



City of Glendale

Virtual Stakeholder Feedback Sessions

Executive Summary Report

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January 6, 2017—Updated With S5 Business Leaders

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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-of-mind 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 identify 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:

Rating Criteria: Importance of the Aspect to You Personally (1-10)

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	7.9	77/77
8.	Good neighborhoods	10	1	7.9	75/77
9.	Easy to get around/navigate	10	2	7.8	43/43
10.	Potential for growth and development	10	1	7.8	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	7.1	77/77
21.	A blend of new/old	10	1	7.1	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 concerning 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, is 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.
1.	Overall, how would you rate Glendale today in terms 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:	10	2	6.7

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?

No.	Items	Times 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 web-based 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.
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	5	9.0

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

Birr	Robert	Budget & Finance
Gaitan	Elena	Budget & Finance
La Chapelle	Jennifer	Budget & Finance
Lopez	Brittany	City Attorney/Prosecutor
Scaffidi	Ileana	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
Geurs	John	Citizens Transportation Oversight Commission
Nylund	Jack	Citizens Transportation Oversight Commission
Podzius	Roberta	Citizens Transportation Oversight Commission
Young	Joan	Citizens Transportation Oversight Commission
Cadena	Kristina	Commission on Persons with Disabilities
Lesser	Diane	Commission on Persons with Disabilities
Flynn	Denise	Community Development Advisory Committee
Catledge	John	Industrial Development Authority
Padia	Manuel	Parks and Recreation Advisory Commission
Herrera	Larry	Personnel Board
Zomok	Bud	Personnel Board
Fauls	Ruth	Water Services Advisory Commission
Ford	Amber	Water Services Advisory Commission

Business Community Members

Babich	Ron	Mobile Logix
Brown	Brigid	Tanger outlets
Day	Troy	EPCOR Water
Dowd	Lisa	Shot 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
Vogelsang	Carri	Carries Boutique Salon
Castro	Ronald	BNC National Bank
Brunner	Maria	OneAZ 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

Swenson	Jeff	Maricopa County Small Business Development Center
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

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