



GLENDALE CITY COUNCIL SPECIAL WORKSHOP SESSION
Council Chambers, Rm B-3
5850 West Glendale Avenue
March 13, 2014
8:00 a.m.

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

WORKSHOP SESSION

1. FISCAL YEAR 2014 - 15 COUNCIL GOAL/PRIORITY SETTING
FACILITATED BY: Richard A. Bowers, R. A. Bowers & Associates

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. § 38-431.0 (A)(7)).

Confidentiality

Arizona statute precludes any person receiving executive session information from disclosing that information except as allowed by law. A.R.S. § 38-431.03(F). Each violation of this statute is subject to a civil penalty not to exceed \$500, plus court costs and attorneys' fees. This penalty is assessed against the person who violates this statute or who knowingly aids, agrees to aid or attempts to aid another person in violating this article. The city is precluded from expending any public monies to employ or retain legal counsel to provide legal services or representation to the public body or any of its officers in any legal action commenced for violation of the statute unless the City Council takes a legal action at

a properly noticed open meeting to approve of such expenditure prior to incurring any such obligation or indebtedness. A.R.S. § 38-431.07(A)(B).

Items Respectfully Submitted,



Brenda S. Fischer, ICMA-CM
City Manager



WORKSHOP COUNCIL REPORT

Meeting Date: **3/13/2014**
Meeting Type: **Special Workshop**
Title: **FISCAL YEAR 2014-15 COUNCIL GOAL/PRIORITY SETTING**
Staff Contact: **Brenda S. Fischer, ICMA-CM, City Manager**
Facilitated by: **Richard A. Bowers, R. A. Bowers & Associates**

Purpose and Policy Guidance

Staff is seeking guidance from Council to formulate and finalize FY14-15 Council goals and set priorities based upon direction from the Council.

Background

Annually, Council develops a broad, common vision for the future of the City of Glendale. This includes setting goals and objectives to provide staff direction and focus for the upcoming fiscal year. City priorities, whether on-going or new, reflect Council's goals and key priorities. Common, shared priorities are especially important to Council, staff, and the public in light of the City's current budget deficits. As the policy body, Council charts the course for staff to follow. This is more critical now due to the City's budget constraints. Specific Council goals and priorities offer Council and staff a road map to chart the City's future course and ensure a singular organizational focus. Moving forward, staff's decisions will be predicated on these priorities, which guide City operations.

In February and March, Richard Bowers met individually with Council to discuss the FY14-15 Council goals and priorities. These will be presented and voted upon by Council at a future meeting.

This process was followed in November 2012. At that time, Mr. Bowers met individually with Council to discuss strategic goals and objectives. Those were adopted on June 12, 2012. In February 2013, as a result of Council meetings and a Council Retreat, a revised list of key priorities was adopted for FY13-14. These key priorities are:

- **Transparency** internally and externally to assure the community that the decisions made for the well-being of Glendale are discussed openly with input invited.
- **Arena** management, debt service, hockey agreement and enhanced revenues will play a large role in policy formation and financial strategy. The above noted transparency will be vital to gaining community support for decisions necessary to optimize the arena value to the Glendale community.



WORKSHOP COUNCIL REPORT

- **Cooperation** among staff and Council as well as collaborative and creative interaction with other governmental and business entities to leverage greater efficiency in service to community and to form mutually productive interactions.
- **Fiscal sustainability** encompasses a broad array of comments focused on the need to have a balanced budget with the policies in place to incrementally move in the direction of strength and sustainability. Some hard choices will be needed.
- **Centerline and community events** are both part of the character and ambience of Glendale. The City Council is committed to forming the policies necessary to encourage downtown investment and visitor expansion.
- **Service levels** inevitably suffer when a weak economy hits so hard for so long. Engaging the public to help keep them informed and confident that the City Council and staff are doing the very best with limited resources is very important. Work to engage the community in maintaining the hometown appearance of Glendale.
- **Creative, innovative and benchmarked** ideas must be explored to expand the Glendale economic and image footprint. New ideas and entrepreneurial thinking can make a significant impact of the Glendale future. Encourage and support staff creativity. Consider City Council visits to benchmark communities to seek out best practices and creative successes.

Council Priorities are promoted through publication on the City's website and in financial documents, such as the budget book.

Previous Related Council Action

Council adopts a broad set of policy guidelines each year.

At the February 4, 2014 Council workshop, Vice Mayor Knaack requested a Council Item of Special Interest topic to discuss Council goals, especially as it relates to budget, at a future workshop.

FY13-14 Council Key Priorities were adopted on June 11, 2013.

FY12-13 Council Strategic Goals and Key Objectives were adopted on June 12, 2012.

Prior to FY12-13, annually, Council adopted Strategic Goals and Key Objectives. Those Strategic Goals and Key Objectives are:

- One Community with Strong Neighborhoods
- One Community Committed to Public Safety



WORKSHOP COUNCIL REPORT

- One Community with Quality Economic Development
- One Community that is Fiscally Sound
- One Community with a Vibrant City Center
- One Community with an Active Partnership with Luke Air Force Base
- One Community with High-Quality Services for Citizens

These goals were the guiding principles and priorities of the Council and the foundation of the goal setting process for more than seven years until the new set of key priorities was adopted last year.

Attachments

City Council Retreat - February 21, 2013

Minutes of February 21, 2013 Council Retreat

Code of Conduct

Code of Ethics

City of Glendale, Arizona

Annual City Council Retreat

February 21, 2013



**City of Glendale, Arizona
Annual City Council Retreat
February 21, 2013**

Introduction

The Glendale City Council met on February 21, 2013 for their annual goal setting retreat. The majority of the Council was elected within the past year and had not attended a goal setting retreat previously. Each CC member was interviewed prior to the retreat to help identify shared issues of interest, allowing the retreat itself to get off to a good start with some solid base data. That information was shared early in the retreat discussion along with the CC goals and objectives from the previous year. Those goals and objectives from the previous year were respected but not addressed in the same manner as done previously. By the conclusion of the retreat, it was evident that the previous goals and objectives would become more a set of overarching themes and values that maintain great importance as part of the policy-level ongoing principles.

Current Strategic Goals

- Fiscally Sound Community
- Strong Neighborhoods
- Committed to Public Safety
- Quality Economic Development
- Vibrant City Center
- Active Partnership with Luke AFB
- High-Quality Service for Citizens

© R.A. Bowers

Discussion: Priorities

Since this CC had met only a couple times since being sworn in, it was very important to spend a substantial amount of time both understanding what each member felt was important, and sharing a variety of perspectives as a group to begin identifying the core areas of agreement and expectation for Glendale through 2013-14 and beyond. The following summarized the commentary gathered in the interviews:

Accomplish With This Retreat

- Get to know each other better
- Understand financial issues more thoroughly
- Transparency regarding challenges
- Discuss restoring things that define us
- Synergy in service to the public
- Discuss the role of municipal government
- Agree to civility and cooperation
- Get information much earlier
- Commit to Centerline

© R.A. Bowers

Accomplish With This Retreat

- Acknowledge many good things happening
- Stay aware of the City Council as a team
- Shorter meetings, informal workshops
- Agree to visit other cities
- Communicate with the public
- Focus on new City Manager expectations
- Stay strategic
- Find common ground
- Clear understanding regarding finances and debt specific

© R.A. Bowers

Building off those individual comments, the discussion was opened for all CC members to comment more specifically regarding the outcomes they expect from the retreat and how they aligned or disagreed with statements made. I listed all comments as they were recorded on flip charts. You may see much repetition and overlap as well as completely opposite viewpoints. All are reported to show the vibrancy of the

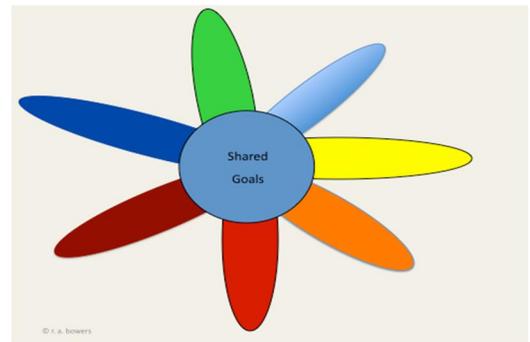
discussion. These are comments in a chain and none should be seen as the position of all. In the end, they will be synthesized into the few core items to identify as key goals.

- We need to get back to basics
- What are the core things we must we do as local government?
- Work from the basic foundation before considering additional service
- Establish clarity of debt amounts by project and both the consequences of debt and the plan to address
- We have a lack of cooperation among departments
- We expect synergy and cooperation
- The City Council sets the tone and example for synergy and collaboration
- This helps attract business to Glendale
- We are one team with different roles, and constituencies, yet a common vision
- Discuss making economic development and development services more cooperative, creative and collaborative
- Discuss free trade zone possibilities
- Pay attention to neighborhoods
- Communicate with neighborhoods
- Engage taxpayers in the discussions of big decisions
- Be transparent
- Consider visiting other communities seeking ideas and best practices
- Public safety must be addressed as a mandated service to community
- Continue events that draw people to Glendale and define the community to its residents and others
- Bring attention and policy to Centerline area
- Have a conclusive solution to the arena challenges
- Concluding the audit and hiring the City Manager are both key to going forward with a sound foundation
- Court building needs to happen both as a useable facility and a catalyst for business attraction efforts
- Make temporary employees permanent to show City Council support
- Work with the Centerline business alliance to strengthen downtown
- We were historically a bedroom community, and then economic development began to strengthen the financial situation. We need both in balance
- Have we stated a vision to clearly indicate our desired future?
- The 2025 study discussed development revenue to better serve the City
- Need for even greater efficiency may include a suggestion program or something similar
- The organization has a perceived fear of bringing up changes
- Money spent by the legal department for consulting lawyers is a concern
- Encourage employees to bring up ideas
- Let the public know about creative ideas, efficiency and staff achievement
- Review key documents and rules that can impact our vision and adjust to best serve the City interests
- Adhere to the current Council Guidelines

Common Themes: Priorities

In an effort to reduce these comments to a set of shared goals, I looked for comments that could be reasonably combined with others to form a general consensus. This approach is a bit different than the previous few years as it should be when the makeup of the Council changes in such a substantial manner. The themes identified became topics for further discussion as the Council addressed key objectives for the coming budget year:

- **Transparency** internally and externally to assure the community that the decisions made for the well-being of Glendale are discussed openly with input invited.
- **Arena** management, debt service, hockey agreement and enhanced revenues will play a large role in policy formation and financial strategy. The above noted transparency will be vital to gaining community support for decisions necessary to optimize the arena value to the Glendale community.
- **Cooperation** among staff and Council as well as collaborative and creative interaction with other governmental and business entities to leverage greater efficiency in service to community and to form mutually productive interactions.
- **Fiscal sustainability** encompasses a broad array of comments focused on the need to have a balanced budget with the policies in place to incrementally move in the direction of strength and sustainability. Some hard choices will be needed.
- **Centerline and community events** are both part of the character and ambience of Glendale. The City Council is committed to forming the policies necessary to encourage downtown investment and visitor expansion.
- **Service levels** inevitably suffer when a weak economy hits so hard for so long. Engaging the public to help keep them informed and confident that the City Council and staff are doing the very best with limited resources is very important. Work to engage the community in maintaining the hometown appearance of Glendale.
- **Creative, innovative and benchmarked** ideas must be explored to expand the Glendale economic and image footprint. New ideas and entrepreneurial thinking can make a significant impact of the Glendale future. Encourage and support staff creativity. Consider City Council visits to benchmark communities to seek out best practices and creative successes.



