luke AFB;
- ✓ A sense of a safe community;
- ✓ Glendale Glitters, traditions that are important;
- ✓ The big player in the West Valley.

**KEY FINDING:** This is a community-oriented response and provides a general sense about the city. People like living here; it's friendly and connected and has a genuine sense of history and tradition. The community has the best of two worlds – exciting entertainment venues while maintaining a "small town feel".

# 2.0 Glendale Today—The Positive Aspects

Our next activity was a feedback exercise to identity the *positive* aspects of Glendale:

**Question**: Thinking now about the Glendale community overall, what do you feel are the most POSITIVE ASPECTS about the city? What do you like most about Glendale as a place to live/work and spend time?

For this topic, we conducted open brainstorming on the question followed by a summarization process and a prioritization process. The following is the summary of the positive aspects:

Rank	Idea	High	Low	Avg.	Resp.
1.	Active Chamber and impact to the business community	10	5	9.5	15/15
2.	Active Mayor and Council, accessible	10	1	9.1	15/15
3.	Strong focus on public safety	10	2	8.5	76/77
4.	Good schools/education system	10	3	8.3	41/43
5.	A family friendly community	10	1	8.1	75/77
6.	Strong business environment	10	3	8.0	76/77
7.	Variety of entertainment venues	10	1	<b>7.9</b>	77/77
8.	Good neighborhoods	10	1	<b>7.9</b>	75/77
9.	Easy to get around/navigate	10	2	<b>7.8</b>	43/43
10.	Potential for growth and development	10	1	<b>7.8</b>	77/77
11.	Strong level of community involvement	10	1	7.7	75/77
12.	Affordability	10	1	7.7	75/77
13.	Positive impact of Luke AFB	10	2	7.7	75/77
14.	Housing and businesses in good proximity to each other	10	2	7.6	41/43
15.	Good access to parks/recreation	10	2	7.5	41/43
16.	Developing strong tourism drivers/destinations	10	1	7.5	30/30
17.	Westgate corridor	10	1	7.2	77/77
18.	Our own city, but close to the greater Phoenix metro area	10	1	7.1	41/43
19.	Friendly feel of downtown	10	1	7.1	77/77

20.	A range of stadiums and sports venues	10	1	<b>7.1</b>	77/77
21.	A blend of new/old	10	1	<b>7.1</b>	30/30
22.	Overall small town feel	10	1	6.4	77/77
23.	Glendale Glitters	10	1	6.4	75/77
24.	Strong history/heritage	10	1	6.1	76/77

**KEY FINDING:** Community factors really matter and Glendale scores well here—public safety, schools, family friendly, affordability and neighborhoods. Add entertainment, parks and recreation and a good business environment and you have a strong base. Business leaders value the Chamber and the accessibility to the Glendale City Leaders. There is also a sense of opportunity for the future that can be seen here and in other areas, but a concern—shown in the next section—on whether Glendale can capitalize on that opportunity.

# 3.0 Glendale Today—The Concerning Aspects

In our next topic we focused on the *concerning* aspects of Glendale today:

**Question:** Still thinking about the Glendale community overall, what do you feel are the most CONCERNING ASPECTS about the city? What do you like least about Glendale as a place to live/work and spend time?

Similar to the previous topic we conducted open brainstorming on the question followed by a summarization process and a prioritization process. The following is the summary of the concerning aspects:

# Rating Criteria: How Concerning to You Personally (1-10)

Rank	Idea	High	Low	Avg.	Resp.
1.	Concerns on financial management/long term viability	10	2	8.0	43/43
2.	Concern about increasing crime levels	10	1	7.9	76/77
3.	The City having a one sided view at times in dealing with business owners/development (we are right)	10	3	7.8	16/16
4.	Unclear about Glendale's future direction as a community/city	10	1	7.7	77/77
5.	Perception emerging that Glendale is difficult to work with	10	1	7.7	43/43
6.	Not enough high paying professional jobs	10	3	7.6	41/43
7.	Some areas of city look worn and tired	10	2	7.4	76/77
8.	Lack of stability in key leadership positions at city level	10	1	7.4	43/43
9.	Recent history of poor relations with business/civic partners	10	1	7.4	76/77
10.	Potential loss of the Coyotes (affects our economy and our image)	10	1	7.3	16/16
11.	Some divisiveness in city government structure	10	1	7.1	76/77
12.	Lack of an inter-modal transportation system	10	1	7.0	42/43
13.	Too much influence by special interests in key decisions/issues	10	1	7.0	23/24
14.	Lack of robust downtown development	10	1	6.9	75/77

15.	The degree of homelessness	10	1	6.9	76/77
16.	Lack of adequate business/employment opportunities for high school/college graduates	10	1	6.8	75/77
17.	Increasing drug use	10	1	6.8	38/43
18.	Level of negative press	10	1	6.5	77/77
19.	Lack of affordable housing for lower income families	10	1	6.3	24/24
20.	Whether our schools are fully inclusive/open	10	1	5.5	23/24
21.	Many people see the West Valley/Glendale as 'way out there' and isolated geographically from Metro Phoenix	10	1	5.4	23/24
22.	Unclear why some special events are taken off the calendar	10	1	5.1	29/31
23.	Lack of community diversity	10	1	5.0	74/77
24.	Not clear there is a central point in the city	10	1	4.4	72/77

**KEY FINDING:** It is important to look carefully at concerns as they not only give insight into potential deficiencies; but, they also have the ability to guide opportunities for improvement. Participants identified social issues that nearly every growing city faces—drug use, homelessness, increasing crime, lack of enough high-paying jobs. But also leadership and reputational issues that are more unique to the city: financial management issues, lack of stability in key city positions, negative press, divisiveness and a perception that 'Glendale is difficult to work with'. Couple all of this with lack of a clear long term direction and it creates a sense of uncertainty for the community and the organization.

# 4.0 Assessing Glendale Today: The Positives vs. the Negatives

Our next exercise was to ask our participants to reflect on their overall feedback about Glendale today and identify the ONE MOST POSITIVE ASPECT as well as the ONE MOST CONCERNING ASPECT but to provide more context about why those aspects were so important to them personally. Then, we asked participants to indicate whether the positives outweigh the negatives or vice versa:

# Sample positive verbatim statements:

- "Community involvement. I like that the citizens of Glendale are so passionate. I like that the festivals are always packed. Glendale folks get involved and take advantage of what's available to them to enjoy and participate in."
- "The variety and quality of entertainment venues Westgate, Downtown, etc. They have the potential for building Glendale into a world-class city with a great reputation, which boosts the citizens, organizations and businesses."
- "I run a business in Glendale so for me, it is about the area as a whole: things to do and the perception of the city is extremely important to me... Everyone needs to feel proud about the city they work/ live in."

# Sample <u>concerning</u> verbatim statements:

- "The extremely high crime per population our city has along with the slums south Glendale is becoming. That compared with startling housing costs in the north the city is driving out middle class unless they want to live in extreme crime riddled neighborhoods."
- "Lack of direction--if we don't know where we are heading or know where we are, how do we know what our priorities are, what changes need to be made?"
- "I am concerned about the negative national/state press that we have received and the perception that we are difficult to work with could negatively effect the opportunities to bring business to the city."

**Question:** Reflecting on the overall input about Glendale TODAY, do the POSITIVES (what you like) outweigh the NEGATIVES (what you don't) for Glendale as an overall city/community?

No.	Items	Times Selected
1.	The positive somewhat outweigh the negatives	21 (26%)
2.	The positives and negatives balance each other out	18 (23%)
3.	The positives far outweigh the negatives	17 (21%)
4.	The negatives somewhat outweigh the positives	16 (20%)
5.	The negatives far outweigh the positives	6 (7%)

**KEY FINDING:** This is a widely mixed response. On one hand you could say that 50% of the participants feel that the positives either somewhat outweigh the negatives or far outweigh the negatives. On the other hand, you could say that 50% of the participants either feel that the positives/negatives balance out or the negatives somewhat or far outweigh the positives. What's clear is this: there are a lot of people in the middle and a strong and positive strategic direction could have real impact on the perception of Glendale.

# 5.0 Glendale and its Reputation

We next asked participants to step back and reflect on the overall region (cities in both the East and West Valley) to determine where Glendale compares *favorably* and where *unfavorably*:

**Question**: Think about other cities in the West Valley (i.e., Goodyear, Peoria, Surprise, Buckeye, etc.) as well as in the East Valley (Mesa, Tempe, Chandler, Gilbert, etc.). All of these are cities in the broader 'Valley Region' outside of Phoenix but still with a level of proximity and access to Phoenix itself. We are interested in how you feel GLENDALE compares to other cities in the region:

Summary of where Glendale compares favorably:

- ✓ High visibility sports and entertainment district (stadium, arena, Westgate, Tanger, Casino);
- ✓ Festivals and event programming, adds variety to entertainment options;
- ✓ Unique history/heritage, maintaining its small town feel;
- ✓ Level of community focus and citizen involvement;
- ✓ Effective planning for future growth and development;
- ✓ Strong presence of higher education institutions;
- ✓ Luke Air Force Base, economic impact and point of pride;
- ✓ National exposure/name recognition due to stadium venue.

# Summary of where Glendale compares unfavorably:

- ✓ Negative media attention;
- ✓ Unhealthy politics, divisiveness, management instability;
- ✓ Difficult to work with, lacking strong partnerships;
- ✓ Lacking vision, progressiveness, innovation, stuck in the past:
- ✓ Streets, congestion, lacking in public transit;
- ✓ Blighted neighborhoods, crime, cleanliness, run down;
- ✓ Failure to go after tech industry, slow development of vacant land, workforce attraction:
- ✓ Lacking contemporary activities, vibrancy, and services.

The key question then is what could Glendale do over the next 3-5 years to address areas needing improvement or create strategic change.

**Question**: What do you think Glendale should do over the next 3-5 years that would add value to ensuring that Glendale is viewed as one of the premier communities in the Region? Please be as specific as you can:

This is an excellent level of input as it points to many potential strategic objectives. The following are some sample responses that indicate some of the potential focus areas:

- "Focus on the development of public transportation opportunities, improve the appearance of city buildings, get rid of blighted areas/properties, focus on revitalization."
- "Expand on services to our Residents. Build better parks, facilities, relationships, partnerships, etc. Ensure we keep our promise on improving the quality of life for citizens."
- "Clean up downtown Glendale. Add in new restaurants that are popular and "hip"... Much like downtown Phoenix with eclectic, fun restaurants with good food and drinks to offer visitors a place to visit and employees the opportunity to meet for lunch or dinner after work."
- "Glendale could be its own press change the view of what others think of us by projecting our positives and, without being defensive, tone down the negatives. In other words, get a good PR team!"
- "Glendale is a leader in the west valley. Act as a leader rather than superior. Attract higher paying jobs and work on rebuilding relationships."
- "Need a clear vision of what the city plans to do in the future. A communication campaign for the city by the city council would be helpful."

One of the most important questions we asked was whether Glendale *could* become the premier community in the region:

**Question**: As you think about Glendale today and the idea of Glendale being known as a premier community in the region over the next 3-5 years, it that something, with the right leadership/planning, that is realistic for us?

No.	Items	Times Selected
1.	Yes	55 (71%)
2.	Not sure yet	18 (23%)
3.	No	4 (5%)

**KEY FINDING:** Building a community for the future is not easy, but Glendale has a good foundation of positive things to build on and a community of invested stakeholders. Responses overwhelmingly indicated that the sports and entertainment district, attention to downtown with festivals and historic preservation, and community engagement are what sets Glendale apart from other communities in the region. Of those where Glendale does not fare favorably, a majority are related to perception and communication which can be easily addressed through a strong public relations strategy; and, the balance could easily be addressed through actionable strategic objectives across all lines of business citywide. There was a very high level of optimism that, with the right planning and leadership, Glendale can progress to a more positive future.

# 6.0 Assessment of the City Services

We moved to a new topic being the feedback on city services and asked about the services that are *most valued* and the *gaps that exist*:

Summary of city services that are most valued:

- ✓ Public safety (fire, police, emergency responders);
- ✓ Level of community outreach and engagement;
- ✓ Parks and libraries;
- ✓ Trash pickup;
- ✓ Special events and festivals;
- ✓ Code enforcement;
- ✓ General maintenance of city infrastructure.

Summary of where gaps exist in city services:

- ✓ More walkable development areas;
- ✓ More transparency across the board;
- ✓ Increased hours for libraries and youth recreation programs;
- ✓ Focus on employee wellness;
- ✓ Increase investment in public transportation;
- ✓ Improve online services overall;
- ✓ More community policing, bike patrols;
- ✓ Business incubators and start-up support.

We also asked participants to rate the over quality of customer service support:

Rank Idea High Low Avg.

Overall, how would you rate Glendale today in terms 10 2 6.7 of providing high quality customer service based on your specific stakeholder perspective (either providing or receiving that service)? Use a scale of 1-10 where a '1' means a very low quality of customer service and a '10' means a very high quality level of customer service:

**KEY FINDING:** The city is well regarded for traditional services (police, fire, library, etc.). However, economic cutbacks have impacted the quality perception and there is a sense of opportunity to be more progressive in the services that can be provided. In terms of rating the quality of customer service, the 6.7 rating indicates that there is room for improvement.

# 7.0 Safety & Inclusion in Glendale

This could be a session by itself as people (everywhere) have different definitions of what makes them "feel safe" and what it means to be 'inclusive'; but, we know that these are very important topics of discussion across the nation and will be an integral part of the dialogue related to overall community development.

Summary of behaviors or activities that make people feel safe:

- ✓ Clean and well-lit streets:
- ✓ Absence of graffiti and loitering;
- ✓ Well-kept neighborhoods;
- ✓ Actively engaged neighbors;
- ✓ Visibility of public safety personnel in the community

# Overall, do you feel safe in Glendale?

No.	Items	Times Selected
1.	Yes	56 (74%)
2.	Not sure	13 (17%)
3.	No	6 (8%)

Summary of behaviors and activities that inclusive communities or organizations portray:

- ✓ Transparency;
- ✓ Open dialogue with everyone;
- ✓ A welcoming environment;
- ✓ Respect for everyone's opinions;
- ✓ Intentional outreach:
- ✓ Multi-dimensional view of diversity;
- ✓ Tolerance relative to political and religious views:
- ✓ Broad access to leaders;
- ✓ Genuine compassion.

# Overall, do you feel that Glendale is an inclusive community?

		Times
No.	Items	Selected
1.	No	26 (34%)
2.	Not sure	26 (34%)
3.	Yes	23 (30%)

**KEY FINDING:** These are both very important findings for consideration, albeit a small sample size. A majority of respondents (74%) indicated that they feel safe in Glendale. Of that respondent category, many cited active neighborhoods and good community policing as factors in feeling safe. Of those that responded 'not sure' or 'no', they cited increases in neighborhood blight and a need to create a pride of ownership in neighborhoods as factors.

On the question of whether Glendale is perceived as an inclusive community, 34% specifically stated that they do not feel that Glendale is an inclusive community and there were a significant number of respondents (34%) that were not sure (which likely means 'at times'). Factors cited in the 'no' or 'not sure' responses indicated that a lack of services for underprivileged youth and poorer parts of the community and lack of collaborative effort both internally and externally, as factors. The question that will need to be discussed is why inclusivity matters for Glendale and what does it mean. It will be very important for Glendale to be clear what it means by inclusivity at the city organization level as well as the community level moving forward.

#### 8.0 The Values that Matter

The concept a *values driven* organization is powerful and is generally an integral part of organizational development initiatives. In order to gain stakeholder feedback on participants were asked for general input on the most important values that should guide the city, its employees and its workplace culture. Some are traditional while others have a certain level of nuance. Responses were not ranked; this exercise was intended to get a general sense of the key themes as shown below which can be considered as a reference set from the stakeholder perspective:

**Integrity:** Trust, honesty, ethics, fairness, reliability, compassion

Communication: Transparency, community dialogue, respectful, open,

approachable

**Inclusiveness:** Diversity, equality, justice, tolerance, acceptance **Collaboration:** Teamwork, dedication, engagement at all levels

**Employees:** Learning, education, training, rewards/incentives, work-life

balance, health, valued asset

**Leadership:** Fiscal responsibility, respect, compassion, accountability,

courage, allow mistakes, humility

Service: Commitment to excellence, citizens first, go above and

beyond

**Innovation:** Be open to change, visionary,

**KEY FINDING:** Every organization has a set of values whether written or unwritten. The question is whether there is a culture and a level of leadership that demonstrates and reinforces constructive values. Defining the values that everyone is expected to abide by is the first step towards developing the culture around the kind of organization Glendale wants to be; but, more importantly, defining the expected behaviors that the 4-6 key values should promote. Once in place, there needs to be a strong commitment at all levels to stick with the values.

# 9.0 Leadership Feedback and Open Comments

Next participants were asked to reflect on specific feedback for city leadership about shaping the future of Glendale:

**Question:** As you think about the future of Glendale, say the next 3-5 years, what is the ONE MESSAGE that you have for leadership of Glendale (City Manager/Mayor/Council...) about how to shape that future and what it needs to look like? Please be as specific and persuasive as you can:

These were very powerful statements about the future and the passion for Glendale. Examples of the statements are as follows:

- ✓ "Think about the needs of the residents of the city, the fact that you must promote business in order to improve the economic climate, and by doing this you will resolve a number of issues downstream as tax revenues increase, and job opportunities improve for the residents."
- ✓ "Remember the past, value the talent of your employees and the citizens, listen, remember you are new to the area understand you might not know all yet."
- ✓ "Plan for necessary services for the future growth, transportation, business retention and attraction, attract the strongest professionals to manage the city departments and attract the best candidates to hold office."
- ✓ "Glendale MUST become progressive for its citizens and future business owners. The world is changing and we need to recognize it. Community Events, Community Programs, Alternative Outlooks are a few things we can do."
- ✓ "Promote unity and communicate a unified message so everyone in the city, region and state understands the direction we are going and will support the direction. Involve businesses, organizations, city employees, schools, etc. In creating the vision for the future."
- ✓ "Become financially stable. Complete the task of re-negotiating, settling or buying out the old contracts that have been so harmful."
- ✓ "Create a specific long-term vision for the city. It is so hard to move forward on anything without that vision. Decide if you want light rail. Decide what to do with the sports and entertainment venues. Decide what kind of businesses you want to attract. And then go for it!"

**KEY FINDING:** The statements were very forward looking, a sense that there is a significant opportunity ahead for the city to capitalize on. A general theme here is to be realistic with the issues but focus on a positive future.

# 10.0 Value of Stakeholder Forums

Finally, to ascertain the value of the facilitated sessions and the interactive webased platform, we asked participants to tell us how they felt about the use of the Advanced Strategy Lab. Some of the feedback included:

- ✓ Appreciation of the opportunity to express thoughts/opinions
- √ Value in seeing other responses in real time
- ✓ Ability to provide candid remarks and be honest
- ✓ Good variety of focus areas addressed
- ✓ Seeking stakeholder input is a step in the right direction
- ✓ Minimized potential for miscommunication because of direct input

Rank Idea High Low Avg.

What was the value of the Advanced Strategy Lab 10 5 9.0 system in supporting today's session? (1-10 scale, 1 being of no value, 10 being of significant value)

**FINAL COMMENTS:** Participants genuinely care about Glendale and want it to emerge as an outstanding community, a safe environment, a strong economic environment, a values-driven community, an inclusive and welcoming community and a regional leader. They also think that this is an achievable future but will require clear and consistent leadership and the ability to stay the course and deliver results.

# 11.0 Stakeholder Participants

Special thanks to all of the stakeholders for taking the time out to provide valuable insights which will continue to be a very important part of the strategic planning process.

