City of Glendale

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

Advanced Strategy Lab® Session Document

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Facilitated by:

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

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

The Role of Values in Guiding an Organization

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

Ideas Results

No.	Idea
1.	Create trust
2.	Makes it fair
3.	Provide vision
4.	They are the compass for behaviors
5.	Quality of Life
6.	Respect
7.	Makes it fair
8.	Creates a sense of belonging
9.	Opportunities
10.	Consistency
11.	Can do attitude for entire organization-facilitate rather than regulate
12.	Creates a "check" on actions when tempted to go astray.
13.	Offers parameters to employees and citizens alike
14.	Helps all know what expectations are
15.	Open communication- all across organization
16.	They demonstrate what we value most
17.	It's all in defining the elements of the value in specific practical ways
18.	Fully transparent to all
19.	They provide accountability
20.	Core values set the tone of the organization. They set the direction for employees to follow it provides them with a since of purpose. It brings meaning, pride and passion for the organization they work for.

21. Loyalty to the "value", not to individuals

22. Future decisions will have some guidelines on which determine if appropriate

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

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

Ideas Results

No.	Idea
1.	Creates trust within organization
2.	Creates equity/fairness
3.	Values drive and align with desired behaviors
4.	Imply a level of respect
5.	Enables people to belong/align with an organization
6.	Creates operational consistency
7.	Creates a framework for decisions
8.	Helps align internal employees with external stakeholders
9.	Creates clear expectations
10.	Creates a sense of attitude
11.	Fosters open communications
12.	Allow us to put into play what is important to us
13.	Create accountability
14.	Creates a sense of tonality

What Creates Strong and Enduring Values

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

Ideas Results

No.	Idea
1.	Successes
2.	Buy in
3.	Accountability
4.	Integrity
5.	Results
6.	(Syncable) values
7.	Values that all can agree on
8.	Trust
9.	Bottom to top driven
10.	Adherence
11.	Attainable
12.	Honest input
13.	Clear direction
14.	Data driven
15.	Team approach
16.	Values with input from the entire organization
17.	Recognition and rewards for success
18.	Leadership advances values thru behavior
19.	Well vetted
20.	Clear expectations and accountability
21.	Happy citizens
22.	Atmosphere of encouragement

23. Community input

24. Recognizing when someone does the "right" thing instead of the easy thing.

25. Recognize that 100 percent buy in is not possible

26. Values citizens trust

27. "Tone at the top"

(2) Categorization of What Creates Strong and Enduring Values

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

Ideas Results

No.	Idea
1.	Strong buy in from all stakeholders
2.	Accountability in execution
3.	Baseline of integrity and trust
4.	Values seem to drive consistent organizational success
5.	Values are clear/understandable
6.	Values that are agreed upon by a broad set of stakeholders
7.	Developed with input of entire organization
8.	Leadership recognizes/rewards behaviors around the values
9.	Realistic and can be put into play
10.	Well vetted/reviewed -- people get them
11.	We begin to see successes appear that broaden organizational buy in
12.	Create an opportunity for everyone to feel they are being treated fairly

Context on Our Values Development for Glendale

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

Ideas Results

No.   Idea

1.   Start with a fresh look. There may be values that in been in place before for the organization and they may have had good impact and we'll see them again. At the same time, this is a different organization and community now and we want to consider whether there are new values that may be important for the future in terms of attracting and retaining jobs, businesses, workforce, and talented employees.

2.   There are a wide range of values that may come to mind--our interest here is to develop significant value THEMES that might combine some similar values or important aspects but create a compelling/overarching values area.

3.   Research and leadership experience in other organizations has suggested that the number of key value themes should be in the range of 4-6. When you have too many values it suggests you are trying to be all things to all people. A clear set of compelling value themes should be memorable and impactful so they guide us every day.

4.   Our values should be defined and communicated so they can guide our employees and leaders in the workplace AS WELL AS guiding our interactions with the greater Glendale community. They should be inward facing as well as community facing. They should be applicable to every employee and community interaction.

5.   Our values should also be enduring; they should stand the test of time. Our interest here is to develop a set of core values that become part of the 'fabric' and culture of the City of Glendale. Our strategies may change, our systems may change, and our leadership may change. Our constant will be the values that guide us today and into the future.

