



# Long Range Planning Community Meetings

## Findings

**C. Housing**

HOUSING CONDITIONS  
QUALITY OF HOUSING  
HOUSING AFFORDABILITY  
HOUSING CHOICES  
HOUSING SECURITY  
HOUSING STABILITY  
HOUSING QUALITY  
HOUSING CHOICES

**B. Economic Vitality**

INCREASED RECESSION  
INCREASED UNEMPLOYMENT  
INCREASED HOMELESSNESS  
INCREASED HOMELESSNESS  
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**A. Community Services**

RECREATION PROGRAMS  
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**G. Planning and Community Character**

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# LRP

LONG RANGE PLANNING

**Round 1**

Community Character

Health & Wellness

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**F. Community Safety, Health and Wellness**

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**E. Community Facilities**

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**D. Transportation and Mobility**

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**Participant Sign-in**  
(PLEASE PRINT)

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**Long Range Planning Workshop**  
Meeting Location: \_\_\_\_\_  
Date: \_\_\_\_\_  
Participant: \_\_\_\_\_  
Number: \_\_\_\_\_

Data Collection by Neighborhood Services  
Data Tabulation: Suzana Delis & Derek Larsen  
Data Analysis: Suzana Delis  
Comment Sheet Transcription: Mary Tchagaspanian

Prepared: May 11, 2006

## **Introduction**

City Council, executives and management have been working to develop a long range financial planning process for the City Council and others to use for addressing needs, changes and the environmental realities that are a part of operating the City effectively over long periods of time.

This study resulted in an organizational assessment conducted by City executives and management employees called the "PRD" (Principally Responsible Department) process, in which services provided by the City were given descriptive statements and then organized into sixteen service categories. This process took several months, and after review and modification by the City Council, resulted in a series of statements describing City services which could be used to evaluate the effectiveness of the means of delivering the service as well as the expressed community need for the service. City Council directed staff to develop a public review process for the PRD goals and a workgroup was convened to develop and implement the process.

A plan was developed in which the City would obtain feedback from different sources and in different formats. These included on-line survey instruments accessible through the City's website, televised Q and A sessions with the City Council, a telephone random-sampling survey and community interviews. Most importantly, a series of community meetings were conducted, from which this report is derived.

The community meetings were intended to serve two purposes: 1) To receive input from residents about the PRD service goal statements; and 2) To educate participants about the competing demands for limited resources used to address these various goals. Staff developed a plan for conducting these meetings, outreaching to different and multiple segments of the Glendale community and a method of obtaining feedback that was engaging and meaningful. A consultant was retained to assist with these efforts.

Working with the consultant, staff developed an interactive exercise. The PRD goal statements were consolidated and modified into a series of broad service categories and individual subcategories to be used in the interactive exercise. This exercise produced general data on the individual preferences of participants, as well as group data. This report contains that data.

As a part of the Outreach Plan interviews were conducted from December 2005 through January 2006 with eighteen agency/group leaders and representatives throughout the community to inform them about the upcoming public meetings and gather their thoughts about Glendale's direction for the next decade. Comments from these individuals ranged from recommendation to streamline the City's permit process, to increase efforts to enhance community unity, to refrain from or continue the practice of benchmarking services of Glendale, in comparison to other Cities. Many expressed the need for increased transparency of government relations to special interest groups and processes. Some recommended a more stringent application of the General Plan to developmental goals and approval processes. Some felt there was a need to re-establish the General Plan's objectives, making them more established in practice.

Numerous individuals recommended enacting a business tax, for additional generation of City funds. Overall, these individuals expressed their appreciation for being included in the process, and felt that all of the service categories were important in providing a high quality of life for residents and employees within the city.





## Methodology

### Data Collection

Eight meeting dates and sites throughout the city were established and publicized, with an average of forty-five (45) participants attending each event which consisted of Glendale residents, merchants and their employees, totaling 356 participants. Three supplemental meetings were conducted which included twenty (20) participants attending the Leadership Glendale meeting, which consisted of the Glendale Chamber of Commerce Leadership Glendale class of 2006 (Glendale merchants, GUSD staff and City staff). Sixty-three (63) participants attended the St. Mary's Armenian Apostolic Church meeting which was publicized by the Armenian National Committee (ANC). Fifteen (15) participants attended a West Glendale Gateway Kiwanis group meeting. Forty-four (44) participants attended the Glendale Adventist Medical Center meeting, and nineteen (19) attended the Hoover-Toll-Keppel PTA meeting (see Appendix 1 for a complete listing of meetings).

City staff were trained to provide information on each of the categories and subcategories, facilitate the exercise and record participant comments and feedback during the exercise. There was a standard format for each meeting to ensure consistent facilitation.

At each meeting, participants received a packet containing information on each service category and supplemental information on specific services within those categories:

- A. **Community Services:** Recreation Programs, Social Services, Education and Literacy, Arts and Cultural Activities, Diversity
- B. **Economic Vitality:** Business Retention, Economic Growth, Jobs and Job Training, City funds/Emergency Funds
- C. **Housing:** Housing Downtown, Transit-Oriented Development, Variety of Housing, Housing Affordability
- D. **Transportation & Mobility:** Public Transportation, Traffic, Parking, Long-Term Regional Transportation Plan, Bike Lanes and Pedestrian Walkways
- E. **Community Facilities:** Developed Parks, Undeveloped Open Space, Community Centers, Technologies for Public Access, Libraries, Streets, Utilities
- F. **Community Safety, Health & Wellness:** Police, Fire, Building Safety, Code Compliance, Disaster Preparedness, Health and Wellness
- G. **Planning & Community Character:** Public Art, Neighborhood Character/Community Planning, Historic Preservation, Public Participation, Environment and Conservation

Participants were provided a participant packet (Appendix 2) and asked to complete the “Exercise Score Sheet” portion. Step 1 of the Score Sheet required participants to allocate 15 points among the seven service categories listed above. Participants were seated in groups of approximately five (5) at each table. A visual presentation was given outlining Glendale’s budget process and comparisons with other benchmark communities.

A large paper exercise board was provided at each table, for each group (Appendix 3). Each service category and respective subcategories were grouped in squares along the outer edges of the board. Participants signed in on the designated area, to identify the total number of points per group.

Fifteen paper “chips” were provided to each participant at the tables. Staff facilitators directed their groups to begin discussions and place their chips on the board, to match their responses on the Exercise Score Sheet, in Step 1. After the group discussion, participants were given the opportunity to change their allocations at this time. The facilitator counted the total number of chips placed on each service category and recorded that number on the designated area of the board, identified as “Round 1”.

For Step 2, participants were asked to divvy up the chips they had placed in each service category among their respective subcategories. Some participants noted their individual choices on the Exercise Score Sheet. Each participant that placed chips on a service category was then invited to allocate those chips among the *respective* subcategories on the board. Following a group discussion, the group’s final choices were recorded on the board, in each of the subcategories.

Participants also received direction to complete the “Glendale Neighborhoods” sheet portion of the packet, identifying the neighborhood in which they live or work and the meeting they had attended. They were then invited to provide comments on the “Comment Sheets...” portion which could justify or supplement their choices.

All boards, Exercise Score Sheets, Neighborhoods and Comment Sheets were identified by meeting location and date and were collected by City staff at the completion of each meeting. Each table’s score sheets and exercise boards were collected in one box for each group and stored for tabulation after the final meeting.

## **Data Tabulation**

Exercise Score Sheets were individually reviewed ensuring validity for the responses provided in Step 1. Although only fifteen points were provided for allocation among the service categories, in some instances, participants either reduced or increased their total number of points by +/-2 points, due to individual calculation errors. The total number of points allocated in Step 1 (individual scores) was 5,340 points. In some instances, the score sheets were compared with the board totals, to clarify some responses. Six score sheets from the eight public meetings and three from the St. Mary’s meeting did not contain valid responses and were not included in the tabulations. However, 356 score sheets from the eight public meetings, twenty (20) from the Leadership Glendale meeting, sixty-three (63) from the St. Mary’s Armenian Apostolic

Church meeting, fifteen (15) from the West Glendale Gateway Kiwanis meeting, forty-four (44) from the Glendale Adventist Medical Center meeting, and nineteen (19) from the Hoover-Toll-Keppel PTA meeting were utilized.

Exercise boards were reviewed individually ensuring valid totals for the service categories and subcategories. Although only fifteen points were provided for each participant, in some instances, the total number of points for the group may have varied by +/-2 points due to errors in participant/facilitator calculations during the exercise. Every effort was made to ensure accuracy by comparing subcategory totals to respective service category totals. The total number of points allocated (from the group exercise) was 5,502 points. During tabulation, corrections in basic addition calculations were made when possible, ensuring no loss of data. Sixty-six (66) exercise boards from the eight public meetings, four (4) from the Leadership Glendale meeting, fourteen (14) from the St. Mary's Armenian Apostolic Church meeting, three (3) from the West Glendale Gateway Kiwanis meeting, seven (7) from the Glendale Adventist Medical Center meeting, and four (4) from the Hoover-Toll-Keppel PTA meeting were utilized.

Many participants offered comments on Comment Sheets included in the packets. Nine-hundred and sixty-seven comments were provided related to service categories, subcategories, and some categories not listed in the exercise. A transcription of these comments is provided in Appendix 4.



## Findings

### ***Service Category Individual Responses***

Combined totals for the Service Category Individual Responses from the eight public meetings indicate that the majority of points (1042) were allocated for the Transportation & Mobility service category. Safety, Health & Wellness (824 points) and Planning & Community Character (754 points) scored second and third, respectively. Housing, Community Services and Community Facilities scored similarly in the low 700's and Economic Vitality scored least, with 591 points (diagram 1).