Discussion: Guidelines and Meeting Management

The attention of the group then moved in the direction of Council Guidelines and several minor components of the CC process. The City Council Guidelines adopted May 26, 2009 and revised January 8, 2013, provided the specifics for discussion. Beyond

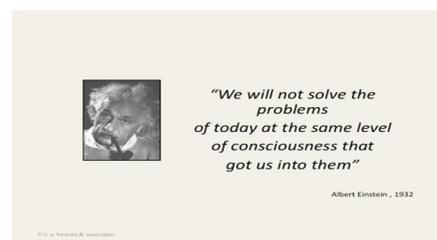
that, the CC considered several process items for meeting times and protocol. The following were identified as changes for the Council Guidelines:

- Sec. 3: There was some discussion about the \$18,000 annually for Councilmember expenses related to their public responsibility. Various ideas were expressed with the consensus being to leave it as is and each Councilmember will apply the funds based on the needs of their district and the City at large.
- Sec. 4: The current amount budgeted for each district for improvements within the district is \$15,000. That was likewise discussed and left to each to determine how best to apply those funds to best help their district.
- Sec. 8 & 9: The suggestion was made that the election of the Vice Mayor and appointment of Council Committee roles be held at the last scheduled Council meeting in January each year. That will go into effect in January 2014. In addition, the consensus was to limit the term on any committee to two consecutive years.
- The Council agreed that when speaking in public as a representative of the City, both Board and Commission members and Council Members are obligated to address the position of the City, not personal opinion.
- Council consensus supported the suggested change to move Council meetings to 6:00 p.m. instead of 7:00 p.m. and allow for public comments regarding items not on the agenda at the beginning of the meeting.

These changes will be brought forward in a workshop followed by the revision of the Council Guidelines to conform to the direction of the City Council.

Conclusion

This workshop, as noted above, was different than those in the past few years with the majority of the City Council, including the Mayor, were in the early months of their first term. The City Council goals that have been the standard for the past few years were acknowledged as very important ongoing principles and commitments that will be part of the City Council direction overall. The seven items noted above were identified as the key priorities for the 2013-14 budget year. These will shift a bit and be further defined as the budget is adopted and the budget year begins to unfold. It is a pleasure to be of service to the City of Glendale in this challenging time of change and financial recovery.



Respectfully submitted,

R. A. Bowers

Richard A. Bowers



**MINUTES OF THE
Special Workshop – City Council Retreat
City of Glendale, Arizona
Council Chambers - Workshop Room – B-3
5850 West Glendale Avenue
Thursday, February 21, 2013
8:00 a.m. – 5:00 p.m.**

PRESENT: Mayor Jerry P. Weiers, Vice Mayor Yvonne J. Knaack and Councilmembers Ian Hugh, Manuel D. Martinez, Gary D. Sherwood, Norma S. Alvarez and Samuel U. Chavira

ALSO PRESENT: Horatio Skeete, Acting City Manager; Jamsheed Mehta, Interim Assistant City Manager; Craig Tindall, City Attorney; and Pamela Hanna, City Clerk

Meeting Call to Order - Mayor Jerry P. Weiers

Overview of Session - Dick Bowers, President of R. A. Bowers & Associates

Mr. Bowers reviewed his background and qualifications. He spoke about the three components of the session, which would be updates from staff, council strategies and goals and staff presentations. He suggested some guidelines which included to stay at the policy level, discuss tough issues and not get bogged down, be clear about initiatives you want to achieve, identify the next steps and enjoy the day.

Acting City Manager's Update - Horatio Skeete

Mr. Skeete asked Ms. Schurhammer to start the morning by presenting an overview of the fund elements and an overview of the trends, as well as the sales tax trends. He said there would also be an overview of three or four service areas. He hoped to get the council's priorities as they begin putting together the budget for next fiscal year.

Revenue Summary/Trends of Revenue Sources - Sherry Schurhammer

Ms. Schurhammer first discussed the major sources of revenue for the general fund. The city sales tax is the major source of revenue in the general fund. She said this is also the largest revenue stream in the general fund that council has the authority to change. She said state-shared revenue makes up about one-third of the budget. She said these funds are based on population and as other cities grow, Glendale's portion of these funds declines. This happened after the 2010 census because the population dropped as a percentage of the whole. Almost 61 percent of all general fund revenue comes just from city and state sales tax. The "all other" category includes license fees, development fees, and some Parks, Recreation and Library revenue. The primary property tax rate revenue is used in the general fund.

Ms. Schurhammer next discussed city sales tax. The information provided excluded the city sales tax generated at the Arena, Westgate, the Stadium and Zanjero businesses. The sales tax collected at these locations is deposited to specifically address the debt service for the area. Sales tax grew from 2003 through 2007, and grew about \$5 million dollars per year during that time. During the recession, the city sales tax declined 21 percent over a couple of years. Growth has been slow since the recession ended. The amount collected in FY12 is the same amount that was collected in FY05.

Ms. Schurhammer said in the current fiscal year, they built the budget based on an anticipated \$23 million extra due to the sales tax increase. After the budget was adopted in early June, council adopted a modification at the end of June removing the increase in sales tax from major purchases. The city was expecting to lose \$1.1 million out of the \$23 million originally expected. At the time council adopted that rate, they also brought forward \$1.1 million in reductions. She said growth for the future is 3.5 percent per year, which is a higher rate of growth than in the last couple of years. She said they are anticipating better economic activity in the future, just not as good as before the recession hit. She said there will be an estimated drop off of about \$20 million from FY17 to FY18 and that comes with the expiration of the temporary sales tax rate.

Mr. Skeete clarified Ms. Schurhammer's statement about the general sales tax rate at 1.9 percent. He said the graph presented represents the 1.2 percent rate before it was increased by .7 percent.

Ms. Schurhammer discussed state shared revenue and said this revenue is based on the city's population share. Prior to the census, Glendale was just under 5 percent of the state's total population. After the census, the population declined, so the city's portion of the state shared revenue declined.

Questions were asked by Mayor Weiers and Councilmember Sherwood regarding state shared revenue and the amounts diverted, which Ms. Schurhammer answered.

Councilmember Martinez asked about sales tax projections and Ms. Schurhammer said sales tax projections are where they think the city will end up at the end of this fiscal year based on what they have collected so far.

Ms. Schurhammer said state shared revenue collections in 2012 on \$44 million dropped to a level last experienced in 2004. She said this is significant because the city sales tax with state shared revenue make up about three-fourths of the city's general fund revenue budget. This has a significant impact for the city on expenditures. She said FY12 collections were about the same collected in FY04 or FY05. For FY12, state sales tax makes up about 40 percent of the total state shared revenue the city received in FY12. The city received less in state shared sales tax in 2012 than was received in 2004. The city does not receive any portion of the state temporary sales tax. She said state income tax is a large portion of the state shared revenue and was about 44 percent of the total if FY12. These funds lag by two years, so what was received in 2012, when they reached the bottom, was what the state collected in 2010 in the midst of the recession.

Ms. Schurhammer then discussed the motor vehicle in-lieu is the smallest component of state shared revenue. The funds collected in FY12 are 15 percent less than what was collected in 2003. The declining numbers have shown that consumers have changed their behavior over the last ten years. Consumers and business are retaining their vehicles much longer and are driving fewer miles. Since the vehicle license tax is based on the value of the vehicle, revenue has

declined, despite population growth because the value of the vehicles has declined as they have aged.

Ms. Schurhammer said primary property tax and SRP in lieu is a very tiny portion of revenue. She said the statutory limit in 2012 was \$2.97 million and the city collected less than that. She said the amount collected in FY12 was less than what was collected in FY04. Part of this was caused by the drop in assessed valuation.

Ms. Schurhammer discussed development fee revenue, which may be commercial, industrial or residential. Fees include building permits, plan check fees, zoning fees, right of way permits, fire, traffic review engineering inspection fees and barricade fees. These are fees charged by the departments to provide those services. Building permit revenue is the largest portion of this revenue. Plan check revenue is the next largest portion of the revenue. Development fee revenue peaked in 2006 at just over \$7 million. Much of the development occurred in the Westgate and Zanjero area. Many of the construction projects were done due to the Super Bowl which was held in the city in 2008. Revenue spiked again in 2008 when the city hosted the Super Bowl, not only due to inspections of temporary structures related to the Super Bowl, but for projects such as Banner Thunderbird's renovation of their facility and Midwestern University's new optometry and dental clinics. She said a new fee schedule was adopted by Council, which is adjusted annually by the Consumer Price Index. This revenue category is volatile, so they look at their lowest numbers as their baseline and try to consider any excess collected as one time revenue.

Councilmember Martinez said the legislation put limits on impact fees. He asked Ms. Schurhammer if she knew what impact that has had on the city with respect to the revenues. Ms. Schurhammer said the impact fee revenue does not show up in the general fund. She said it can only be used for construction projects. Councilmember Sherwood said since there hasn't been much development, they probably don't have much history to see what has happened with these.

Mr. Skeete said the fees eligible for collection was reduced by about 50 percent. He said they are in the process of completing a new impact fee study which will be brought forward soon.