6.   Values drive behavior, behavior drives culture, and culture drives performance.

Identification of Core Values for the City of Glendale

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

Ideas Results

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

23. Provide the services that the citizens deserve

24. Value for all levels of employee positions

25. Willingness to move forward and learn from mistakes

26. Diversity in the work place

27. Take time to consider and deliberate, then implement with speed.

28. Evenhandedness, no favoritism.

29. Business friendly, fast to act on requests, easy to work with

30. Measure, adjust, implement, measure, adjust implement...

31. Equitable services for all

32. Low taxes

33. Service to citizens

34. Accountability

35. Equitable distribution of resources for departments

36. Willingness to ask citizens about their needs

37. Employee equity

38. Remove "manana" attitude

39. Remember it's not your money

40. Removal of historical oppressive cultures

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

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

Ideas Results

No.   Idea

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

2.   QUALITY SERVICES/OPERATIONAL EXCELLENCE: We are guided by the delivery of high quality services to our community at an affordable cost with clear impact. Excellence guides how we design our services and how we deliver our intended results. This creates a sense of organizational pride/community value. Implies a positive attitude -- we start with yes.

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

4.   INNOVATION MATTERS: We are an organization that constantly looks at how to do things better and welcomes creative ideas and new thinking. This creates a flexible organization and an ability to try new things and quickly respond to changes.

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

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

7.   COMMUNITY DRIVEN: We are constantly checking in with the needs and changes in our community and delivering the services/value that they need. This creates a sense of community engagement so that we are truly one Glendale.

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

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

HIGH/LOW REPORT
7 responses

Rating Criteria: Candidate as a Core Value Theme For Glendale

Rank	Idea	High	Low	Std. Dev.	Avg.	Participation Ratio

Scale: (1) Strongly Disagree (2) Disagree (3) Neither Disagree nor Agree (4) Agree (5) Strongly Agree

Rank	Idea	High	Low	Std. Dev.	Avg.	Participation Ratio
1.	COMMUNITY DRIVEN: We are constantly checking in with the needs and changes in our community and delivering the services/value that they need. This creates a sense of community engagement so that we are truly one Glendale.	5	4	0.4	4.9	7/7
2.	GUIDED BY INTEGRITY: a sense throughout our organization that there is an unquestionable level of integrity, ethics and honesty guiding our communications and interactions. Creates a sense of trust within the organization and to the community in the work that we do. At the end of the day, it implies fairness in all we do.	5	3	0.8	4.7	7/7
3.	INNOVATION MATTERS: We are an organization that constantly looks at how to do things better and welcomes creative ideas and new thinking. This creates a flexible organization and an ability to try new things and quickly respond to changes.	5	4	0.5	4.6	7/7
4.	QUALITY SERVICES/OPERATIONAL EXCELLENCE: We are guided by the delivery of high quality services to our community at an affordable cost with clear impact. Excellence guides how we design our services and how we deliver our intended results. This creates a sense of organizational pride/community value. Implies a positive attitude -- we start with yes.	5	3	0.8	4.6	7/7

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

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

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

FREQUENCY DISTRIBUTION REPORT
7 responses

Rating Criteria: Candidate as a Core Value Theme For Glendale

Rank	Idea	1	2	3	4	5	Top 2

Scale: (1) Strongly Disagree (2) Disagree (3) Neither Disagree nor Agree (4) Agree (5) Strongly Agree

Rank	Idea	1	2	3	4	5	Top 2
1.	COMMUNITY DRIVEN: We are constantly checking in with the needs and changes in our community and delivering the services/value that they need. This creates a sense of community engagement so that we are truly one Glendale.	0	0	0	1	6	100%
2.	GUIDED BY INTEGRITY: a sense throughout our organization that there is an unquestionable level of integrity, ethics and honesty guiding our communications and interactions. Creates a sense of trust within the organization and to the community in the work that we do. At the end of the day, it implies fairness in all we do.	0	0	1	0	6	86%
3.	INNOVATION MATTERS: We are an organization that constantly looks at how to do things better and welcomes creative ideas and new thinking. This creates a flexible organization and an ability to try new things and quickly respond to changes.	0	0	0	3	4	100%
4.	QUALITY SERVICES/OPERATIONAL EXCELLENCE: We are guided by the delivery of high quality services to our community at an affordable cost with clear impact. Excellence guides how we design our services and how we deliver our intended results. This creates a sense of organizational pride/community value. Implies a positive attitude -- we start with yes.	0	0	1	1	5	86%
5.	A BIAS FOR ACTION: While we will always take time to review and consider input, we will be an organization that makes decisions fairly but quickly and moves forward with our actions.	0	0	1	4	2	86%
6.	A CONSTANT INVESTMENT IN DEVELOPMENT AND LEARNING:	0	0	1	4	2	86%

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

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

(4) Revised Core Values Themes for City of Glendale

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

Ideas Results

No.   Idea

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

2. QUALITY SERVICES/OPERATIONAL EXCELLENCE: We are guided by the delivery of high
quality services to our community at an affordable cost with clear impact. Excellence guides
how we design our services and how we deliver our intended results. This creates a sense of
organizational pride/community value. Implies a positive attitude -- we start with yes.