# **Employees**

Lilibiolees		
Birr	Robert	Budget & Finance
Gaitan	Elena	Budget & Finance
La Chapelle	Jennifer	Budget & Finance
Lopez	Brittany	City Attorney/Prosecutor
Scaffidi	lleana	City Attorney/Prosecutor
Cullum	Erin	Community Services
Galvez	Melissa	Community Services
Conlin	Michael	Development Services
Froke	Jon	Development Services
Henson	Shelli	Development Services
Hu	Carol	Development Services
Phillips	Megan	Fire Department
Wilmoth	Jannine	Fire Department
Boone	LeJeune	Human Resources
Sheward	Kerry	Human Resources
Woods Kuzinski	La Trisse	Human Resources
Nielsen	Trent	Innovation & Technology
Timm	David	Innovation & Technology
Coking	Nikki	Police Department
Little	Jason	Police Department
Smith	Tiffany	Police Department
Waite	Scott	Police Department
Harvey	Michelle	Public Affairs
Meyer	Bill	Public Affairs
Anderson	Jackie	Public Facilities, Recreation & Special Events
Michelle	Yates	Public Facilities, Recreation & Special Events
Miller	Stephanie	Public Facilities, Recreation & Special Events
White	Kyle	Public Facilities, Recreation & Special Events
Parra	Gabriel	Public Works
Camou Guerra	Karla	Water Services
Dawn	Slauter	Water Services
Henslee	Nicholas	Water Services
Rabb	Monica	Water Services
Terhune	Robert	Water Services

# **Boards and Commission Members**

Escudero Leonard Aviation Advisory Commission
Flatau Larry Citizens Bicycle Advisory Committee

John Citizens Transportation Oversight Commission Geurs Nylund Jack Citizens Transportation Oversight Commission Citizens Transportation Oversight Commission **Podzius** Roberta Young Joan Citizens Transportation Oversight Commission Cadena Kristina Commission on Persons with Disabilities Lesser Diane Commission on Persons with Disabilities Flynn Community Development Advisory Committee Denise

Catledge John Industrial Development Authority

Padia Manuel Parks and Recreation Advisory Commission

Herrera Larry Personnel Board Zomok Bud Personnel Board

Faulls Ruth Water Services Advisory Commission
Ford Amber Water Services Advisory Commission

# **Business Community Members**

BabichRonMobile LogixBrownBrighidTanger outletsDayTroyEPCOR WaterDowdLisaShot of Java

Green Lynnie Renaissance Glendale Ray Brennan Burch & Cracchiolo

Schiller Kathy Vestar - Westgate Entertainment District

Gangemi Cheryl Premier Designs

DiRoss Patricia SRP

Connell Judy The Connell Group
Youngblood Lisa Digital Concierge
Graham Julie Dignity Health
Recchia Liz Wemar
Knaack Yvonne State Farm

West Nicole Newbridge Telecom Solutions
Roach Alice White Eyes Fresh Fry Bread
Higginbotham Jean Blue Cross Blue Shield of Arizona

Griffin Leanna Leonard F. Baker, CPA Heidt Robert Chamber of Commerce

Casey Megan Valley Metro
Blake Jeff The Blake Group
Campbell Deborah Fast Signs

VogelsangCarriCarries Boutique SalonCastroRonaldBNC National BankBrunnerMariaOneAZ Credit Union

# Non-Profit, Education, Faith-Based Service Providers

Edwards Regina YMCA

Eriquez Joe Heart for the City

Holleran Mark Central Arizona Shelter Services

O'Brien Christine A New Leaf's Faith House

Spiegel David Friendship Retirement Corp. dba Glencroft

Wichoon och Manoopa County Chian Dasiness Development Center	Swenson	Jeff	Maricopa County Small Business Development Center
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Thomas Jenni Arizona State University

Weide Lisa Habitat for Humanity Central Arizona Whitfield Mary Jo Jewish Family & Children's Service

Douglas S. Griffen Facilitator, Advanced Strategy Center

**END OF DOCUMENT** 

# City of Glendale

City Council Input Session on Glendale Organizational Values, Mission and Vision

**Advanced Strategy Lab® Session Document** 

October 31, 2016—GRPSTC Facility

# Facilitated by:

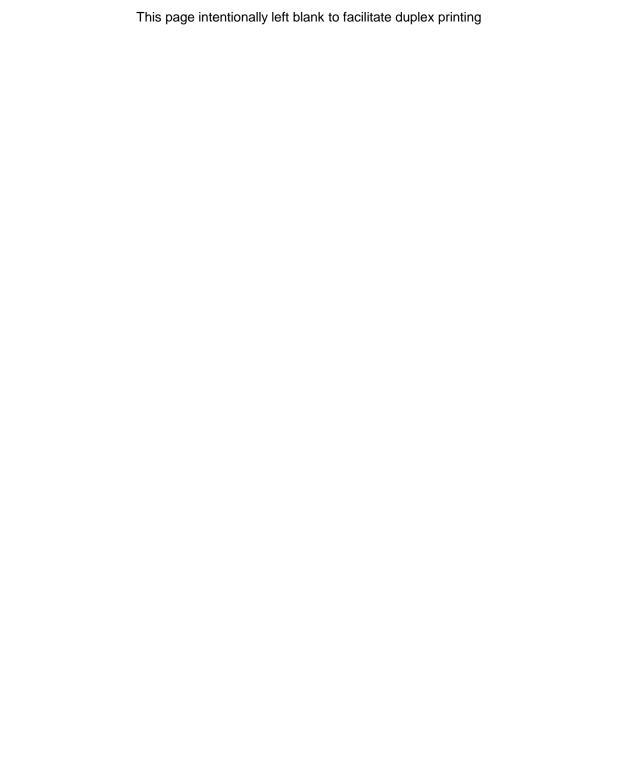
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### WARM-UP: What Makes Glendale 'Glendale' to You?

Instructions: In our stakeholder feedback sessions that were conducted on October 20-21, we began the session by asking participants what makes Glendale 'Glendale' in terms of differentiating the community and making it a special place to live/work visit. We'd like to start our session today the same way and (verbally) get your personal views about Glendale as a community AND why you have chosen to contribute your time and experience as a leader for the City itself...(VERBAL DISCUSSION LED BY FACILITATOR)

# The Role of Values in Guiding an Organization

Instructions: All organizations identify a set of core values that they feel are important for the organization, their employees and the broader set of stakeholders they interact with. Our first electronic question is this: from your perspective, why do values matter for an organization? What do values enable an organization to do or accomplish when they are well defined and consistently implemented? (multiple responses)

#### Ideas Results

No.	lo	de	а		
	_				

- Create trust
- 2. Makes it fair
- 3. Provide vision
- 4. They are the compass for behaviors
- Quality of Life
- 6. Respect
- Makes it fair
- 8. Creates a sense of belonging
- 9. Opportunities
- 10. Consistency
- 11. Can do attitude for entire organization-facilitate rather than regulate
- 12. Creates a "check" on actions when tempted to go astray.
- 13. Offers parameters to employees and citizens alike
- 14. Helps all know what expectations are
- 15. Open communication- all across organization
- 16. They demonstrate what we value most
- 17. It's all in defining the elements of the value in specific practical ways
- 18. Fully transparent to all
- 19. They provide accountability
- 20. Core values set the tone of the organization. They set the direction for employees to follow it provides them with a since of purpose. It brings meaning, pride and passion for the organization they work for.

- 21. Loyalty to the "value", not to individuals
- 22. Future decisions will have some guidelines on which determine if appropriate

# (1) Categorization of the Role of Values in an Organization

Instructions: The following is a summary of the responses...

### Ideas Results

- 1. Creates trust within organization
- 2. Creates equity/fairness
- 3. Values drive and align with desired behaviors
- 4. Imply a level of respect
- 5. Enables people to belong/align with an organization
- 6. Creates operational consistency
- 7. Creates a framework for decisions
- 8. Helps align internal employees with external stakeholders
- 9. Creates clear expectations
- 10. Creates a sense of attitude
- 11. Fosters open communications
- 12. Allow us to put into play what is important to us
- 13. Create accountability
- 14. Creates a sense of tonality

# **What Creates Strong and Enduring Values**

Instructions: In some organizations values really seem to "take hold" but in others a strong value system is not overly apparent. What do you think creates strong and enduring values in an organization? (multiple responses...)

### Ideas Results

1.	Successes
2.	Buy in
3.	Accountability
4.	Integrity
5.	Results
6.	(Syncable) values
7.	Values that all can agree on
8.	Trust
9.	Bottom to top driven
10.	Adherence
11.	Attainable
12.	Honest input
13.	Clear direction
14.	Data driven
15.	Team approach
16.	Values with input from the entire organization
17.	Recognition and rewards for success
18.	Leadership advances values thru behavior
19.	Well vetted
20.	Clear expectations and accountability
21.	Happy citizens
22.	Atmosphere of encouragement

- 23. Community input
- 24. Recognizing when someone does the "right" thing instead of the easy thing.
- 25. Recognize that 100 percent buy in is not possible
- 26. Values citizens trust
- 27. "Tone at the top"

# (2) Categorization of What Creates Strong and Enduring Values

Instructions: The following is a summary of the responses. In a moment we'll assess the list...

### Ideas Results

- 1. Strong buy in from all stakeholders
- 2. Accountability in execution
- 3. Baseline of integrity and trust
- 4. Values seem to drive consistent organizational success
- 5. Values are clear/understandable
- 6. Values that are agreed upon by a broad set of stakeholders
- 7. Developed with input of entire organization
- 8. Leadership recognizes/rewards behaviors around the values
- 9. Realistic and can be put into play
- 10. Well vetted/reviewed -- people get them
- 11. We begin to see successes appear that broaden organizational buy in
- 12. Create an opportunity for everyone to feel they are being treated fairly

# **Context on Our Values Development for Glendale**

Instructions: We are going to move now into the set of activities to define and assess a specific set of values for Glendale moving forward. The following points should be helpful to frame our work on the values:

#### Ideas Results

- 1. Start with a fresh look. There may be values that in been in place before for the organization and they may have had good impact and we'll see them again. At the same time, this is a different organization and community now and we want to consider whether there are new values that may be important for the future in terms of attracting and retaining jobs, businesses, workforce, and talented employees.
- 2. There are a wide range of values that may come to mind--our interest here is to develop significant value THEMES that might combine some similar values or important aspects but create a compelling/overarching values area.
- 3. Research and leadership experience in other organizations has suggested that the number of key value themes should be in the range of 4-6. When you have too many values it suggests you are trying to be all things to all people. A clear set of compelling value themes should be memorable and impactful so they guide us every day.
- 4. Our values should be defined and communicated so they can guide our employees and leaders in the workplace AS WELL AS guiding our interactions with the greater Glendale community. They should be inward facing as well as community facing. They should be applicable to every employee and community interaction.
- 5. Our values should also be enduring; they should stand the test of time. Our interest here is to develop a set of core values that become part of the 'fabric' and culture of the City of Glendale. Our strategies may change, our systems may change, and our leadership may change. Our constant will be the values that guide us today and into the future.
- 6. Values drive behavior, behavior drives culture, and culture drives performance.

# **Identification of Core Values for the City of Glendale**

Instructions: With that context in mind, let's get to work. What do you feel are the most important values/themes that should guide the City of Glendale, its employees, its workplace, its leaders and its interaction with the community? (multiple responses)

### Ideas Results

No.	ldea
1.	Integrity honesty consistently applied
2.	Trust
3.	Respect
4.	Quality of Life
5.	Vision
6.	Respect
7.	Honesty in all its dealings
8.	Investment in employees
9.	Trust in our staff
10.	Respect of others in the organization
11.	Welcome everybody to Glendale
12.	Compassion
13.	Lead by example
14.	Facilitate whenever possible rather than regulate
15.	Transparency
16.	Providing quality services at reasonable cost
17.	Celebrate employee success
18.	Safe environment to raise a family
19.	Own up to our shortcomings. Then fix them.
20.	Create a culture of lifelong learners-value professional development and continuing education
21.	Value citizen input
22.	Evidence, not anecdotes

- 23. Provide the services that the citizens deserve
- 24. Value for all levels of employee positions
- 25. Willingness to move forward and learn from mistakes
- 26. Diversity in the work place
- 27. Take time to consider and deliberate, then implement with speed.
- 28. Evenhandedness, no favoritism.
- 29. Business friendly, fast to act on requests, easy to work with
- 30. Measure, adjust, implement, measure, adjust implement...
- 31. Equitable services for all
- 32. Low taxes
- 33. Service to citizens
- 34. Accountability
- 35. Equitable distribution of resources for departments
- 36. Willingness to ask citizens about their needs
- 37. Employee equity
- 38. Remove "manana" attitude
- 39. Remember it's not your money
- 40. Removal of historical oppressive cultures

### (3) Categorization of Core Values for the City of Glendale

Instructions: The following is a base categorization of core value themes that have emerged from our brainstorming activity. In a moment we'll assess the list. First, let's review this list, are there any categories missing?

#### Ideas Results

- 1. GUIDED BY INTEGRITY: a sense throughout our organization that there is an unquestionable level of integrity, ethics and honesty guiding our communications and interactions. Creates a sense of trust within the organization and to the community in the work that we do. At the end of the day, it implies fairness in all we do.
- 2. QUALITY SERVICES/OPERATIONAL EXCELLENCE: We are guided by the delivery of high quality services to our community at an affordable cost with clear impact. Excellence guides how we design our services and how we deliver our intended results. This creates a sense of organizational pride/community value. Implies a positive attitude -- we start with yes.
- 3. A HERITAGE OF INCLUSIVENESS AND BELONGING: Glendale is built on being a welcoming community to any who want to be here. It creates commitment by our community and a richness of skills and background. We value the viewpoints of everyone and we create an open/transparent environment.
- 4. INNOVATION MATTERS: We are an organization that constantly looks at how to do things better and welcomes creative ideas and new thinking. This creates a flexible organization and an ability to try new things and quickly respond to changes.
- 5. A BIAS FOR ACTION: While we will always take time to review and consider input, we will be an organization that makes decisions fairly but quickly and moves forward with our actions.
- 6. A CONSTANT INVESTMENT IN DEVELOPMENT AND LEARNING: Our ability to develop and deliver the highest quality services is dependent upon the best trained/developed workforce. We will constantly invest in the skills and processes needed to deliver what is needed. We are committed to the principle of lifelong learning for our elected officials/employees/community.
- 7. COMMUNITY DRIVEN: We are constantly checking in with the needs and changes in our community and delivering the services/value that they need. This creates a sense of community engagement so that we are truly one Glendale.

# (3A) Preliminary Assessment of Core Values for the City of Glendale

Instructions: Now, as a preliminary assessment of the themes, please indicate your level of agreement on whether each of the following is a strong candidate as a core value for the City of Glendale. Our goal here is to land on the themes, these will still need to be crafted into specific value statements which will be brought forward to Council for final editing at a later time. Please rate each value theme on whether you believe this is on track with the communication shared within the group thus far?

HIGH/LOW REPORT 7 responses



Rating Criteria: Candidate as a Core Value Theme For Glendale

Rank	Idea	High	Low	Std. Dev.	Avg.	Participation Ratio
	e (5) Strongly Disagree (2) Disagree (3) Neither Disagree (5) Strongly Agree	ree nor	Agree	e (4)		
1.	COMMUNITY DRIVEN: We are constantly checking in with the needs and changes in our community and delivering the services/value that they need. This creates a sense of community engagement so that we are truly one Glendale.	5	4	0.4	4.9	7/7
2.	GUIDED BY INTEGRITY: a sense throughout our organization that there is an unquestionable level of integrity, ethics and honesty guiding our communications and interactions. Creates a sense of trust within the organization and to the community in the work that we do. At the end of the day, it implies fairness in all we do.	5	3	0.8	4.7	7/7
3.	INNOVATION MATTERS: We are an organization that constantly looks at how to do things better and welcomes creative ideas and new thinking. This creates a flexible organization and an ability to try new things and quickly respond to changes.	5	4	0.5	4.6	7/7
4.	QUALITY SERVICES/OPERATIONAL EXCELLENCE: We are guided by the delivery of high quality services to our community at an affordable cost with clear impact. Excellence guides how we design our services and how we deliver our intended results. This creates a sense of organizational pride/community value. Implies a positive attitude we start with yes.	5	3	0.8	4.6	7/7

5.	A BIAS FOR ACTION: While we will always take time to review and consider input, we will be an organization that makes decisions fairly but quickly and moves forward with our actions.	5	3	0.7	4.1	7/7
6.	A CONSTANT INVESTMENT IN DEVELOPMENT AND LEARNING: Our ability to develop and deliver the highest quality services is dependent upon the best trained/developed workforce. We will constantly invest in the skills and processes needed to deliver what is needed. We are committed to the principle of lifelong learning for our elected officials/employees/community.	5	3	0.7	4.1	7/7
7.	A HERITAGE OF INCLUSIVENESS AND BELONGING: Glendale is built on being a welcoming community to any who want to be here. It creates commitment by our community and a richness of skills and background. We value the viewpoints of everyone and we create an open/transparent environment.	5	2	1.0	3.7	7/7

# (3A) Preliminary Assessment of Core Values for the City of Glendale

Instructions: Now, as a preliminary assessment of the themes, please indicate your level of agreement on whether each of the following is a strong candidate as a core value for the City of Glendale. Our goal here is to land on the themes, these will still need to be crafted into specific value statements which will be brought forward to Council for final editing at a later time. Please rate each value theme on whether you believe this is on track with the communication shared within the group thus far?

### FREQUENCY DISTRIBUTION REPORT 7 responses



Rating	Criteria: Candidate as a Core Value Theme For Glendale						
Rank	Idea	1	2	3	4	5	Top 2
	(1) Strongly Disagree (2) Disagree (3) Neither Disagree nor Agree gly Agree	(4)	Agre	ee (	(5)		
1.	COMMUNITY DRIVEN: We are constantly checking in with the needs and changes in our community and delivering the services/value that they need. This creates a sense of community engagement so that we are truly one Glendale.	0	0	0	1	6	100%
2.	GUIDED BY INTEGRITY: a sense throughout our organization that there is an unquestionable level of integrity, ethics and honesty guiding our communications and interactions. Creates a sense of trust within the organization and to the community in the work that we do. At the end of the day, it implies fairness in all we do.	0	0	1	0	6	86%
3.	INNOVATION MATTERS: We are an organization that constantly looks at how to do things better and welcomes creative ideas and new thinking. This creates a flexible organization and an ability to try new things and quickly respond to changes.	0	0	0	3	4	100%
4.	QUALITY SERVICES/OPERATIONAL EXCELLENCE: We are guided by the delivery of high quality services to our community at an affordable cost with clear impact. Excellence guides how we design our services and how we deliver our intended results. This creates a sense of organizational pride/community value. Implies a positive attitude we start with yes.	0	0	1	1	5	86%
5.	A BIAS FOR ACTION: While we will always take time to review and consider input, we will be an organization that makes decisions fairly but quickly and moves forward with our actions.	0	0	1	4	2	86%
6.	A CONSTANT INVESTMENT IN DEVELOPMENT AND LEARNING	0	0	1	4	2	86%

Our ability to develop and deliver the highest quality services is dependent upon the best trained/developed workforce. We will constantly invest in the skills and processes needed to deliver what is needed. We are committed to the principle of lifelong learning for our elected officials/employees/community.

7. A HERITAGE OF INCLUSIVENESS AND BELONGING: Glendale is 0 1 1 4 1 71% built on being a welcoming community to any who want to be here. It creates commitment by our community and a richness of skills and background. We value the viewpoints of everyone and we create an open/transparent environment.

# (4) Revised Core Values Themes for City of Glendale

Instructions: Based on our feedback and discussion of the values, we now have a final set of candidate themes. In a moment we'll assess them further:

Ideas Results

- 1. GUIDED BY INTEGRITY: a sense throughout our organization that there is an unquestionable level of integrity, ethics and honesty guiding our communications and interactions. Creates a sense of trust within the organization and to the community in the work that we do. At the end of the day, it implies fairness and transparency in all we do.
- 2. QUALITY SERVICES/OPERATIONAL EXCELLENCE: We are guided by the delivery of high quality services to our community at an affordable cost with clear impact. Excellence guides how we design our services and how we deliver our intended results. This creates a sense of organizational pride/community value. Implies a positive attitude -- we start with yes.
- 3. A HERITAGE/COMMITMENT TO INCLUSIVENESS AND BELONGING: Glendale is built on being a welcoming community to any who want to be here. It creates commitment by our community and a richness of skills and background. We value the viewpoints of everyone and we create an open/transparent environment.
- 4. INNOVATION MATTERS: We are an organization that constantly looks at how to do things better and welcomes creative ideas and new thinking. This creates a flexible organization and an ability to try new things and quickly respond to changes.
- 5. A BIAS FOR ACTION: While we will always take time to review and consider input, we will be an organization that makes decisions fairly but quickly and moves forward with our actions.
- 6. A CONSTANT INVESTMENT IN DEVELOPMENT AND LEARNING: Our ability to develop and deliver the highest quality services is dependent upon the best trained/developed workforce. We will constantly invest in the skills and processes needed to deliver what is needed. We are committed to the principle of lifelong learning for our elected officials/employees/community.
- 7. COMMUNITY DRIVEN: We are constantly checking in with the needs and changes in our community and delivering the services/value that they need. This creates a sense of community engagement so that we are truly one Glendale.