Councilmember Martinez said inspectors are doing about 13 inspections per day and it is difficult for them to keep that up.

Mr. Skeete said the low year for housing starts was probably 2010. He said they are on track this year to do even more than last year.

Ms. Schurhammer next discussed city franchise fee revenue for gas, electric and cable fees that are paid to the city for using the right of way for its fiber optic and other transmission lines. Although the revenue peaked in 2008, it has declined slightly and seems to have leveled off, despite rate increases. She said this was due to a lot of vacant properties and changing consumer choices, especially related to cable TV companies.

Mayor Weiers asked if the franchise fees included telephone. Ms. Schurhammer said it was not included.

Ms. Schurhammer said license and fee revenue was another catch all category like the development fees. She said there are over a dozen fees in this category. These include Parks, Recreation and Library for programs and classes, the Fire Department, which collects fees through its partnership with Southwest Ambulance and its fire inspection program, and Sales

Tax, for licenses. The most revenue collected is for sales tax license fees which are about \$600-\$700,000 a year.

Court revenue includes many different fees and fines. Much of this revenue is remitted to the state. There is a decline in revenue due to an overall reduction in case filings since 2008.

Ms. Schurhammer then switched from the general fund to the designated sales tax funds. The original public safety sales tax was adopted by voters in 1994 at one-tenth of a cent. This was increased in the 2007 election. Collection began in December of 2007, so the figures increased. Two thirds of the revenue is allocated to police and one-third is allocated to fire. The revenue is used for additional personnel, equipment and operations expenses. The temporary sales tax increase does not apply to the public safety sales tax or the transportation sales tax. The public safety sales tax retains revenue generated by Westgate, the Stadium and Zanjero.

The transportation sales tax was approved by voters in a 2001 election. This is used for intersection improvements and street projects, as well as a variety of other things. The temporary rate that went into effect in August does not apply to this portion of the designated sales tax. This performs differently than the general fund city sales tax because it retains revenue generated at Westgate, the stadium and Zanjero. This does include food for home consumption so it did perform differently than the public safety sales tax.

Ms. Schurhammer next talked about HURF Revenue (Highway User Revenue Fees). This fee includes a portion of the vehicle license tax. This is not based on the price of gas, but based on the volume of gas sold. There are fewer vehicles being driven and less gas used as well as more fuel efficient vehicles.

The two most significant revenue sources for the general fund, the city sales tax and state shared revenue, has shown that the FY12 collection are the same as collections received in FY04 and FY05. The services that are supported by these revenues now cost more than they did in 2004 and 2005. Additionally, there are costs associated with opening new facilities. There are more Parks & Recreation facilities and Police and Fire facilities as well as the Media Convention Center.

Ms. Schurhammer discussed general fund expenditures. The general fund is the largest fund in the operating budget. It funds the majority of services provided to the community, outside of the enterprise funds. There are three main components of the general fund budget, operating, transfers and pay as you go capital. Of the 80 percent operating budget, over three-fourths is related to salary-related expenses. The rest of this includes non-salary items, such as vehicle costs and contractual services such as landscape maintenance, third party collections and animal control. There is also a required category which includes insurance premiums, workers' comp and risk as well as replacement fund contributions. Within the general fund operating budget, the three largest sections are Police, Fire and Parks, Recreation and Libraries.

General fund transfers make up about 19 percent of the general fund budget. The components of that are arena operations, stadium operations and Municipal Property Corporation debt service (MPC debt). Although this budget is just under \$30 million, in future years, the amount will be \$30 million plus range. This varies due to the debt service. Councilmember Knaack asked about the debt service figures on the arena and Camelback Ranch. Ms. Schurhammer did not have the exact figures with her. Ms. Schurhammer also discussed stadium operations and the all other category, which included the airport, civic center and public housing.

Councilmember Alvarez asked if attorney's fees and consultant fees would fall under the City Attorney. Ms. Schurhammer said there was money allocated in the City Attorney budget for outside legal fees. She said there is a budget in Economic Development to do an economic development study. In prior years, there were legal fees charged related to Economic Development activity. She said she doesn't believe this is happening currently, but would have to check.

Mr. Tindall explained it depended on what the legal fees were being incurred for. If the fees are being incurred for Economic Development, they would probably be paid out of the Economic Development account. Councilmember Alvarez asked why legal fees for the casino would be for Economic Development. Mr. Tindall said he would have to see what the fees were for, but there have been economic analyses done regarding the proposed reservation. Councilmember Alvarez said it was quite a bit of money in that account for Economic Development and she would like an explanation. She said the funds were listed as consultant fees and she would like to know what the fees were for. Mr. Tindall said a record of how those funds were spent could be reviewed and made available. He said the documents Councilmember Alvarez is looking at may not have the detail, but the detailed information is available at her request. Mr. Tindall said he would work with the other departments and make the information available. Councilmember Alvarez said she was very interested in all the consultant fees and wanted to know where the money went to. She wanted to know why the lawyer received \$3 million dollars. Mr. Tindall said they would provide an explanation of what the firm was hired to do.

Mayor Weiers called for a break.

Overview of Department Services and Significant Accomplishments - Staff Presentations

Mr. Kent spoke about Community Services Group. He provided a brief summary of the functions of the following departments: Community and Economic Development, Marketing and Communications, Neighborhood and Human Services, Parks, Recreation and Libraries, Public Works, Transportation, and Water Services. There were no questions from Mayor and Council.

Mr. Murphy spoke about the Internal Services Group. He provided a brief summary of the functions of the following departments: Financial Services, Human Resources and Risk Management and Technology and Innovation.

Vice Mayor Knaack asked if the Innovate program was still ongoing and if there were any ongoing projects. Mr. Murphy said there were projects in the works and they continue to apply the Lean process to them.

Councilmember Martinez said he was getting complaints about the billing system from his constituents. He asked if there were any issues with this program, other than staffing issues. Mr. Murphy said the utility billing system is complex and is used by several municipalities across the nation. Due to the size of the system, there are a lot of weekly updates, but he wasn't sure if that was contributing to the problem. He said it is not normal practice to have so many updates. They are working with the vendor to try and reduce the number of updates.

Vice Mayor Knaack said she and other Councilmembers have experienced problems personally with the system and have also gotten complaints from their constituents about the way the system works and how the checks are handled. Mr. Murphy explained that they continued to work with the vendor to resolve the problems that arise with the system.

Mayor Weiers asked if Mr. Murphy was familiar with systems that allow citizens to communicate via computer with the City Council to voice their opinions. Mr. Murphy said if there is a willingness to use the technology, the IT department can install it. The issue is funding. Mayor Weiers said the city is way behind technologically and should be using computers instead of books at this point. Mayor Weiers asked Mr. Murphy to do some research into this and bring him some cost figures.

Vice Mayor Knaack said the ipads were not hard to learn and the other Councilmembers should be using them.

Councilmember Sherwood asked if the billing issue was with the online bill pay through the city website. Vice Mayor Knaack said it was timeliness. Mr. Murphy said it was the actual posting time of the revenue that comes in. Discussion was held about waiting times on the phone and the timing waiting message. Mr. Murphy said how long a person was waiting on the phones was a staffing issue. Mayor Weiers suggested they add a prompt in the system giving customers the option of calling at a time that is less busy. Councilmember Sherwood confirmed that the issues customers were experiencing had nothing to do with paying their bill online. There was further discussion about the wait times on the phones.

Mr. Skeete invited Ms. Schurhammer to speak about some of the issues. She explained the billing process. The city sends out about 60,000 bills per month. She said only about 9,500 are on e-pay. She said they can't force people to utilize e-pay. She said customer can pay their bill through the mail, come into the city offices or pay it through the bank. When it is paid through the bank, the bank sends the city a check, so the checks have to be processed. She said due to staffing issues, they may not get all the checks opened the day they arrive. She said there are daily postings of all revenue that comes in. There are only 6 people answering the phones and they get 10-13,000 calls a month. The staff is all cross-trained to do all the functions of the office every day and do the best they can.

Vice Mayor Knaack said she understood about the staffing issues and that the staff is doing the best they can, but they have to figure out how to do better with the customer service.

Mayor Weiers asked if there was a way to have an express lane open to get the customers with simple payments so they can move in and out quickly to alleviate some of the long wait times. Ms. Schurhammer said they do have a plan in place to deal with the lines when long. Councilmember Martinez has brought up the customer service issues in the past and he doesn't want citizens coming away with a bad perception of the city and city services.

Councilmember Sherwood confirmed that the checks received from the banks were just one check and not a large number of checks. Ms. Schurhammer said that was generally the case.

Judge Finn provided a brief summary of the functions of the City Court. There were no questions from Mayor and Council.

Chief Burdick provided a brief summary of the functions of the Fire Department.

Councilmember Chavira asked what the city's response times were. Chief Burdick explained how response times were measured and said currently they are at 6 minutes and 52 seconds. Councilmember Chavira asked how longer response time causes greater risk. at risk by having longer response times. Chief Burdick said for every minute they are not on scene, the fire size doubles. For response times regarding individuals, brain death occurs in 4 to 6 minutes, so they need to arrive prior to that. Councilmember Chavira asked Mr. Skeete how much of the money

collected from Prop 457 was going to public safety as a whole. Mr. Skeete said 60 percent of the general fund goes toward Public Safety, so 60 percent of the revenue from Prop 457 is dedicated to Public Safety.

Vice Mayor Knaack asked if response times have increased over the last few years. Chief Burdick said in 2008, they were only a few seconds away from the national standard of 5 minutes. Today, they are 1 minute 52 seconds away from that 5 minute mark. Vice Mayor Knaack asked why there was an increase in response times. Chief Burdick said due to the increase in call volume and decrease in revenue and an increase in their workload has been the cause. Vice Mayor Knaack asked how they planning to decrease the response times. Chief Burdick said they were reviewing staffing, contracts and increases in revenue. When asked about staffing, Chief Burdick said those issues would be addressed in budget talks. Vice Mayor Knaack said she supports the fire department and would like to see the Prop. 457 money get where it is needed the most.