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

4. INNOVATION MATTERS: We are an organization that constantly looks at how to do things
better and welcomes creative ideas and new thinking. This creates a flexible organization and
an ability to try new things and quickly respond to changes.

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

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

7. COMMUNITY DRIVEN: We are constantly checking in with the needs and changes in our
community and delivering the services/value that they need. This creates a sense of community
engagement so that we are truly one Glendale.

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

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

HIGH/LOW REPORT (equally weighted criteria)
7 responses

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

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

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

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

FREQUENCY DISTRIBUTION REPORT (equally weighted criteria)
7 responses

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

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

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

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

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

HIGH/LOW REPORT
7 responses

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

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

new things and quickly respond to changes.

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

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

Rank	Idea	High	Low	Std. Dev.	Avg.	Participation Ratio

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

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

EXCELLENCE: We are guided by the delivery of high quality services to our community at an affordable cost with clear impact. Excellence guides how we design our services and how we deliver our intended results. This creates a sense of organizational pride/community value. Implies a positive attitude -- we start with yes.

Rank	Idea	High	Low	Std. Dev.	Avg.	Participation Ratio
5.	A CONSTANT INVESTMENT IN DEVELOPMENT AND LEARNING: Our ability to develop and deliver the highest quality services is dependent upon the best trained/developed workforce. We will constantly invest in the skills and processes needed to deliver what is needed. We are committed to the principle of lifelong learning for our elected officials/employees/community.	10	5	1.7	8.4	7/7
6.	A HERITAGE/COMMITMENT TO INCLUSIVENESS AND BELONGING: Glendale is built on being a welcoming community to any who want to be here. It creates commitment by our community and a richness of skills and background. We value the viewpoints of everyone and we create an open/transparent environment.	10	4	2.2	7.7	7/7
7.	A BIAS FOR ACTION: While we will always take time to review and consider input, we will be an organization that makes decisions fairly but quickly and moves forward with our actions.	10	1	3.0	7.6	7/7

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

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

		High	Low	Std. Dev.	Avg.	Participation Ratio

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.

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

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

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

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

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

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

FREQUENCY DISTRIBUTION REPORT
7 responses

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

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

		1	2	3	4	5	6	7	8	9	10	
4.	INNOVATION MATTERS: We are an organization that constantly looks at how to do things better and welcomes creative ideas and new thinking. This creates a flexible organization and an ability to try new things and quickly respond to changes.	0	0	0	0	0	0	0	2	4	1	71%
5.	A CONSTANT INVESTMENT IN DEVELOPMENT AND LEARNING: Our ability to develop and deliver the highest quality services is dependent upon the best trained/developed workforce. We will constantly invest in the skills and processes needed to deliver what is needed. We are committed to the principle of lifelong learning for our elected officials/employees/community.	0	0	0	0	1	1	0	0	2	3	71%
6.	A HERITAGE/COMMITMENT TO INCLUSIVENESS AND BELONGING: Glendale is built on being a welcoming community to any who want to be here. It creates commitment by our community and a richness of skills and background. We value the viewpoints of everyone and we create an open/transparent environment.	0	0	0	1	0	1	1	1	2	1	43%
7.	A BIAS FOR ACTION: While we will always take time to review and consider input, we will be an organization that makes decisions fairly but quickly and moves forward with our actions.	1	0	0	0	0	0	0	4	0	2	29%

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

Rank	Idea	1	2	3	4	5	6	7	8	9	10	Top 2
	Scale: 1 2 3 4 5 6 7 8 9 10											
1.	GUIDED BY INTEGRITY: a sense throughout our organization that there is an unquestionable level of integrity, ethics and honesty guiding our communications and interactions. Creates a sense of trust within the organization and to the community in the work that we do. At the end of the day, it implies fairness and transparency in all we do.	0	0	0	0	0	1	0	0	0	6	86%
2.	INNOVATION MATTERS: We are an organization that constantly looks at how to	0	0	0	0	0	0	1	0	4	2	86%

do things better and welcomes creative ideas and new thinking. This creates a flexible organization and an ability to try new things and quickly respond to changes.