## (4A) Assessment of Revised Values for City of Glendale

Instructions: Now, please assess each of the following values in several ways: First, how important you feel this value (if well implemented) will be in guiding and supporting Glendale in the future; Second, how well this value can be applied by our EMPLOYEES (is it clear, relevant, meaningful...can it be applied to their everyday work); third, how well will this value serve the COMMUNITY and EXTERNAL STAKEHOLDERS we interact with (is it clear, relevant, meaningful, impactful...); Finally the degree to which you feel this value is ENDURING and applicable to every area of the organization and the community to stand the test of time as our organization, community and leadership changes. For all assessments, rate the items on a 1-10 scale with 1 being the lowest and 10 being the highest:

HIGH/LOW REPORT (equally weighted criteria) 7 responses



Rank	Idea	Adj. High	Adj. Low	Std. Dev.	Sum
1.	GUIDED BY INTEGRITY: a sense throughout our organization that there is an unquestionable level of integrity, ethics and honesty guiding our communications and interactions. Creates a sense of trust within the organization and to the community in the work that we do. At the end of the day, it implies fairness and transparency in all we do.	10	5	1.3	265
2.	QUALITY SERVICES/OPERATIONAL EXCELLENCE: We are guided by the delivery of high quality services to our community at an affordable cost with clear impact. Excellence guides how we design our services and how we deliver our intended results. This creates a sense of organizational pride/community value. Implies a positive attitude we start with yes.	10	5	1.4	259
3.	COMMUNITY DRIVEN: We are constantly checking in with the needs and changes in our community and delivering the services/value that they need. This creates a sense of community engagement so that we are truly one Glendale.	10	7	1.0	255
4.	INNOVATION MATTERS: We are an organization that constantly looks at how to do things better and welcomes creative ideas and new thinking. This creates a flexible organization and an ability to try new things and quickly respond to changes.	10	5	1.3	239
5.	A CONSTANT INVESTMENT IN DEVELOPMENT AND LEARNING: Our ability to develop and deliver the highest quality services is dependent upon the best trained/developed workforce. We will constantly invest in the skills and processes needed to deliver what is needed. We are committed to the principle of lifelong learning for our elected officials/employees/community.	10	3	2.1	227

6.	A HERITAGE/COMMITMENT TO INCLUSIVENESS AND BELONGING: Glendale is built on being a welcoming community to any who want to be here. It creates commitment by our community and a richness of skills and background. We value the viewpoints of everyone and we create an open/transparent environment.	10	4	2.1	215
7.	A BIAS FOR ACTION: While we will always take time to review and consider input, we will be an organization that makes decisions fairly but quickly and moves forward with our actions.	10	1	2.9	212

# (4A) Assessment of Revised Values for City of Glendale

Instructions: Now, please assess each of the following values in several ways: First, how important you feel this value (if well implemented) will be in guiding and supporting Glendale in the future; Second, how well this value can be applied by our EMPLOYEES (is it clear, relevant, meaningful...can it be applied to their everyday work); third, how well will this value serve the COMMUNITY and EXTERNAL STAKEHOLDERS we interact with (is it clear, relevant, meaningful, impactful...); Finally the degree to which you feel this value is ENDURING and applicable to every area of the organization and the community to stand the test of time as our organization, community and leadership changes. For all assessments, rate the items on a 1-10 scale with 1 being the lowest and 10 being the highest:

FREQUENCY DISTRIBUTION REPORT (equally weighted criteria) 7 responses



Rank	Idea	1	2	3	4	5	6	7	8	9	10	Top 2
1.	GUIDED BY INTEGRITY: a sense throughout our organization that there is an unquestionable level of integrity, ethics and honesty guiding our communications and interactions. Creates a sense of trust within the organization and to the community in the work that we do. At the end of the day, it implies fairness and transparency in all we do.	0	0	0	0	1	1	0	2	2	22	86%
2.	QUALITY SERVICES/OPERATIONAL EXCELLENCE: We are guided by the delivery of high quality services to our community at an affordable cost with clear impact. Excellence guides how we design our services and how we deliver our intended results. This creates a sense of organizational pride/community value. Implies a positive attitude we start with yes.	0	0	0	0	2	0	0	4	3	19	79%
3.	COMMUNITY DRIVEN: We are constantly checking in with the needs and changes in our community and delivering the services/value that they need. This creates a sense of community engagement so that we are truly one Glendale.	0	0	0	0	0	0	1	9	4	14	64%
4.	INNOVATION MATTERS: We are an organization that constantly looks at how to do things better and welcomes creative ideas and new thinking. This creates a flexible	0	0	0	0	2	1	1	5	14	5	68%

organization and an ability to try new things and quickly respond to changes.

5.	A CONSTANT INVESTMENT IN DEVELOPMENT AND LEARNING: Our ability to develop and deliver the highest quality services is dependent upon the best trained/developed workforce. We will constantly invest in the skills and processes needed to deliver what is needed. We are committed to the principle of lifelong learning for our elected officials/employees/community.	0	0	2	0	2	2	1	5	8	8	57%
6.	A HERITAGE/COMMITMENT TO INCLUSIVENESS AND BELONGING: Glendale is built on being a welcoming community to any who want to be here. It creates commitment by our community and a richness of skills and background. We value the viewpoints of everyone and we create an open/transparent environment.	0	0	0	4	0	4	4	4	5	7	43%
7.	A BIAS FOR ACTION: While we will always take time to review and consider input, we will be an organization that makes decisions fairly but quickly and moves forward with our actions.	4	0	0	0	0	0	1	14	1	8	32%

### (4A) Assessment of Revised Values for City of Glendale

Instructions: Now, please assess each of the following values in several ways: First, how important you feel this value (if well implemented) will be in guiding and supporting Glendale in the future; Second, how well this value can be applied by our EMPLOYEES (is it clear, relevant, meaningful...can it be applied to their everyday work); third, how well will this value serve the COMMUNITY and EXTERNAL STAKEHOLDERS we interact with (is it clear, relevant, meaningful, impactful...); Finally the degree to which you feel this value is ENDURING and applicable to every area of the organization and the community to stand the test of time as our organization, community and leadership changes. For all assessments, rate the items on a 1-10 scale with 1 being the lowest and 10 being the highest:

HIGH/LOW REPORT 7 responses



Rating Criteria: Importance in guiding and supporting the future of Glendale

Rank	Idea	High	Low	Std. Dev.	Avg.	Participation Ratio
Scale:	1 2 3 4 5 6 7 8 9 10					
	GUIDED BY INTEGRITY: a sense throughout our organization that there is an unquestionable level of integrity, ethics and honesty guiding our communications and interactions. Creates a sense of trust within the organization and to the community in the work that we do. At the end of the day, it implies fairness and transparency in all we do.	10	8	0.8	9.7	7/7
_	QUALITY SERVICES/OPERATIONAL EXCELLENCE: We are guided by the delivery of high quality services to our community at an affordable cost with clear impact. Excellence guides how we design our services and how we deliver our intended results. This creates a sense of organizational pride/community value. Implies a positive attitude we start with yes.	10	8	0.8	9.6	7/7
	COMMUNITY DRIVEN: We are constantly checking in with the needs and changes in our community and delivering the services/value that they need. This creates a sense of community engagement so that we are truly one Glendale.	10	8	0.8	9.4	7/7
	INNOVATION MATTERS: We are an organization that constantly looks at how to do things better and welcomes creative ideas and new thinking. This creates a flexible organization and an ability to try	10	8	0.7	8.9	7/7

	new things and quickly respond to changes.					
5.	A CONSTANT INVESTMENT IN DEVELOPMENT AND LEARNING: Our ability to develop and deliver the highest quality services is dependent upon the best trained/developed workforce. We will constantly invest in the skills and processes needed to deliver what is needed. We are committed to the principle of lifelong learning for our elected officials/employees/community.	10	5	2.1	8.4	7/7
6.	A HERITAGE/COMMITMENT TO INCLUSIVENESS AND BELONGING: Glendale is built on being a welcoming community to any who want to be here. It creates commitment by our community and a richness of skills and background. We value the viewpoints of everyone and we create an open/transparent environment.	10	4	2.1	7.6	7/7
7.	A BIAS FOR ACTION: While we will always take time to review and consider input, we will be an organization that makes decisions fairly but quickly and moves forward with our actions.	10	1	3.0	7.6	7/7

Rating Criteria: How well can it be applied by employees? (Clear, Relevant, Meaningful, Applicable)

Rank	Idea	High	Low	Std. Dev.	Avg.	Participation Ratio
Scale	:1 2 3 4 5 6 7 8 9 10					
1.	GUIDED BY INTEGRITY: a sense throughout our organization that there is an unquestionable level of integrity, ethics and honesty guiding our communications and interactions. Creates a sense of trust within the organization and to the community in the work that we do. At the end of the day, it implies fairness and transparency in all we do.	10	6	1.5	9.4	7/7
2.	INNOVATION MATTERS: We are an organization that constantly looks at how to do things better and welcomes creative ideas and new thinking. This creates a flexible organization and an ability to try new things and quickly respond to changes.	10	7	1.0	9.0	7/7
3.	COMMUNITY DRIVEN: We are constantly checking in with the needs and changes in our community and delivering the services/value that they need. This creates a sense of community engagement so that we are truly one Glendale.	10	8	1.0	9.0	7/7
4.	QUALITY SERVICES/OPERATIONAL	10	5	1.9	8.9	7/7

	EXCELLENCE: We are guided by the delivery of high quality services to our community at an affordable cost with clear impact. Excellence guides how we design our services and how we deliver our intended results. This creates a sense of organizational pride/community value. Implies a positive attitude we start with yes.					
5.	A CONSTANT INVESTMENT IN DEVELOPMENT AND LEARNING: Our ability to develop and deliver the highest quality services is dependent upon the best trained/developed workforce. We will constantly invest in the skills and processes needed to deliver what is needed. We are committed to the principle of lifelong learning for our elected officials/employees/community.	10	5	1.7	8.4	7/7
6.	A HERITAGE/COMMITMENT TO INCLUSIVENESS AND BELONGING: Glendale is built on being a welcoming community to any who want to be here. It creates commitment by our community and a richness of skills and background. We value the viewpoints of everyone and we create an open/transparent environment.	10	4	2.2	7.7	7/7
7.	A BIAS FOR ACTION: While we will always take time to review and consider input, we will be an organization that makes decisions fairly but quickly and moves forward with our actions.	10	1	3.0	7.6	7/7

Rating Criteria: How well does it serve our community/external stakeholders? (Relevant, Meaningful, Impactful)

Rank Idea	High	Low	Std. Dev.	Avg.	Participation Ratio
Scale: 1 2 3 4 5 6 7 8 9 10					
<ol> <li>COMMUNITY DRIVEN: We are constantly checking in with the needs and changes in our community and delivering the services/value that they need. This creates a sense of community engagement so that we are truly one Glendale.</li> </ol>	10	8	1.0	9.3	7/7
2. GUIDED BY INTEGRITY: a sense throughout our organization that there is an unquestionable level of integrity, ethics and honesty guiding our communications and interactions. Creates a sense of trust within the organization and to the community in the work that we do. At the end of the day, it implies fairness and transparency in all we do.	10	5	1.9	9.1	7/7
3. QUALITY SERVICES/OPERATIONAL	10	5	1.9	8.9	7/7

	EXCELLENCE: We are guided by the delivery of high quality services to our community at an affordable cost with clear impact. Excellence guides how we design our services and how we deliver our intended results. This creates a sense of organizational pride/community value. Implies a positive attitude we start with yes.					
4.	INNOVATION MATTERS: We are an organization that constantly looks at how to do things better and welcomes creative ideas and new thinking. This creates a flexible organization and an ability to try new things and quickly respond to changes.	10	5	1.6	8.3	7/7
5.	A CONSTANT INVESTMENT IN DEVELOPMENT AND LEARNING: Our ability to develop and deliver the highest quality services is dependent upon the best trained/developed workforce. We will constantly invest in the skills and processes needed to deliver what is needed. We are committed to the principle of lifelong learning for our elected officials/employees/community.	10	3	2.4	8.0	7/7
6.	A HERITAGE/COMMITMENT TO INCLUSIVENESS AND BELONGING: Glendale is built on being a welcoming community to any who want to be here. It creates commitment by our community and a richness of skills and background. We value the viewpoints of everyone and we create an open/transparent environment.	10	4	2.2	7.7	7/7
7.	A BIAS FOR ACTION: While we will always take time to review and consider input, we will be an organization that makes decisions fairly but quickly and moves forward with our actions.	10	1	3.1	7.7	7/7

Rating Criteria: Is this an enduring value that is applicable to every area of the organization and community?

Rank Idea	High	Low	Std. Dev.		Participation Ratio
Scale: 1 2 3 4 5 6 7 8 9 10					
1. QUALITY SERVICES/OPERATIONAL EXCELLENCE: We are guided by the delivery of high quality services to our community at an affordable cost with clear impact. Excellence guides how we design our services and how we deliver our intended results. This creates a sense of organizational pride/community value. Implies a positive attitude we start with yes.	10	8	0.8	9.7	7/7

2.	GUIDED BY INTEGRITY: a sense throughout our organization that there is an unquestionable level of integrity, ethics and honesty guiding our communications and interactions. Creates a sense of trust within the organization and to the community in the work that we do. At the end of the day, it implies fairness and transparency in all we do.	10	8	0.8	9.6	7/7
3.	COMMUNITY DRIVEN: We are constantly checking in with the needs and changes in our community and delivering the services/value that they need. This creates a sense of community engagement so that we are truly one Glendale.	10	7	1.3	8.7	7/7
4.	INNOVATION MATTERS: We are an organization that constantly looks at how to do things better and welcomes creative ideas and new thinking. This creates a flexible organization and an ability to try new things and quickly respond to changes.	10	5	1.8	8.0	7/7
5.	A HERITAGE/COMMITMENT TO INCLUSIVENESS AND BELONGING: Glendale is built on being a welcoming community to any who want to be here. It creates commitment by our community and a richness of skills and background. We value the viewpoints of everyone and we create an open/transparent environment.	10	4	2.2	7.7	7/7
6.	A CONSTANT INVESTMENT IN DEVELOPMENT AND LEARNING: Our ability to develop and deliver the highest quality services is dependent upon the best trained/developed workforce. We will constantly invest in the skills and processes needed to deliver what is needed. We are committed to the principle of lifelong learning for our elected officials/employees/community.	10	3	2.4	7.6	7/7
7.	A BIAS FOR ACTION: While we will always take time to review and consider input, we will be an organization that makes decisions fairly but quickly and moves forward with our actions.	10	1	3.0	7.4	7/7

### (4A) Assessment of Revised Values for City of Glendale

Instructions: Now, please assess each of the following values in several ways: First, how important you feel this value (if well implemented) will be in guiding and supporting Glendale in the future; Second, how well this value can be applied by our EMPLOYEES (is it clear, relevant, meaningful...can it be applied to their everyday work); third, how well will this value serve the COMMUNITY and EXTERNAL STAKEHOLDERS we interact with (is it clear, relevant, meaningful, impactful...); Finally the degree to which you feel this value is ENDURING and applicable to every area of the organization and the community to stand the test of time as our organization, community and leadership changes. For all assessments, rate the items on a 1-10 scale with 1 being the lowest and 10 being the highest:

# FREQUENCY DISTRIBUTION REPORT 7 responses



Rating Criteria: Importance in guiding and supporting the future of Glendale

Rank	Idea	1	2	3	4	5	6	7	8	9	10	Top 2
Scale	9: 1 2 3 4 5 6 7 8 9 10											
1.	GUIDED BY INTEGRITY: a sense throughout our organization that there is an unquestionable level of integrity, ethics and honesty guiding our communications and interactions. Creates a sense of trust within the organization and to the community in the work that we do. At the end of the day, it implies fairness and transparency in all we do.	0	0	0	0	0	0	0	1	0	6	86%
2.	QUALITY SERVICES/OPERATIONAL EXCELLENCE: We are guided by the delivery of high quality services to our community at an affordable cost with clear impact. Excellence guides how we design our services and how we deliver our intended results. This creates a sense of organizational pride/community value. Implies a positive attitude we start with yes.	0	0	0	0	0	0	0	1	1	5	86%
3.	COMMUNITY DRIVEN: We are constantly checking in with the needs and changes in our community and delivering the services/value that they need. This creates a sense of community engagement so that we are truly one Glendale.	0	0	0	0	0	0	0	1	2	4	86%

4.	INNOVATION MATTERS: We are an organization that constantly looks at how to do things better and welcomes creative ideas and new thinking. This creates a flexible organization and an ability to try new things and quickly respond to changes.	0	0	0	0	0	0	0	2	4	1	71%
5.	A CONSTANT INVESTMENT IN DEVELOPMENT AND LEARNING: Our ability to develop and deliver the highest quality services is dependent upon the best trained/developed workforce. We will constantly invest in the skills and processes needed to deliver what is needed. We are committed to the principle of lifelong learning for our elected officials/employees/community.	0	0	0	0	1	1	0	0	2	3	71%
6.	A HERITAGE/COMMITMENT TO INCLUSIVENESS AND BELONGING: Glendale is built on being a welcoming community to any who want to be here. It creates commitment by our community and a richness of skills and background. We value the viewpoints of everyone and we create an open/transparent environment.	0	0	0	1	0	1	1	1	2	1	43%
7.	A BIAS FOR ACTION: While we will always take time to review and consider input, we will be an organization that makes decisions fairly but quickly and moves forward with our actions.	1	0	0	0	0	0	0	4	0	2	29%
Rating Applic	g Criteria: How well can it be applied by employ able)	ees?	(CI	ear,	Rele	evan	t, M	eani	ngfu	I,		
Rank	Idea	1	2	3	4	5	6	7	8	9	10	Top 2
Scale	:1 2 3 4 5 6 7 8 9 10											
1.	GUIDED BY INTEGRITY: a sense throughout our organization that there is an unquestionable level of integrity, ethics and honesty guiding our communications and interactions. Creates a sense of trust within the organization and to the community in the work that we do. At the end of the day, it implies fairness and transparency in all we do.	0	0	0	0	0	1	0	0	0	6	86%
2.	INNOVATION MATTERS: We are an organization that constantly looks at how to	0	0	0	0	0	0	1	0	4	2	86%

	do things better and welcomes creative ideas and new thinking. This creates a flexible organization and an ability to try new things and quickly respond to changes.											
3.	COMMUNITY DRIVEN: We are constantly checking in with the needs and changes in our community and delivering the services/value that they need. This creates a sense of community engagement so that we are truly one Glendale.	0	0	0	0	0	0	0	3	1	3	57%
4.	QUALITY SERVICES/OPERATIONAL EXCELLENCE: We are guided by the delivery of high quality services to our community at an affordable cost with clear impact. Excellence guides how we design our services and how we deliver our intended results. This creates a sense of organizational pride/community value. Implies a positive attitude we start with yes.	0	0	0	0	1	0	0	1	1	4	71%
5.	A CONSTANT INVESTMENT IN DEVELOPMENT AND LEARNING: Our ability to develop and deliver the highest quality services is dependent upon the best trained/developed workforce. We will constantly invest in the skills and processes needed to deliver what is needed. We are committed to the principle of lifelong learning for our elected officials/employees/community.	0	0	0	0	1	0	0	2	2	2	57%
6.	A HERITAGE/COMMITMENT TO INCLUSIVENESS AND BELONGING: Glendale is built on being a welcoming community to any who want to be here. It creates commitment by our community and a richness of skills and background. We value the viewpoints of everyone and we create an open/transparent environment.	0	0	0	1	0	1	1	1	1	2	43%
7.	A BIAS FOR ACTION: While we will always take time to review and consider input, we will be an organization that makes decisions fairly but quickly and moves forward with our actions.	1	0	0	0	0	0	0	4	0	2	29%
Rating Criteria: How well does it serve our community/external stakeholders? (Relevant, Meaningful, Impactful)												
	wearingin, impacting											

