

CITY OF GLENDALE



STRATEGIC PLANNING & BALANCED SCORECARD INITIATIVE

VALUES, MISSION, & VISION

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Strategic Planning & Balanced Scorecard Initiative

Values, Mission, Vision

Executive Summary

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

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

Proposed Statements

Values

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

Mission

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

Vision

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

Stakeholder Feedback Results

...

82 participants

5 sessions

60% have
lived/worked in
Glendale 11+ years

81% found value in the
facilitated sessions

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

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

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

Values

Objective

To create values or value statements that:

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

Staff Analysis

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

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

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

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

Variation for Consideration

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

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

WE ARE COMMITTED TO EXCELLENCE THROUGH OPERATIONAL AND FINANCIAL STEWARDSHIP.²

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

WE EMPOWER OUR EMPLOYEES TO BE INNOVATIVE.

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

WE ARE COMMUNITY DRIVEN.³

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

WE ARE A LEARNING ORGANIZATION.

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

¹ Includes key concepts from “A heritage/commitment to inclusiveness and belonging” and “A bias for action”.

² Includes key concepts from “A bias for action”.

³ Includes key concepts from “A heritage/commitment to inclusiveness and belonging”.

Mission Statement

Objective

To create a mission statement that is:

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

Council Session Details

Top Statement

“We make someone’s life better every day.”

Council Commentary

Comments and suggested enhancements:

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

Staff Analysis

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

Variation for Council Consideration:

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

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

Vision Statement

Objective

To create a vision statement that is:

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

Council Session Details

Transcript Excerpt

No. Idea

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

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

Repeated Themes

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

Consultant Compilation of Ideas

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

Staff Analysis

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

Variation for Council Consideration

Glendale 2022:

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

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

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

Appendix A

Council Session Transcript and Assessment

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