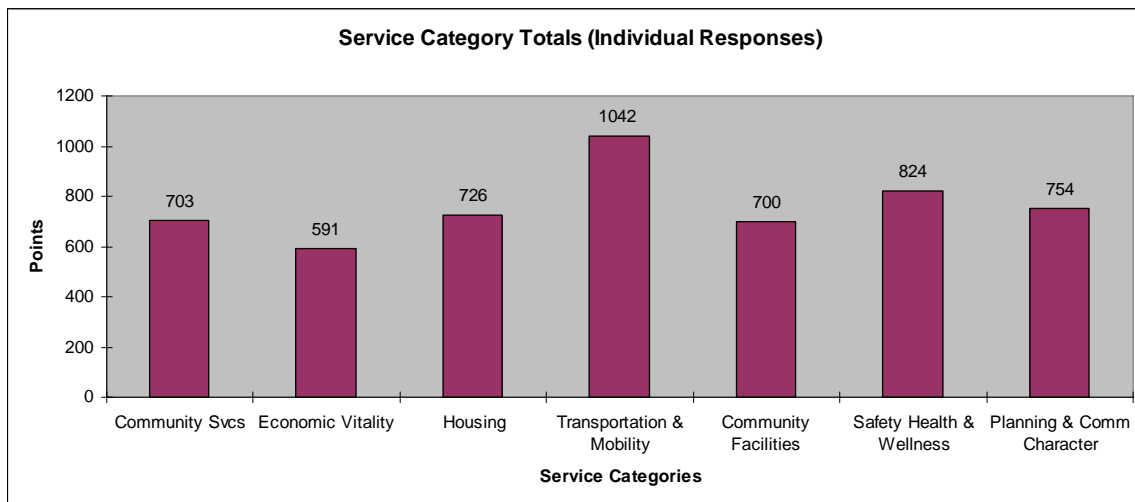


Diagram 1

### ***Neighborhood Identification***

While participants completed Step 1, tallying their Service Category responses, they also indicated the neighborhood in which they live or work. Thirty-three neighborhoods were delineated throughout the city as depicted in the Glendale Neighborhoods Sheet portion of the participant packets.

The numbers of participants from each neighborhood are depicted in Table 1.

<b>Neighborhood</b>	<b># Participants</b>	<b>Percentage</b>	<b>Neighborhood</b>	<b># Participants</b>	<b>Percentage</b>
Adams Hill	15	4.2%	Montrose/V.City	14	3.9%
Brockmont	3	0.8%	Moorpark	3	0.8%
Chevy Chase	11	3.1%	Oakmont	6	1.7%
Citrus Grove	9	2.5%	Pacific-Edison	3	0.8%
City Center	19	5.3%	Pelanconi	5	1.4%
College Hills	0	0.0%	Rancho S.R.	6	1.7%
Cresc. Highlnds	23	6.5%	Rvrside Rancho	12	3.4%
El Miradero	12	3.4%	Rossmoyne	18	5.1%
Emerald Isle	0	0.0%	Somerset	7	2.0%
Fremont Park	2	0.6%	Sparr Heights	11	3.1%
Glenoaks Cyn	20	5.6%	Tropico	1	0.3%
Glenwood	18	5.1%	Verdugo Viejo	11	3.1%
Grand Central	0	0.0%	Ver. Woodlands	22	6.2%
Grandview	11	3.1%	Vineyard	4	1.1%
Greenbriar	5	1.4%	Whiting Woods	0	0.0%
Mariposa	15	4.2%	Woodbury	3	0.8%
Montecito Park	0	0.0%	Non Specified	67	18.8%

Table 1

Due to low attendance for many of the neighborhoods, it is difficult to generalize the data. Therefore, neighborhoods were combined, to create four geographic areas, delineated by the north, south, east and west portions of the city (diagram 2).

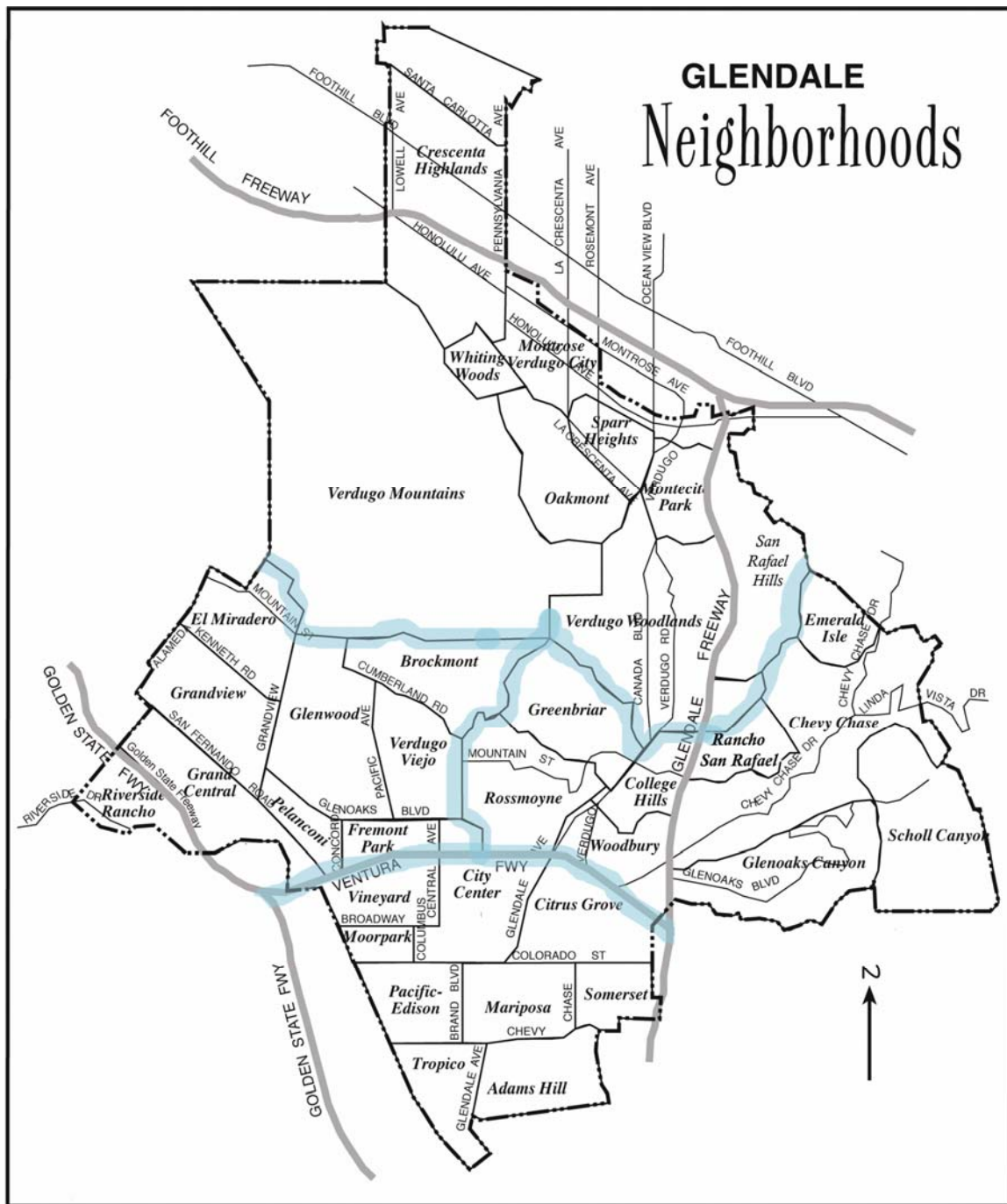


Diagram 2

**Geographic Analysis**

There were seventy six (76) participants in the northern area and (76) in the southern area, sixty three (63) from the eastern area, seventy four (74) from the western area and sixty seven (67) from areas not specified. Participants made their individual scores in Step 1. From these scores, each service category was analyzed by neighborhood. Then neighborhood totals were combined into the four geographic areas. A percentage of the total points allocated for all service categories was generated within each area. The Transportation & Mobility Service Category consistently scored high among all

geographic areas. Community Facilities ranked high in the north, Safety, Health & Wellness ranked high in the west, and Housing ranked high among those who did not specify a neighborhood to which they belong. The totals for all four areas and the group not specifying a neighborhood were depicted together in Appendix 8.

After the participants scored the service categories in Step 1, they were given the opportunity to change their allocations prior to the recording of the group’s cumulative responses onto the designated area of the board, identified as “Round 1”. Some variations can be noted.

**Service Category Group Responses**

Combined totals for the Service Category Group Responses from the eight public meetings indicate that the majority of points (1063) were allocated for the Transportation & Mobility service category. Unlike the responses from individuals, Planning & Community Character scored second with 817 points and Safety, Health & Wellness scored third, with 806 points. More variations occurred, as Community Facilities scored fourth (772 points), Housing was fifth (724 points) and Community Services scored sixth (718 points). Like the individual responses, Economic Vitality scored least, with 602 points (diagram 3).

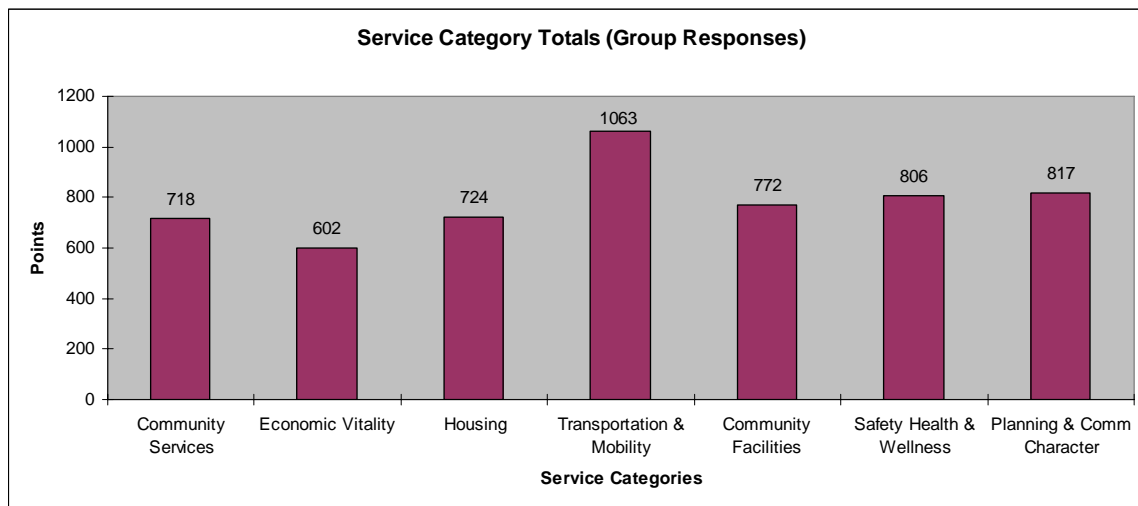


Diagram 3

Via data collection at each public meeting, records indicated the public meeting participants were attending. In many cases, it was noted that participants attended meetings which were outside of the neighborhoods they indicated they live or work. Therefore, Service Category Group responses by meeting location do not yield any significant findings.