		1	2	3	4	5	6	7	8	9	10	Top 2
3.	COMMUNITY DRIVEN: We are constantly checking in with the needs and changes in our community and delivering the services/value that they need. This creates a sense of community engagement so that we are truly one Glendale.	0	0	0	0	0	0	0	3	1	3	57%
4.	QUALITY SERVICES/OPERATIONAL EXCELLENCE: We are guided by the delivery of high quality services to our community at an affordable cost with clear impact. Excellence guides how we design our services and how we deliver our intended results. This creates a sense of organizational pride/community value. Implies a positive attitude -- we start with yes.	0	0	0	0	1	0	0	1	1	4	71%
5.	A CONSTANT INVESTMENT IN DEVELOPMENT AND LEARNING: Our ability to develop and deliver the highest quality services is dependent upon the best trained/developed workforce. We will constantly invest in the skills and processes needed to deliver what is needed. We are committed to the principle of lifelong learning for our elected officials/employees/community.	0	0	0	0	1	0	0	2	2	2	57%
6.	A HERITAGE/COMMITMENT TO INCLUSIVENESS AND BELONGING: Glendale is built on being a welcoming community to any who want to be here. It creates commitment by our community and a richness of skills and background. We value the viewpoints of everyone and we create an open/transparent environment.	0	0	0	1	0	1	1	1	1	2	43%
7.	A BIAS FOR ACTION: While we will always take time to review and consider input, we will be an organization that makes decisions fairly but quickly and moves forward with our actions.	1	0	0	0	0	0	0	4	0	2	29%

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

Rank	Idea	1	2	3	4	5	6	7	8	9	10	Top 2

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

#	Item	1	2	3	4	5	6	7	8	9	10	%
1.	COMMUNITY DRIVEN: We are constantly checking in with the needs and changes in our community and delivering the services/value that they need. This creates a sense of community engagement so that we are truly one Glendale.	0	0	0	0	0	0	0	2	1	4	71%
2.	GUIDED BY INTEGRITY: a sense throughout our organization that there is an unquestionable level of integrity, ethics and honesty guiding our communications and interactions. Creates a sense of trust within the organization and to the community in the work that we do. At the end of the day, it implies fairness and transparency in all we do.	0	0	0	0	1	0	0	0	1	5	86%
3.	QUALITY SERVICES/OPERATIONAL EXCELLENCE: We are guided by the delivery of high quality services to our community at an affordable cost with clear impact. Excellence guides how we design our services and how we deliver our intended results. This creates a sense of organizational pride/community value. Implies a positive attitude -- we start with yes.	0	0	0	0	1	0	0	1	1	4	71%
4.	INNOVATION MATTERS: We are an organization that constantly looks at how to do things better and welcomes creative ideas and new thinking. This creates a flexible organization and an ability to try new things and quickly respond to changes.	0	0	0	0	1	0	0	2	3	1	57%
5.	A CONSTANT INVESTMENT IN DEVELOPMENT AND LEARNING: Our ability to develop and deliver the highest quality services is dependent upon the best trained/developed workforce. We will constantly invest in the skills and processes needed to deliver what is needed. We are committed to the principle of lifelong learning for our elected officials/employees/community.	0	0	1	0	0	0	1	1	2	2	57%
6.	A HERITAGE/COMMITMENT TO INCLUSIVENESS AND BELONGING: Glendale is built on being a welcoming community to any who want to be here. It creates commitment by our community and a richness of skills and background. We value the viewpoints of everyone and we create an open/transparent environment.	0	0	0	1	0	1	1	1	1	2	43%

		1	0	0	0	0	0	0	3	1	2	43%
7.	A BIAS FOR ACTION: While we will always take time to review and consider input, we will be an organization that makes decisions fairly but quickly and moves forward with our actions.											

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

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

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

6.	A CONSTANT INVESTMENT IN DEVELOPMENT AND LEARNING: Our ability to develop and deliver the highest quality services is dependent upon the best trained/developed workforce. We will constantly invest in the skills and processes needed to deliver what is needed. We are committed to the principle of lifelong learning for our elected officials/employees/community.	0	0	1	0	0	1	0	2	2	1	43%
7.	A BIAS FOR ACTION: While we will always take time to review and consider input, we will be an organization that makes decisions fairly but quickly and moves forward with our actions.	1	0	0	0	0	0	1	3	0	2	29%

S1 Survey: The Behaviors We Would Expect to See

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

Questionnaire Results
7 responses

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

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

No.	Idea
1.	By compliments or complaints from citizens
2.	Working full shifts, leaving on time not early, finishing the job, owning your job versus delegating duties to others.
3.	Would rather that we are committed to fairness and transparency in all we do.
4.	Behavior: planning department moves more quickly in granting approval, especially for small, citizen-driven projects. If Code cannot act, offer information on alternative resources. Wordsmithing: Throughout our organization we rely upon an unquestionable level of integrity, ethics and honesty guide all of our actions. Trust within the organization and community is driven by fairness, transparency and accountability.
5.	Rather than a sense throughout, should read, the example is being set by the organizations leaders... Council members must be ambassadors to the city they must speak well of the organization.
6.	The customers of the city (citizens and business community and key players), say the city of Glendale delivers on what they promise.
7.	"Transparency" should be part of the first sentence, not like an afterthought. Ethics training, discussions, and review on regular basis. Customize to each department and their specific ethical challenges.