Rank Idea

1 2 3 4 5 6 7 8 9 10 2

Top

Scale: 1 2 3 4 5 6 7 8 9 10

1.	COMMUNITY DRIVEN: We are constantly checking in with the needs and changes in our community and delivering the services/value that they need. This creates a sense of community engagement so that we are truly one Glendale.	0	0	0	0	0	0	0	2	1	4	71%
2.	GUIDED BY INTEGRITY: a sense throughout our organization that there is an unquestionable level of integrity, ethics and honesty guiding our communications and interactions. Creates a sense of trust within the organization and to the community in the work that we do. At the end of the day, it implies fairness and transparency in all we do.	0	0	0	0	1	0	0	0	1	5	86%
3.	QUALITY SERVICES/OPERATIONAL EXCELLENCE: We are guided by the delivery of high quality services to our community at an affordable cost with clear impact. Excellence guides how we design our services and how we deliver our intended results. This creates a sense of organizational pride/community value. Implies a positive attitude we start with yes.	0	0	0	0	1	0	0	1	1	4	71%
4.	INNOVATION MATTERS: We are an organization that constantly looks at how to do things better and welcomes creative ideas and new thinking. This creates a flexible organization and an ability to try new things and quickly respond to changes.	0	0	0	0	1	0	0	2	3	1	57%
5.	A CONSTANT INVESTMENT IN DEVELOPMENT AND LEARNING: Our ability to develop and deliver the highest quality services is dependent upon the best trained/developed workforce. We will constantly invest in the skills and processes needed to deliver what is needed. We are committed to the principle of lifelong learning for our elected officials/employees/community.	0	0	1	0	0	0	1	1	2	2	57%
6.	A HERITAGE/COMMITMENT TO INCLUSIVENESS AND BELONGING: Glendale is built on being a welcoming community to any who want to be here. It creates commitment by our community and a richness of skills and background. We value the viewpoints of everyone and we create an open/transparent environment.	0	0	0	1	0	1	1	1	1	2	43%

7.	A BIAS FOR ACTION: While we will always take time to review and consider input, we will be an organization that makes decisions fairly but quickly and moves forward with our actions.	1	0	0	0	0	0	0	3	1	2	43%
Rating comm	Criteria: Is this an enduring value that is applicunity?	cable	e to	ever	y are	ea of	the	orga	aniza	ation	and	
Rank	Idea	1	2	3	4	5	6	7	8	9	10	Top
Scale	:1 2 3 4 5 6 7 8 9 10											
1.	QUALITY SERVICES/OPERATIONAL EXCELLENCE: We are guided by the delivery of high quality services to our community at an affordable cost with clear impact. Excellence guides how we design our services and how we deliver our intended results. This creates a sense of organizational pride/community value. Implies a positive attitude we start with yes.	0	0	0	0	0	0	0	1	0	6	86%
2.	GUIDED BY INTEGRITY: a sense throughout our organization that there is an unquestionable level of integrity, ethics and honesty guiding our communications and interactions. Creates a sense of trust within the organization and to the community in the work that we do. At the end of the day, it implies fairness and transparency in all we do.	0	0	0	0	0	0	0	1	1	5	86%
3.	COMMUNITY DRIVEN: We are constantly checking in with the needs and changes in our community and delivering the services/value that they need. This creates a sense of community engagement so that we are truly one Glendale.	0	0	0	0	0	0	1	3	0	3	43%
4.	INNOVATION MATTERS: We are an organization that constantly looks at how to do things better and welcomes creative ideas and new thinking. This creates a flexible organization and an ability to try new things and quickly respond to changes.	0	0	0	0	1	1	0	1	3	1	57%
5.	A HERITAGE/COMMITMENT TO INCLUSIVENESS AND BELONGING: Glendale is built on being a welcoming community to any who want to be here. It creates commitment by our community and a	0	0	0	1	0	1	1	1	1	2	43%

richness of skills and background. We value the viewpoints of everyone and we create an open/transparent environment.

6. A CONSTANT INVESTMENT IN 0 0 1 0 0 1 0 2 2 DEVELOPMENT AND LEARNING: Our ability to develop and deliver the highest quality services is dependent upon the best trained/developed workforce. We will constantly invest in the skills and processes needed to deliver what is needed. We are committed to the principle of lifelong learning for our elected officials/employees/community.

0 0 0 0 0

7. A BIAS FOR ACTION: While we will always 1 take time to review and consider input, we will be an organization that makes decisions fairly but quickly and moves forward with our actions.

43%

29%

3 0

## S1 Survey: The Behaviors We Would Expect to See

Instructions: Please respond to the following survey questions. There will be an instruction at the end of the survey on how to submit your responses.

Questionnaire Results 7 responses

Values, as they become part of the culture of an organization, should be visible and influence behaviors on an everyday basis. Looking at each of our values below, how would you RECOGNIZE them in the City of Glendale workplace? What would our employees and leaders be doing in terms of their actions and behaviors that would suggest that the value is in place? Is there any LANGUAGE you would suggest we change or edit?

1. GUIDED BY INTEGRITY: a sense throughout our organization that there is an unquestionable level of integrity, ethics and honesty guiding our communications and interactions. Creates a sense of trust within the organization and to the community in the work that we do. At the end of the day, it implies fairness and transparency in all we do.

- 1. By compliments or complaints from citizens
- 2. Working full shifts, leaving on time not early, finishing the job, owning your job versus delegating duties to others.
- 3. Would rather that we are committed to fairness and transparency in all we do.
- 4. Behavior: planning department moves more quickly in granting approval, especially for small, citizen-driven projects. If Code cannot act, offer information on alternative resources. Wordsmithing: Throughout our organization we rely upon an unquestionable level of integrity, ethics and honesty guide all of our actions. Trust within the organization and community is driven by fairness, transparency and accountability.
- 5. Rather than a sense throughout, should read, the example is being set by the organizations leaders... Council members must be ambassadors to the city they must speak well of the organization.
- 6. The customers of the city (citizens and business community and key players), say the city of Glendale delivers on what they promise.
- 7. "Transparency" should be part of the first sentence, not like an afterthought. Ethics training, discussions, and review on regular basis. Customize to each department and their specific ethical challenges.
- 2. QUALITY SERVICES/OPERATIONAL EXCELLENCE: We are guided by the delivery of high quality services to our community at an affordable cost with clear impact. Excellence guides how we design our services and how we deliver our intended results. This creates a sense of organizational pride/community value. Implies a positive attitude -- we start with yes.

### No. Idea

- 1. Meeting or exceeding citizen expectations
- 2. Having/demonstrating a can-do attitude and we-will-do attitude, team effort.
- 3. We need to promote a culture of facilitators.
- 4. Our goal is facilitation of citizen needs and flexibility of staff to accomplish them.
- 5. Remove implies. Faciliate not regulate should be the them. Leaders should advocate for high level services for the city as a whole regardless of the demographics.
- 6. Economic development within the city continues to grow and expand its impact regionally. The city attracts high quality jobs and industry because of the quality of service provided. Residents give high marks to city services they receive.
- 7. Change "we start with yes" to "we look for merit in every idea". Annually survey our citizens and "customers" on how we are doing. Track progress. Provide anonymous feedback opportunities at every point of interaction, every day. Strive to have every department certified for excellence by outside agency.
- 3. A HERITAGE OF INCLUSIVENESS AND BELONGING: Glendale is built on being a welcoming community to any who want to be here. It creates commitment by our community and a richness of skills and background. We value the viewpoints of everyone and we create an open/transparent environment.

### No. Idea

- 1. Customer\citizen surveys
- 2. Serving all costumers/residents no matter what office, no matter what problem, and regardless of the difficulty level
- 3. Commitment to promoting diversity and the things that make Glendale unique.
- 4. Nothing to offer for this question
- 5. The city needs to be the leader when we talk about inclusiveness. We must set the example. Saving that we are inclusive is not enough.
- 6. The city does not receive complaints from individuals or groups that indicate there is an ongoing problem
- 7. Change "transparent" to "and welcoming". Establish Diversity Commission and support their activities. Adopt a non-discrimination ordinance. Support local organizations in acknowledging and promoting our diversity.
- 4. INNOVATION MATTERS: We are an organization that constantly looks at how to do things better and welcomes creative ideas and new thinking. This creates a flexible organization and an ability to try new things and quickly respond to changes.

- 1. Seeing positive changes
- 2. While innovation is important, frequently innovation is ahead of its time and doesn't necessary create efficiency.
- 3. We are an organization that values efficiencies created by new thinking. New methods technologies creates cost saving agility.
- 4. Innovation is a must language in the organization if it is not, then we are leaving ideas that could have a positive impact on our citizens. We can serve better by investing in our technology. Status quo leads to low customer service
- 5. Glendale becomes a hub of where things are happening. Costs for providing services drop as a result of innovation.
- 6. Search for new, good ideas from outside the valley. Utilize Governing Magazine, Ash Center for Excellence, nonprofit awards, etc.
- 5. A BIAS FOR ACTION: While we will always take time to review and consider input, we will be an organization that makes decisions fairly but quickly and moves forward with our actions.

### No. Idea

- 1. History shows in some cases, moving too fast is not always the best. Ignoring an issue and hoping it goes away is the worst.
- Depending on the issue rushing decisions may be damaging to the city, on the other hand decisions that need to be nudged for a positive purpose could also be damaging. The city needs a balance approach
- 3. Move into Bullet #2 by adding, timely responsiveness to citizens
- 4. Residents, key players, and the business community play, work and live in Glendale because it is saves time, money and effort. Employees are able to make decisions quickly which results in positive feedback from the community overall.
- 5. Delete "while". Add "thoroughly" before "review". Change "but" to "and". Track projects and ideas.
- 6. A CONSTANT INVESTMENT IN DEVELOPMENT AND LEARNING: Our ability to develop and deliver the highest quality services is dependent upon the best trained/developed workforce. We will constantly invest in the skills and processes needed to deliver what is needed. We are committed to the principle of lifelong learning for our elected officials/employees/community.

- 1. While investment is important, there needs to be assurances that investment in the employee is returned to the city and citizens.
- Our employees come with a great deal of experience when hired however there must be an investment in their education to better serve the community and the organization. In this ever changing world it is a must that we continue learning and training this include elected officials

- 3. No comment
- 4. Our employees understand how to effectively carry out their job duties. Residents and the business community increase their involvement in Glendale because we show we get things done. Employees are recognized for education excellence.
- 5. Insert "having" after "upon". Promote conference attendance. Collect ideas produced. Develop tuition reimbursement program, student loan repayment assistance, etc.
- 7. COMMUNITY DRIVEN: We are constantly checking in with the needs and changes in our community and delivering the services/value that they need. This creates a sense of community engagement so that we are truly one Glendale.

- 1. Multiple district meetings are important among all council
- 2. Be open to reaching out to community for feedback/ideas.
- 3. This shall be a must for the city we have communities that have and are aging. Checking the needs of the community on a regular basis will develop a buy in from all stake holders. If the city does not recognize the needs of their citizens who will?
- 4. As providers of service to our community we value community engagement.
- 5. The city is constantly requesting for input through surveys, public meetings, and advisory committees.
- 6. Annually survey our citizens and "customers" on how we are doing. Track progress. Provide anonymous feedback opportunities at every point of interaction, every day.

### Your Vision for Glendale

Instructions: In the second tab of your binders, Page 12 of your background document describes the difference between 'Mission' and 'Vision' for an organization. They really are DIFFERENT and each play an important and reaffirming role for the organization. We'd like to turn our attention to the development of a Vision Statement for Glendale. This is a vision of what Glendale would look like or accomplish in say the next five years. Dare to dream here. Don't think about how it would get done, only about what you want to get done. The concepts you arrive at should be bold and inspiring, emotionally connecting for our employees and our community members - but they must be tangible and not abstract. People OUTSIDE of Glendale could look at this and see that something special is developing. What are some of the visionary things you would like to accomplish in the near future? (multiple responses)

### Ideas Results

- 1. Lowest response times in the Valley Public Safety
- Financial stability
- 3. Lowest crime rate in the state
- Fiscal stability
- 5. Best roads safest roads
- 6. Emphasis on citizens' quality of life issue
- 7. Lower than average taxes (lowest if possible)
- 8. Like amenities throughout the city
- 9. Glendale Infrastructure is one of the best in the valley
- 10. Top 10 Safest City in State/Top 100 in the Nation
- 11. Commitment to one Glendale
- 12. All portions of community are safe and well-maintained
- 13. Lush green parks that the neighborhood enjoy using
- Citizen pride in parks and all outdoor activities
- 15. One community mind set within the organization
- 16. Every resident feels safe in their home, and on our streets. Every visitor feels safe as they move through and within our community.
- 17. Desirable location for people and business

- 18. Best equipped and trained Public Safety
- 19. Forward thinking-innovative
- 20. Return of traditional events that help build the culture of Glendale
- 21. Known as the most fiscally-responsible city in the state
- 22. Public health (water, sanitation, etc.) is valued as much as public safety
- 23. By 2025 Glendale has attracted 10,000new high paying jobs
- 24. Transparency within the organization
- 25. Fire department role in community health is recognized.
- 26. Stable leadership
- 27. Best bond ratings possible
- 28. The elimination of titles of our communities
- 29. Bring "two Glendales" together
- 30. Light rail to downtown is on track for completion by 2026.
- 31. Lower cost for water bring it more in line with the rest of the valley
- 32. Greater use of social media to survey citizen concerns and needs
- 33. Be open to public private partnerships
- 34. A thriving city that is attractive to those who are looking to call a city home
- 35. Economic development is evident throughout Glendale, not just on outskirts. Neighborhood commercial centers are thriving, too.
- 36. Implementation of a business incubator as a means of job creation
- 37. Glendale is the place to build your commercial enterprise
- 38. Regular city services at a high level
- 39. Decision of anchor industries to attract
- 40. Working with our largest businesses to help Glendale succeed
- 41. Proactive approach to economic development
- 42. Vision for Loop 303 corridor
- 43. Spend transportation dollars more wisely than light rail
- 44. Special events are "right-sized" and more numerous, and beyond downtown.
- 45. Engage city leadership with schools

- 46. Healthy historic downtown
- 47. Finish northern parkway
- 48. Responsible planning for growth
- 49. Expansion and development of parks and recreation facilities and programs
- 50. Northern parkway completion
- 51. Education seen as an integral part of the community.
- 52. Complete heroes park
- 53. People know the "good news" about Glendale, too!
- 54. More programs for our children and elderly in the community
- 55. Provide extra resources for sub standard areas of community
- 56. Channel 11 and Media Center better utilized
- 57. Development of more effective regional partnerships
- 58. Continued expansion of summer youth sports programs
- 59. Sell off unnecessary holdings and finish projects started years ago such as new court building
- 60. Become a true leader for the West Valley communities
- 61. Glendale gets recognition it is due for its financial recovery
- 62. Expansion of bus service within Glendale
- 63. Happiness Index as part of community survey
- 64. Create a destination location in downtown through incentivization
- 65. Reduction of Billboards in the community
- 66. Grow airport for business opportunities
- 67. Glendale has a unique downtown that caters to >>>>?? And attract crowds from across the valley and the country
- 68. Basic services -- streets, library hours, etc. -- back to standards.
- 69. Back log of volunteers
- 70. Implementing ahead of the curve
- 71. Encourage residential communities that upgrade Glendale

# (5) Categorization of Elements of a Compelling Vision for Glendale

Instructions: The following is a summary of the responses grouped by category. In a moment we'll assess the categories/concepts...

#### Ideas Results

- 1. A clear level of financial stability/sustainability for the future
- 2. A truly safe environment -- lowest crime rate in the state
- 3. Glendale has developed a reputation for the finest quality of life in the state
- 4. A modern infrastructure that will support our growth for the foreseeable future
- 5. A commitment to parks/open spaces aligned with the interests of our community (an unquestionable point of pride)
- 6. We have created a "One Community" mindset within Glendale reflecting our commitment to work together and to inclusivity. We are no longer referencing two Glendales
- We have achieved a regional/national reputation for the finest public safety operations
- 8. We are widely regarded as one of the most innovative communities in the region/country
- 9. We have developed an advanced/efficient public transportation system that is multi modal for Glendale and integrates into broader region
- We have developed a reputation for public/private partnerships allowing us to accelerate new ideas/services
- 11. Glendale has implemented an eco-system to support new startup businesses at a faster rate than anyone in the state
- 12. Our level of community engagement is evidenced by the involvement of our citizens in a wide range of initiatives and their strong awareness of Glendale's investments/strategies
- 13. We have optimized the number/size of special events for Glendale creating community involvement and pride
- 14. We have focused on the development of our downtown, blending historic preservation with new growth; downtown Glendale is a genuine destination
- 15. Through our economic development and business focus we have attracted a significant new level of high paying jobs
- 16. Our focus on education has resulted in one of the highest quality education systems as well as high school graduation rates in the state

- 17. Glendale has become acknowledged by its peers as being a leader in the development of the West Valley
- 18. We have expanded our airport appropriately to support business/traveler development
- 19. Glendale has become widely viewed as a great place to have a career and to work
- 20. The prioritization/completion of such projects as Hero's Park and other similar projects/parks that have not been completed

# (5A) Prioritization of Elements of a Compelling Vision for Glendale

Instructions: Now, please assess each of the following vision elements in terms of how compelling you feel they are as part of a future vision, say 5 years from now, for Glendale. Use a scale of 1-10 where a '1' means not at all compelling and a '10' means very compelling:

# HIGH/LOW REPORT 7 responses



Rating Criteria: How Compelling as an Element of Our Vision for Glendale

Rank	Idea	High	Low	Std. Dev.	Avg.	Participation Ratio
Scale	2: 1 2 3 4 5 6 7 8 9 10					
1.	A clear level of financial stability/sustainability for the future	10	10	0.0	10.0	7/7
2.	Through our economic development and business focus we have attracted a significant new level of high paying jobs	10	8	1.0	9.3	7/7
3.	A truly safe environment lowest crime rate in the state	10	5	1.9	9.0	7/7
4.	A modern infrastructure that will support our growth for the foreseeable future	10	8	1.1	8.9	7/7
5.	Glendale has implemented an eco-system to support new startup businesses at a faster rate than anyone in the state	10	6	1.4	8.7	7/7
6.	Glendale has become acknowledged by its peers as being a leader in the development of the West Valley	10	7	1.4	8.7	7/7
7.	We have focused on the development of our downtown, blending historic preservation with new growth; downtown Glendale is a genuine destination	10	8	8.0	8.4	7/7
8.	The prioritization/completion of such projects as Hero's Park - and other similar projects/parks that have not been completed	10	6	1.5	8.4	7/7
9.	A commitment to parks/open spaces aligned with the interests of our community (an unquestionable point of pride)	10	7	1.0	8.3	7/7

10.	We have achieved a regional/national reputation for the finest public safety operations	10	3	2.5	8.3	7/7
11.	We have expanded our airport appropriately to support business/traveler development	10	5	1.7	8.1	7/7
12.	Glendale has become widely viewed as a great place to have a career and to work	10	5	1.8	8.1	7/7
13.	Our level of community engagement is evidenced by the involvement of our citizens in a wide range of initiatives and their strong awareness of Glendale's investments/strategies	10	7	1.2	8.0	7/7
14.	Glendale has developed a reputation for the finest quality of life in the state	10	2	2.8	8.0	7/7
15.	We have developed a reputation for public/private partnerships allowing us to accelerate new ideas/services	10	4	2.1	7.6	7/7
16.	We are widely regarded as one of the most innovative communities in the region/country	9	5	1.6	7.3	7/7
17.	We have created a "One Community" mindset within Glendale reflecting our commitment to work together and to inclusivity. We are no longer referencing two Glendales	10	1	3.2	7.1	7/7
18.	We have optimized the number/size of special events for Glendale creating community involvement and pride	9	2	2.4	6.9	7/7
19.	We have developed an advanced/efficient public transportation system that is multi modal for Glendale and integrates into broader region	10	1	2.9	6.4	7/7
20.	Our focus on education has resulted in one of the highest quality education systems as well as high school graduation rates in the state	9	1	2.7	6.3	7/7

# (5A) Prioritization of Elements of a Compelling Vision for Glendale

Instructions: Now, please assess each of the following vision elements in terms of how compelling you feel they are as part of a future vision, say 5 years from now, for Glendale. Use a scale of 1-10 where a '1' means not at all compelling and a '10' means very compelling:

# FREQUENCY DISTRIBUTION REPORT 7 responses



Rating Criteria: How Compelling as an Element of Our Vision for Glendale

Rank	Idea	1	2	3	4	5	6	7	8	9	10	Top 2
Scale:	1 2 3 4 5 6 7 8 9 10											
1.	A clear level of financial stability/sustainability for the future	0	0	0	0	0	0	0	0	0	7	100%
2.	Through our economic development and business focus we have attracted a significant new level of high paying jobs	0	0	0	0	0	0	0	2	1	4	71%
3.	A truly safe environment lowest crime rate in the state	0	0	0	0	1	0	0	1	0	5	71%
4.	A modern infrastructure that will support our growth for the foreseeable future	0	0	0	0	0	0	0	4	0	3	43%
5.	Glendale has implemented an eco-system to support new startup businesses at a faster rate than anyone in the state	0	0	0	0	0	1	0	1	3	2	71%
6.	Glendale has become acknowledged by its peers as being a leader in the development of the West Valley	0	0	0	0	0	0	2	1	1	3	57%
7.	We have focused on the development of our downtown, blending historic preservation with new growth; downtown Glendale is a genuine destination	0	0	0	0	0	0	0	5	1	1	29%
8.	The prioritization/completion of such projects as Hero's Park - and other similar projects/parks that have not been completed	0	0	0	0	0	1	1	1	2	2	57%
9.	A commitment to parks/open spaces aligned	0	0	0	0	0	0	1	4	1	1	29%

	with the interests of our community (an unquestionable point of pride)											
10.	We have achieved a regional/national reputation for the finest public safety operations	0	0	1	0	0	0	0	2	1	3	57%
11.	We have expanded our airport appropriately to support business/traveler development	0	0	0	0	1	0	0	4	0	2	29%
12.	Glendale has become widely viewed as a great place to have a career and to work		0	0	0	1	0	1	2	1	2	43%
13.	Our level of community engagement is evidenced by the involvement of our citizens in a wide range of initiatives and their strong awareness of Glendale's investments/strategies	0	0	0	0	0	0	3	2	1	1	29%
14.	Glendale has developed a reputation for the finest quality of life in the state	0	1	0	0	0	0	0	3	0	3	43%
15.	We have developed a reputation for public/private partnerships allowing us to accelerate new ideas/services	0	0	0	1	0	1	1	1	2	1	43%
16.	We are widely regarded as one of the most innovative communities in the region/country	0	0	0	0	2	0	0	4	1	0	14%
17.	We have created a "One Community" mindset within Glendale reflecting our commitment to work together and to inclusivity. We are no longer referencing two Glendales	1	0	0	0	1	0	0	3	0	2	29%
18.	We have optimized the number/size of special events for Glendale creating community involvement and pride	0	1	0	0	0	1	2	1	2	0	29%
19.	We have developed an advanced/efficient public transportation system that is multi modal for Glendale and integrates into broader region	1	0	0	0	1	1	2	0	1	1	29%
20.	Our focus on education has resulted in one of the highest quality education systems as well as high school graduation rates in the state	1	0	0	0	1	1	1	2	1	0	14%

## S2A Survey: Articulating Your Vision for Glendale

Instructions: Please respond to the following survey questions. There will be an instruction at the end of the survey on how to submit your responses.