**Subcategory Group Responses**

Points allocated to each service category were then subdivided among their respective subcategories in Step 2. The Subcategory Totals (Group Responses) from the eight public meetings are depicted in diagram 4.

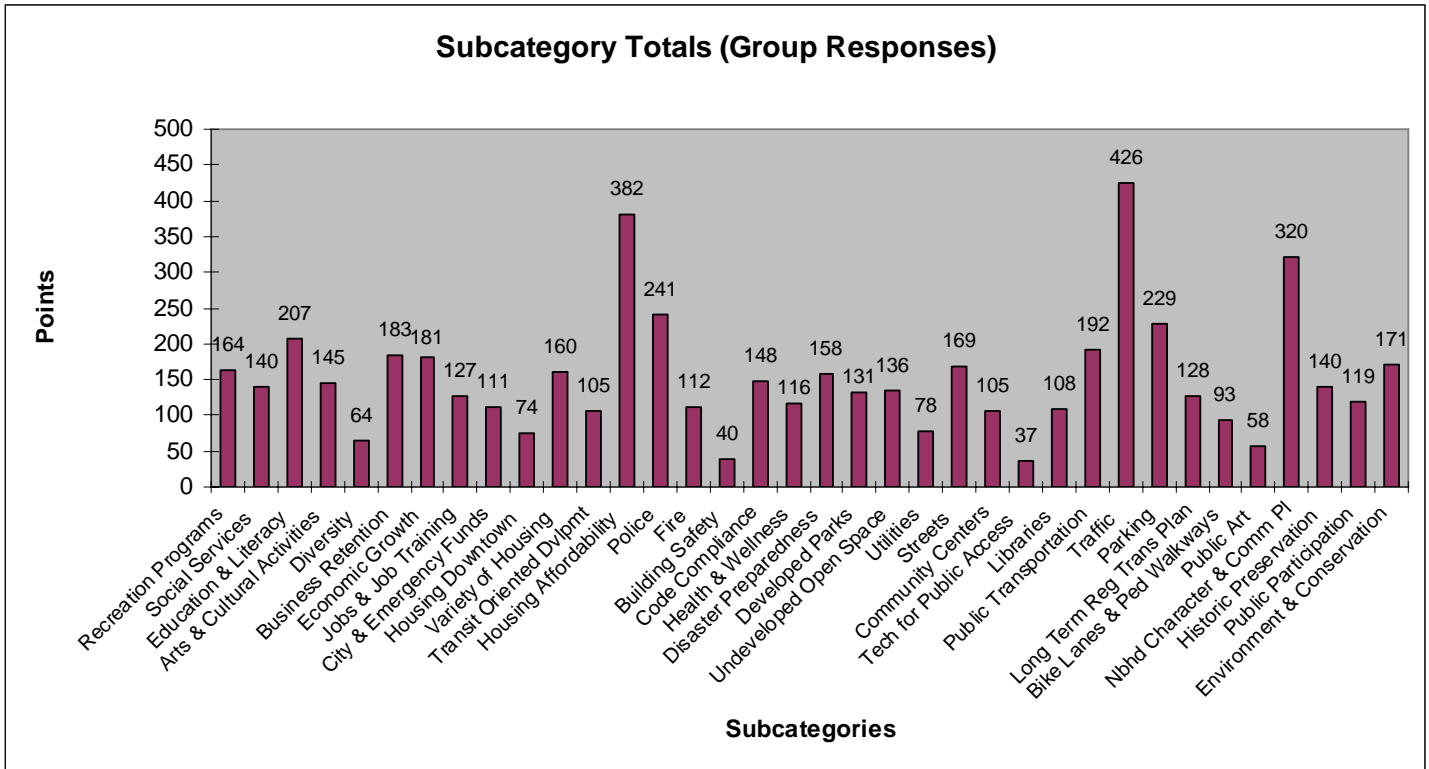


Diagram 4

Out of a total of 5,498 points, the subcategory that received the largest number of points (the subcategory most in need of improvement) was Traffic, with 426 points (7.7% of the total). Housing Affordability and Neighborhood Character & Community Planning scored second and third, with 382 points (6.9%) 320 points (5.8%), respectively. Police and Parking subcategories were last, scoring 241 points (4.4%) and 229 points (4.2%) respectively (see diagram 5). The five highest scoring subcategories total comprises (29%) nearly one-third of the total points allocated.

The subcategories that scored the least amount of points (which were considered least in need of improvement) were Technology for Public Access, scoring 37 points (0.7%), Building Safety, scoring 40 points (0.7%) Public Art, scoring 58 points (1.1%), Diversity, scoring 64 points (1.2%) and Housing Downtown, scoring 74 points (1.3%) (see diagram 6).

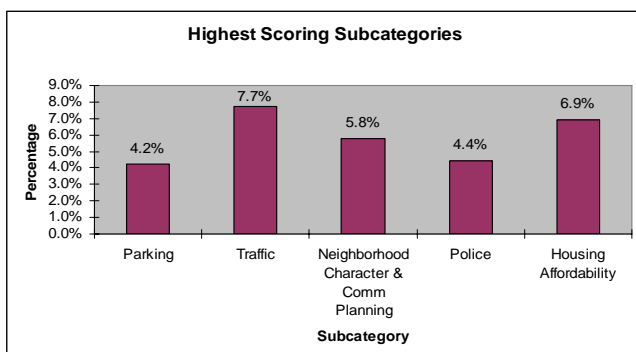


Diagram 5

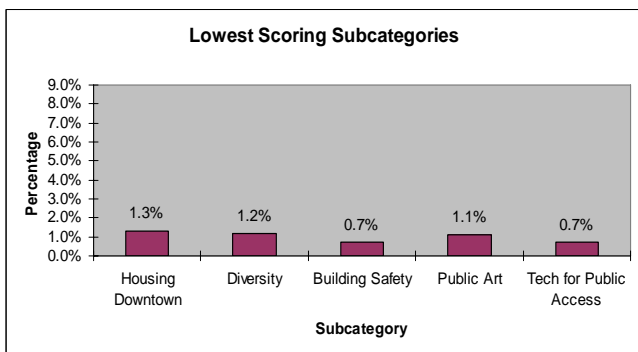


Diagram 6

**Service Categories Analysis by Subcategory**

Each of the service categories were analyzed according to the percentage of total points allocated from Round 1 of the exercise, when participants divided up each of the Service Category points to score the relative subcategories.

Within the Community Services category, Education & Literacy scored most in need of improvement, receiving 28.8% of the total points allocated to this service category (see diagram 7).

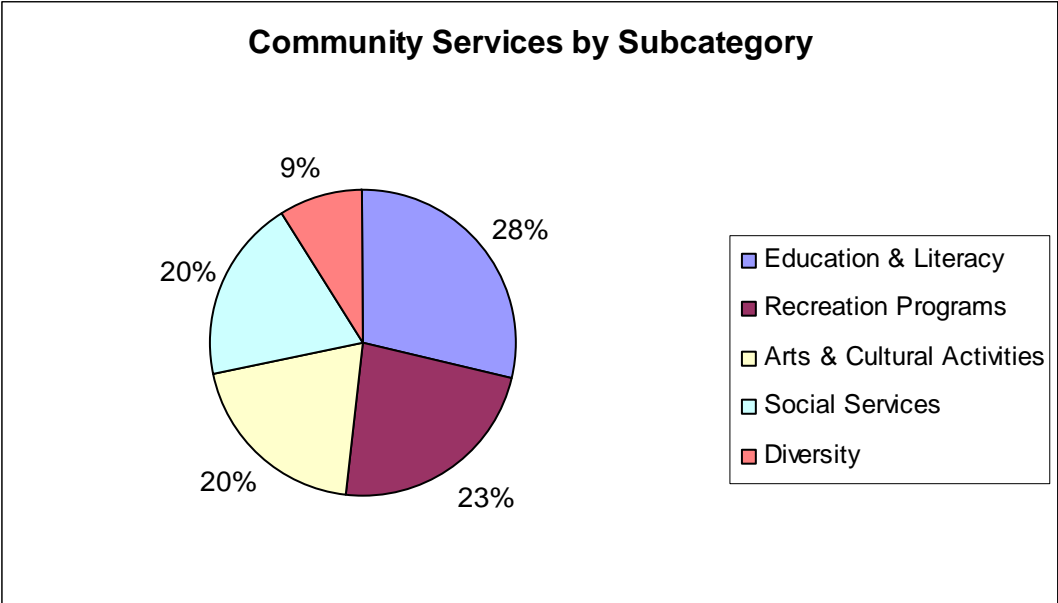


Diagram 7

Within the Economic Vitality category, Business Retention and Economic Growth together received over 60% of the total points allocated to this service category (see diagram 8).

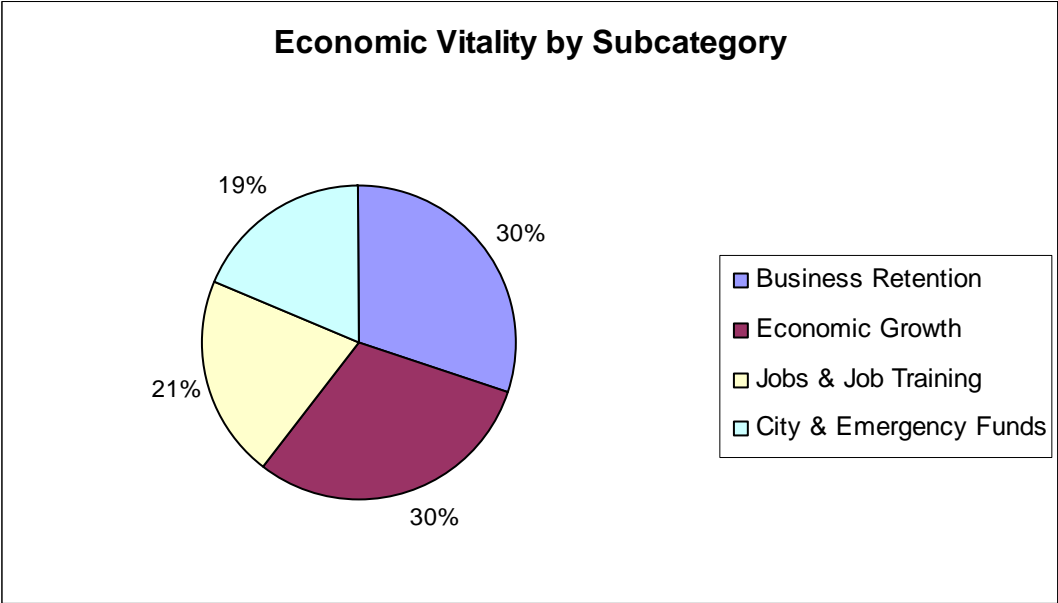


Diagram 8

Within the Housing category, Housing Affordability alone received the majority of total points (53%) allocated to this service category (see diagram 9).