2. QUALITY SERVICES/OPERATIONAL EXCELLENCE: We are guided by the delivery of high quality services to our community at an affordable cost with clear impact. Excellence guides how we design our services and how we deliver our intended results. This creates a sense of organizational pride/community value. Implies a positive attitude -- we start with yes.

No.   Idea

1.   Meeting or exceeding citizen expectations

2.   Having/demonstrating a can-do attitude and we-will-do attitude, team effort.

3.   We need to promote a culture of facilitators.

4.   Our goal is facilitation of citizen needs and flexibility of staff to accomplish them.

5.   Remove implies. Faciliate not regulate should be the them. Leaders should advocate for high
     level services for the city as a whole regardless of the demographics.

6.   Economic development within the city continues to grow and expand its impact regionally. The
     city attracts high quality jobs and industry because of the quality of service provided. Residents
     give high marks to city services they receive.

7.   Change "we start with yes" to "we look for merit in every idea". Annually survey our citizens and
     "customers" on how we are doing. Track progress. Provide anonymous feedback opportunities
     at every point of interaction, every day. Strive to have every department certified for excellence
     by outside agency.

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

No.   Idea

1.   Customer\citizen surveys

2.   Serving all costumers/residents no matter what office, no matter what problem, and regardless
     of the difficulty level

3.   Commitment to promoting diversity and the things that make Glendale unique.

4.   Nothing to offer for this question

5.   The city needs to be the leader when we talk about inclusiveness. We must set the example.
     Saying that we are inclusive is not enough.

6.   The city does not receive complaints from individuals or groups that indicate there is an
     ongoing problem

7.   Change "transparent" to "and welcoming". Establish Diversity Commission and support their
     activities. Adopt a non-discrimination ordinance. Support local organizations in acknowledging
     and promoting our diversity.

4. INNOVATION MATTERS: We are an organization that constantly looks at how to do things
better and welcomes creative ideas and new thinking. This creates a flexible organization and an
ability to try new things and quickly respond to changes.

No.   Idea

1.   Seeing positive changes

2.   While innovation is important, frequently innovation is ahead of its time and doesn't necessary create efficiency.

3.   We are an organization that values efficiencies created by new thinking. New methods technologies creates cost saving agility.

4.   Innovation is a must language in the organization if it is not, then we are leaving ideas that could have a positive impact on our citizens. We can serve better by investing in our technology. Status quo leads to low customer service

5.   Glendale becomes a hub of where things are happening. Costs for providing services drop as a result of innovation.

6.   Search for new, good ideas from outside the valley. Utilize Governing Magazine, Ash Center for Excellence, nonprofit awards, etc.

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

No.   Idea

1.   History shows in some cases, moving too fast is not always the best. Ignoring an issue and hoping it goes away is the worst.

2.   Depending on the issue rushing decisions may be damaging to the city, on the other hand decisions that need to be nudged for a positive purpose could also be damaging. The city needs a balance approach

3.   Move into Bullet #2 by adding, timely responsiveness to citizens

4.   Residents, key players, and the business community play, work and live in Glendale because it is saves time, money and effort. Employees are able to make decisions quickly which results in positive feedback from the community overall.

5.   Delete "while". Add "thoroughly" before "review". Change "but" to "and". Track projects and ideas.

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

No.   Idea

1.   While investment is important, there needs to be assurances that investment in the employee is returned to the city and citizens.

2.   Our employees come with a great deal of experience when hired however there must be an investment in their education to better serve the community and the organization. In this ever changing world it is a must that we continue learning and training this include elected officials

3. No comment

4. Our employees understand how to effectively carry out their job duties. Residents and the business community increase their involvement in Glendale because we show we get things done. Employees are recognized for education excellence.

5. Insert "having" after "upon". Promote conference attendance. Collect ideas produced. Develop tuition reimbursement program, student loan repayment assistance, etc.

7. COMMUNITY DRIVEN: We are constantly checking in with the needs and changes in our community and delivering the services/value that they need. This creates a sense of community engagement so that we are truly one Glendale.