Questionnaire Results 7 responses

### **Your Vision**

1. Now, consider the top 2 or 3 elements that we just assessed that seemed to be very compelling to us as elements of a persuasive vision for Glendale. How might you articulate your vision for Glendale for the future, in a way that gets at the essence of what a compelling vision should be for our City/community?

### No. Idea

- 1. The city needs to realize the importance of a stable financial outlook. Citizens want to know the city leaders are treating their tax dollars as there own, with integrity, purpose and transparency. Services shall be available to all communities no community shall receive more than the other. Employees must feel part of a positive organization.
- 2. Financially-mega strong city creates a community that can then focus attention on and be able to meet the needs of residents and business leaders. This will draw attention from Valley-wide and Nationwide partners and will strengthen further investment in Glendale.
- 3. A truly safe environment/low crime rate and a reputation for finest quality of life
- 4. 21st century Glendale is acknowledged as the premier location for job creation incentivized by its reputation as one of the safest in the valley offering an enhanced live, work and play environment for its residents.
- 5. Economic development opportunity throughout the city, for start-ups, small businesses, and major employers/retailers, with a transportation and infrastructure system that supports them and connects them to the entire metropolitan area, and beyond.
- 6. Glendale has achieved financial stability through development of good paying jobs. This, along with a focus on public safety has attracted business relocation and expansion. The creation of public private partnerships in has resulted in an incredible number of very successful start up businesses in Glendale.
- 7. Glendale is financially stable and is a high demand destination for business and a variety of residential life styles. The long term financial success of its projects
- 2. Reflecting on the potential vision above, imagine it is 5 years from now, how would you know that Glendale has achieved or made significant progress towards that vision?

### No. Idea

 Appropriate fund balance, capital improvements to the city as a whole. When it is evident the moral is at a high level. When citizens stop feeling as if their communities are being left out

- 2. Highest bond ratings possible, business development from top 100 corporations and the backbone of our nation small businesses, high performing public safety
- 3. Seniors, parents, and children enjoying their neighborhood and utilizing recreational opportunities and parks. People walking to work and entertainment destinations in a clean, safe environment. A place people want to move to.
- 4. Target of a specific % of job growth to have been achieved. Lower crime statistics in all categories. Completion of x number of parks, recreational facilities with future approved plans for x more.
- 5. Measurable growth in jobs created and sales tax revenue produced across all geographic areas of Glendale as well as a number of projects "in the pipeline", accompanied by a plan to move forward in specific to job sectors, and retail markets.
- 6. The increased revenue and growth will speak for itself.
- 7. Glendales financial success will be reflective in its bond rating, the quality of services provided within its budget and it's the lower tax rates. New commercial projects and residential opportunities will reflect the success of attracting business and residents.

# (6) Candidate Vision Statement for Glendale

Instructions: Based on our assessment of the vision elements as well as the set of vision statements that were just submitted, the following is a 'candidate' vision statement for Glendale. In a moment we'll ask you for your feedback on the statement:

Ideas Results

### No. Idea

1. Glendale 2020 is the gateway for the West Valley. We are financially strong, we are a one-community mindset, we are a safe and well run city. We are a net attractor of new business-large and small in the markets/industries that matter for the future. We are also a net attractor of residents/families who are aligned with our values and seek the balance of quality of life and career opportunities. We have become the model for the new American community. (Example statement--DSG)

# Words and Phrases That Could be Part of Our Mission

Instructions: Thinking now about a possible mission statement for the City of Glendale, what are some of the things that the organization will do no matter what and are the reasons for our existence? (multiple responses)

### Ideas Results

No.	Idea
1.	Treat all of our citizens with compassion and equality
2.	Excellence
3.	Respect
4.	Meet the needs of our citizens quickly and efficiently
5.	Empathy
6.	Value our employees
7.	Make decisions in the best interest of the community
8.	Balance
9.	Encourage innovation
10.	Future
11.	Treat all people fairly
12.	Service even when its painful
13.	Provide leadership through excellence
14.	Nurture
15.	Integrity
16.	Welcome new ideas
17.	Transparency
18.	Reach for
19.	Treat all people fairly with compassion
20.	Reach for "I can" rather than "I cannot"
21.	Come to work with a smile

22. Seek understanding, provide insight

- 23. Make someone's life better everyday
- 24. Provide excellent quality of life services for the residential and business community at the best value possible and to encourage economic development
- 25. Allow mistakes by employees
- 26. Value employees
- 27. Recognize equality in the value of work
- 28. Recognize we can all do better
- 29. Leadership by example
- 30. Partner
- 31. An employer that cares
- 32. Reach out regionally
- 33. An employer where I can raise a Family

# (7) Categorization of Potential Phrases as Part of Our Mission Statement

Instructions: The following is a summary of some of the phrases/concepts that were suggested for inclusion in our mission statement. In a moment we'll ask you to articulate a candidate mission statement for the City of Glendale...

### Ideas Results

- 1. We treat all of our citizens with compassion and equality
- 2. We meet our citizens' needs quickly and efficiently
- 3. The right level of service everyday
- 4. A high level of service at the best value for the best future
- 5. We make someone's life better everyday

# (8) Candidate Mission Statement for the City of Glendale

Instructions: Based on the input from our individual statements, the following is a potential mission statement for the City of Glendale:

Ideas Results

### No. Idea

1. We make someone's life better everyday

## S2B Survey: Feedback on Potential Mission Statement

Instructions: Please respond to the following survey questions. There will be an instruction at the end of the survey on how to submit your responses.

Questionnaire Results 7 responses

### We make someone's life better everyday

1. What do you like most about this statement as a potential mission statement for the City of Glendale?

### No. Idea

- 1. Shows people that we care
- 2. Shows that citizens matter.
- 3. Similar to Police "to protect and serve" it's ever lasting
- 4. It is personal and is equally applicable to employees and residents. It's unusual. Makes you think about its meaning.
- 5. It communicates a positive action which is contagious and encourages others to do the same
- 6. Sounds very "corporate". Like it could be any entity. Telephones, light bulbs, cheese
- 7. It is very simple, but powerful. It is very personal, measurable and actionable
- 2. Is there anything that would strengthen/improve the statement? Please be as specific as you can:

- 1. Personally I live the statement not just say it
- 2. It could be less vague. How do we make lives better?
- 3. We make the lives of Glendale residents and visitors better
- 4. We make someone's life better every day with integrity, respect, and service.
- 5. Delete "someone's"
- 6. Add, how we do that, for example We make someone's life better every day by providing the highest quality of service at the best possible price.\
- 3. Overall, and knowing we may still do some 'fine tuning' of the statement based on the feedback

that has been provided, how well do you like the statement and its theme as a Mission Statement for the City of Glendale?

### HIGH/LOW REPORT

Rank	Idea						Hig	jh	Low		td. ev.	Avg.
1.	verall, and knowing we may still do some 'fine tuning' of the atement based on the feedback that has been provided, how ell do you like the statement and its theme as a Mission atement for the City of Glendale?					10		5	2.	2	8.0	
FREC	QUENCY DISTRIBUTION REPORT											
Rank	Idea	1	2	3	4	5	6	7	8	9	10	Top 2
1.	Overall, and knowing we may still do some 'fine tuning' of the statement based on the feedback that has been provided, how well do you like the statement and its theme as a Mission Statement for the City of Glendale?	0	0	0	0	2	0	0	2	0	3	43%

## **Session Feedback Survey**

Instructions: Please respond to the following survey questions. There will be an instruction at the end of the survey on how to submit your responses.

Questionnaire Results 7 responses

### **Session Feedback**

1. What did you enjoy most about the session today? What did you find to be most positive?

- 1. I think the process is a great way to encourage participation
- 2. The conclusion
- 3. Anonymity (sp??)
- 4. Variety of thought, everybody wanted to do the right thing
- 5. Anonymous engagement allows for a high amount of input
- 6. This is a critical part of improving the City of Glendale. We must take the time to carefully determine our mission and vision statement in order to provide long term consistency for ourselves and the city as a whole. The entire process was necessary and important. See below.
- 7. Excellent moderation. Good listening, drawing out comments and discussion. Very good background material. Input from stakeholders help set the stage for today.
- 2. Is there anything you did not enjoy or would do different?
- No. Idea
- 1. No
- The process could be faster.
- 3. Too slow, tighten presentation if results of initial stakeholders are used, make sure respondents are residents.
- More verbal discussion less typing
- 5. I feel it was rushed maybe two sessions?
- 6. Enjoy is a to strong of a word to use for this exercise. It was difficult, mind boggling, but rewarding now that his part of the process is complete.
- 7. I would like to know what those in the room observing thought. What are we leaving out? Are they more, or less, confident in our future today?

3. What was the value of the Advanced Strategy Lab system in supporting today's session? (1-10 scale, 1 being of no value, 10 being of significant value)

### HIGH/LOW REPORT

Rank	Idea	High	Low	Std. Dev.	Avg.
1.	What was the value of the Advanced Strategy Lab system in supporting today's session? (1-10 scale, 1 being of no value, 10 being of significant value)	10	7	1.2	9.2

### FREQUENCY DISTRIBUTION REPORT

Rank	Idea	1	2	3	4	5	6	7	8	9	10	2
1.	What was the value of the Advanced Strategy Lab system in supporting today's session? (1-10 scale, 1 being of no value, 10 being of significant value)	0	0	0	0	0	0	1	0	2	3	83%

4. Do you have any final comments or observations about today's session or any aspect of our desired values, mission and vision for the City of Glendale?

- No. Idea
- 1. No
- 2. No
- 3. No comment
- 4. Labels need to be removed from our communities i.e. south and north communities

Top





# City of Glendale

### Legislation Description

File #: 17-042, Version: 1

# ZONING ORDINANCE TEXT AMENDMENT (ZTA) ZTA16-02 (City Council Input on Expanding Locations Where Chickens May be Kept)

Staff Contact and Presenter: Sam McAllen, Director, Development Services

Staff Presenter: Jon M. Froke, AICP, Planning Director

### **Purpose and Policy Guidance**

In response to a Council Item of Special Interest, staff presented information to City Council at their January 19, 2016 Workshop regarding the keeping and raising of chickens in residential neighborhoods. At that Workshop, staff clarified that chickens are currently allowed to be kept in Glendale neighborhoods with Agricultural (A-1), Rural Residential (RR-90; RR-45) and Suburban Residential (SR-30; SR-17; SR-12) zoning. During that Workshop, City Council provided staff with direction to initiate a Zoning Text Amendment (ZTA) process to consider allowing chickens in additional residential zoning districts. Since that Workshop, staff initiated the ZTA process, conducted a citizen participation process meeting (August 2016) and brought information to the Planning Commission on two occasions (September and December 2016) to introduce the ZTA, seek the Planning Commission's input and keep them strategically involved in the ZTA process.

Staff is preparing to write the ZTA language and needs City Council input and direction regarding specific details and components that will be included in the ZTA. The information provided by City Council at today's Workshop will be integrated into ZTA language that will support expanding locations where chickens can be kept and raised in Glendale.

Staff is seeking City Council input and direction regarding specific details that will be included in a ZTA that will expand where chickens may be kept in Glendale.

### **Background**

In response to a Council Item of Special Interest regarding the keeping and raising of chickens, staff provided City Council with a report and presentation on January 19, 2016 that identified where chickens could currently be kept in Glendale and shared information about how other local cities have allowed chickens in their communities. Staff was given direction to initiate a ZTA process that would increase the locations where chickens could be kept and raised in Glendale. During that Workshop, City Council also discussed the need to 1) establish a reasonable number of chickens that can be kept on properties, 2) clarified that only hens (no roosters) would be permitted in the expanded areas, 3) discussed that chickens must be confined in fences or cages, 4) confirmed their intention that a new Zoning Text Amendment would not override current HOA rules, and 5) confirmed that the city's current nuisance codes for animal noise and odor would apply to properties where the keeping and raising of chickens would be permitted.

On August 17, 2016, the Planning Division hosted a citizen participation meeting to introduce the ZTA concept

to the public. Approximately 85 persons attended the meeting. Speaker cards were provided at the meeting as a means of gathering public input. A total of 56 speaker cards were returned with 12 indicating support for expanding areas where chickens could be kept and the remaining cards indicated opposition to the proposed ZTA or supporting current locations where chickens may be kept.

On September 1, 2016, the concept of ZTA16-02 was introduced to the Planning Commission at their Workshop meeting. The Planning Commission formally initiated ZTA16-02: Zoning Text Amendment (ZTA) - ZTA16-02 - Chickens. During the Workshop, Commissioners were informed that City Council would like to create a ZTA that accomplishes the following:

- Expands the areas where chickens would be permitted in Glendale;
- Only allows hens (no roosters) to be kept in the expanded areas;
- Requires that hens be contained in either fences or cages;
- Does not override existing HOA rules; and
- Existing city codes related to animal noise and odor would apply.

Commissioners asked staff questions including the following:

- What is a reasonable number of chickens?
- How do the ten largest cities in Arizona regulate chickens?
- What were the numbers of Code Compliance complaints concerning chickens?
- Will the proposed ZTA address only chickens?

On December 1, 2016, at the Planning Commission's Workshop, the Planning Commission received staff responses to the questions they previously asked and provided staff with input regarding considerations that should be taken into account as the text of ZTA16-02 is drafted. During the Workshop, Commission Members did not take any formal action to reach consensus, rather they identified lot/yard size, distance from a neighbor's yard, and the quantity of chickens to be allowed as key issues. Additionally, they identified the following concerns that need to be addressed or clarified as the ZTA moves forward:

- A maximum quantity of chickens should be established. A Commission Member identified establishing
  a maximum number of chickens, such as five (5) or six (6), would make the process simple. Another
  idea was the development of a formula that would allow a lesser number of chickens to be kept a
  smaller properties and would increase (i.e. one additional chicken would be permitted for every 1,000
  square feet) up to an established maximum number of chickens on larger properties;
- Chickens should not be classified as pets;
- Chickens should only be permitted in backyards;
- Coop placement should follow house structure guidelines;
- Chickens should not be permitted in apartments or townhomes;
- Consider including neighbors in the process if chickens are permitted in residential districts;
- Fencing should be required (exterior yard fencing would be appropriate);
- Allow chickens to be kept in any area of the backyard (i.e. dog run locations are not regulated);
- The allowance of chickens at additional properties should be anchored by allowing chickens in occupied residential dwellings vs. allowing them only by zoning district; this would allow chickens to be kept in properties with M-1 zoning that are being used as a residence.

During the Workshop staff answered Commissioners' questions about how chicken noise complaints are addressed and if other animals (ducks and geese) were to be included in the ZTA. Commission members also

expressed concern for older chickens and what happens to them when they pass the egg bearing stage of their life.

### **Analysis**

Zoning Ordinances are unique to each municipality and are drafted, adopted and enforced according to each municipality's guidelines and community standards. The City of Glendale currently allows the keeping and raising of chickens in Glendale neighborhoods with Agricultural (A-1), Rural Residential (RR-90; RR-45) and Suburban Residential (SR-30; SR-17; SR-12) zoning. Glendale City Council provided staff with direction to initiate a ZTA process to expand the areas where chickens can be kept; the process has been initiated.

Staff is seeking City Council input and direction on key components of proposed ZTA language to make sure the ZTA reflects City Council's desired direction and clearly establishes Glendale's community standards regarding keeping chickens.

The following policy questions and options for consideration are being provided to City Council as starting points to advance today's discussion with regard to identifying properties where chickens may be kept, determining the maximum number of chickens that can be kept at these properties, identifying locations on properties where chickens may be kept, and confirming other criteria that should be considered as ZTA language is drafted.

Policy Question #1) Where should the keeping of chickens be allowed within Glendale? Options for consideration:

- Expand the keeping and raising of chickens to include all occupied properties in single family zoning districts (R1-10, R1-8, R1-7, R1-6 and R1-4);
- Expand the keeping and raising of chickens to include all occupied properties in multi-family zoning districts;
- Expand the keeping and raising of chickens based upon a properties lot size (i.e. 4,000 sq. feet and greater);
- Expand the keeping and raising of chickens based upon the residential use of a property (i.e. a property may be zoned M-1 but may be being used as a residential dwelling);
- Do not expand where chickens may be kept; and
- Any other options identified by City Council will be discussed.

Policy Question #2) What is the maximum number of chickens that will be permitted on any one property where the keeping of chickens is expanded through the ZTA?

Options for consideration:

- Establish a reasonable number of chickens based upon the size of a property (i.e. up to 4 chickens on properties 4,000 sq. ft. in size and expand the allowance of one (1) additional chicken for every additional 1,000 sq. ft. of property;
- Establish a uniform maximum number of chickens (i.e. six (6)) allowed on all properties impacted by the ZTA;
- Establish the maximum number of chickens allowed based upon the occupancy of a property;
- Do not establish a maximum allowable number of chickens; and

Any other options identified by City Council will be discussed.

Policy Question #3) Should the ZTA include a stipulation that clarifies how and where chickens can be kept on a property?

Options for consideration:

- Require that chickens be contained by either fences, coops, cages or structures;
- Prohibit the keeping of chickens in a front yard;
- Don't require limitations as to where chickens may be kept on a property (i.e. we do not limit dog run placement);
- Restrict placement of a chicken fence, coop, cage or structure within 25 feet of a structure on a neighboring property;
- Require obtaining permission from neighboring property owners/occupants if chickens are to be kept within 25 feet of a structure on the neighboring property;
- Do not establish a limitation on how and where chickens are kept, rather require that they be contained on the property where their owner resides; and
- Any other options identified by City Council will be discussed.

Staff would also like to confirm that City Councils intentions related to the proposed ZTA language:

- Confirm the ZTA only applies to chickens (no other animals).
- Confirm that chickens are not being considered as pets.
- Confirm only hens (no roosters) would be permitted.
- Confirm that the new ZTA language will not supersede existing HOA rules related to chickens.
- Confirm that properties that are permitted to have chickens must comply with the current city code (Chapter 25, Article II, Section 25-24(f) (g) (h)) related to animal noise odor and waste removal.