Mayor Weiers asked about the possibility of running paramedic only vehicles to save costs. Chief Burdick said the contract with Southwest Ambulance has addressed that issue and the 2 person units are very effective. There also has been an increase in fires, so they need the additional personnel as well. He also explained that 4 person units do reduce response times. Chief Burdick said they will look at any suggestions to solve the personnel issues. Mayor Weiers also asked the possibility of having a licensed nurse on staff. Chief Burdick said he is working with Arrowhead Hospital, but won't suggest a program that requires additional funding. He said it is a program that works.

Councilmember Martinez asked how Glendale's response time compared with other cities in the Valley. Chief Burdick said some of the cities have not gone through accreditation and still use averages to calculate their times. Other cities in the valley are accredited departments and use the percentage. He said he would get the information and bring it to the council.

Chief Black provided a brief summary of the functions of the Police Department.

Vice Mayor Knaack congratulated the police department for the arrest of the Grandel gang members. She asked how many sworn officers they have now. Chief Black said they are authorized 405 sworn officer positions and currently have 391 officers. She said they have not hired any new officers since last spring. She said they have seen an increased rate of attrition. She is working with HR on academy dates and working to obtain some lateral officers.

Councilmember Sherwood asked what the response times were for the level 1 through 3 calls and how have those response times changed. Chief Black said their goal for priority 1 and 2 calls is less than 5 minutes. She said for 2012, they were below that response time. Response times for lower priority calls are less than 15 minutes, but actual time is about 21 minutes. The lowest priority calls have a response time of 35 minutes, and the goal is 30 minutes.

Mayor Weiers asked if 391 was the actual number of officers they had today. Chief Black said those were filled positions. Mayor Weiers asked what would be the peak number of officers required. Chief Black said the highest number of police officers the police department ever had was 425 officers. She said if she had all the officers she needed to do all the crime prevention functions and everything else, she would need more than 405 officers. She said they are moving from a zone deployment area to a beat deployment area in July. Chief Black talked about

increases in property crimes and their proactive work, street crime investigations and drug trafficking.

Mayor Weiers asked about the average yearly DUI arrest count 10 years ago compared to today. Chief Black said most of the DUI arrests are made by the motor officers. She said patrol officers are not as involved in those sorts of activities as they were 10 years ago. He asked about the numbers of traffic citations were lower today than they were 10 years ago. Chief Black said citation numbers were down, but so were accident rates. She said there are officers dedicated to traffic issues, but regular patrol officers are not focusing on traffic related issues.

Mayor Weiers asked how many civilian positions have been eliminated that sworn officers are now filling. Chief Black said they have not eliminated any civilian positions this year. She said they have not laid off any civilians positions in the past where sworn officers are now filling those job duties. She said two positions in Emergency Management were moved to the Fire Department. She said in the next couple of weeks, the officers being used in Detention, Records and Communications will be filled and those officers will be returned to their regular job duties.

Councilmember Sherwood said the Police Department has used overtime in the past to compensate for the staffing shortages they have. He said it seemed there was a lot of overtime as well in the specialty teams, such as SWAT and the K-9 units as there is fewer members on these teams. Chief Black said the organization is very lean at this time, but they do get the job done with the resources they have. She said it is essential they maintain the specialty units due to the entertainment district, even though other cities of a similar size might not even try.

Councilmember Alvarez asked where the DARE officers were going to be placed. Chief Black said they have identified the number of officers needed in patrol and investigations and she has since taken the two DARE officers and dedicated them to serve all the schools within their area to be liaisons to work on safety plans with the schools. She has met with the schools most concerned about the loss of the DARE program and is working with them on finding creative ways to continue to provide the services related to this program.

Councilmember Martinez asked what a beat consists of. Chief Black said the size of the beat area is based on the volume of calls. Councilmember Martinez asked about the trends of robberies and assaults. Chief Black said these types of events do tend to occur in cycles, but robberies were down 4 percent. Councilmember Martinez talked about the areas where it seemed a lot of these crimes were occurring. Chief Black said those areas were problem areas.

Councilmember Chavira commended Chief Black in participation in the multi-agency event that resulted in many arrests.

Council Strategic Goals and Objectives - Dick Bowers

Mr. Bowers spoke about talking about the undiscussables and the things we don't want to talk about. He hoped everyone could find the things they all agree on. Mr. Bowers spoke with the Mayor and all the Councilmembers and said discussed the things everyone would like to accomplish at this retreat. He said transparency was a theme repeated often. Other themes were getting information sooner, restoring things that define Glendale, communicating with the public and finding common ground. Mr. Bowers also said that communication was a goal mentioned by many members of the council. He said the council felt the greatest issues were to form a strong, communicative council, address the big issues and to complete the audit and find a firm base.

He discussed the goals adopted last year, which included strong neighborhoods, a vibrant city center and high quality service for citizens. He said this council told him that they would like to achieve a long term plan, appoint the right City Manager, get the audit done and move on and recover Glendale's sense of community.

Mr. Bowers also said the council needed to identify key strategic initiatives. He asked if Mayor Weiers would like to proceed. Mayor Weiers asked if the afternoon was going to be used to discuss key initiatives. Mr. Bowers said yes. Mayor Weiers said that staff, City Manager and City Attorney did not need to remain for the rest of the meeting.

Mr. Bowers asked the council what they would like to see as key issues. Councilmember Martinez suggested hiring the city manager was very important. Mr. Bower said that item was not as strategic as it was tactical.

Vice Mayor Knaack said the city needs to get back to basics and decide what is the role of municipal government.

Councilmember Martinez said there has been concern about the city debt and its impact on the basic services the city must provide. He would like to clarify this and develop a plan to address this. Mr. Bowers said they would have to look past the 2017 budget year.

Mayor Weiers said he has noticed a lack of cooperation between departments, almost like a competition. He said cooperation is the key to getting the job done. Vice Mayor Knaack said the council sets the tone for the standard of cooperation expected. Mayor Weiers said he has noticed that one department will encourage businesses to come to Glendale, but another department will slow the whole process down. He said everyone has to be on the same team and not competing.

Councilmember Chavira said the city has to be more organized and the city should look at the international trade zones for more aggressive economic development.

Councilmember Alvarez said they need to pay more attention to the neighborhoods and communicate more with them. She said many deals are done in executive session and these deals cost the taxpayer. The neighborhoods need to be included in the decisions. She saw the staff acting like the council works for them. The council needs to represent the district and not just certain people in the district. They need to listen to the community. Mr. Bowers clarified by asking Councilmember Alvarez if she was mostly talking about openness and transparency. She said there needs to be transparency in addressing the big items, such as hockey, the casino and Camelback Ranch.

Councilmember Hugh said visiting other cities and towns would help. He said a lot of parks in other cities are much better maintained. He said this goes back to paying attention to the neighborhoods.

Councilmember Martinez commented on the executive sessions. He said in dealing with the big issues like the arena, there are legal issues being discussed and they need guidance from an attorney. He said the big issues have to go to the public anyway. Mr. Bowers said he has worked with a lot of cities and said Glendale is one of the most strict regarding what is discussed in executive session.

Mayor Weiers said it is critical that they address public safety, with crime being up and response times down. Vice Mayor Knaack said that was the whole point of getting back to basics. The

council needs to set the tone for what they are going to do in the future, not just for next year, but for many years to come. Mayor Weiers said the mission today was to figure out what the priorities are. Councilmember Alvarez said they also need to be truthful with the people. She talked about several issues that the people and the council were not informed of.

Mr. Bowers discussed public safety and how the underlying safety of the entire community was of primary concern to the council. Mayor Weiers said the point wasn't that they were having less DUI arrests; it was that there were fewer officers out on the streets to make the arrests. There was discussion about tickets, costs to the court and speeding. Councilmember Chavira said they do need to think past 2017 and how to bring back the values. Councilmember Hugh said it should be a quiet, peaceful city that people will want to visit and raise their families in.

Councilmember Martinez said they need to restore basic services and instead of having a nice DARE program; they should keep the citizens safe. Councilmember Chavira said it is hard to keep focus on that when you have the mass shooting incidents. Vice Mayor Knaack said there might be a way to bring some of that education back into the schools because the school resource officers are in the schools anyway. Mayor Weiers said they could use volunteers acting as public school resource officers. Councilmember Chavira said Chief Black raised a good point about talking to the school boards. There was discussion about the state stepping in for some of the issues surrounding safety in the schools.

Councilmember Sherwood said the police department is not the cause of all the city's problems. He said school districts have to take more ownership when it comes to sharing the cost of school resource officers. He said they have to take care of the mandated services. Councilmember Martinez said they needed to get the arena deal done. Councilmember Sherwood said the other two priorities were to get the audit done and get a city manager. Mayor Weiers said he would like to move all the interim employees into permanent employees. He said they need to start showing more certainty with public safety.

Mr. Bowers went over the issues and said part of the problem is all the issues are very big issues and they weigh on your mind. He spoke about the different events that define the city, like the Chocolate Affaire and Glendale Glitters. Vice Mayor Knaack said they couldn't let Centerline go as the heart of the city was the downtown area. She mentioned the court. Mayor Weiers said they needed to look at how they were going to make that happen. Councilmember Martinez said they need to find a way to offer incentives to get people interested in developing the downtown area. Mayor Weiers said they could target the Centerline area with the added attraction of the new court nearby, there might be growth in this area. Discussion was held about impact fees and how to attract new businesses. Councilmember Knaack discussed setting policy so some of these ideas can be realized. Councilmember Sherwood said the Centerline Business Alliance isn't waiting for the court. He said they can't count on the court building, but need to continue to encourage growth. He said there was synergy for growth to pick up.

Mr. Bowers went over the idea of what can the city do that doesn't cost money to market the Centerline area. Councilmember Sherwood said Glendale was a bedroom community and the tax burden was on the citizens. As growth occurred, they started to build more amenities and put more tax burden on the commercial sector. He did not know if that had been put in writing at some point. He said when you are putting the tax burden on businesses; it might be hard to attract new businesses. Vice Mayor Knaack said the money is going to come from more

business as residents are not going to want to pay more property taxes. Mr. Bowers asked if it was worth looking at the 2025 study to emphasize any points.

Mr. Bowers discussed the city's slogan and asked if that was still the message the council wanted to put out to the citizens. Discussion was held about business, business development and economic growth for the city over the next few years. Councilmember Sherwood asked about strategic goals. They talked about how safety was a fundamental goal. Mayor Weiers spoke of an example of departments getting together as a group to discuss their failures as a way to brainstorm with the group to get solutions. Mr. Bowers asked if they are getting a public value that is equal to or better than the exchange of revenue.