No.   Idea

1. Multiple district meetings are important among all council

2. Be open to reaching out to community for feedback/ideas.

3. This shall be a must for the city we have communities that have and are aging. Checking the needs of the community on a regular basis will develop a buy in from all stake holders. If the city does not recognize the needs of their citizens who will?

4. As providers of service to our community we value community engagement.

5. The city is constantly requesting for input through surveys, public meetings, and advisory committees.

6. Annually survey our citizens and "customers" on how we are doing. Track progress. Provide anonymous feedback opportunities at every point of interaction, every day.

Your Vision for Glendale

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

Ideas Results

No.   Idea

1.   Lowest response times in the Valley - Public Safety

2.   Financial stability

3.   Lowest crime rate in the state

4.   Fiscal stability

5.   Best roads - safest roads

6.   Emphasis on citizens' quality of life issue

7.   Lower than average taxes (lowest if possible)

8.   Like amenities throughout the city

9.   Glendale Infrastructure is one of the best in the valley

10.   Top 10 Safest City in State/Top 100 in the Nation

11.   Commitment to one Glendale

12.   All portions of community are safe and well-maintained

13.   Lush green parks that the neighborhood enjoy using

14.   Citizen pride in parks and all outdoor activities

15.   One community mind set within the organization

16.   Every resident feels safe in their home, and on our streets. Every visitor feels safe as they move through and within our community.

17.   Desirable location for people and business

18. Best equipped and trained Public Safety

19. Forward thinking-innovative

20. Return of traditional events that help build the culture of Glendale

21. Known as the most fiscally-responsible city in the state

22. Public health (water, sanitation, etc,) is valued as much as public safety

23. By 2025 Glendale has attracted 10,000new high paying jobs

24. Transparency within the organization

25. Fire department role in community health is recognized.

26. Stable leadership

27. Best bond ratings possible

28. The elimination of titles of our communities

29. Bring "two Glendales" together

30. Light rail to downtown is on track for completion by 2026.

31. Lower cost for water - bring it more in line with the rest of the valley

32. Greater use of social media to survey citizen concerns and needs

33. Be open to public private partnerships

34. A thriving city that is attractive to those who are looking to call a city home

35. Economic development is evident throughout Glendale, not just on outskirts. Neighborhood commercial centers are thriving, too.

36. Implementation of a business incubator as a means of job creation

37. Glendale is the place to build your commercial enterprise

38. Regular city services at a high level

39. Decision of anchor industries to attract

40. Working with our largest businesses to help Glendale succeed

41. Proactive approach to economic development

42. Vision for Loop 303 corridor

43. Spend transportation dollars more wisely than light rail

44. Special events are "right-sized" and more numerous, and beyond downtown.

45. Engage city leadership with schools

46. Healthy historic downtown

47. Finish northern parkway

48. Responsible planning for growth

49. Expansion and development of parks and recreation facilities and programs

50. Northern parkway completion

51. Education seen as an integral part of the community.

52. Complete heroes park

53. People know the "good news" about Glendale, too!

54. More programs for our children and elderly in the community

55. Provide extra resources for sub standard areas of community

56. Channel 11 and Media Center better utilized

57. Development of more effective regional partnerships

58. Continued expansion of summer youth sports programs

59. Sell off unnecessary holdings and finish projects started years ago such as new court building

60. Become a true leader for the West Valley communities

61. Glendale gets recognition it is due for its financial recovery

62. Expansion of bus service within Glendale

63. Happiness Index as part of community survey

64. Create a destination location in downtown through incentivization

65. Reduction of Billboards in the community

66. Grow airport for business opportunities

67. Glendale has a unique downtown that caters to >>>>>?? And attract crowds from across the valley and the country

68. Basic services -- streets, library hours, etc. -- back to standards.

69. Back log of volunteers

70. Implementing ahead of the curve

71. Encourage residential communities that upgrade Glendale

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

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

Ideas Results

No.   Idea

1.   A clear level of financial stability/sustainability for the future

2.   A truly safe environment -- lowest crime rate in the state

3.   Glendale has developed a reputation for the finest quality of life in the state

4.   A modern infrastructure that will support our growth for the foreseeable future

5.   A commitment to parks/open spaces aligned with the interests of our community (an unquestionable point of pride)

6.   We have created a "One Community" mindset within Glendale reflecting our commitment to work together and to inclusivity. We are no longer referencing two Glendales

7.   We have achieved a regional/national reputation for the finest public safety operations

8.   We are widely regarded as one of the most innovative communities in the region/country

9.   We have developed an advanced/efficient public transportation system that is multi modal for Glendale and integrates into broader region

