

Strategic Planning & Balanced Scorecard Initiative

City Council Workshop
February 7, 2017

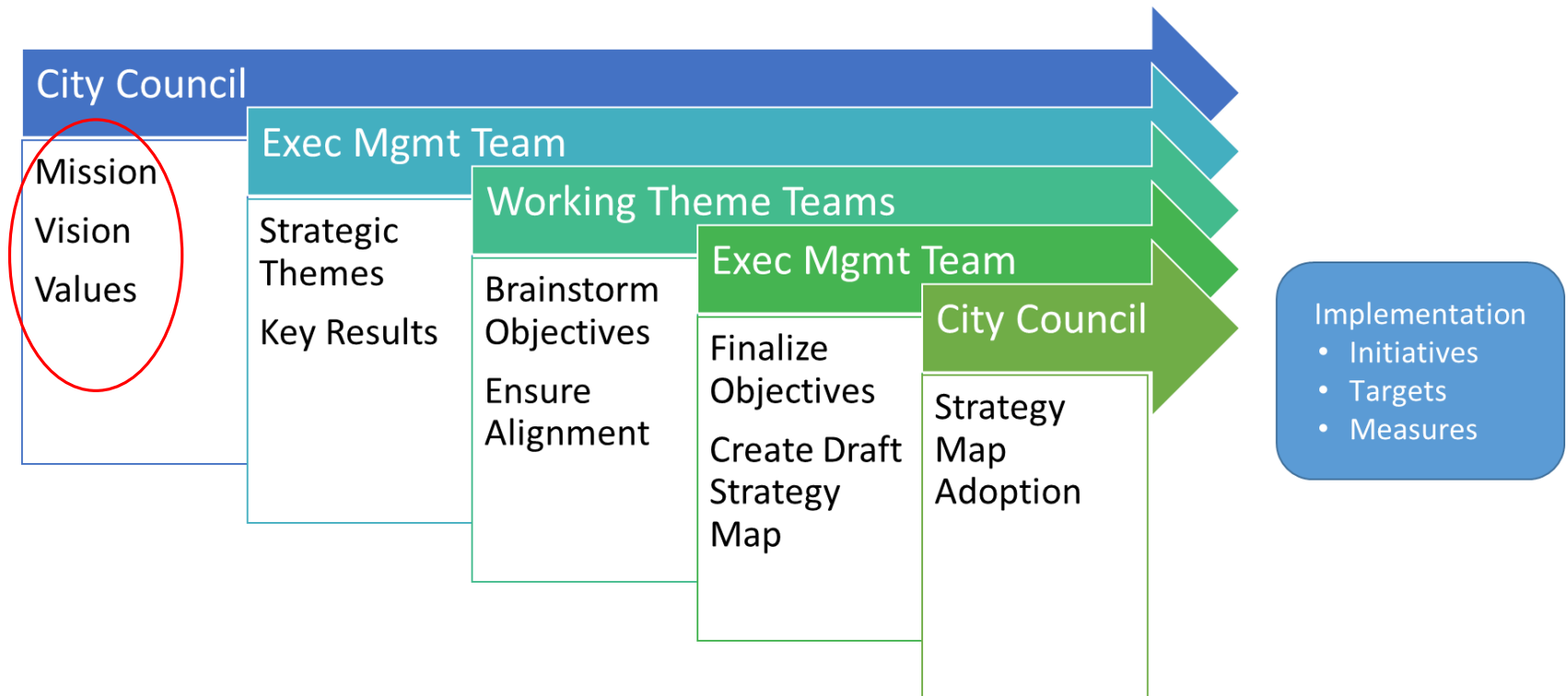
Review of action to date

- Steering Committee Training
- Council Introductory Session
- Facilitated Stakeholder Feedback Sessions
 - 5 sessions
 - 82 participants
 - Employees, Boards & Commissions, Business Leaders, Non-profit Leaders
- Facilitated Council Session (Values, Mission, Vision)

Council Session Outcomes

- Identified strong value and mission concepts
- Identified key vision themes:
 - Financial strength & stability
 - Compelling economic development environment and public-private partnerships
 - A safe community
 - Quality amenities, services, transportation, and infrastructure that meets the diverse needs of our community

Process Overview



Objectives for Today

- Review proposed statements
- Council dialogue on any changes
- Consensus direction
- Next steps

Values

Highest Ranked

- Integrity
- Excellence
- Innovative
- Community Driven
- Learning Organization

Integral Concepts

- Inclusive
- Action-oriented

Values

- Created organized statement structure:
 - “We” proclamation
 - Present tense
 - Describes ideal state & behaviors
 - Explains “why” we have this value
- Will “brand” around core values:
 - Email tags
 - Business cards
 - ID cards
 - Website
 - Letterhead

INTEGRITY

WE ARE GUIDED BY INTEGRITY IN ALL THAT WE DO.

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.

EXCELLENCE

WE ARE COMMITTED TO EXCELLENCE THROUGH OPERATIONAL AND FINANCIAL STEWARDSHIP.

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.



INNOVATIVE

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.



COMMUNITY DRIVEN

WE ARE COMMUNITY DRIVEN.

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.



LEARNING ORGANIZATION

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.



Mission Statement

Objectives:

- Everlasting
- Inspiring
- Memorable
- Applicable
- Why we exist

Mission Statement

**WE IMPROVE THE LIVES OF THE PEOPLE
WE SERVE EVERY DAY.**

- Variation based on Council dialogue
- 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

Objectives:

- Memorable
- Compelling/Inspiring
- Applicable
- Achievable
- What we will be

Vision Statement

GLENDALE 2022:

WE ARE THE COMMUNITY OF CHOICE FOR
RESIDENTS, BUSINESSES, AND EMPLOYEES.

- Addresses key themes:
 - Financial Strength & Stability
 - Economic Development
 - Safe Community
 - Quality Amenities



Estimated Timeline/Next Steps

Feb-Apr

- Strategic Themes & Results (Exec Team)
- Strategic Objectives (Cross-functional Teams)
- Create Draft Tier 1 Strategy Map
- **Council Check Point**
- Refine/Adopt Strategy

Apr-May

- Identify Strategic Initiatives
- Establish Targets & Measures
- **Council Check Point**

May-Jun

- Implement Activities
- Develop Dashboard
- Standardize Reporting
- **Council Check Point**

July

- Kick-off Tier 2 development