Councilmember Sherwood said employees were watching everything the council does, but now it is affecting their day to day living, so they are very aware of what the council is doing. He said they need to have the sense that the council is working together, which helps employees all the way down the line. The employees need to feel confident in their council. Mayor Weiers said employees have a lot of good ideas on how to save the city money, but won't or can't say anything to their supervisors. He said the supervisors may not want change or the employee is afraid of the supervisor. He would like to get something going to encourage the staff to bring good ideas forward to help save time and money. Councilmember Chavira said the city of Phoenix does have a program like that and it is very effective. Councilmember Alvarez said the city used to have a program like that where the employee could get money for their suggestions. Mayor Weiers said the people that do the work will have the best ideas on how to fix the problems that exist. There was a discussion about several ideas that employees came up with that saved the city money previously. Mr. Bowers said employees love having their ideas seen and suggested inviting them to a meeting to discuss their ideas. Mayor Weiers said it would also look great in the public's eyes that the employees are trying their best to save money and make the city run more efficiently. Mr. Bowers said this would also show council's support of staff.

Councilmember Knaack said the council needs to review the 2025 plan as well as the charter. Council agreed to review both after budget discussions are completed.

Council Guidelines and Council Meeting Rules and Procedures - Dick Bowers

Mr. Bowers also brought up changes or concerns with code, council guidelines and meeting rules and procedures. Councilmember Alvarez asked a question about a notation on the Council Guidelines that they had been amended. It was discussed that a more detailed notation be added to specify which section was amended.

Councilmember Martinez said he would like to amend Section 3 and Section 4 of the City Council Guidelines regarding the monies allocated to the Councilmembers. Due to the current budget situation, he suggested the \$18,000 mentioned in section 3 be cut in half to \$9,000 and the \$15,000 mentioned in section 4 be eliminated altogether. He said the funds are nice to have, but given the current situation, the money should be given back to the general fund. Councilmember Sherwood said these are guidelines and has nothing to do with the budget. He said he doesn't want to lose the option of having this money in the future. He doesn't see a problem with the funds as a guideline, but as a budgetary item, it is excessive. Councilmember Alvarez said it depends on the district you are representing. She said she hasn't taken any money out of the \$15,000 fund. She pays for much of her expenses herself out of her own money. She represents a poor district and she would like to have this money available. Mayor Weiers suggested cutting the funds in half and putting the money in a pool and having the council voting

on how to spend it. Vice Mayor Knaack said council doesn't have to use the \$15,000. She also said in the past, they have spent considerable sums on constituent communications, but they don't need that kind of money anymore because they use email. Councilmember Hugh said if you don't use the money, it just goes back into the budget. Councilmember Sherwood said this was a very, very small portion of the budget and the money can be turned back in if it is not used. Mayor Weiers said if the money stays there, they can use it to bring back some events that have been cancelled. Consensus was to leave the money where it was for now.

There was discussion about some streets that need to be repaired in the city. Councilmember Alvarez said the people living in this area are elderly and have a hard time getting around with the streets not being paved. She has used her money in the past to get streets paved in her district.

Vice Mayor Knaack asked if they had looked at the boards and commissions to decide if they all would stay. Councilmember Martinez said they are cutting them down from 11 to 7, and possibly combining a couple of them.

Councilmember Sherwood next discussed section 8 and 9 of the City Council Guidelines. He said the fiscal year is July to June and their terms of January to December. He suggested changing the guidelines to select the Vice Mayor in December to align with the January to December terms. This would avoid the 6 month terms. Mayor Weiers suggested voting on a new Vice Mayor in November to give them a month to prepare so they are ready to take office in January. Vice Mayor Knaack suggested mid-January to mid-January after the Councilmembers are sworn in. Discussion was held and the council decided the term would be effective from the last scheduled council meeting in January for a period of one year.

Regarding section 9 of the council guidelines, Councilmember Alvarez suggested that Councilmembers should not serve on a committee for more than 2 years at a time. She felt everyone should be allowed the opportunity to serve. Discussion was held about the number of committees and how often each committee met on a regular basis. It was decided to change the guidelines, to a consecutive 2 year term.

Councilmember Sherwood said that the second paragraph of section 12, regarding supporting the city's official position, is not being followed all the time. He said if they are going to be a cohesive council, they are not always going to agree. Discussion was held about supporting the majority opinion of the council. Mr. Bowers said if a Councilmember is there to represent the city; the Councilmember will have to express the council's opinion

Mayor Weiers referenced section 11 that if a Councilmember is going to attend an event in another Councilmember's district, the visiting Councilmember should let the district's Councilmember know they will be attending. He said he has been to several events where several Councilmembers attended. Mayor Weiers said this common courtesy would show they are working together as a team.

Councilmember Martinez asked if he needed to call if he was attending an event pertaining to section 13. Vice Mayor Knaack said if everyone is invited to an event, a phone call isn't really necessary. If only one Councilmember is invited to an event, it shows the council is working together. Mr. Bowers said this is just part of mutual respect and it should be easy to do.

Councilmember Sherwood asked a question about section 14, number 2. He asked if both parties cannot agree to seek a third party for facilitation, would they proceed to number 3. Consensus was that they would move directly to number 3.

Councilmembers next discussed council meeting rules and procedures. Councilmember Sherwood said when the agenda is loaded with sensitive issues; he suggested not even giving a public comment section for non-agenda items. Councilmember Hugh agreed. Mayor Weiers asked if there had to a full council present to listen to public comment. He suggested starting at 5 p.m. for public comment, rotating three people each meeting to be at the meeting at 5 p.m., and then start the meeting at 6 p.m. Mayor Weiers said he would be one of those three people every time. Discussion was held about how many minutes to allow and the procedure to follow. Both Councilmember Alvarez and Vice Mayor Knaack said if they are going to have public comment, the entire council should be there. Council agreed to start the meetings at 6 p.m. and have public comment at the beginning of the meeting. Discussion was held about asking the citizens to state their name and address at the meeting. It was agreed to ask only for the speaker's name and district or cross streets. Councilmembers discussed clapping in the meetings.

There was also discussion of having a prayer at the beginning of the meeting. Mayor Weiers said each Councilmember would have the opportunity to invite someone from their district to attend the meeting and it will show a sense of community. Councilmember Martinez expressed his opposition to having a prayer and feels a moment of silence is sufficient. Vice Mayor Knaack said they should either a prayer or moment of silence, not both. Consensus was there would be a short prayer at the beginning of the meeting.

Retreat Wrap up – Dick Bowers

Mr. Bowers expressed his appreciation for the work the Councilmembers do. He said they will form the seeds of the policy direction and staff will support that. He said the budget is not just a book, but it turns into a primary operating document. He said the Councilmembers expressed great creativity in their discussions today and went outside the box. He said it is exciting for him to see the council work together and create something great.

The meeting was adjourned at 2:05 p.m.

The Code of Conduct

RESOLUTION NO. 4210 NEW SERIES

A RESOLUTION OF THE COUNCIL OF THE CITY OF
GLENDALE, MARICOPA COUNTY, ARIZONA, ADOPTING
THE CODE OF CONDUCT FOR ELECTED OFFICIALS.

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF GLENDALE as follows:

SECTION 1. That the Code of Conduct for Elected Officials, three copies of which are on file in the office of the City Clerk, are hereby adopted and said copies are ordered to remain on file with the City Clerk.

PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of Glendale, Maricopa County, Arizona, this 25th day of November, 2008.


MAYOR

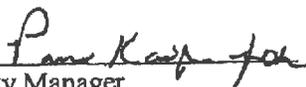
ATTEST:


City Clerk (SEAL)

APPROVED AS TO FORM:


City Attorney

REVIEWED BY:


City Manager

CITY OF GLENDALE

CODE OF CONDUCT

For Elected Officials

<u>TABLE OF CONTENTS</u>		Page
I.	<u>General Background</u>	2
II.	<u>Overview of Roles & Responsibilities of Elected Officials</u>	2 -3
CODE OF CONDUCT FOR ELECTED OFFICIALS		3
Section 1.	<u>Council Conduct with One Another</u>	3-4
Section 2.	<u>Council Conduct with City Staff</u>	4-5
Section 3.	<u>Council Conduct with The Public</u>	5-6
Section 4.	<u>Council Conduct with Other Public Agencies</u>	6-7
Section 5.	<u>Council Conduct with Boards and Commissions</u>	8-9
Section 6.	<u>Council Conduct with The Media</u>	9
Section 7.	<u>Sanctions & Violations</u>	9-10

I. General Background

The City Charter, adopted in 1947, establishes a Council-Manager form of government. Subject to the limitations imposed by the State Constitution and so long as consistent with State law, all powers of the City are vested in the elected City Council. The City Council, which is comprised of six council members and the Mayor, enacts local legislation, adopts budgets, determines policies, and appoints the City Manager, City Clerk, City Attorney, City Treasurer and City Judge.

The council shall consist of a mayor and six (6) other members to be elected by the qualified electors of the City of Glendale as follows:

- (a) The mayor shall be elected from the city at large, pursuant to the election procedure (primary and general elections) specified in ordinances which are adopted according to law or as provided for under the City of Glendale Charter.
- (b) The six (6) other council members shall be elected from six (6) geographic districts within the City of Glendale. Each district shall contain a substantially equal number of electors. Electors in each district shall vote only for the council candidates nominated from the district in which the electors reside.
- (c) Each candidate for one of the six (6) council seats shall at the time of nomination and during his tenure maintain his permanent residence within the district from which he is nominated.
- (d) No candidate for the six (6) council seats may run for more than one district in any regular election.

The City Council is committed to ensuring active public participation in their decision-making processes:

- (a) Through the appointment of citizens to the City's advisory boards and commissions.
- (b) Through special assignment of citizens to issue-oriented task forces such as the Bond Committee.
- (c) By hosting or attending neighborhood meetings and events.
- (d) By sponsoring regional and community forums on such topics as youth, transportation, economic development and parks.
- (e) Through the actions of Citizen Participation Plans in accordance with city ordinances section 3.304 and 3.305.

II. Roles and Responsibilities of Elected Officials

NOTE: For the purpose of the Code of Ethics and Code of Conduct, the term council member refers to Mayor and Council; all members of the City Council.