10.   We have developed a reputation for public/private partnerships allowing us to accelerate new ideas/services

11.   Glendale has implemented an eco-system to support new startup businesses at a faster rate than anyone in the state

12.   Our level of community engagement is evidenced by the involvement of our citizens in a wide range of initiatives and their strong awareness of Glendale's investments/strategies

13.   We have optimized the number/size of special events for Glendale creating community involvement and pride

14.   We have focused on the development of our downtown, blending historic preservation with new growth; downtown Glendale is a genuine destination

15.   Through our economic development and business focus we have attracted a significant new level of high paying jobs

16.   Our focus on education has resulted in one of the highest quality education systems as well as high school graduation rates in the state

17. Glendale has become acknowledged by its peers as being a leader in the development of the West Valley

18. We have expanded our airport appropriately to support business/traveler development

19. Glendale has become widely viewed as a great place to have a career and to work

20. The prioritization/completion of such projects as Hero's Park - and other similar projects/parks that have not been completed

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

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

HIGH/LOW REPORT
7 responses

🔽

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

Rank	Idea	High	Low	Std. Dev.	Avg.	Participation Ratio
	Scale: 1 2 3 4 5 6 7 8 9 10					
1.	A clear level of financial stability/sustainability for the future	10	10	0.0	10.0	7/7
2.	Through our economic development and business focus we have attracted a significant new level of high paying jobs	10	8	1.0	9.3	7/7
3.	A truly safe environment -- lowest crime rate in the state	10	5	1.9	9.0	7/7
4.	A modern infrastructure that will support our growth for the foreseeable future	10	8	1.1	8.9	7/7
5.	Glendale has implemented an eco-system to support new startup businesses at a faster rate than anyone in the state	10	6	1.4	8.7	7/7
6.	Glendale has become acknowledged by its peers as being a leader in the development of the West Valley	10	7	1.4	8.7	7/7
7.	We have focused on the development of our downtown, blending historic preservation with new growth; downtown Glendale is a genuine destination	10	8	0.8	8.4	7/7
8.	The prioritization/completion of such projects as Hero's Park - and other similar projects/parks that have not been completed	10	6	1.5	8.4	7/7
9.	A commitment to parks/open spaces aligned with the interests of our community (an unquestionable point of pride)	10	7	1.0	8.3	7/7

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

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

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

FREQUENCY DISTRIBUTION REPORT
7 responses

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

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

with the interests of our community (an unquestionable point of pride)

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

S2A Survey: Articulating Your Vision for Glendale

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

Questionnaire Results
7 responses

Your Vision

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

No.   Idea

1. The city needs to realize the importance of a stable financial outlook. Citizens want to know the city leaders are treating their tax dollars as there own, with integrity, purpose and transparency. Services shall be available to all communities no community shall receive more than the other. Employees must feel part of a positive organization.

2. Financially-mega strong city creates a community that can then focus attention on and be able to meet the needs of residents and business leaders. This will draw attention from Valley-wide and Nationwide partners and will strengthen further investment in Glendale.

3. A truly safe environment/low crime rate and a reputation for finest quality of life

4. 21st century Glendale is acknowledged as the premier location for job creation incentivized by its reputation as one of the safest in the valley offering an enhanced live, work and play environment for its residents.

5. Economic development opportunity throughout the city, for start-ups, small businesses, and major employers/retailers, with a transportation and infrastructure system that supports them and connects them to the entire metropolitan area, and beyond.

6. Glendale has achieved financial stability through development of good paying jobs. This, along with a focus on public safety has attracted business relocation and expansion. The creation of public private partnerships in has resulted in an incredible number of very successful start up businesses in Glendale.

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

2. Reflecting on the potential vision above, imagine it is 5 years from now, how would you know that Glendale has achieved or made significant progress towards that vision?

No.   Idea

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

2.   Highest bond ratings possible, business development from top 100 corporations and the backbone of our nation - small businesses, high performing public safety

3.   Seniors, parents, and children enjoying their neighborhood and utilizing recreational opportunities and parks. People walking to work and entertainment destinations in a clean, safe environment. A place people want to move to.

4.   Target of a specific % of job growth to have been achieved. Lower crime statistics in all categories. Completion of x number of parks, recreational facilities with future approved plans for x more.

5.   Measurable growth in jobs created and sales tax revenue produced across all geographic areas of Glendale as well as a number of projects "in the pipeline", accompanied by a plan to move forward in specific to job sectors, and retail markets.

6.   The increased revenue and growth will speak for itself.

7.   Glendales financial success will be reflective in its bond rating, the quality of services provided within its budget and it's the lower tax rates. New commercial projects and residential opportunities will reflect the success of attracting business and residents.