The information provided by City Council today will be integrated into ZTA language that will increase the locations where chickens can be kept and raised in Glendale. After ZTA language has been drafted, a citizen participation meeting will be held to gather the community input on the drafted ZTA language. The ZTA will then be brought to a Planning Commission hearing where the Planning Commission will take public comments on the ZTA and will make a formal recommendation to the City Council. The results of the Planning Commission will be brought to the City Council for their consideration at a City Council Voting Meeting.

### **Previous Related Council Action**

On June 23, 1993 Glendale City Council passed and adopted Ordinance #1772 establishing the city's most recent Zoning Ordinance.

On January 19, 2016 Glendale City Council directed staff to initiate a Zoning Text Amendment process that would consider allowing chickens in Glendale's residentially zoned districts.

### **Community Benefit/Public Involvement**

On August 17, 2016, the Planning Division hosted a citizen participation meeting to introduce the ZTA concept to the public. Approximately 85 persons attended the meeting.

The ZTA process for changing the Zoning Ordinance involves multiple public input opportunities. After the ZTA language has been drafted it will be shared with the community at another citizen participation meeting where the public will have an opportunity to provide feedback. The ZTA will then be brought before the Planning Commission and then to the City Council. Some Glendale residents have contacted the city through a variety of channels and expressed their position on proposed ZTA16-02. That information will be provided to the Planning Commission and City Council as the ZTA is brought forward at future Planning Commission and City Council hearings.

City	Chandler	Gilbert	Glendale	Mesa
Are chickens	Yes	Yes	Yes	Yes
allowed?				
If "Yes", what code	Code of	Code of	Zoning Ordinance	Zoning Ordinance
allows them? (ZO,	Ordinances	Ordinances		
City Code, etc.)				
Are hens allowed?	Yes	Yes	Yes	Yes
Are roosters allowed?	No	No	Yes, in RR-90 and RR-45 if 500' away from adjacent residence.	Yes. A rooster is allowed as long as any enclosure is at least 40' from any neighboring residence and any coop is at least 75' from any other residence, it is kept sanitary and they are not allowed to run loose or create a noise disturbance.
Where are chickens allowed?	AG-1, SF-33	SF-43, SF-35, SF-15, SF-10, SF- 8, SF-7, SF-6	A-1, RR-90, RR-45, SR-30, SR-17, SR-12	Not zoning specific.
Is there a limit?	No	5 on lots larger than 6,000, 10 on lots that are 8,000 to 10,000 square feet	No	Up to 10 chickens on the first one-half acre or less provided any enclosure is at least 40' from any neighboring residence, any coop is at least 75' from any other residence, it is kept sanitary and they are not allowed to run loose or create a noise disturbance.
How is the limit determined?	N/A	Based on size of lot.	N/A	Based on size of lot.
Any enforcement issues?	No	No	Yes, based on complaints.	No
Any implementation issues?	No	No. Council asked staff to monitor complaints.	No	No
Coop placement?	Must meet front, side and rear yard setbacks.		Must meet front, side and rear yard setbacks.	Enclosure at least 40 feet from any neighboring residence and a coop at least 75 feet from any other residence.
Is neighbor approval required?	Yes, only if 200 foot separation cannot be met.	No	No	No
Are chickens considered livestock?	No	No	Yes	No
What is the classification of chickens?	Poultry	Fowl / Non domestic animal.	Poultry	Fowl

City	Peoria	Phoenix	Scottsdale	Surprise
Are chickens allowed?	Yes	Yes	Yes	Yes
If "Yes", what code allows them? (ZO, City Code, etc.)	Zoning Ordinance	Zoning Ordinance	City Code	Code of Ordinances
Are hens allowed?	Yes	Yes	Yes	Yes
Are roosters allowed?	No	Yes, provided they are incapable of making vocal noises.	No	No
Where are chickens allowed?	AG, SR-43	R1-6, R1-7, R1-8, R1- 10, R1-14, R1-18, RE- 24, RE-35, RE-42, S-1	Residential zoning districts	R1-43
Is there a limit?	No	20 for the first one-half acre or less.	No	25 for the first one-half acre or less.
How is the limit determined?	N/A	Based on size of lot.	N/A	Based on size of lot.
Any enforcement issues?	No	No	No	No
Any implementation issues?	No	No	No	No
Coop placement?	20 feet to any side or rear yard.	80 feet from a residence.	Must meet accessary structure requirements.	80 feet or more from any residence, school, hotel, restaurant or building containing sleeping or dining accommodations.
Is neighbor approval required?	No	Yes if the coop is less than 80 feet from a residence.	No	No
Are chickens considered livestock?	No	No	No	No
What is the classification of chickens?	Poultry	Poultry	Poultry	Fowl

City	Tempe	Tucson	Yuma
Are chickens allowed?	Yes	Yes	Yes
If "Yes", what code	Zoning & Development	Code of Ordinances	Code of Ordinances
allows them? (ZO,	Code		
City Code, etc.) Are hens allowed?	Yes	Yes	Yes
Are roosters allowed?	The keeping of roosters is	No	Yes, provided they are
Are roosters anowed:	prohibited, except in the	140	incapable of making vocal
	AG district.		noises.
Where are chickens	Agricultural districts for	As an accessory use to permitted	AG, SR-1, SR-2, SR-3, SR-4,
allowed?	farming, residential	residential use in residential and	RE-12, RE-18, RE-35, R-1-40,
	districts which have a	nonresidential zones, accessory	R-1-20.
	single-family dwelling.	community garden, accessory urban	
Is there a limit?	Not in A originatural	farm.	No
is there a filmit?	Not in Agricultural districts, yes in single-	Lot size of less than 16,000 square feet - 24, lot size of 16,000 to 143,999	NO
	family districts and	square feet - 36, 144,000 square feet	
	multifamily districts, no	or larger - 48.	
	more than 5.		
How is the limit	No more than 5 small	Based on lot size.	N/A
determined?	animals (poultry) are		
	allowed on an individual		
Any enforcement	lot. No	No	Sometimes regarding lack of
issues?	No	NO	waste disposal.
Any implementation	No	No	No
issues?			
Coop placement?	Cannot be kept in a manner	Prohibited in the buildable area extending	80 feet from dwelling house.
	that constitutes a nuisance.	the full width of the lot between the	
		principle building and the front street lot line. Animal shelters six feet or less in	
		height and 16 square feet or less in area	
		are not required to setback from side or	
		rear property line, but are required to be	
		behind the principal building and at least 20 feet from the dwelling unit. Animal	
		shelters more than six feet in height and	
		greater than 16 square feet in area must	
		be set back as other accessory buildings.	
		Shelters shall also be at least 20 feet from the dwelling unit on an abutting property.	
		A setback is not required from property	
		lines abutting alleys or other types of	
		right-of-way or easements or when	
Is neighbor approval	No	adjacent to a nonresidential use.  Poultry may be kept on a lot or parcel	Poultry may be kept on a lot or
required?	110	of land consisting of an area less than	parcel of land consisting of an
10		10,000 square feet if written	area less than 10,000 square feet
		permission is obtained from the	if written permission is obtained
		lawful occupants and the lawful	from the lawful occupants and
		owners of adjoining lots or parcels of	the lawful owners of adjoining lots or parcels of land which are
		land which are located in the	located in the immediate
		immediate vicinity.	vicinity.
Are chickens considered livestock?	No	No	No
What is the	Poultry	Fowl	Poultry
classification of			
chickens?			

Chickens in Glendale ZTA16-02 ZONING TEXT AMENDMENT NEIGHBORHOOD MEETING COMMENT CARD (NO ACTION WILL BE TAKEN AT THIS MEETING) 6:00 p.m., Wednesday, August 17, 2016 Glendale Council Chambers
Name Jeanette Socaciu + Michael Socaci
Company / Neighborhood Desert Sunsch
At the January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest asking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be allowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts.
The City of Glendale is seeking your thoughts on this topic. Before we proceed with the ZTA we are looking for your input. Thank you.
Comments: Do Not Wish to speak. But aim voint supportant of this. less offens we than a lot of dogs + cats + do less daming cats. A Permiculture is the way we need to I support chickens in Glendale in all zoning districts listed above.  I oppose chickens in Glendale.
I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.

NEIGHBORHO	IING TEXT AMENDMENT OD MEETING COMMENT CARD (NO ACTION WILL BE TAKEN AT THIS MEETING) dnesday, August 17, 2016
	Name SHELLY HONN
Comp	pany / Neighborhood BARREL
asking about the 45, SR-30, SR-1 allowed in the R	19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR 7 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also b 1-10, R1-8, R1-6 and R1-4 zoning districts.  Idale is seeking your thoughts on this topic. Before we proceed with the ZTA we are looking thank you.
Comments:	
/	
I support	chickens in Glendale in all zoning districts listed above.
I oppose	chickens in Glendale.

I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.

Chickens in Glendale
ZTA16-02 ZONING TEXT AMENDMENT
NEIGHBORHOOD MEETING COMMENT CARD (NO ACTION WILL BE TAKEN AT THIS MEETING)
6:00 p.m., Wednesday, August 17, 2016
Glendale Council Chambers

Name Mile	· Hous	
Company / Neighborhood	Barrell	

At the January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest asking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be allowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts.

The City of Glendale is seeking your thoughts on this topic. Before we proceed with the ZTA we are looking for your input. Thank you.

Comments:		
N.	I support chickens in Glendale in all zoning districts listed above.	
	I oppose chickens in Glendale.	
	I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.	

Chickens in Glendale
ZTA16-02 ZONING TEXT AMENDMENT
NEIGHBORHOOD MEETING COMMENT CARD (NO ACTION WILL BE TAKEN AT THIS MEETING)
6:00 p.m., Wednesday, August 17, 2016
Glendale Council Chambers

Name_	JUDITH CLARK
Company / Neighbo	rhood

At the January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest asking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be allowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts.

The City of Glendale is seeking your thoughts on this topic. Before we proceed with the ZTA we are looking for your input. Thank you.

Com	ments: AN'ANIALYSIS OF TYPES ANIMALS COULD REVEAL DATA
	UPPORTING OR NOT SUPPORTING REVISED ZONING,
X	N
	I oppose chickens in Glendale.  NOR WILL THEY BE THE RULNATION OF GLENDALE  I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1,
	I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.

Chickens in Glendale
ZTA16-02 ZONING TEXT AMENDMENT
NEIGHBORHOOD MEETING COMMENT CARD (NO ACTION WILL BE TAKEN AT THIS MEETING)
6:00 p.m., Wednesday, August 17, 2016 Glendale Council Chambers
Name Todé troggatt
Company / Neighborhood
At the January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest asking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-
45, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be allowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts.
The City of Glendale is seeking your thoughts on this topic. Before we proceed with the ZTA we are looking for your input. Thank you.
Comments:
I support chickens in Glendale in all zoning districts listed above. but NOT unlimited
I oppose chickens in Glendale.
I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.

Chickens in Glendale ZTA16-02 ZONING TEXT AMENDMENT
NEIGHBORHOOD MEETING COMMENT CARD (NO ACTION WILL BE TAKEN AT THIS MEETING)
6:00 p.m., Wednesday, August 17, 2016
Glendale Council Chambers
Name Emily Hogaatt
Company / Neighborhood
At the January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest asking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be allowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts.
The City of Glendale is seeking your thoughts on this topic. Before we proceed with the ZTA we are looking for your input. Thank you.
Comments:
I support chickens in Glendale in all zoning districts listed above. but Not ynldentell
I oppose chickens in Glendale.
I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.

Name_John Burkholder_	
Company / Neighborhood District	

At the January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest asking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be allowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts.

Comments:		
$\boxtimes$	I support chickens in Glendale in all zoning districts listed above.	
	I oppose chickens in Glendale.	
	I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.	

Name Grace BurkholDer

Company / Neighborhood Barrel District

At the January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest asking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be allowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts.

Comments:		
	I support chickens in Glendale in all zoning districts listed above.	
	I oppose chickens in Glendale.	
	I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.	

Name	Dorothy Burk	hoder	
Company / Neighborh	Barrel	District	

At the January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest asking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be allowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts.

The City of Glendale is seeking your thoughts on this topic. Before we proceed with the ZTA we are looking for your input. Thank you.

Comn	nents: Please Allow Chickens (Unlimited)
_	we have God allergies and need access to healthy eggs
M	Isupport chickens in Glendale in all zoning districts listed above.
	I oppose chickens in Glendale.
	I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1,

RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.

Chickens in Glendale
ZTA16-02 ZONING TEXT AMENDMENT
NEIGHBORHOOD MEETING COMMENT CARD (NO ACTION WILL BE TAKEN AT THIS MEETING)
6:00 p.m., Wednesday, August 17, 2016
Glendale Council Chambers
Name Sean Lavery
Company / Neighborhood
At the January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest asking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be allowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts.
The City of Glendale is seeking your thoughts on this topic. Before we proceed with the ZTA we are looking for your input. Thank you.
Comments:
I support chickens in Glendale in all zoning districts listed above.
I oppose chickens in Glendale.
I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.

Name _	Jeremiah	Busholder
Company / Neighbo	orhood Barret	el

At the January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest asking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be allowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts.

Comments:		
X	I support chickens in Glendale in all zoning districts listed above.	
	I oppose chickens in Glendale.	
	I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.	

Chickens in Glendale
ZTA16-02 ZONING TEXT AMENDMENT
NEIGHBORHOOD MEETING COMMENT CARD (NO ACTION WILL BE TAKEN AT THIS MEETING)
6:00 p.m., Wednesday, August 17, 2016
Glendale Council Chambers
Name JOSA WASTKE
Company Neighborhood Mousales - David Satural
At the January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest asking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be allowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts.
The City of Glendale is seeking your thoughts on this topic. Before we proceed with the ZTA we are looking for your input. Thank you.
comments: Ot against Chichens if ordinances and
Locking are obligate to pullet and to challenge
I support chickens in Glendale in all zoning districts listed above.
I oppose chickens in Glendale.
I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.

Chickens in Glendale
ZTA16-02 ZONING TEXT AMENDMENT
NEIGHBORHOOD MEETING COMMENT CARD (NO ACTION WILL BE TAKEN AT THIS MEETING
6:00 p.m., Wednesday, August 17, 2016
Glendale Council Chambers

Name LINDA	Men		
Company / Neighborhood	Cholla	Pistrict	

At the January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest asking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be allowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts.

Comn Chicke Follow City	nents: Simple solution to Controlling the smell rats Flies lice mits and dirty chicken coops problems from is sanitation standards; with a population of 250,000 Glandale residents, not everyone will as honors ystem to be responsible, as honors ystem to be responsible, of Glandale does not have the resources or manpower to enforce and support sanitation codes.
	I support chickens in Glendale in all zoning districts listed above.
X	I oppose chickens in Glendale. Violation of Schate Bill & 510  FDA instituted the Egg Safety Rule July 2010  I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1,
	I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.

ZTA16-0 NEIGHB	s in Glendale 22 ZONING TEXT AMENDMENT ORHOOD MEETING COMMENT CARD (NO ACTION WILL BE TAKEN AT THIS MEETING) 1., Wednesday, August 17, 2016
	Council Chambers
	Name PAMELA MILLER
	Company / Neighborhood
asking ab 45, SR-30	inuary 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest tout the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-0, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be a the R1-10, R1-8, R1-6 and R1-4 zoning districts.
•	of Glendale is seeking your thoughts on this topic. Before we proceed with the ZTA we are looking aput. Thank you.
Commen	its:
,	
Is	support chickens in Glendale in all zoning districts listed above.
Ic	oppose chickens in Glendale.
	orefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, R-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.

Chickens in Glendale ZTA16-02 ZONING TEXT AMENDMENT NEIGHBORHOOD MEETING COMMENT CARD (NO ACTION WILL BE TAKEN AT THIS MEETING) 6:00 p.m., Wednesday, August 17, 2016 Glendale Council Chambers  Name  Name
Company / Neighborhood
At the January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest asking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be allowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts.
The City of Glendale is seeking your thoughts on this topic. Before we proceed with the ZTA we are looking for your input. Thank you.
Comments: We had a neighbor 4 houses From us that have
Comments: We had a neighbor 4 houses From us that have Sut bough (inches + Ducks) and they been then in asget I support chickens in Glendale in all zoning districts listed above.

I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.

I oppose chickens in Glendale.

**Chickens in Glendale** ZTA16-02 ZONING TEXT AMENDMENT **NEIGHBORHOOD MEETING COMMENT CARD (NO ACTION WILL BE TAKEN AT THIS MEETING)** 6:00 p.m., Wednesday, August 17, 2016 **Glendale Council Chambers** Company / Neighborhood At the January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest asking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be allowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts. The City of Glendale is seeking your thoughts on this topic. Before we proceed with the ZTA we are looking for your input. Thank you. I support chickens in Glendale in all zoning districts listed above. I oppose chickens in Glendale. I prefer the current regulations of chickens in Glendale remain in place allowing chickens only RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.

Name DEI	vais m.	STEINBAM	
Company / Neighborhood	SANOS	WEST	

At the January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest asking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be allowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts.

Comn	nents: V/144	WOOLD	WE WANT	to EVE	N CONSIDER	
	Such A	#0045H	REGUEST	WASTE OF	TIME AUD MON	a y
I support chickens in Glendale in all zoning districts listed above.						
I oppose chickens in Glendale.						
I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.						

Chickens in Glendale			
ZTA16-02 ZONING TEXT AMENDMENT			
NEIGHBORHOOD MEETING COMMENT CARD (NO ACTION WILL BE TAKEN AT THIS MEETING)			
6:00 p.m., Wednesday, August 17, 2016			
Glendale Council Chambers			
Name TONI WARN			
Company / Neighborhood SANDS West			
At the January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest asking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be allowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts.			
The City of Glendale is seeking your thoughts on this topic. Before we proceed with the ZTA we are looking for your input. Thank you.			
Comments:			
I support chickens in Glendale in all zoning districts listed above.			
I oppose chickens in Glendale.			
I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.			

ZTA16-02 ZONING TEXT AMENDMENT			
NEIGHBORHOOD MEETING COMMENT CARD (NO ACTION WILL BE TAKEN AT THIS MEETING)			
6:00 p.m., Wednesday, August 17, 2016			
Glendale Council Chambers			
Name JACK Doyle			
Company / Neighborhood Savos WE-ST Carlos Vistrict			
At the January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest asking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be allowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts.			
The City of Glendale is seeking your thoughts on this topic. Before we proceed with the ZTA we are looking for your input. Thank you.			
Comments: HOW DOES THIS IMPROVE A NEW ROLLHOUS OR THE City of Glendale: THEY AttRACT OTHER ANIMALS			
THE City of Glendale: THEY AttACT office Avinals			
I support chickens in Glendale in all zoning districts listed above.			
I oppose chickens in Glendale.			
I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.			

Chickens in Glendale

Chickens in Glendale			
ZTA16-02 ZONING TEXT AMENDMENT			
NEIGHBORHOOD MEETING COMMENT CARD (NO ACTION WILL BE TAKEN AT THIS MEETING)			
	m., Wednesday, August 17, 2016		
Gienda	le Council Chambers		
	Name Dolokes Welter		
	Company / Neighborhood Sands West		
asking a 45, SR-3	January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be in the R1-10, R1-8, R1-6 and R1-4 zoning districts.		
	of Glendale is seeking your thoughts on this topic. Before we proceed with the ZTA we are looking input. Thank you.		
Comme	ents:		
	support chickens in Glendale in all zoning districts listed above.		
	oppose chickens in Glendale.		
	prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.		

TA16-02 ZONING TEXT AMENDMENT EIGHBORHOOD MEETING COMMENT CARD (NO ACTION WILL BE TAKEN AT THIS MEETING)
:00 p.m., Wednesday, August 17, 2016 Hendale Council Chambers
Name NANCY STEINGAM - CAPTAIN
Company / Neighborhood
t the January 19, 2016 Council Workshop a councilmember Identified a ouncil Item of Special Interest sking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-5, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be lowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts.
the City of Glendale is seeking your thoughts on this topic. Before we proceed with the ZTA we are looking or your input. Thank you.  Sind a way of the comments: We are going the limit which a seeking - due to salmaile.  Bird a line - Masginto - 2 ika virus, Je.
BiRd= flue - Mospieto - Zika viras, Jo.
I support chickens in Glendale in all zoning districts listed above.
I oppose chickens in Glendale.
I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.

Chieleane in Claudale

Chickens in Glendale	
<b>ZTA16-02 ZONING TEXT AME</b>	ENDMENT
<b>NEIGHBORHOOD MEETING C</b>	COMMENT CARD (NO ACTION WILL BE TAKEN AT THIS MEETING)
6:00 p.m., Wednesday, Augu	st 17, 2016
<b>Glendale Council Chambers</b>	
Name	Coleto Rus roll

Name Alisto Russell	
Company / Neighborhood Sand West	

At the January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest asking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be allowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts.