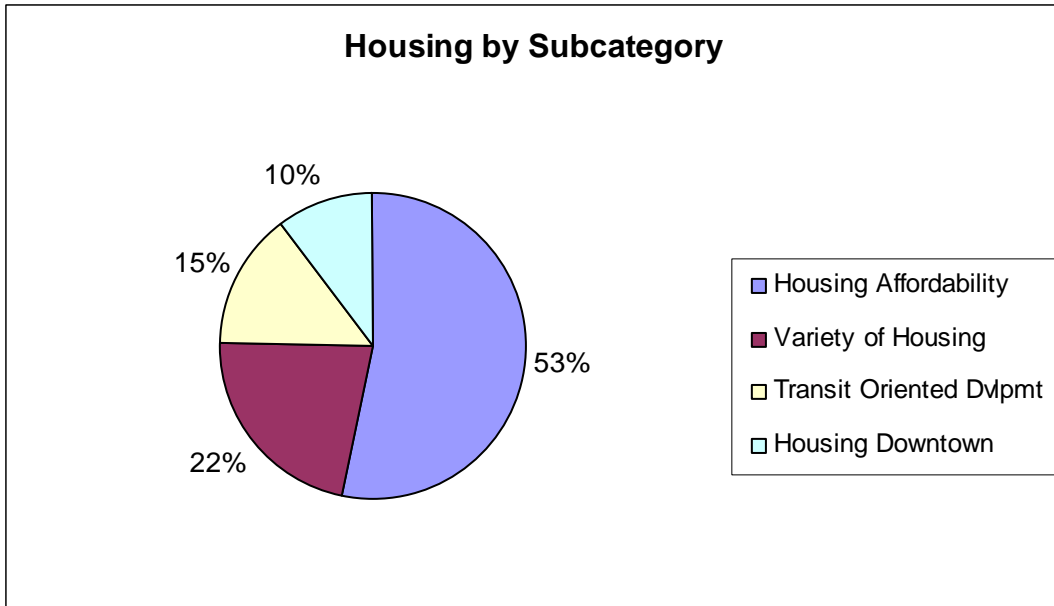


Diagram 9

Within the Transportation & Mobility category, Traffic received the most points (39.9%) allocated to this service category (see diagram 10).

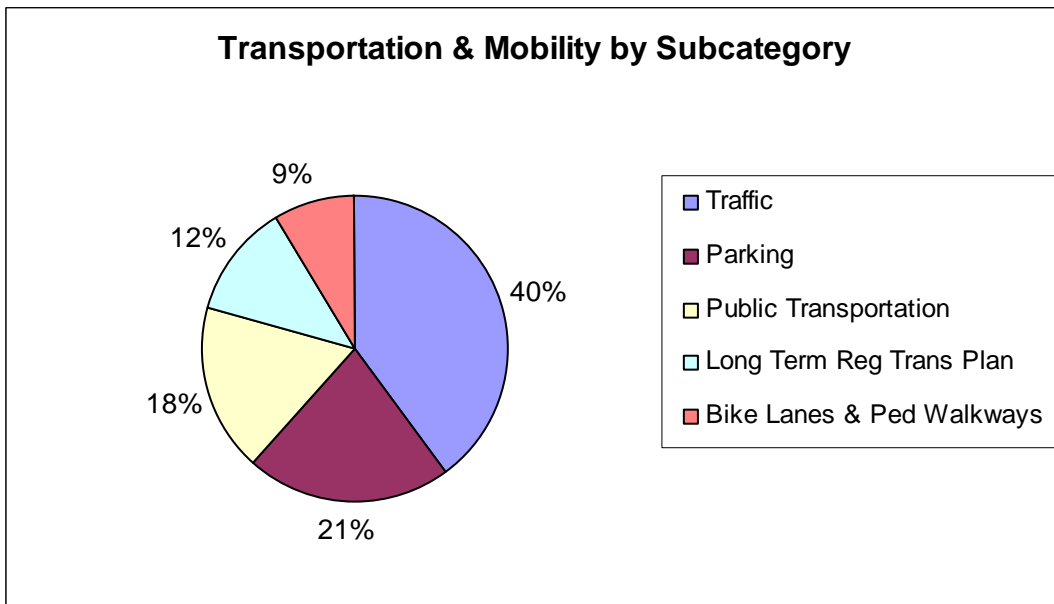


Diagram 10

Within the Community Facilities category, Streets received the most points (22.1%) allocated to this service category (see diagram 11).

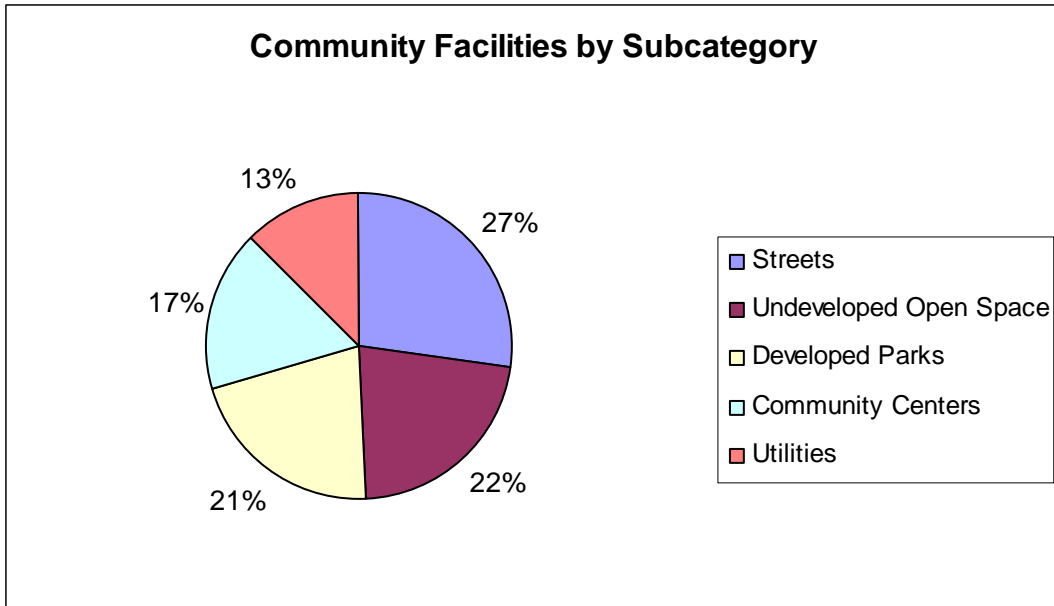


Diagram 11

Within the Community Safety, Health & Wellness category, Police and Disaster Preparedness together received nearly half (49%) of the total points for this service category (see diagram 12).

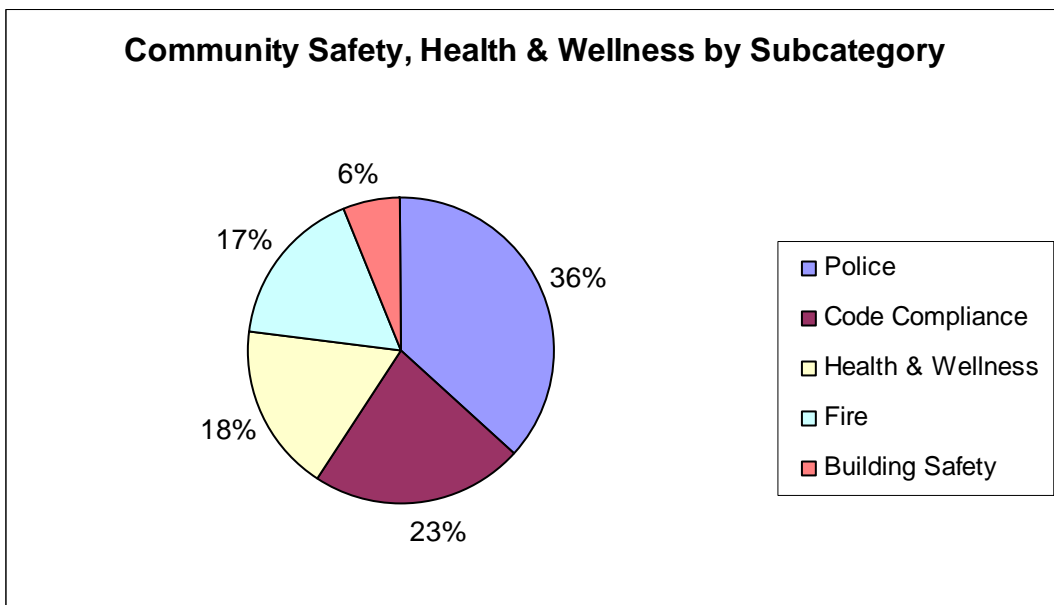


Diagram 12

Within the Planning & Community Character category, Neighborhood Character & Community Planning scored most in need of improvement, receiving 39.6% of the total points allocated to this service category (see diagram 13).