(6) Candidate Vision Statement for Glendale

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

Ideas Results

No.   Idea

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

Words and Phrases That Could be Part of Our Mission

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

Ideas Results

No.   Idea

1.   Treat all of our citizens with compassion and equality

2.   Excellence

3.   Respect

4.   Meet the needs of our citizens quickly and efficiently

5.   Empathy

6.   Value our employees

7.   Make decisions in the best interest of the community

8.   Balance

9.   Encourage innovation

10.   Future

11.   Treat all people fairly

12.   Service even when its painful

13.   Provide leadership through excellence

14.   Nurture

15.   Integrity

16.   Welcome new ideas

17.   Transparency

18.   Reach for

19.   Treat all people fairly with compassion

20.   Reach for "I can" rather than "I cannot"

21.   Come to work with a smile

22.   Seek understanding, provide insight

23. Make someone's life better everyday

24. Provide excellent quality of life services for the residential and business community at the best value possible and to encourage economic development

25. Allow mistakes by employees

26. Value employees

27. Recognize equality in the value of work

28. Recognize we can all do better

29. Leadership by example

30. Partner

31. An employer that cares

32. Reach out regionally

33. An employer where I can raise a Family

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

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

Ideas Results

No.   Idea

1.   We treat all of our citizens with compassion and equality

2.   We meet our citizens' needs quickly and efficiently

3.   The right level of service everyday

4.   A high level of service at the best value for the best future

5.   We make someone's life better everyday

(8) Candidate Mission Statement for the City of Glendale

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

Ideas Results

No.   Idea

1.   We make someone's life better everyday

S2B Survey: Feedback on Potential Mission Statement

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

Questionnaire Results
7 responses

We make someone's life better everyday

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

No.   Idea

1.   Shows people that we care

2.   Shows that citizens matter.

3.   Similar to Police "to protect and serve" it's ever lasting

4.   It is personal and is equally applicable to employees and residents. It's unusual. Makes you
      think about its meaning.

5.   It communicates a positive action which is contagious and encourages others to do the same

6.   Sounds very "corporate". Like it could be any entity. Telephones, light bulbs, cheese

7.   It is very simple, but powerful. It is very personal, measurable and actionable

2. Is there anything that would strengthen/improve the statement? Please be as specific as you
can:

No.   Idea

1.   Personally I live the statement not just say it

2.   It could be less vague. How do we make lives better?

3.   We make the lives of Glendale residents and visitors better

4.   We make someone's life better every day with integrity, respect, and service.

5.   Delete "someone's"

6.   Add, how we do that, for example We make someone's life better every day by providing the
      highest quality of service at the best possible price.\

3. Overall, and knowing we may still do some 'fine tuning' of the statement based on the feedback

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

HIGH/LOW REPORT

Rank	Idea	High	Low	Std. Dev.	Avg.
1.	Overall, and knowing we may still do some 'fine tuning' of the statement based on the feedback that has been provided, how well do you like the statement and its theme as a Mission Statement for the City of Glendale?	10	5	2.2	8.0

FREQUENCY DISTRIBUTION REPORT

Rank	Idea	1	2	3	4	5	6	7	8	9	10	Top 2
1.	Overall, and knowing we may still do some 'fine tuning' of the statement based on the feedback that has been provided, how well do you like the statement and its theme as a Mission Statement for the City of Glendale?	0	0	0	0	2	0	0	2	0	3	43%

Session Feedback Survey

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

Questionnaire Results
7 responses

Session Feedback

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

No.   Idea

1.   I think the process is a great way to encourage participation

2.   The conclusion

3.   Anonymity (sp??)

4.   Variety of thought, everybody wanted to do the right thing

5.   Anonymous engagement allows for a high amount of input

6.   This is a critical part of improving the City of Glendale. We must take the time to carefully
determine our mission and vision statement in order to provide long term consistency for
ourselves and the city as a whole. The entire process was necessary and important. See below.

7.   Excellent moderation. Good listening, drawing out comments and discussion. Very good
background material. Input from stakeholders help set the stage for today.

2. Is there anything you did not enjoy or would do different?

No.   Idea

1.   No

2.   The process could be faster

3.   Too slow, tighten presentation if results of initial stakeholders are used, make sure respondents
are residents.

4.   More verbal discussion - less typing

5.   I feel it was rushed maybe two sessions?

6.   Enjoy is a to strong of a word to use for this exercise. It was difficult, mind boggling, but
rewarding now that his part of the process is complete.

7.   I would like to know what those in the room observing thought. What are we leaving out? Are
they more, or less, confident in our future today?

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

HIGH/LOW REPORT

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

FREQUENCY DISTRIBUTION REPORT

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

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

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