Comn	Comments:		
	I support chickens in Glendale in all zoning districts listed above.		
M	I oppose chickens in Glendale.		
	I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.		

Name DALE WRIGH	7		
Company / Neighborhood CLENDALL	JAM WEST	NETOWOUS	MAPZ

At the January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest asking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be allowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts.

Comn	ments:
	I support chickens in Glendale in all zoning districts listed above.
区	_I oppose chickens in Glendale.
	I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.

Name Linda Fice Z

Company / Neighborhood Sands Wast Tive

At the January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest asking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be allowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts.

The City of Glendale is seeking your thoughts on this topic. Before we proceed with the ZTA we are looking for your input. Thank you.

I support chickens in Glendale in all zoning districts listed above.

I oppose chickens in Glendale.

I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1,

Name MAR	GARET GRANEY	
	GLENDALE SANWEST NEIGHBORHOSD	

At the January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest asking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be allowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts.

Comments:		
	I support chickens in Glendale in all zoning districts listed above.	
$\boxtimes$	I oppose chickens in Glendale.	
	I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.	

Chickens in Glendale ZTA16-02 ZONING TEXT AMENDMENT		
NEIGHBORHOOD MEETING COMMENT CARD (NO ACTION WILL BE TAKEN AT THIS MEETING)		
6:00 p.m., Wednesday, August 17, 2016 Glendale Council Chambers		
Paula Achila		
Name 713/16		
Company / Neighborhood		

At the January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest asking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be allowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts.

Comn	nents: Chickens attract coyotes, I never had coyotes
	my yard until a neighbor in Saddle horn Ranch
	I support chickens in Glendale in all zoning districts listed above.
×	I oppose chickens in Glendale.
	I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.

Chickens in Glendale	
ZTA16-02 ZONING TEXT AMENDMENT	
NEIGHBORHOOD MEETING COMMENT CARD (NO ACTION WILL BE TAKEN AT THIS MEETING)	
6:00 p.m., Wednesday, August 17, 2016	
Glendale Council Chambers	
Name Marjorie M. rumer	
Company / Neighborhood Malla	
At the January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest asking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be allowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts.	
The City of Glendale is seeking your thoughts on this topic. Before we proceed with the ZTA we are looking for your input. Thank you.	
Comments:	
I support chickens in Glendale in all zoning districts listed above.	
I oppose chickens in Glendale.	
I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.	

Chicke	ens in Glendale
	-02 ZONING TEXT AMENDMENT
	IBORHOOD MEETING COMMENT CARD (NO ACTION WILL BE TAKEN AT THIS MEETING)
_	.m., Wednesday, August 17, 2016
Glenda	ale Council Chambers
	Name_SANDRA FRATE
	Name
	Company / Neighborhood BRANDY WYNE
	January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-
_	30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be
	in the R1-10, R1-8, R1-6 and R1-4 zoning districts.
unovveu	The file R2 10/ R2 0/ R2 0 drid R2 1 20/mig districts
	y of Glendale is seeking your thoughts on this topic. Before we proceed with the ZTA we are looking
for you	r input. Thank you.
Comm	ents: People can't take care of there dogs in there back party
Kow	ents: Plaple can't take Care of there class in there back gards - will they pick up + Cleen up after there Chickers
Ļ	I support chickens in Glendale in all zoning districts listed above.
X	I oppose chickens in Glendale.
	I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.

Chickens in Glendale ZTA16-02 ZONING TEXT AMENDMENT NEIGHBORHOOD MEETING COMMENT CARD (NO ACTION WILL BE TAKEN AT THIS MEETING) 6:00 p.m., Wednesday, August 17, 2016 Glendale Council Chambers	
Name PAUL M. SCHWAK Z	
Name PAJL M. SCHWAKTZ  Company / Neighborhood CHOLLA	
At the January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest asking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be allowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts.  The City of Glendale is seeking your thoughts on this topic. Before we proceed with the ZTA we are looking for your input. Thank you.  Comments:	
Comments:	
I support chickens in Glendale in all zoning districts listed above.	
I oppose chickens in Glendale.	
I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.	

Chickens in Glendale			
	ZTA16-02 ZONING TEXT AMENDMENT NEIGHBORHOOD MEETING COMMENT CARD (NO ACTION WILL BE TAKEN AT THIS MEETING)		
6:00 p.m., Wednesday, August 17, 2016 Glendale Council Chambers			
Gleridale Col	Name CONNIE STEPHERSON		
Cor	npany / Neighborhood BRANDY WINE		
At the Januar asking about t 45, SR-30, SR	y 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR- -17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be R1-10, R1-8, R1-6 and R1-4 zoning districts.		
The City of Gl for your input.	endale is seeking your thoughts on this topic. Before we proceed with the ZTA we are looking Thank you.		
Comments:			
I suppo	ort chickens in Glendale in all zoning districts listed above.		
I oppos	se chickens in Glendale.		
	r the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-45, SR-30, SR-17 and SR-12 zoning districts.		

Name PATRICIA LUSTIC

Company / Neighborhood Royal SHADOWS

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Comn	ments: AUR LOTS ARE SMALL IT WILL ATTRACK NUMEROUS
FERM	AL CATS, WE ALREADY HAVE CAT PROBLEMS WHO WILL CHECK TO
	I support chickens in Glendale in all zoning districts listed above.
	I oppose chickens in Glendale.
	I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.

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Name Coanse Schwartz
Company / Neighborhood C. Nolla
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I support chickens in Glendale in all zoning districts listed above.

I oppose chickens in Glendale.

I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, and SR-45, SR-30, SR-17 and SR-12 zoning districts.

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endale Council Chambers	
Name WI/MA DATE	

Name WIMA DATOR

Company / Neighborhood Royal Shadows tomerwhers SUB.

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	1
Comments: Lots ARR too Small & chose to have farem Anima	15
on withe oders of their wastes	_
I support chickens in Glendale in all zoning districts listed above.	
I oppose chickens in Glendale.	
I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.	1,

Name Susan Archibald

Company / Neighborhood Royal Shadow Mobile Home Subdivision

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comments: We have small yorls - too small for the roise and odor of mondomestic Avimals		
	I support chickens in Glendale in all zoning districts listed above.	
X	I oppose chickens in Glendale.	
	I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1,	

DO ON DO AF CO DO CO 17 and CD 17 anning dictricte

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Company / Neighberhood
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I oppose chickens in Glendale.
I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.

Name	DIANE LYNN SCHELL	
Company / Neighborho	OD ROYAL SHADOWS MOBILE HOME	
anuany 10 2016 Council V	SUBDIVISION  Vorkshop a councilmember identifier of Special Inter	oct

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THOUGH WE HAVE SWALL LOTS; THERE ARE HOMES TO THE NORTH OF US BEING ONE WHO BACKS UP ON THAT COMMUNITY TO THE NORTH OF US BEING ONE WHO BACKS UP ON THAT COMMUNITY COMMENTS: ATTACK THE NUMBER US FERAL CATS. WIRE HAVE TO THE LOOK ALROAD WITH BARICING DOGS EVEN.

WHO WILL MONITOR FOWLT, WHO RECOURSE IF THERE IS I support chickens in Glendale in all zoning districts listed above.

I oppose chickens in Glendale.

I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1,

RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.

Name _ E /	IK FLOS	DIN	
Company / Neighborhood	ARROW HEAD	RANCH	

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Chickens in Glendale		
ZTA16-02 ZONING TEXT AMENDMENT		
NEIGHBORHOOD MEETING COMMENT CARD (NO ACTION WILL BE TAKEN AT THIS MEETING)		
6:00 p.m., Wednesday, August 17, 2016 Glendale Council Chambers		
Name KOSLANN AVAROZZI		
Company / Neighborhood ARROW head Ranch Glandale		
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Name Auce Mollon .  Company / Neighborhood Emerald Point	
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Comn	nents: I oppose Chickous in Glendale especially Residential Single family	
	Workoods. If not upkept Coops it will draw voise, Rodents, other birds, smelly	1
	I support chickens in Glendale in all zoning districts listed above.	9
X	I oppose chickens in Glendale.	
	I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.	-1,

Chickens in Glendale			
	ZTA16-02 ZONING TEXT AMENDMENT		
	SORHOOD MEETING COMMENT CARD (NO ACTION WILL BE TAKEN AT THIS MEETING)		
•	n., Wednesday, August 17, 2016		
Giendaio	e Council Chambers		
	Name Gary Mackin		
	Name Gary Mackin  Company / Neighborhood Raney Ranch		
asking at 45, SR-30	At the January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest asking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be allowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts.		
•	of Glendale is seeking your thoughts on this topic. Before we proceed with the ZTA we are looking input. Thank you.		
Comme	nts:		
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	prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, R-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.		

e council chambers	
Diane Mart	
Name Dane Wort	
Company / Neighborhood Top of the Ranch III	

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Ø	I oppose chickens in Glendale.
	I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.

Name Vam	es 5. Vacob	
Company / Neighborhood	SANDS Wet	

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Name Joel	W.	Mork		
Company / Neighborhood To	pof	the Range	ch III	

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<u>Comn</u>	nents:
	I support chickens in Glendale in all zoning districts listed above.
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Chickens in Glendale
ZTA16-02 ZONING TEXT AMENDMENT
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6:00 p.m., Wednesday, August 17, 2016
Glendale Council Chambers
Name_ Jullen of Tom Hugent
Name
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Comments: I do not want chickers in my neighborhood!
Comments: I do not want chickens in my neighborhood! It is not fair to change the law t impose on our neighborhood.
I support chickens in Glendale in all zoning districts listed above. No
I oppose chickens in Glendale.
I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.
B 1/0

Chickens in Glendale ZTA16-02 ZONING TEXT AMENDMENT NEIGHBORHOOD MEETING COMMENT CARD (NO ACTION WILL BE TAKEN AT THIS MEETING) 6:00 p.m., Wednesday, August 17, 2016 Glendale Council Chambers
Name Howas Salch Company / Neighborhood Arrowsteat Ranch
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The City of Glendale is seeking your thoughts on this topic. Before we proceed with the ZTA we are looking

Comp	nents: CHICKENS AND FARM ANTMANS NOT
J.	ETS, (
	I support chickens in Glendale in all zoning districts listed above.
	I oppose chickens in Glendale.
M	, I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.

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Glendale Council Chambers  Name McMele Tenny Son
Company / Neighborhood Arrowhear Rand
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The City of Glendale is seeking your thoughts on this topic. Before we proceed with the ZTA we are looking for your input. Thank you.  Comments: Chickens are farm animals, not puts. CCR-s. Will will the comments.
protest home owners from having chickens as numpers
Comments: Chickens are farm animals, not pets. CCR. 5 20 No.  protest home owners from having Chickens as Numpers  Should the 3 pring ordinarie be change.  I support chickens in Bendale in all zoning districts listed above.
I oppose chickens in Glendale.
I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.

Glendale Council Chambers
Name_ Jane Bachynaum
Name Bachmanns  Company / Neighborhood Barrel destrect
At the January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Intere asking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RI 45, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be allowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts.
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Comments: I have a prepared statement -,
I support chickens in Glendale in all zoning districts listed above.
I oppose chickens in Glendale.

I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.

Name	Debovan Balch	
Company / Neighbo	rhood Arrowhead	

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Comments: They Knot Pets. If People want chikene move to foun
Vi gulated area!!
I support chickens in Glendale in all zoning districts listed above.

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6:00 p.m., Wednesday, August 17, 2016 Glendale Council Chambers
Name Lesseca De Graw
Company / Neighborhood
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Comments: I am allergic to chicken feathers, Smell, noise Chicken fortal Predators Outs & ferral, Rodents Affect frice of home Insects
Predators Outs & ferral, Rodents Affect frice of home Insects
I support chickens in Glendale in all zoning districts listed above.

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Name	Donald 1	Debran		
Company / Neighbo	rhood			

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Comments: Allergies and as thma are affected hadly. Smell of chicken droppings.
Noise from chickens & Roosters. Free large or cased, Increase in insects + pigeons
I support chickens in Glendale in all zoning districts listed above.
I oppose chickens in Glendale.
I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1.

DD-ON DD-45 CD-30 CD-17 and CD-12 zoning districts

Glendale Council Chambers
Name Barbara Rent
Company / Neighborhood
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Comments:
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I oppose chickens in Glendale. Wderided

I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1,

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Council Chambers

Name

Name

MANISTEE RANCH

HOA

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Comr	nents: Manistee Banch HOA does not allow
	ackens. Phase elo not apply the rules to HOA's
	I support chickens in Glendale in all zoning districts listed above.
	I oppose chickens in Glendale.
	I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1,

Name Margaret Donohue (up)

Company / Neighborhood Westerra zone

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	Comn	ments: Who is going to monitor the sanitation aspect of
	Lau	
		I support chickens in Glendale in all zoning districts listed above.
nri		I oppose chickens in Glendale. There is a reason Huckmans is out?
bo	X	I oppose chickens in Glendale.  Likere is a reason Huckmans is out of the light of
		RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.

NameAS	ON	G MALLE	TE	
Company / Neighborhood _	ARR	DW HEAD	RANCIB	The state of the s

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Comn	nents: PLEASE SEND YOUR EMAIL ADDOESS TO
-0	FOR COMMENTS. THANK YOU
	I support chickens in Glendale in all zoning districts listed above.
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X	I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts.

Chickens in Glendale ZTA16-02 ZONING TEXT AMENDMENT **NEIGHBORHOOD MEETING COMMENT CARD (NO ACTION WILL BE TAKEN AT THIS MEETING)** 6:00 p.m., Wednesday, August 17, 2016 **Glendale Council Chambers** Company / Neighborhood At the January 19, 2016 Council Workshop a councilmember identified a Council Item of Special Interest asking about the potential of allowing chickens in residential neighborhoods. Currently, the A-1, RR-90, RR-45, SR-30, SR-17 and SR-12 zoning districts allow chickens. If the ZTA is approved, chickens would also be allowed in the R1-10, R1-8, R1-6 and R1-4 zoning districts. The City of Glendale is seeking your thoughts on this topic. Before we proceed with the ZTA we are looking for your input. Thank you. **Comments:** I support chickens in Glendale in all zoning districts listed above. I oppose chickens in Glendale. I prefer the current regulations of chickens in Glendale remain in place allowing chickens only in A-1,

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# Glendale Residents

#### Petition

Legalizing Backyard Chickens

backyard chickens kept properly confined in their owners backyard be deemed acceptable, and therefore permitted to be kept. We request that the current zoning This petition calls for the City of Glendale, AZ Planning & Zoning and City of Glendale, AZ Councilmembers to consider and find that a reasonable number of for all R1 single-family residential dwelling be amended to allow a reasonable number of backyard chickens.

I the undersigned do hereby state that I am a qualified voter in the City of Glendale, AZ. I have read and agree with the arguments for allowing a reasonable number of backyard chickens in the City of Glendale, AZ.

número razonable de aves de traspatio mantiene confinado adecuadamente en sus propietarios patio trasero se considerará aceptable, y por lo tanto permite que Esta petición pide la Ciudad de Glendale, AZ Planificación y Zonificación y la ciudad de Glendale, AZ Miembros del Consejo para considerar y encontrar que un se le mantenga. Solicitamos que la zonificación actual para todos R1 unifamiliar vivienda residencial a fin de permitir un número razonable de aves de traspatio.

Yo, el firmante, declaro que soy un votante calificado en la ciudad de Glendale, AZ. He leido y estoy de acuerdo con los argumentos para permitir que un número razonable de aves de traspatio en la ciudad de Glendale, AZ.

Signature	824ton	M. Onl	2016	Brook 016	J. May Ollis	Kh Joe				
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CIRCULATOR - Do not sign or date certificate until after circulating petition.

Signature & Date

Printed Name

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1	Listin Honn		Saguaro	Glendale	85 30+			05/23/2016
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	Printed Name of	House	Street Name	City	Zip Code	E-mail address/Contact	Signature	Date
-	Michael Saney		CARD	Glendale	85302	Ome	Message	0/25/2016
2	Carlos finon		Marayile	Glendale	85 000		11/10	8 /35/2016
3	Then Greene		Boy drive	Glendale	85 35 8		XCX	5/25/2016
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	Printed Name of	House	Street Name	City	Zip Code	E-mail address/Contact	Signature	Date
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4	SHORI DUBIEC		MOUNT	Glendale	26 38	100	M. A. C.	8 120/2016
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9	There's Stenart		Northing	Glendale	85 301		Hand	8/7/02016
7	TACOLE LINE, DIEPER		ROSE	Glendale	10858		4. Mister	8 64/2016
8	Lisa fulas		Mase	Glendale	85		of The The	/ /2016
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City	1)	Glendale	Glendale	ANG Glendale	Glendale	}  AtCelendale	Glendale	Glendale	Glendale	Glendale	Glendale
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2	Laura Mahin		WALTANN LM	Glendale	85 30P		Xaure Or Me homes	8/24/2016
3	Johna Edwards		Warkwa	Glendale	125.58		00	B 125/2016
4	Rob SKALGS		W, PALMAINE	Glendale	85 203			18/25/2016
5	Kathleen Andereck		W Palmaire	Glendale	85 503		Miller	2 125-72016
9	July Supra		2. GROVES/INS	Glendale	85.308		Color M / S	8/25/2016
7	Keller Bonest		525 (e.	Glendale	85304		S No Olling	\$ 126/2016
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	Printed Name of Petitioner	House #	Street Name	City	Zip Code	E-mail address/Contact	Signature	Date
<b>←</b>	John Stewart		Gardenia	Glendale	85301		John Strong	1/26/2016
2	Kirk Flymm		Seldon	Glendale	85 302		-	8/2c /2016
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CIRCULATOR - Do not sign or date certificate until after circulating petition.

Signature & Date

Complete Address of de-

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Printed Name

Complete Address of Circulator

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CIRCULATOR – Do not sign or date certificate until after circulating petition. Nathan Infurna Signature & Date

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my presence; and that, to my best knowledge and belief, each signature is the genuine signature of the person purporting to sign the petition, the person signing the petition was at the time of signing a qualified registered elector of the city or township indicated preceding the signature, and the elector was qualified to sign the ne poweron, max cook signature on this petition was signed in

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Signature & Date

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Signature & Date
Complete Address of Circulator

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CERTIFICATE OF CIRCULATOR I, the circulator of this petition, assert that I am qualified to circulate this petition, that each signature on this petition was signed in my presence; and that, to my best knowledge and belief, each signature is the genuine signature of the person purporting to sign the petition, the person signing the petition was at the time of signing a qualified registered elector of the city or township indicated preceding the signature, and the elector was qualified to sign the petition.

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Printed Name of House Petitioner  1/2   John Jordan  1/2	Date	9/ ( /2016	9/1/2016	04 //2016	5/1 /2016	9/1/2016	4/2/2016	9/7 /2016	912/2016	5/2/2016	9/2/2016
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2 0 8 1 0 2 4 3 7 1 2 0 8 1 0 2 4 3 7 1	Printed Name of Petitioner	Kristin Jordan	Wayne Jordan	N	John Lo Crey Re	CARLY MS PENCER	Jed Liber	Chad Somer	Michelle Wolfson	Aleno Lix	10 Walct Chalce

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Complete Address of Circulator

Signature & Date

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	Printed Name of Petitioner	House #	Street Name	City	Zip Code	E-mail address/Contact	Signature	Date
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Complete Address of Circulator

-Signature & Date

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Signature & Date

Nathan Infurna

CIRCULATOR - Do not sign or date certificate until after circulating petition.

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CERTIFICATE OF CIRCULATOR I, the circulator of this petition, assert that I am qualified to circulate this petition, that each signature on this petition was signed in my presence; and that, to my best knowledge and belief, each signature is the genuine signature of the person purporting to sign the petition, the person signing the petition was at the time of signing a qualified registered elector of the city or township indicated preceding the signature, and the elector was qualified to sign the petition.

CIRCULATOR - Do not sign or date certificate until after circulating petition.