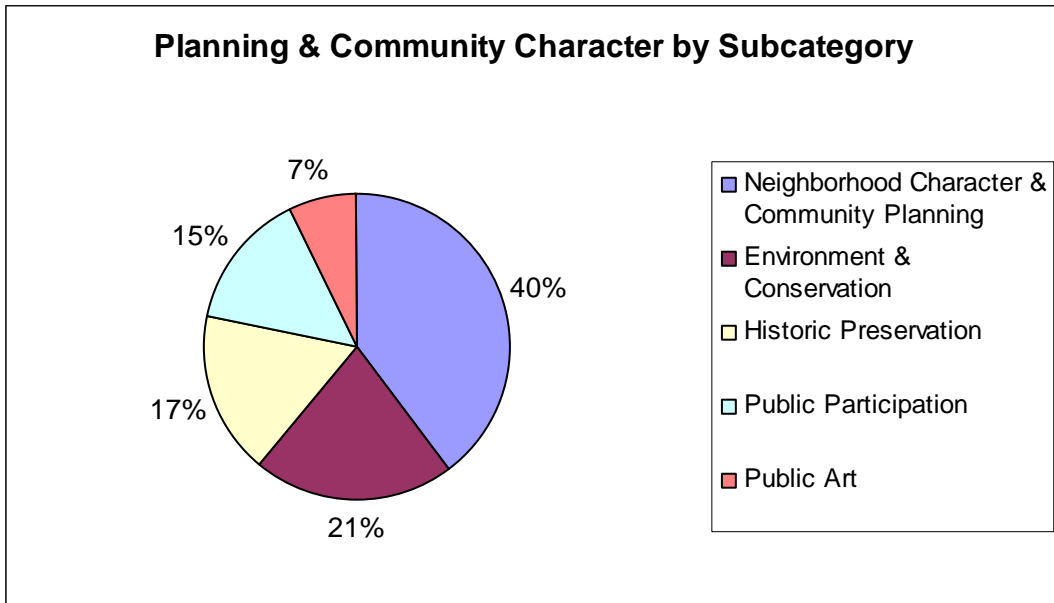


Diagram 13

## Supplemental Group Meetings Analysis

An analysis conducted of the five supplemental group meetings yielded the following results.

There was insignificant deviation in results comparing service category responses from individuals and groups from the Leadership Glendale Group meeting. Those participants scored the Safety Health & Wellness category as most in need of improvement (see diagrams 14 & 15).

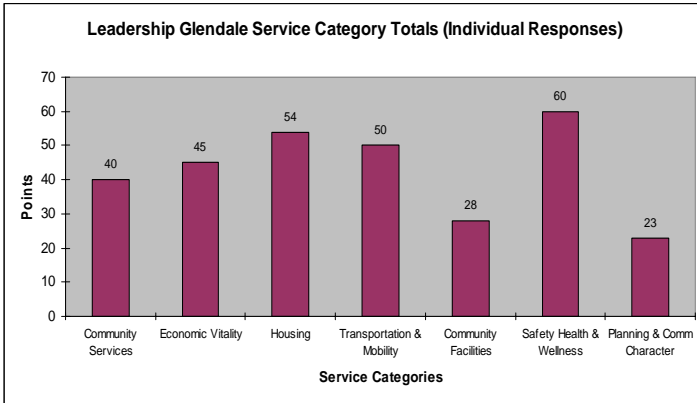


Diagram 14

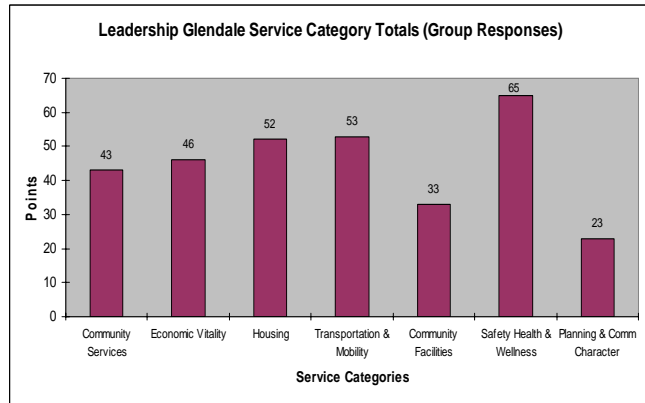


Diagram 15

In an analysis of subcategory totals, the Leadership Glendale scored Housing Affordability as the subcategory in need of most improvement and Fire and Traffic subcategories tied at second (see diagram 16).

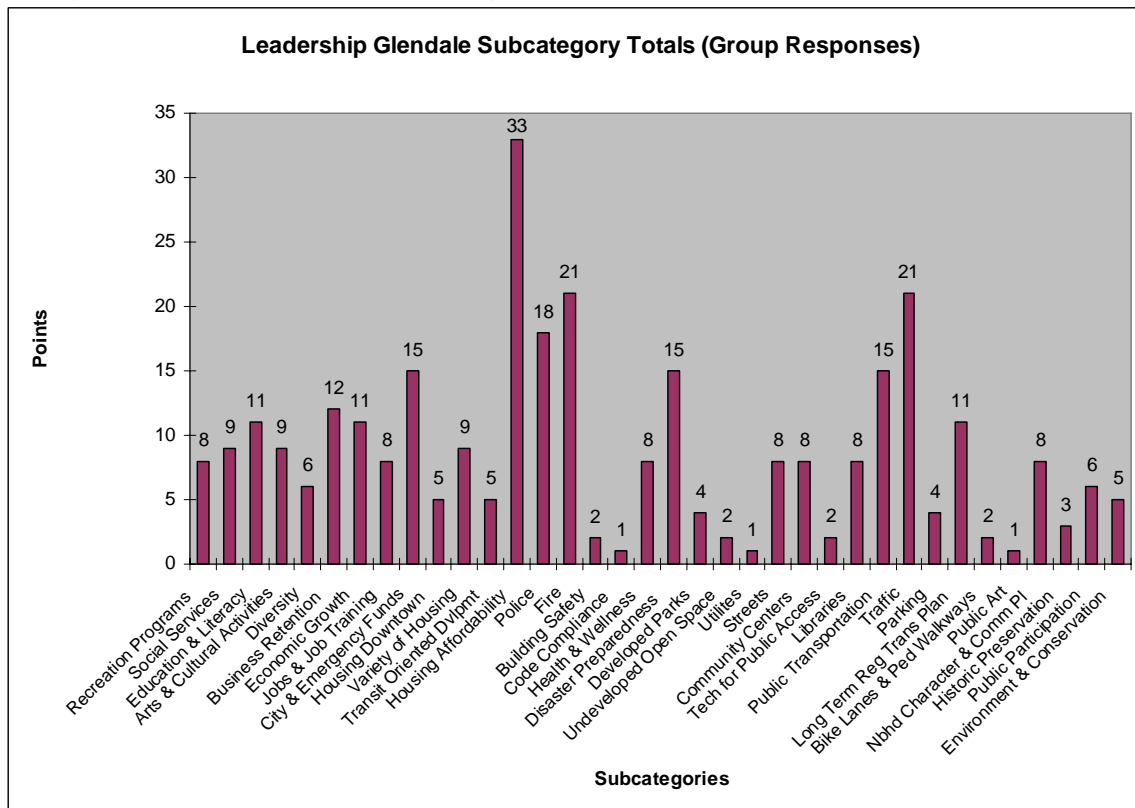


Diagram 16

There were some deviations in results comparing service category responses from individuals and groups from the St. Mary's Armenian Apostolic Church Group meeting. However, those participants scored the Housing category as most in need of improvement (see diagrams 17 & 18).

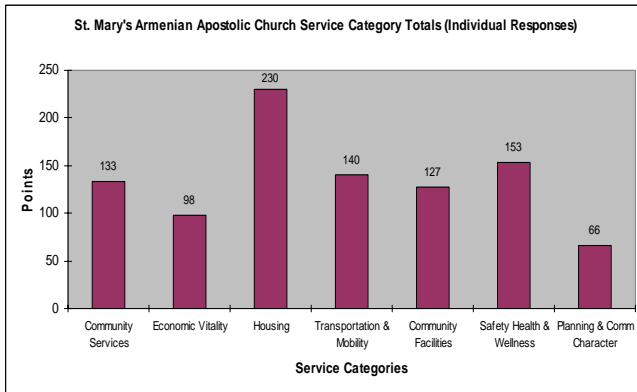


Diagram 17

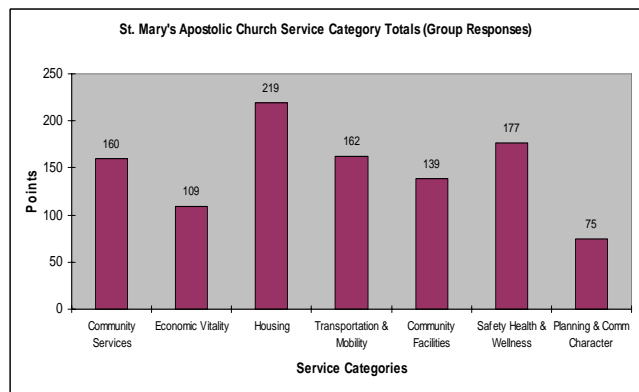


Diagram 18

In an analysis of Subcategory Totals, the St. Mary's Armenian Apostolic Church group scored Housing Affordability as the subcategory in need of most improvement over twice the points allocated to the next highest subcategory (see diagram 19).

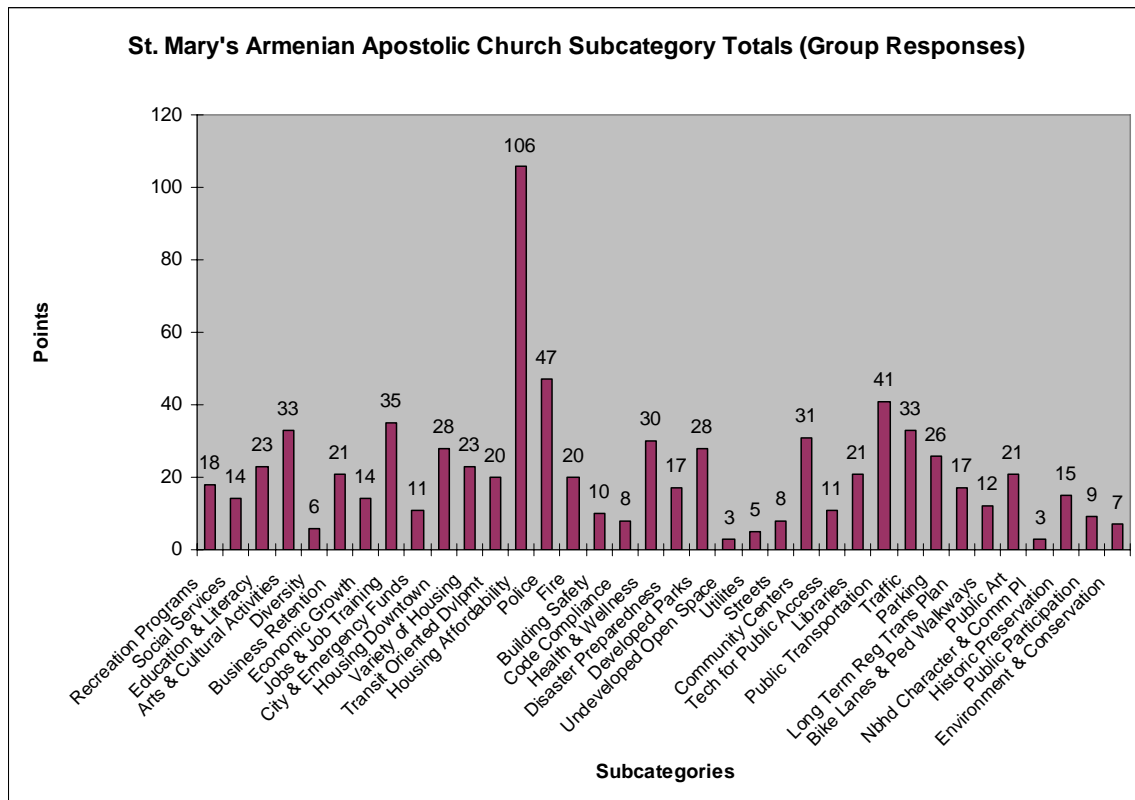


Diagram 19

There was insignificant deviation in results comparing service category responses from individuals and groups from the West Glendale Gateway Kiwanis Group meeting. Those participants scored the Safety Health & Wellness category as most in need of improvement (see diagrams 20 & 21).