THE MAYOR

The Mayor shall be the chairman of the council and preside over its deliberations. He or she may make and second motions and shall have a voice and vote in all its proceedings. He or she shall be recognized as head of the city government for all ceremonial purposes and by the governor for purposes of military law, but shall have no regular administrative duties.

THE VICE-MAYOR

The council shall designate one (1) of its members as Vice Mayor, who shall serve in such capacity at the pleasure of the council. The vice mayor shall perform the duties of the mayor during the mayor's absence or disability.

THE COUNCIL MEMBERS

All powers of the city, not in conflict with the constitution and subject to the limitations of this charter, shall be vested in the council, who shall enact appropriate legislation and do and perform any and all acts and things which may be necessary and proper to carry out these powers or any of the provisions of this charter.

Code of Conduct **For Elected Officials**

This Code of Conduct is designed to describe the manner in which council members should treat one another, city staff, constituents, and others they come into contact with in representing the City of Glendale.

The constant and consistent theme through all of the conduct guidelines is "respect." Elected officials are called upon to exhibit behavior consistent with the Code of Conduct and Code of Ethics at all times.

Section 1 - Council Conduct with One Another

A. Use formal titles

The council should refer to one another formally during public meetings as Mayor, Vice Mayor or council member followed by the individual's last name.

B. Use civility and decorum in discussions and debate

Difficult questions, tough challenges to a particular point of view, and criticism of ideas and information are legitimate elements of free democracy in action. This does not allow, however, council members to make belligerent, personal, impertinent, slanderous, threatening, abusive, or personally disparaging comments in public meetings or during

individual encounters. No shouting or physical actions that could be construed as threatening or demeaning will be acceptable.

If a council member is personally offended by the remarks of another council member, the offended council member should make notes of the actual words used and call for a "point of personal privilege" that challenges the other council member to justify or apologize for the language used.

C. Honor the role of the Chair in maintaining order

It is the responsibility of the Mayor, as Chair of the council under the Charter, to keep the comments of council members on track during public meetings. Council members should honor efforts by the Mayor to focus discussion on current agenda items. If there is disagreement about the agenda or the Mayor's actions, those objections should be voiced politely and with reason, following commonly recognized parliamentary procedure.

D. Demonstrate effective problem-solving approaches

Council members have a public forum to show how individuals with disparate points of view can find common ground and seek a compromise that benefits the community as a whole. This public forum should be used in the most effective and beneficial manner.

Section 2 - Council Conduct with City Staff

A. Treat all staff as professionals

Clear, honest communication that respects the abilities, experience, and dignity of each individual is expected. Poor behavior towards staff is not acceptable. Council members should refer to staff by their title followed by the individual's last name in public meetings when first introduced.

B. Limit contact to specific City staff

Questions of City staff and/or requests for additional background information shall be directed to the City Manager, City Attorney, Assistant City Manager, Deputy City Managers, or Department Heads.

Requests for follow-up or directions to staff should be made only through the City Manager or the City Attorney when appropriate. When in doubt about what staff contact is appropriate, council members should ask the City Manger for direction. Materials supplied to a council member in response to a request will be made available to all members of the council so that all have equal access to information.

C. Do not disrupt City staff from their jobs

Council members should not disrupt City staff while they are in meetings, on the phone, or engrossed in performing their job functions in order to have their individual needs met.

D. Never publicly criticize an individual employee

Council should never express concerns about the performance of a City employee in public, to the employee directly, or to the employee's manager. Comments about staff performance should only be made to the City Manager through private correspondence or conversation. Comments about staff in the office of the appointed officials should be made directly to appointed official.

E. Do not get involved in administrative functions

Except as otherwise provided in this charter, neither the council nor any of its members shall interfere with the execution by the city manager of his powers and duties, or order, directly or indirectly, the appointment by the city manager of any person to an office or employment or his removal there from. Except for purposes of inquiry, the council and its members shall deal with the administrative service under the city manager solely through the city manager, and neither the council nor any member thereof shall give orders to any subordinate of the city manager, either publicly or privately.

Nothing in this section shall be construed, however, as prohibiting the council while in open session from fully and freely discussing with or suggesting to the city manager anything pertaining to city affairs or the interests of the city.

F. Do not attend meetings with City staff unless requested by staff.

Even if the council member does not say anything, the council member's presence implies support, shows partiality, intimidates staff, and hampers staff's ability to do their job objectively.

G. Limit requests for staff support

Council members are provided with staff to assist with various administrative activities. These staff members are merit system employees and, while available to assist the council members to which they are assigned, they remain subject to all the rules and directives that are applicable to all City employees. Requests for additional staff support, beyond the currently assigned staff, even in high-priority or emergency situations, should be made only to the City Manager who is responsible for allocating City resources in order to maintain professional, well-run City functions.

H. Do not solicit political support from staff

Council members should not solicit any type of political support (financial contributions, display of posters or lawn signs, name on support list, collection of petition signatures, etc.) from City staff. City staff may, as private citizens within constitutional rights, support political candidates but all such activities must be done away from the workplace and the staff cannot identify themselves in any manner as City employees.

Section 3 - Council Conduct with The Public

In Public Meetings

Making the public feel welcome is an important part of the democratic process. No signs of partiality, prejudice or disrespect should be evident on the part of individual council members toward an individual participating in a public forum. Every effort should be made to be fair and impartial in listening to public testimony.

A. Be welcoming to speakers and treat them with care and gentleness

For many citizens, speaking in front of council is a new and difficult experience. Under such circumstances many are nervous. Council members are expected to treat citizens with care and respect during public hearings. Council members should commit full attention to the speakers or any materials relevant to the topic at hand. Comments and non-verbal expressions should be appropriate, respectful and professional. Questions by council members to speakers should seek to clarify or expand information.

B. Be fair and equitable in allocating public hearing time to individual speakers

The Mayor will determine and announce time limits on speakers at the start of the public hearing process. Generally, each speaker will be allocated five-minutes with applicants and appellants or their designated representatives allowed more time. If many speakers are anticipated, the Mayor may shorten the time limit and/or ask speakers to limit themselves to new information and points of view not already covered by previous speakers. The public hearings and citizen comments time will be conducted in accordance with Resolution 3136.

Each speaker may only speak once during the public hearing unless the council requests additional clarification later in the process. After the close of the public hearing, no more public testimony will be accepted unless the Mayor reopens the public hearing for a limited and specific purpose.

C. Active listening

Council members shall actively listen to and be attentive to speakers.

D. Ask for clarification, but avoid debate and argument with the public

Only the Mayor, not the individual council members, should interrupt a speaker during a presentation. However, a council member can ask the Mayor for a point of order if the speaker is off the topic or exhibiting behavior or language the council member finds disturbing. Questions by council members to members of the public testifying should seek to clarify or expand information.

E. Follow parliamentary procedure in conducting public meetings

The City Attorney serves as advisory parliamentarian for the City and is available to answer questions or interpret situations according to parliamentary procedures. Final

rulings on parliamentary procedure are made by the Mayor, subject to the appeal of the full council.

In Unofficial Settings

F. Make no promises on behalf of the Council in unofficial settings.

Council members will frequently be asked to explain a council action or to give their opinion about an issue as they meet and talk with constituents in the community.

It is appropriate to give a brief overview of City policy and to refer to City staff for further information. Overt or implicit promises of specific council action, or to promise City staff will take some specific action are to be avoided.

Section 4 - Council Conduct with Other Public Agencies

A. Be clear about representing the city or personal interests

If a council member appears before another governmental agency or organization to give a statement on an issue, the council member must clearly state 1) whether his or her statement reflects personal opinion or is the official stance of the City; 2) whether this is the majority or minority opinion of the council.

B. Representation of the City on an Outside Board, Commission, or to an Outside Agency

If the council member is representing the City, that council member must consistently support and advocate the City's official position on an issue and cannot foster or further a personal viewpoint that is inconsistent with the official City position.

Council members must inform the council of their involvement in an outside organization if that organization is or may become involved in any issue within the City's jurisdiction. If an individual council member publicly represents or speaks on behalf of another organization whose position differs from the City's official position on any issue, the council member must clearly communicate the organization upon whose behalf they are speaking and must withdraw from voting as a council member upon any action that has bearing upon the conflicting issue.

C. Correspondence also should be equally clear about representation

City letterhead shall be used only when the council member is solely representing and speaking on behalf of the City and with the council member's official capacity. A copy of official correspondence should be given to the council office and mayor's office staff to be maintained as a public record.

D. Representation of the City on Intergovernmental Commissions and Other Outside Entities

Council members serving on committees or boards as the City representative on outside entities or agencies shall properly communicate with other council members on issues pertinent to the city.

Section 5 - Council Conduct With Boards and Commissions*

*Mayor and City Manager ex-officio members.

The Mayor and City Manager shall be ex-officio members, without voting privileges, of all boards and commissions.

A. Limit contact with Board and Commission members to questions of clarification
Council members shall not contact a Board or Commission member to lobby on behalf of an individual, business, or developer. Council members may contact Board or

Commission members in order to clarify a position taken by the Board or Commission or a member of that Board or Commission. Council members may respond to inquiries from Board and Commission members. Communications should be for information only.

B. If attending a Board or Commission meeting, be careful to only express personal opinions

Council members may attend any Board or Commission meeting, which are always open to any member of the public. However, they should be sensitive to the way their participation—especially if it is on behalf of an individual, business or developer—could be viewed as unfairly affecting the process.

Except as allowed by the City charter, public comments by a council member at a Board or Commission meeting should be clearly made as individual opinion and not a representation of the feelings of the council.

C. Remember that Boards and Commissions serve the community, not individual council members

The City Council appoints individuals to serve on Boards and Commissions, and it is the responsibility of Boards and Commissions to follow policy established by the council. However, Board and Commission members do not report to individual council members, nor should council members feel they have the power or right to threaten Board and Commission members with removal if they disagree about an issue. Appointment and re-appointment to a Board or Commission will be based on such criteria as recommended by the Government Services Committee.

D. Be respectful of diverse opinions

A primary role of Boards and Commissions is to represent many points of view in the community and to provide the council with advice based on a full spectrum of concerns and perspectives. Council members may have a closer working relationship with some

individuals serving on Boards and Commissions, but must be fair and respectful of all citizens serving on Boards and Commissions.

E. Keep political support away from public forums

Board and Commission members may offer political support to a council member, but not in a public forum while conducting official duties. Conversely, council members may support Board and Commission members who are running for office, but not in an official forum in their capacity as a council member.