Nathan Infurna

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Signature & Date

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Complete Address of Circulator

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Nathan Infurna

Members of the Glendale Planning Commission and Glendale City Council

Proposed Zoning Text Amondment to Permit Chickens in All Single-Family Residential Zoning Districts (ZTA 16-02)

I am opposed to any changes in Glandala's zoning ordinance to allow chickens to be raised and kept in all single-family zoned areas of the city, including R1-10, R1-3, R1-6 and R1-4 (residential lots ranging from 10,000 square feet to as small as 4,000 square feet). The current ordinance allows chickens to be raised in areas zoned agricultural rural agricultural and suburban residential SR-30, SR-17 and SR-12 (larger lots). These areas are better suited for the raising of farm animals such as chickens. To allow backyard chickens in all residential areas is a very bad idea as chickens can

1) Attract hirds of previand coyotes

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- Altract pigeons who tend to roost on neighboring roomage in addition to the nesty mass they make, pigeons carry numerous discesses, including Listeria Monocylogenes one of the most virulent foodborns pathogens. 20 to 30% of infections in high-risk individuals may be fatal.

  (Source, University of Nebraska-Lincoln, Bird Control Seminar Proceedings)
- 3) Clucken droppings can attract rats and a lot of thes!
- 4) Their clucking, and mere presence, can cause dogs to back incessarily. The noise can be a very real nursance to shift-workers, people who work from home and households with infants or small children.
- 5) If not handled properly. Salmonella, a food-borne disease, can be transmitted to humans by touching chickens and gathering eggs. (Source: http://www.odc.gor/fostures/salmonellapouliny/
- Copps and chickens may negatively affect a homeowner's ability to sall their home in a fixely fashion and for a rair market price.

The propose changes can create a nightmere for residents. HOP management companies and the City's Code Compliance staff. The City's current ordinances governing the rateing of chickens are appropriate for our city. I chose to live in a neighborhood setting and not on a farm Please do not force this change on the majority of citizens who don't want backyard chickens.

Sincerety.		
Many 17 augh	19/16 LEERY Min.	&A
W Robert Ln	Elendale, 13	85310
Address	City	ZI
Optional: Phone or Email:		

TO: Members of the Glendale Planning Commission and Glendale City Council

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DAVID 5. PEARSON

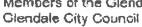
Signafule Date Print Name

W. CHRISTY DR. CLEVIALE 85301

City Zip



Members of the Glendale Planning Commission and



RE.

Proposed Zoning Text Amendment to Permit Chickens in All Single-Family Residential Zoning Districts (ZTA 16-02)

I am opposed to any changes in Glendale's zoning ordinance to allow chickens to be raised and kept in all single-family zoned areas of the city, including R1-10, R1-8, R1-6 and R1-4 (residential lots ranging from 10,000 square feet to as small as 4,000 square feet). The current ordinance allows chickens to be raised in areas zoned agricultural, rural agricultural and suburban residential SR-30, SR-17 and SR-12 (larger lots). These areas are better suited for the raising of farm animals such as chickens. To allow backyard chickens in all residential areas is a very bad idea as chickens can:

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- 2) Attract pigeons who tend to roost on neighboring rooftops. In addition to the nasty mess they make, pigeons carry numerous diseases, including Listeria Monocytogenes. one of the most virulent foodborne pathogens 20 to 30% of infections in high-risk individuals may be fatal. (Source: University of Nebraska-Lincoln, Bird Control Seminar Proceedings)
- Chicken droppings can attract rats and a lot of flies! 3)
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- Coops and chickens may negatively affect a homeowner's ability to sell their home in a 6) timely fashion and for a fair market price

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Signature Date	Print Name	÷/s
Address Wille Thorse DR	Olendala Az	75307 Zic
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Members of the Glendale Planning Commission and

Glendale City Council

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Residential Zoning Districts (ZTA 16-02)

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<u>Katırlı (</u> Signature	Ermeting	9/14/16 Date	KA TIE Print Name	H. AR	MGt KAN G	
Address	SGUALE		GL13L,	AZ	853 03	Zip
Ontinnal Phone	<u></u> ()		Ony			<b>-</b> .b



TO: Members of the Glendale Planning Commission and

Glendale City Council

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Address au Augus Du	Ellenhole a	5530 3 Žip

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Sincerely,	ay ahl	«(K 9/9/	Sha Raj Print Name	Auhl	ock
Address	W Zuni	und A	Glandale City	,A2	25307 Zip

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Signature	Date Prin	l Name		
	NSOMOr	Genble	AZ	85302
Address		City		Zip

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Sincerely,

Signature		9.14.16 Date	MATT HILLI Print Name	KETZ	
	N. Soth Dr		SLENDALE	85302	<del></del>
Address			City	4	Zip
Optional:	Phone or Email:	_			

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David V. Garcia 9-13-16 DAVID V. GHRCIA

Signature

Address

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N. 50 Th Da. Glandale Az 85302

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<u>Signature</u>	Par Dro 9-13-16 Juliana Lucero Date Print Name
	N SINTH Or Colendale AT 85300
Address	City



Glendale City Council



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Signature	makende.	9/15/16 Date	Print Name	McKunton	
Address	W. Fl Campita	Dr.	Cliente la City	A2	25302 Žip

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Signature A Manghasan	Date Print Name	Macher
11504 Dr	Glendale City	8530) Zip



Glendale City Council



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fignature Print Name	
Address W. ROYAL PALM RD GLENDALE City	25 3c 21
Optional: Phone or Email:	



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Signature SALEHE 9/11/16 Date	Salasse Print Name	GALACTI	E
Address N 50TH AVE	<u>Gladioncie</u> City	2A_	85302 Zip
Optional: Phone or Email:			

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Sincerely,			
Signature	9/3/1U Date	Print Name Print Name	try's
	w cotter St	Elendale	85303
Address		City	Zip
Ontional: B	hone or Email:		



Glendale City Council



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Sincerely,

Many Signature	D. Sugar 9-	13-16 MARY S. Date Print Name	TAY/OR
Address	Royal Palm Rd.	GIENNALE, AZ	83303- Zip



Glendale City Council



Proposed Zoning Text Amendment to Permit Chickens in All Single-Family

Residential Zoning Districts (ZTA 16-02)

I am opposed to any changes in Glendale's zoning ordinance to allow chickens to be raised and kept in all single-family zoned areas of the city, including R1-10, R1-8, R1-6 and R1-4 (residential lots ranging from 10,000 square feet to as small as 4,000 square feet). The current ordinance allows chickens to be raised in areas zoned agricultural, rural agricultural and suburban residential SR-30, SR-17 and SR-12 (larger lots). These areas are better suited for the raising of farm animals such as chickens. To allow backyard chickens in all residential areas is a very bad idea as chickens can;

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Optional: Phone or Email:

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Sincerely,		
Hittel	CLYDE	EREN
Signature /	Date Print Name	
W. Royal Palm Bd.	Glendale	86302
Address	City	Zip

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Glendale City Council

RE.

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Address	W. CAROL	AVE	CIENDA LE City	8-5-30 z Zip

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Signature	ANGENER IN IT STORES	Print Name	
	W. Carollere.	Slevdolo,	85302
Address		City	Zip

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N. 65 " AVE GlenDAIE AZ,	
Address	=1,5
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Date

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	Sincerely,						
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TO.

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Signature Posta 90/27/16 Patricia L. Foster  Date Print Name
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			-,	City			AIF
Address				,			



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Glendale City Council



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Signature (	Date Print Name	P / D - Laboratoria - Laborato
W.Missia LN	Glandale	85302
Address	City	Zip
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Glendale City Council

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Signature Jupian 9-14-16 Date	EdNA GEYMAN Print Name	
W. Hatcher Rd.	Glendale	85302 Zip

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Melessa Jane Mellissa Jones

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Address	لما	Carol	Elendale City	8530Z Zip

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Address

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  (Source: University of Nebraska-Lincoln, Bird Control Seminar Proceedings)
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Signature Date	Ralph Palmer Print Name	
w Card Hve	Glenidale City	7 5 30 2 Zip

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Glendale City Council

RE:

Proposed Zoning Text Amendment to Permit Chickens in All Single-Family

Residential Zoning Districts (ZTA 16-02)

I am opposed to any changes in Glendale's zoning ordinance to allow chickens to be raised and kept in all single-family zoned areas of the city, including R1-10, R1-8, R1-6 and R1-4 (residential lots ranging from 10,000 square feet to as small as 4,000 square feet). The current ordinance allows chickens to be raised in areas zoned agricultural, rural agricultural and suburban residential SR-30, SR-17 and SR-12 (larger lots). These areas are better suited for the raising of farm animals such as chickens. To allow backyard chickens in all residential areas is a very bad Idea as chickens can:

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Signature (	J. School Coy Date	Print Name	Schooley
Address	W. Parel Ade	G Kendelle City	<u> А5322</u> Zip



Glendale City Council



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Ona	ld & Share	aly 9-6	1-2016 Don te Print Name	aldE	Schooley
Signature					
Address	w. Caro	1 Ave	Glendale	AZ	85300 zip

Optional: Phone or Email.

NA

Members of the Glendale Planning Commission and

Glendale City Council

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Dedicates	lipied	9/6/14	Syd	ne ARIS	haboers
Signature		Date I	Print Name		
	WE	chola	. 6,	Igndale	A 85302
Address			City		Zip
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TO:	Members of the Glendate Planning Commission and
	Glendale City Council

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Glendale City Council



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Signature

Date Print Name

Print Name

Address

Address

Dian Bin

Blandale AZ 8530Z

City Zip

Members of the Glendale Planning Commission and

Glendale City Council

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Adoress City 85302



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Signature Date Print		
Address N. St. Th DR.	City City Zip	72) I
Optional: Phone or Email:		

## RECEIVED Otty Council Office

### SEP \$ 2016



City of Glendale
Members of the Glendale Planning Commission and

Glendale City Council



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Marie Wayles		137ARIE WINKS	
Signature	Date	Print Name	
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Acdress		City	Zi

# RECEIVED City Council Office

### SEP & 2016



Members of the Glendale Pianning Commission and

Glendale City Council



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Estelo 1	? aldouna	8/31/16	Estela P.	Aldama	
Signature		Date	Print Name		
i i	1. Harmon	+ Drive	Glenciale, AZ	85302	
Address			City		

#### RECEIVED City Council Office

SEP 6 2016

TO:

Members of the Glendale Planning Suivanission and

Glendale City Council

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Sincerely,

Signature Bachmann 8/31/12 JANE BACHMANN

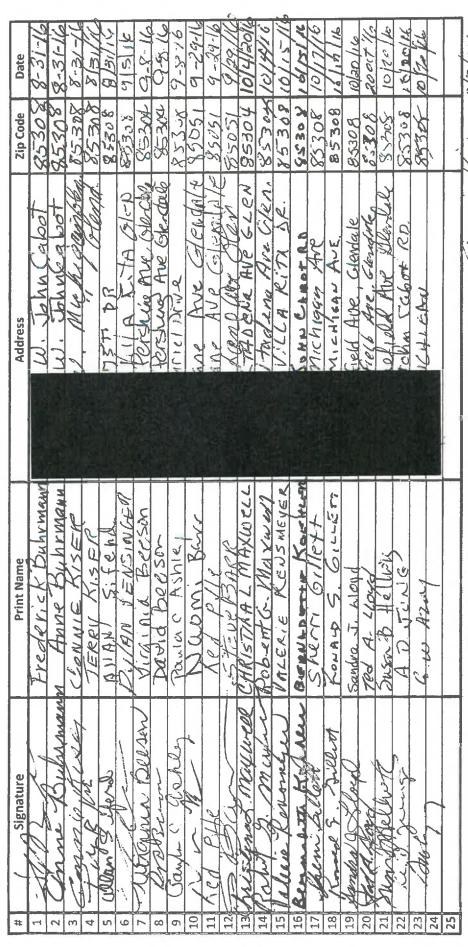
Date Print Name

77.51 stills Hendalle 25300 City Zip

Optional: Phone or Email:

Address

Those GLENDALE RESIDENTS signing below want the Planning Commission and Council to know that they OPPOSE ANY PROPOSED CHANGES pertaining to raising chickens in residential zoned areas and respectfully request the current ZONING KEMPIN UNCHANGED including R1-10, R1-8, R1-6 and R1-4 (residential zoning with lots ranging in size from 10,000 sq ft to as small as 4000 sq ft) and SR-12 (larger sized properties). ZTA16-02 is proposing to allow chickens to be raised on all residential properties, Currently, Glendale zoning allows chickens to be raised on properties zoned A-1, RR-90, RR-45, SR-30, SR-17



date Heer immo Petition is being circulated by volunteers of NO MORE CHICKENS...citizens opposing changes to curent zoning re: chickens. Signatures were gathered by: 🤇

### N

# NO MORE CHICKENS - Petition Against Proposed Zoning Text Amendment ZTA16-02

Those GLENDALE RESIDENTS signing below want the Planning Commission and Council to know that they OPPOSE ANY PROPOSED including R1-10, R1-8, R1-6 and R1-4 (residential zoning with lots ranging in size from 10,000 sq ft to as small as 4000 sq ft). and SR-12 (larger sized properties). ZTA16-02 is proposing to allow chickens to be raised on all residential properties, Currently, Glendale zoning allows chickens to be raised on properties zoned A-1, RR-90, RR-45, SR-30, SR-17

CHANGES pertaining to raising chickens in residential zoned areas and respectfully request the current

zoning pertaining to raising chickens remain unchanged.

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Sate O 044 Crew W Petition is being circulated by volunteers of NO MORE CHICKENS...citizens opposing changes to curent zoning re: chickens. Signatures were gathered by:

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Those GLENDALE RESIDENTS signing below OPPOSE ANY PROPOSED CHANGES pertaining to raising chickens in residential zoned including R1-10, R1-8, R1-6 and R1-4 (residential zoning with lots ranging in size from 10,000 square feet to as small as 4000 square feet). 11 and SR-12 (larger sized properties). ZTA16-02 is proposing to allow chickens to be raised on all residential properties, Currently, Glendale zoning allows chickens to be raised on properties zoned A-1, RR-90, RR-45, SR-30, SR-17 areas and respectfully request the current zoning pertaining to raising chickens remain unchanged.

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This petition is being circulated by volunteers of NO MORE CHICKENS...citizens opposing changes to curent zoning re: chickens Signitures collected by Links May 10-4-16

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2/25 05-3 are Petition is being circulated by volunteers of NO MORE CMICKENS...citizens opposing changes to curent zoning re: chickens. Signatures were gathered by L

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# NO MORE CHICKENS - Petition Against Proposed Zoning Text Amendment ZTA16-02

including R1-10, R1-8, R1-6 and R1-4 (residential zoning with lots ranging in size from 10,000 sq ft to as small as 4000 sq ft).

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Petition is being circulated by volunteers of NO MORE CHICKENS...citizens opposing changes to curent zoning recommends. Signatures were gatherecycly Make of No MORE CHICKENS...citizens opposing changes to curent zoning recommends.

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# NO MORE CHICKENS - Petition Against Proposed Zoning Text Amendment ZTA16-02

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Petition is being circulated by volunteers of NO MORE CHICKENS... citizens opposing changes to curent zoning re: chickens. Signatures were gathered by Volunteers of NO MORE CHICKENS... citizens opposing changes to curent zoning re: chickens. Signatures were gathered by Volunteers of NO MORE CHICKENS...

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# NO MORE CHICKENS - Petition Against Proposed Zoning Text Amendment ZTA16-02

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Petition is being circulated by volunteers of NO MORE CHICKENS...citizens opposing changes to curent zoning re: chickens. Signatures were gathered by:人工会会社会

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# NO MORE CHICKENS - Petition Against Proposed Zoning Text Amendment ZTA16-02



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This petition is being circulated by volunteers of NO MORE CHICKENS...citizens opposing changes to curent zoning re: chickens

STITION Haginst: Zowing Text Amendant (ZTAIL 02) Chickens
NEIGHBORHOOD WATCH MEETING SIGN IN SHEET

Date: 32 Telwahm

RI-L MAP 7

Community Action Team at:

, AZ 85308,

LEASE NEEF A COPY FOR YOUR RECORDS!

### Please PRINT

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No to Unlimited Neighbors located in Map7 RI-6 PETITION AGAINST ZTA 16-02 Chickens! 1. Name: Address : Phone #: 1. Dinia Ruis Manneral 2. Diane Bray too. 48th Tre 45th AUE 3 Phillip BRAYTON . Dale Wingthe W. HATCHER Robin and 5 Dallowin final 6 Mich. B. Menzur YELAD-2 Andrew Monzur 48th DC Wastenz Ston Caron , Wester Jaco = Caren 10 Hustin Naturna N' 48th Mr. 11. Cody Boxs 987hD= 12. P. Blake Johnson 10 ilatelia D

Collected By: Young Fleister 8/2016.

### 1717101 Against Text Amendment (ZTAIL-02) 10 To Habinital chickons

Neighbors located in Map7 RI-6	
1. Name: Address : Phone #:	
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No Unlimited Stockers 11. Vitorio on Jose Neighbors located in Maj 1. Name: Address : Phone #: KATREGE J. CON mission Lh & Elkade is , Frist LHIPLU MASIONAN ZIENAMET 3 NAKEST FLEN 65th ave 85362 6. Horman Clis Examplery in 10. ERIK EUDIN DUNALD DE SCENUAL!

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Collected By: N. Fleen 8/2016.

### No-To Unlimited chicking Neighbors located in Map7 RI-6

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### City of Glendale

### Legislation Description

File #: 17-024, Version: 1

COUNCIL ITEM OF SPECIAL INTEREST: REQUEST TO ASSESS POSSIBLE INSTALLATION OF A PERMANENT FLAG POLE IN THUNDERBIRD CONSERVATION PARK

Staff Contact and Presenter: Erik Strunk, Director, Public Facilities, Recreation and Special Events

### Purpose and Policy Guidance

This item is follow up to a Council Item of Special Interest (CIOSI) by Mayor Weiers related to the possible installation of a permanent flag pole in the Thunderbird Conservation Park (TCP).

### **Background**

At the December 6, 2016 City Council Workshop Meeting, the Mayor requested staff analysis of how to go about installing a permanent flag in the TCP and possibly working with the Chamber and veterans on the issue. In subsequent discussion, the Mayor indicated preference for the possible installation of a new 20-25' flag pole (with an aircraft warning light on top), with solar lighting, to specifically fly the United States Flag without restriction (24 hours per day, 365 days per year). All required funding, design, necessary construction equipment and ongoing maintenance would be provided and coordinated by non-city personnel, with City oversight.

### Analysis

This request would involve initial input from the Parks and Recreation Division, the City Attorney's Office, Engineering Division, the Building Safety Division, the Planning and Zoning Division, the patrons of TCP, residents and other interested parties (e.g. - the Glendale Chamber of Commerce - Veteran's Affairs Sub-Committee, regional conservation organizations, etc.) and the Parks and Recreation Advisory Commission.

If Council does provide staff direction to move forward, it is envisioned this CIOSI will consist of the following policy development phases:

- Phase I of this initiative will consist of a follow-up workshop discussion to provide an overview and receive Council direction of the key elements that need to be further researched and assembled. Examples of these elements include:
- a) A legal review of the U.S. Flag Code and the City's current "Dark Sky Ordinance" to ensure there are no policy issues that would restrict such use of the TCP for this initiative.
- b) A comprehensive review of the TCP Master Plan document to determine if there are any potential conflicts with initiative and its designation as a conservation park.

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- c) A review of any initial construction concerns and/or building techniques regarding planning and zoning, engineering and/or building safety and ongoing maintenance (this would include any structural criteria related to the proposed flag pole and the use of solar lighting technology).
- d) The design and creation of an input process to determine public sentiment as related to the proposed initiative. This would include a public outreach initiative to partner with area residents, business, patrons and all other stakeholders as related to the TCP.
- e) A comparative analysis of policies/guidelines used by other local/national jurisdictions as related to similar conservation parks.
- f) Development of a cost estimate for planning, design, construction and ongoing maintenance, per existing city levels of service. This would include staff time to administer the partnership agreement, verification of half-mast displays as required by state/federal mandate, etc.

Approximately 30-40 staff hours would be required for Phase I and it would be completed within four weeks.

- Phase II would consist of a public input phase during the March/April 2017 time frame. This would also include formal review and recommendation by the Parks and Recreation Advisory Commission. The item would then be returned to Council for formal review and direction in late April/May 2017. It is estimated that Phase II would take approximately 40-50 staff hours.
- Phase III would consist of a final review by the City Council. Should the direction be to move forward
  with the project, it will then be necessary to draft a formal resolution and agreement with a local
  community group to design, construct and maintain the new flag pole. The preparation of these
  documents would take approximately 5-10 hours. This would be completed by June 2017.

It is estimated this CIOSI should be completed in approximately six months and would amount to approximately 90-100 staff hours.

### **Community/Public Benefit**

This would be determined as part of the CIOSI.

### **Budget and Financial Impacts**

This would be determined as part of the CIOSI.