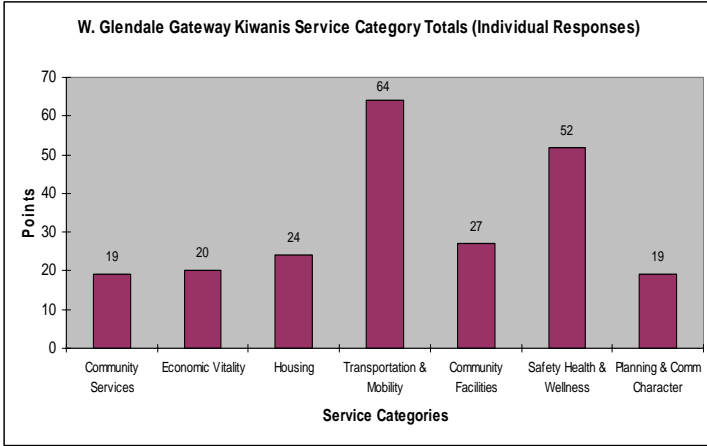


Diagram 20

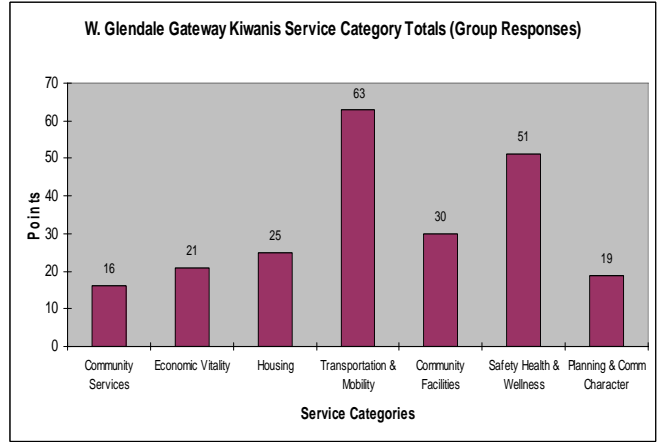


Diagram 21

In an analysis of subcategory totals, the West Glendale Gateway Kiwanis group scored Traffic as the subcategory in need of most improvement, with Parking and Police in a close second and third (see diagram 22).

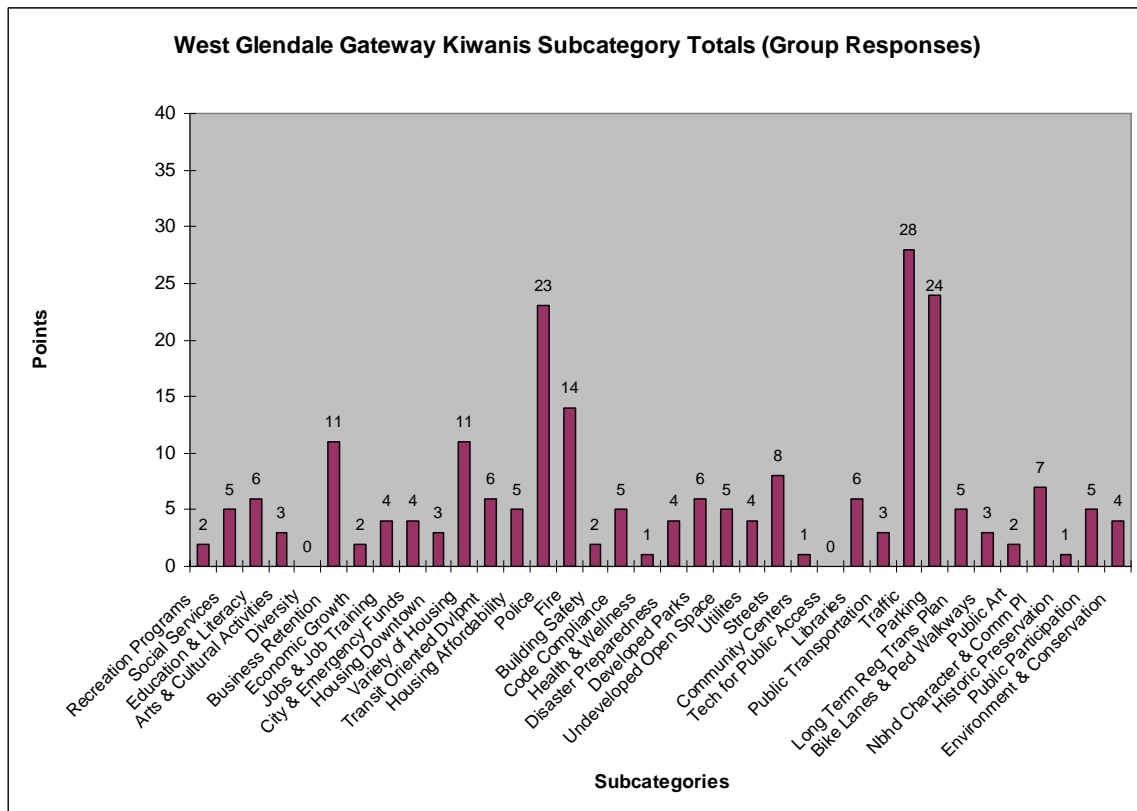


Diagram 22

There was insignificant deviation in results comparing service category responses from individuals and groups from the Glendale Adventist Medical Group meeting. Those participants scored the Safety Health & Wellness category as most in need of improvement (see diagrams 23 & 24).

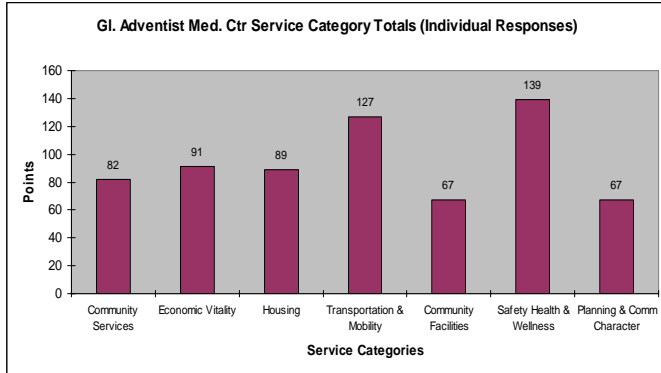


Diagram 23

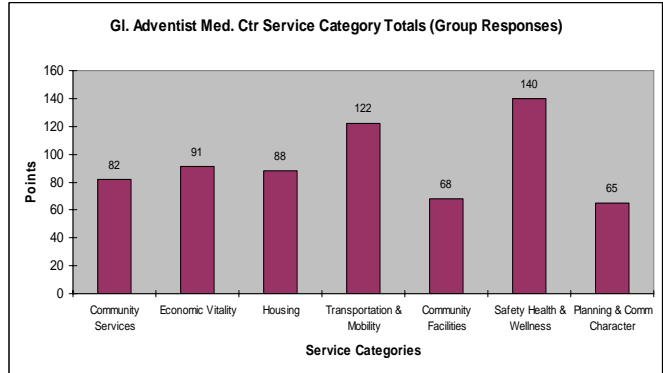


Diagram 24

In an analysis of subcategory totals, the Glendale Adventist Medical group scored Housing Affordability as the subcategory in need of most improvement, with Health & Wellness and Traffic in a close second and third (see diagram 25).

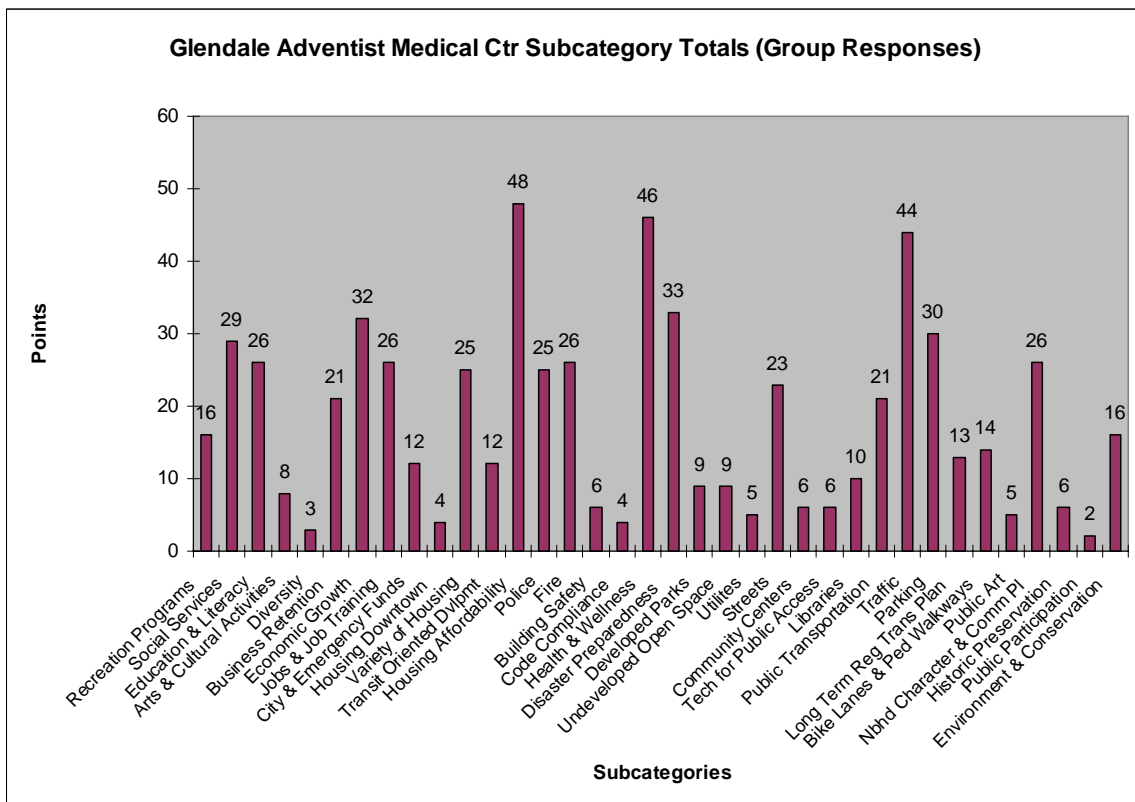


Diagram 25

There was insignificant deviation in results comparing service category responses from individuals and groups from the Hoover-Toll-Keppel PTA Group meeting. Those participants scored the Transportation & Mobility category as most in need of improvement. (see diagrams 26 & 27).