Section 6 - Council Conduct with the Media

A. Expression of Positions on Issue

When communicating with the media, council members should clearly differentiate between personal opinions and the official position of the City. All council members represent one vote of seven and until a vote on any issue is taken, council members' positions are merely their own.

B. Discussions Regarding Staff Members

Council members should not discuss personnel issues or other matters regarding individual staff members in the media. Any issues pertaining to staff should only be addressed directly to the City Manager.

SECTION 7 – Sanctions & Violations

A. Process

- (1) The first and most important step in this section is the requirement that the offended Council member address the concern with the offending Council member including a description of the specific action observed, the relationship of that event to the Code and, if applicable, the impact it had on the offended Council member. The purpose of this first step is to assure that an attempt has been made to discuss the issue and resolve the conflict without proceeding further. This step requires no formal action and no involvement of other Council members.
- (2) Either party may request, and both must agree, to seek a third party who will assist in facilitating the discussion toward a mutually satisfactory conclusion. If any expenses are incurred they will be paid for equally from the district funds of each member engaged in the mediation.
- (3) If the situation cannot be settled through the process in steps (1) and (2), either Council member may choose to refer the concern to the entire Council for their review. The Council will serve as a committee of the whole for purposes of Code violation and sanction consideration.

- (4) To present the concern to the Council, the offended member must advise the offending Council member that the issue will be taken to the Council and subsequently ask the City Manager to post the issue for the earliest upcoming executive session. All laws pertaining to executive session will apply. Included in those rules is the option for the offending Council member to exercise their right to request that the discussion be held in an open hearing. The City Attorney's Office will prepare notice to the Council member or Council members that are to be discussed in executive session as required by law.
- (5) The Council will discuss the issue in order to:
 - (a) become fully informed;
 - (b) determine if there appears to be a violation of the Code of Conduct;
 - (c) seek resolution without further action or, if necessary schedule the issue for an upcoming public hearing for final determination regarding whether a violation occurred and if necessary;
 - (d) determine what sanction is most appropriate; customarily, sanctions are limited to a letter of reprimand or censure.
- (6) A 2/3 vote of the Council at a regular council meeting will be required for a determination that a violation has occurred and likewise, a 2/3 vote for the sanction to be imposed.
- (7) If a sanction is imposed, the language will follow a specific format to be established by the Council and used consistently as such situations occur.

B. Effects of Violations

The Code of Conduct alone does not provide a basis for challenging the validity of any final enactment, resolution, decision, determination, or recommendation of the council, a board or a commission.

The Code of Ethics

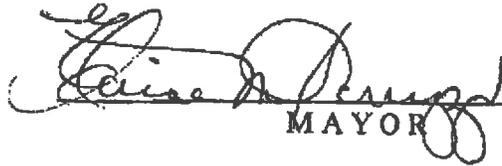
RESOLUTION NO. 4209 NEW SERIES

A RESOLUTION OF THE COUNCIL OF THE CITY OF
GLENDALE, MARICOPA COUNTY, ARIZONA, ADOPTING
THE CODE OF ETHICS FOR GLENDALE CITY COUNCIL
AND CITY OF GLENDALE BOARDS AND COMMISSIONS.

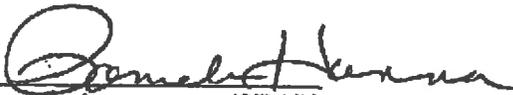
BE IT RESOLVED BY THE COUNCIL OF THE CITY OF GLENDALE as follows:

SECTION 1. That the Code of Ethics for Glendale City Council and City of Glendale
Boards and Commissions, three copies of which are on file in the office of the City Clerk, are
hereby adopted and said copies are ordered to remain on file with the City Clerk.

PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of
Glendale, Maricopa County, Arizona, this 25th day of November, 2008.


MAYOR

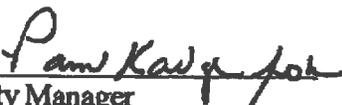
ATTEST:


City Clerk (SEAL)

APPROVED AS TO FORM:


City Attorney

REVIEWED BY:


City Manager

CITY OF GLENDALE

CODE OF ETHICS

For Elected Officials and City of

Glendale Boards and Commissions

TABLE OF CONTENTS

Page

Preamble

1. Keep the Public Interest Paramount	2
2. Comply with the Law	2
3. Conduct of Members	2
4. Respect for the Process	2
5. Conduct of Public Meeting	2
6. Decisions Based on Merit	3
7. Communication	3
8. Conflict of Interest	3
9. Gifts and Favors	3
10. Confidential Information	3
11. Use of Public Resources	3
12. Representation of Private Interests	3
13. Advocacy	4
14. Policy Role of Members	4
15. Independence of Boards and Commissions	4
16. Positive Work Place Environment	4
17. Implementation	4
18. Compliance and Enforcement Procedures	4-5

Preamble

The citizens of Glendale are entitled to have fair, ethical and accountable local government which has earned the public's full confidence. In keeping with the City of Glendale commitment to effective functioning of democratic government, public officials, both elected and appointed, shall comply with both the letter and spirit of the laws and policies affecting the operations of government; be independent, impartial and fair in their judgment and actions; use their office for the public good and not for personal gain. All public deliberations and processes shall be conducted openly, unless to be held confidential in accordance with the law, and in an atmosphere of respect and civility.

To this end, the Glendale City Council has adopted a Code of Ethics for members of the City Council and of the City's boards and commissions to assure public confidence in the integrity of local government and its effective and fair operation.

1. Keep the Public Interest Paramount

Recognizing that stewardship of the public interest is their primary concern, all members will work for the common good of the people of Glendale and not for any private or personal interest, and they will assure fair and equal treatment of all persons and issues coming before the Glendale City Council, boards and commissions.

2. Comply with the Law

Members shall comply with the laws of the nation, the State of Arizona and the City of Glendale in the performance of their public duties. These laws include, but are not limited to: the United States and Arizona constitutions; the Glendale City Charter; laws pertaining to conflicts of interest, election campaigns, financial disclosures, employer responsibilities, and open processes of government; and City ordinances and policies.

3. Conduct of Members

The professional and personal conduct of members must be above reproach and avoid even the appearance of impropriety. Members, in compliance with the Code of Conduct, shall refrain from abusive conduct, personal charges or verbal attacks upon the character or motives of other members of council, boards and commissions, the staff or public.

4. Respect for Process

Members shall perform their duties in accordance with the processes and rules of order established by the City Council and board and commissions.

5. Conduct of Public Meetings

Members shall prepare themselves for public issues; listen courteously and attentively to all public discussions before the body; and focus on the business at hand. They shall refrain from interrupting other speakers; making personal comments not germane to the business of the body; or otherwise interfering with the orderly conduct of meetings.

6. Decisions Based on Merit

Members shall base their decisions on the merits and substance of the matter at hand, rather than on unrelated considerations.

7. Communication

Members shall publicly share substantive information that is relevant to a matter under consideration by the council or boards and commissions, which they may have received from sources outside of the public decision making process.

8. Conflict of Interest

In order to assure their independence and impartiality on behalf of the common good, members shall not use their official positions to influence government decisions in which they have a material financial interest or where they have an organizational responsibility or personal relationship which may give the appearance of a conflict of interest.

Furthermore, members shall comply with the law and rules with respect to all actual or potential conflicts of interest.

9. Gifts and Favors

Members shall not take any special advantage of services or opportunities for personal gain that are not available to the public in general. They shall refrain from accepting any gifts, favors or promises of future benefits which might compromise their independence of judgment or action or give the appearance of being compromised. Members shall comply with state laws pertaining to the disclosure of gifts or prohibits against gift in any specific and applicable circumstances.

10. Confidential Information

Members shall respect the confidentiality of information concerning the property, personnel, or affairs of the City. They shall neither disclose confidential information without proper legal authorization, nor use such information for private interests, financial gain, or any other personal purposes.

11. Use of Public Resources

Members shall not use public resources not available to the public in general, such as City staff time, equipment, supplies or facilities, for private gain or personal purposes.

12. Representation of Private Interests

In keeping with their role as stewards of the public interest, members of council shall not appear on behalf of the private interests of third parties before the council or any board, commission or proceeding of the City, nor shall members of boards and commissions appear before their own bodies or before the council on behalf of the private interests of third parties on matters related to the areas of service of their bodies.

13. Advocacy

Members shall represent the official policies or positions of the City Council, board or commission to the best of their ability when designated as delegates for this purpose. When presenting their individual opinions and positions, members shall explicitly state they do not represent their body or the City of Glendale, nor will they allow the inference that they do.

14. Policy Role of Members

Members shall respect and adhere to the council-manager form of government as established by the City Charter. Members therefore shall not interfere with the administrative functions of the City or the professional duties of City staff; nor shall they impair the ability of staff to implement council policy decisions.

15. Independence of Boards and Commissions

Because of the value of the independent advice of boards and commissions to the public decision-making process, members of council shall refrain from using their position to unduly influence the deliberations or outcomes of board and commission proceedings.

16. Positive Work Place Environment

Members shall support the maintenance of a positive and constructive work place environment for City employees and for citizens and businesses dealing with the City. Members shall recognize their special role in dealings with City employees to in no way create the perception of inappropriate direction to staff.

17. Implementation

As an expression of the standards of conduct for members, the Code of Ethics for Elected Officials and Board and Commission Members is intended to be self-enforcing. It therefore becomes most effective when members are thoroughly familiar with it and embrace its provisions.

18. Compliance and Enforcement Procedures

A. Process for Council members

- (1) The first and most important step in this section is the requirement that the offended Council member address the concern with the offending Council member including a description of the specific action observed, the relationship of that event to the Code and, if applicable, the impact it had on the offended Council member. The purpose of this first step is to assure that an attempt has been made to discuss the issue and resolve the conflict without proceeding further. This step requires no formal action and no involvement of other Council members.