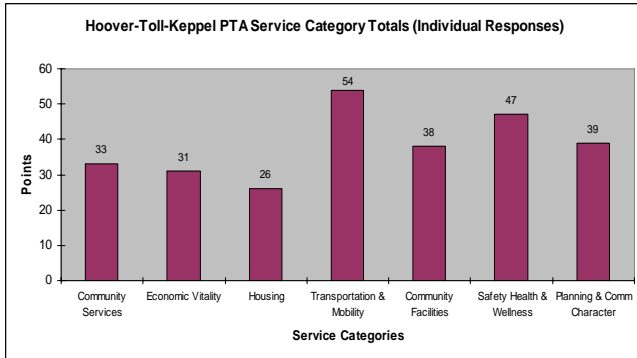


Diagram 26

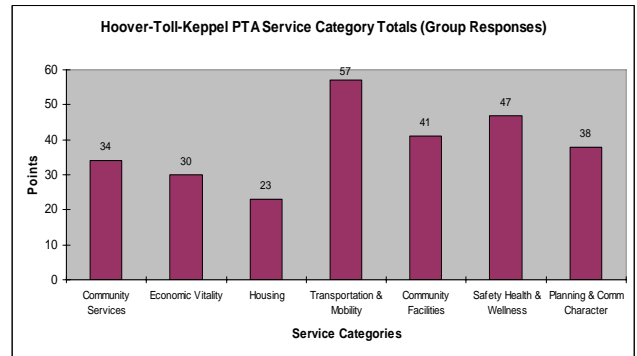


Diagram 27

In an analysis of subcategory totals, the Hoover-Toll-Keppel PTA group scored Disaster Preparedness as the subcategory in need of most improvement. (see diagram 28).

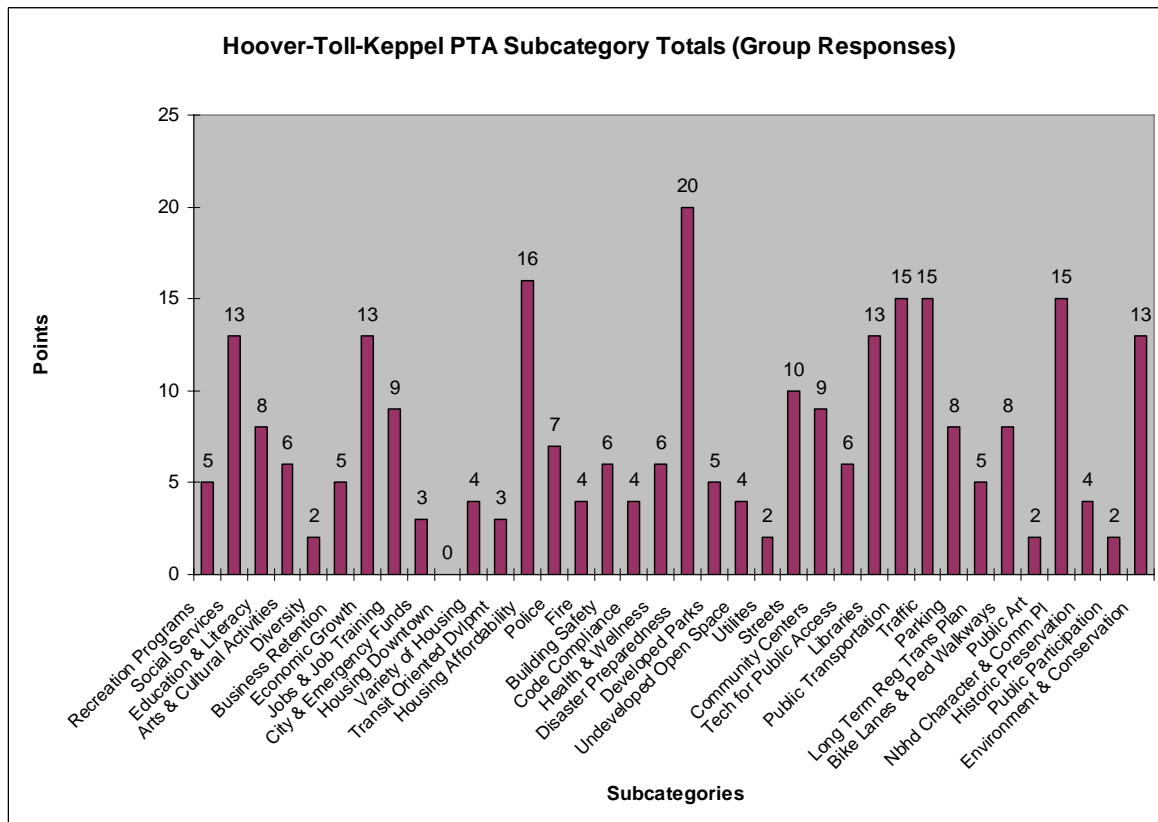


Diagram 28

## Aggregate (Combined) Grouping Analysis

Eight public meetings, with 356 participants and five supplemental meetings, with 161 participants yielded an aggregate total of 517 participants, city-wide.

There was a slight deviation in results comparing service category responses from individuals and groups from the meetings altogether. Participants scored the Transportation & Mobility category as most in need of improvement (see diagrams 29 & 30).

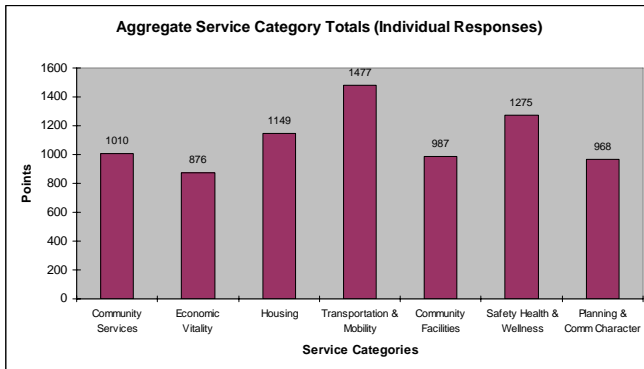


Diagram 29

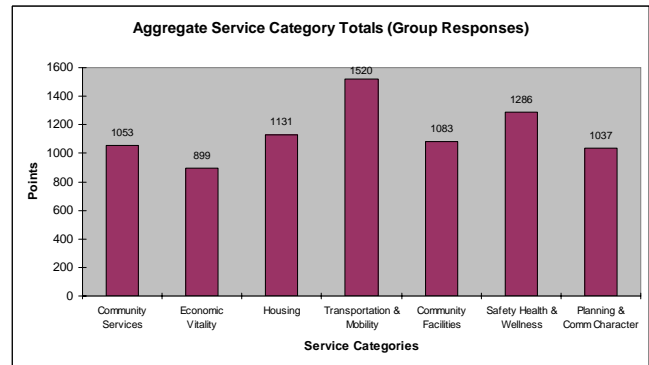


Diagram 30

In an analysis of subcategory scores, the amassed total points graded Housing Affordability as the subcategory in need of most improvement, with Traffic in a close second. Neighborhood Character & Community Planning and Police scored third and fourth respectively (see diagram 31).

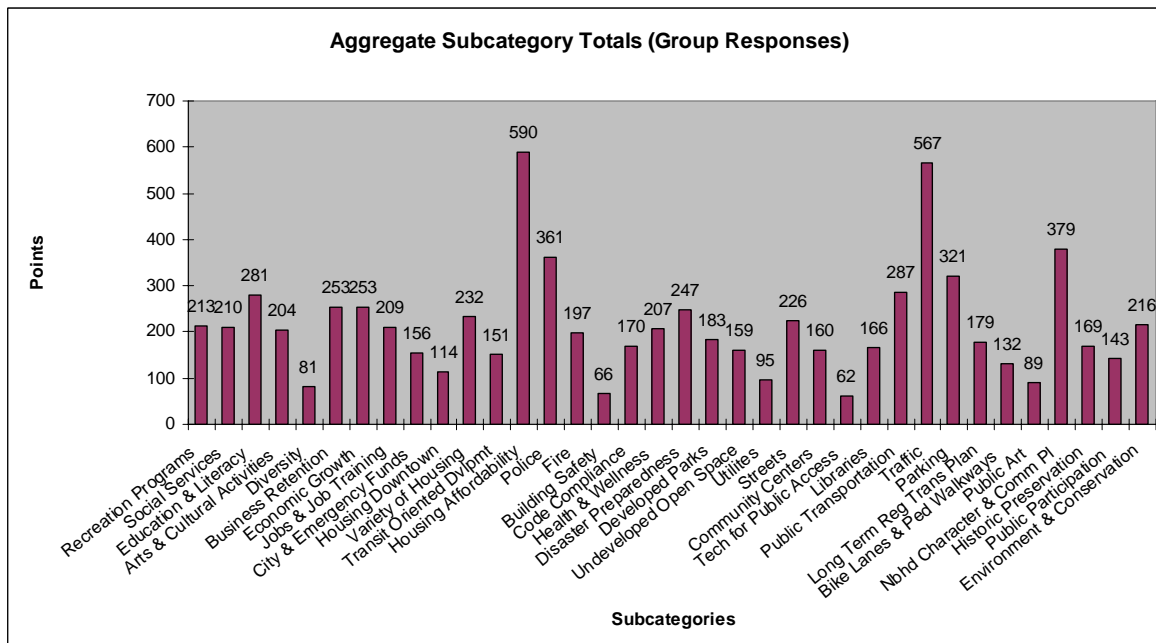


Diagram 31

**Comment Sheet Analysis**

Of the 967 comments provided on the supplemental comment sheets from all of the meetings combined, the Transportation & Mobility service category yielded the most comments (184), followed by Community Facilities (170), Planning & Community Character (159), Housing (132), Community Safety, Health & Wellness (118), Economic Vitality (110), and Community Services (94).

Among the subcategories, Neighborhood Character & Community Planning was commented on most (54 comments) from the Planning & Community Character service category. Recreation Programs (25) ranked first within Community Services. Economic Growth (35) ranked highest under Economic Vitality. Public Transportation (47) and Parking (30) were most frequently commented on from the Transportation & Mobility service category. Developed Parks (28) and Community Centers (26) were most popular in the Community facilities category. In the Community Safety, Health & Wellness service category, Disaster Preparedness (31), Police (29) and Code Compliance (26) were most discussed; and in the Housing service category, Housing Affordability (39) ranked highest, while a large number of comments (32) dealing with a desire for “less housing”, “downsizing” and “down-zoning”, which were subjects not listed as subcategories. Also, twenty (20) comments under Planning & Community Character expressed an opinion there is “too much density” throughout the community’s neighborhoods, a subcategory not listed. The following table depicts the total number of comments provided per subcategory, or additional unlisted categories (table 2).

## Comment Sheet Tabulation

<b>Community Services</b>	<b>94</b>	<b>Community Facilities</b>	<b>170</b>
Recreation Programs	25	Developed Parks	28
Arts & Cultural Activities	19	Tech for Public Access	10
Social Services	20	Undeveloped Open Space	18
Diversity	9	Libraries	25
Education & Literacy	18	Streets	28
Improve Community Services	3	Community Centers	26
		Utilities	14
<b>Economic Vitality</b>	<b>110</b>	Dog Parks	3
Business Retention	25	Aquatic Center/Water-Park	7
City/Emergency Funds	10	Gyms/Sports Complex	9
Economic Growth	35	Senior Center	2
Jobs & Job Training	21		
Brand Blvd Revitalization	7	<b>Safety, Health &amp; Wellness</b>	<b>118</b>
Need for Business Tax	4	Police	29
Too Much City \$ for Economic Growth	3	Fire	11
Business Friendly Environment	5	Disaster Preparedness	31
		Building Safety	7
<b>Housing</b>	<b>132</b>	Health & Wellness	14
Housing Downtown	11	Code Compliance	26
Variety of Housing	13		
Transit-Oriented Development	10	<b>Planning &amp; Comm Character</b>	
Housing Affordability	39	Public Art	5
Senior Housing	6	Historic Preservation	28
More Housing Needed	7	Nbhd Character/Comm Planning	54
HUD/Sec 8	3	Public Participation	29
Rent Control Needed	5	Environment & Conservation	23
Less Housing/Down-Zoning	32	Too Much Density	20
More Condo Conversions	6		
<b>Transportation &amp; Mobility</b>	<b>184</b>		
Public Transportation	47		
Long Term Regional Trans Plan	14		
Traffic	29		
Parking	30		
Bike Lanes & Pedestrian Walkways	22		
Traffic Calming/Turnlanes/One-Ways	14		
Traffic Enforcement	16		
Signals	12		

Table 2

## **Conclusion**

Public responses were gathered to score seven City service categories and their thirty six (36) related subcategories. Results were obtained from eight public meetings, with 356 participants and five supplemental meetings, with 161 participants. An aggregate total of 517 participants responded, city-wide.

Individuals scored service categories alone then in groups. During the eight public meetings, individuals and groups felt that the Transportation & Mobility service category was most in need of improvement. During the Leadership Glendale meeting, participants felt that the Community Safety, Health & Wellness category was most in need of improvement. At the St. Mary’s Church meeting, responses indicated the Housing category as most in need of improvement. During the West Glendale Gateway Kiwanis meeting, participants felt that the Transportation & Mobility category was most in need of improvement. Participants in the Glendale Adventist Medical Center Meeting scored Safety Health & Wellness most in need of improvement, while Hoover-Toll-Keppel PTA Group participants scored Transportation & Mobility most in need of improvement (see tables 3 & 4).

**SERVICE CATEGORY RANKING (INDIVIDUAL RESPONSES)**

	<b>Eight Public Meetings</b>	<b>Leadership Glendale</b>	<b>St. Mary's Church</b>	<b>W. Glendale Gateway Kiwanis</b>	<b>Adventist Medical</b>	<b>Hoover-Toll-Keppel PTA</b>	<b>Aggregate Grouping</b>
<b>Community Services</b>	FIFTH	FIFTH	FIFTH	SIXTH (tied)	FIFTH	FIFTH	FOURTH
<b>Economic Vitality</b>	SEVENTH	FOURTH	SIXTH	FIFTH	THIRD	SIXTH	SEVENTH
<b>Housing</b>	FOURTH	SECOND	FIRST	FOURTH	FOURTH	SEVENTH	THIRD
<b>Transportation &amp; Mobility</b>	FIRST	THIRD	THIRD	FIRST	SECOND	FIRST	FIRST
<b>Community Facilities</b>	SIXTH	SIXTH	FOURTH	THIRD	SIXTH (tied)	FOURTH	FIFTH
<b>Safety, Health &amp; Wellness</b>	SECOND	FIRST	SECOND	SECOND	FIRST	SECOND	SECOND
<b>Planning &amp; Comm Character</b>	THIRD	SEVENTH	SEVENTH	SIXTH (tied)	SIXTH (tied)	THIRD	SIXTH

Table 3

**SERVICE CATEGORY RANKING (GROUP RESPONSES)**

	<b>Eight Public Meetings</b>	<b>Leadership Glendale</b>	<b>St. Mary's Church</b>	<b>W. Glendale Gateway Kiwanis</b>	<b>Adventist Medical</b>	<b>Hoover-Toll-Keppel PTA</b>	<b>Aggregate Grouping</b>
<b>Community Services</b>	SIXTH	FIFTH	THIRD	SEVENTH	FIFTH	FIFTH	FIFTH
<b>Economic Vitality</b>	SEVENTH	FOURTH	SIXTH	FIFTH	THIRD	SIXTH	SEVENTH
<b>Housing</b>	FIFTH	THIRD	FIRST	FOURTH	FOURTH	SEVENTH	THIRD
<b>Transportation &amp; Mobility</b>	FIRST	SECOND	FOURTH	FIRST	SECOND	FIRST	FIRST
<b>Community Facilities</b>	FOURTH	SIXTH	FIFTH	THIRD	SIXTH	THIRD	FOURTH
<b>Safety, Health &amp; Wellness</b>	THIRD	FIRST	SECOND	SECOND	FIRST	SECOND	SECOND
<b>Planning &amp; Comm Character</b>	SECOND	SEVENTH	SEVENTH	SIXTH	SEVENTH	FOURTH	SIXTH

Table 4

Due to low attendance for many of the neighborhoods, generalizing results is not possible. Neighborhood results were combined creating four areas within the city based on geographic location. Participants from the northern region scored Community Facilities as most in need of improvement. Western participants scored Safety, Health & Wellness first in need of improvement. Eastern and Southern participants both ranked Transportation & Mobility as greatest in need of improvement, however this category was ranked high among all participants, in all areas of the city. Those participants that failed to indicate a neighborhood ranked Housing and Transportation & Mobility nearly equal in need of improvement.

Groups subdivided the seven service category points among the respective thirty six (36) subcategories. See table 5 for a listing of the first, second and third ranking subcategories for the eight public meetings, supplemental meetings and the aggregate total. Although the Transportation & Mobility Service category scored first among the seven service categories, only one of its subcategories (Traffic) scored as the highest subcategory twice. Other Transportation & Mobility subcategories scoring second or third include: Traffic, Parking and Public Transportation. Housing Affordability was the subcategory ranking first most often (three times), and also scored second two other times. Additionally, Neighborhood Planning & Community Character scored third twice. More people (356) scored Traffic as most in need of improvement in the eight public meetings, however with Housing Affordability a close second. When these results were combined with the results coming from the supplemental meetings (116 participants) there was a shift between the top two, making Housing Affordability first and Traffic second. The results from the supplemental meetings then indicate a strong voter preference for scoring Housing Affordability as most in need of improvement. The third highest ranking subcategory in need of most improvement was Neighborhood Planning & Community Character, which remained unchanged when the supplemental groups were combined with the eight public meetings.

**SUBCATEGORY RANKING (GROUP RESPONSES)**

	<b>Eight Public Meetings</b>	<b>Leadership Glendale</b>	<b>St. Mary's Church</b>	<b>W. Glendale Gateway Kiwanis</b>	<b>Adventist Medical</b>	<b>Hoover-Toll-Keppel PTA</b>	<b>Aggregate Grouping</b>
<b>FIRST</b>	Traffic	Housing Affordability	Housing Affordability	Traffic	Housing Affordability	Disaster Preparedness	Housing Affordability
<b>SECOND</b>	Housing Affordability	Fire Traffic (tied)	Police	Parking	Health & Wellness	Housing Affordability	Traffic
<b>THIRD</b>	Nbhd Character & Comm Planning	Fire Traffic (tied)	Public Transportation	Police	Traffic	Public Transportation; Traffic; Nbhd Character & Comm Planning (tied)	Nbhd Character & Comm Planning

Table 5

When participants provided individual comments on the attached comment sheets, 967 comments were offered. The Transportation & Mobility service category yielded the most comments (184), with the Public Transportation (47) and Parking (30) subcategories commented on most frequently. Community Facilities had a total of 170 comments, with Developed Parks (28) and Community Centers (26) subcategories most often commented on. Planning & Community Character received 159 comments, with Neighborhood Character & Community Planning commented on most of all (receiving 54 comments). Housing had 132 comments, as Housing Affordability (39) ranked highest. A large number of comments (32), however dealt with a desire for “less housing”, “downsizing” and “down-zoning”, which were not listed as subcategories. Community Safety, Health & Wellness had 118 comments, with Disaster Preparedness (31), Police (29) and Code Compliance (26) most often discussed. Economic Vitality had 110 comments, as Economic Growth (35) ranked highest. Community Services had 94 comments, with Recreation Programs (25) commented on most often.