- (2) Either party may request, and both must agree, to seek a third party who will assist in facilitating the discussion toward a mutually satisfactory conclusion. If any expenses are incurred they will be paid for equally from the district funds of each member engaged in the mediation.
- (3) If the situation cannot be settled through the process in steps (1) and (2), either Council member may choose to refer the concern to the entire Council for their review. The Council will serve as a committee of the whole for purposes of Code violation and sanction consideration.
- (4) To present the concern to the Council, the offended member must advise the offending Council member that the issue will be taken to the Council and subsequently ask the City Manager to post the issue for the earliest upcoming executive session. All laws pertaining to executive session will apply. Included in those rules is the option for the offending Council member to exercise their right to request that the discussion be held in an open hearing. The City Attorney's Office will prepare notice to the Council member or Council members that are to be discussed in executive session as required by law.
- (5) The Council will discuss the issue in order to:
 - a. become fully informed;
 - b. determine if there appears to be a violation of the Code of Conduct;
 - c. seek resolution without further action or, if necessary schedule the issue for an upcoming public hearing for final determination regarding whether a violation occurred and if necessary;
 - d. determine what sanction is most appropriate; customarily, sanctions are limited to a letter of reprimand or censure.
- (6) A 2/3 vote of the Council at a regular council meeting will be required for a determination that a violation has occurred and likewise, a 2/3 vote for the sanction to be imposed.
- (7) If a sanction is imposed, the language will follow a specific format to be established by the Council and used consistently as such situations occur.

B. Process for Board and Commission Members

Inappropriate behavior can lead to removal. Inappropriate behavior by a Board or Commission member should be communicated to the Chair of the Government Services Committee who will communicate to the council member who presented the member for appointment. If inappropriate behavior continues, the situation will be brought to the attention of the council and the individual is subject to removal from the Board or Commission in accordance with any applicable ordinance.

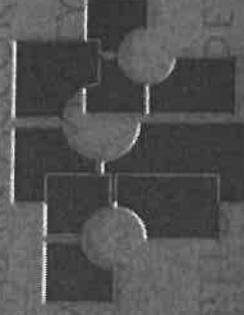
C. Effects of Violations

The Code of Ethics alone does not provide a basis for challenging the validity of any final enactment, resolution, decision, determination, or recommendation of the council, a board or a commission.

CITY OF GLENDALE

CODE OF ETHICS

FOR ELECTED OFFICIALS
AND CITY OF GLENDALE BOARDS AND COMMISSIONS



OFFICE OF THE CLERK
CITY OF GLENDALE
GLENDALE, CALIFORNIA
CITY OF GLENDALE
OFFICE OF THE CLERK
CITY OF GLENDALE
GLENDALE, CALIFORNIA
CITY OF GLENDALE
OFFICE OF THE CLERK
CITY OF GLENDALE
GLENDALE, CALIFORNIA

RESOLUTION NUMBER 4209 • ADOPTED 11/25/08

CODE OF ETHICS FOR ELECTED OFFICIALS AND CITY OF GLENDALE BOARDS AND COMMISSIONS

TABLE OF CONTENTS

	Page
Preamble	
1. Keep the Public Interest Paramount	3
2. Comply with the Law	3
3. Conduct of Members	3
4. Respect for the Process	4
5. Conduct of Public Meeting	4
6. Decisions Based on Merit	4
7. Communication	4
8. Conflict of Interest	4
9. Gifts and Favors	4
10. Confidential Information	5
11. Use of Public Resources	5
12. Representation of Private Interests	5
13. Advocacy	5
14. Policy Role of Members	5
15. Independence of Boards and Commissions	5
16. Positive Work Place Environment	6
17. Implementation	6
18. Compliance and Enforcement Procedures	6-7

Preamble

The citizens of Glendale are entitled to have fair, ethical and accountable local government which has earned the public's full confidence. In keeping with the City of Glendale commitment to effective functioning of democratic government, public officials, both elected and appointed, shall comply with both the letter and spirit of the laws and policies affecting the operations of government; be independent, impartial and fair in their judgment and actions; use their office for the public good and not for personal gain. All public deliberations and processes shall be conducted openly, unless to be held confidential in accordance with the law, and in an atmosphere of respect and civility.

To this end, the Glendale City Council has adopted a Code of Ethics for members of the City Council and of the City's boards and commissions to assure public confidence in the integrity of local government and its effective and fair operation.

1. Keep the Public Interest Paramount

Recognizing that stewardship of the public interest is their primary concern, all members will work for the common good of the people of Glendale and not for any private or personal interest, and they will assure fair and equal treatment of all persons and issues coming before the Glendale City Council, boards and commissions.

2. Comply with the Law

Members shall comply with the laws of the nation, the State of Arizona and the City of Glendale in the performance of their public duties. These laws include, but are not limited to: the United States and Arizona constitutions; the Glendale City Charter; laws pertaining to conflicts of interest, election campaigns, financial disclosures, employer responsibilities, and open processes of government; and City ordinances and policies.

3. Conduct of Members

The professional and personal conduct of members must be above reproach and avoid even the appearance of impropriety. Members, in compliance with the Code of Conduct, shall refrain from abusive conduct, personal charges or verbal attacks upon the character or motives of other members of council, boards and commissions, the staff or public.

4. Respect for Process

Members shall perform their duties in accordance with the processes and rules of order established by the City Council and board and commissions.

5. Conduct of Public Meetings

Members shall prepare themselves for public issues; listen courteously and attentively to all public discussions before the body; and focus on the business at hand. They shall refrain from interrupting other speakers; making personal comments not germane to the business of the body; or otherwise interfering with the orderly conduct of meetings.

6. Decisions Based on Merit

Members shall base their decisions on the merits and substance of the matter at hand, rather than on unrelated considerations.

7. Communication

Members shall publicly share substantive information that is relevant to a matter under consideration by the council or boards and commissions, which they may have received from sources outside of the public decision making process.

8. Conflict of Interest

In order to assure their independence and impartiality on behalf of the common good, members shall not use their official positions to influence government decisions in which they have a material financial interest or where they have an organizational responsibility or personal relationship which may give the appearance of a conflict of interest.

Furthermore, members shall comply with the law and rules with respect to all actual or potential conflicts of interest.

9. Gifts and Favors

Members shall not take any special advantage of services or opportunities for personal gain that are not available to the public in general. They shall refrain from accepting any gifts, favors or promises of future benefits which might compromise their independence of judgment or action or give the appearance of being compromised. Members shall comply with state laws pertaining to the disclosure of gifts or prohibits against gift in any specific and applicable circumstances.

10. Confidential Information

Members shall respect the confidentiality of information concerning the property, personnel, or affairs of the City. They shall neither disclose confidential information without proper legal authorization, nor use such information for private interests, financial gain, or any other personal purposes.

11. Use of Public Resources

Members shall not use public resources not available to the public in general, such as City staff time, equipment, supplies or facilities, for private gain or personal purposes.

12. Representation of Private Interests

In keeping with their role as stewards of the public interest, members of council shall not appear on behalf of the private interests of third parties before the council or any board, commission or proceeding of the City, nor shall members of boards and commissions appear before their own bodies or before the council on behalf of the private interests of third parties on matters related to the areas of service of their bodies.

13. Advocacy

Members shall represent the official policies or positions of the City Council, board or commission to the best of their ability when designated as delegates for this purpose. When presenting their individual opinions and positions, members shall explicitly state they do not represent their body or the City of Glendale, nor will they allow the inference that they do.

14. Policy Role of Members

Members shall respect and adhere to the council-manager form of government as established by the City Charter. Members therefore shall not interfere with the administrative functions of the City or the professional duties of City staff; nor shall they impair the ability of staff to implement council policy decisions.

15. Independence of Boards and Commissions

Because of the value of the independent advice of boards and commissions to the public decision-making process, members of council shall refrain from using their position to unduly influence the deliberations or outcomes of board and commission proceedings.

16. Positive Work Place Environment

Members shall support the maintenance of a positive and constructive work place environment for City employees and for citizens and businesses dealing with the City. Members shall recognize their special role in dealings with City employees to in no way create the perception of inappropriate direction to staff.

17. Implementation

As an expression of the standards of conduct for members, the Code of Ethics for Elected Officials and Board and Commission Members is intended to be self-enforcing. It therefore becomes most effective when members are thoroughly familiar with it and embrace its provisions.

18. Compliance and Enforcement Procedures

A. Process for Council members

- (1) The first and most important step in this section is the requirement that the offended Council member address the concern with the offending Council member including a description of the specific action observed, the relationship of that event to the Code and, if applicable, the impact it had on the offended Council member. The purpose of this first step is to assure that an attempt has been made to discuss the issue and resolve the conflict without proceeding further. This step requires no formal action and no involvement of other Council members.
- (2) Either party may request, and both must agree, to seek a third party who will assist in facilitating the discussion toward a mutually satisfactory conclusion. If any expenses are incurred they will be paid for equally from the district funds of each member engaged in the mediation.
- (3) If the situation cannot be settled through the process in steps (1) and (2), either Council member may choose to refer the concern to the entire Council for their review. The Council will serve as a committee of the whole for purposes of Code violation and sanction consideration.
- (4) To present the concern to the Council, the offended member must advise the offending Council member that the issue will be taken to the Council and subsequently ask the City Manager to post the issue for the earliest upcoming executive session. All laws pertaining to executive session will apply. Included in those rules is the option for the offending Council member to exercise their right to request that the discussion be held in an open hearing. The City Attorney's Office will prepare notice to the Council member or Council members that are to be discussed in executive session as required by law.

- (5) The Council will discuss the issue in order to:
- a. become fully informed;
 - b. determine if there appears to be a violation of the Code of Conduct;
 - c. seek resolution without further action or, if necessary schedule the issue for an upcoming public hearing for final determination regarding whether a violation occurred and if necessary;
 - d. determine what sanction is most appropriate; customarily, sanctions are limited to a letter of reprimand or censure.
- (6) A 2/3 vote of the Council at a regular council meeting will be required for a determination that a violation has occurred and likewise, a 2/3 vote for the sanction to be imposed.
- (7) If a sanction is imposed, the language will follow a specific format to be established by the Council and used consistently as such situations occur.

B. Process for Board and Commission Members

Inappropriate behavior can lead to removal. Inappropriate behavior by a Board or Commission member should be communicated to the Chair of the Government Services Committee who will communicate to the council member who presented the member for appointment. If inappropriate behavior continues, the situation will be brought to the attention of the council and the individual is subject to removal from the Board or Commission in accordance with any applicable ordinance.

C. Effects of Violations

The Code of Ethics alone does not provide a basis for challenging the validity of any final enactment, resolution, decision, determination, or recommendation of the council, a board or a commission.