Executive Team

STRATEGIC PLANNING ASSESSMENTS

STRENGTHS	WEAKNESSES
- Doing this process (strategic planning) - Think outside the box - Not afraid of failure - Willingness to take risks - Empowering employees - Financial stability - Public safety - Customer focus - Good community partnerships (internal/external) - Leader in the west valley - Accessible to employees/customers - Support from Council	- Silos - Aging infrastructure - Who to call for what? - Reactive vs. proactive - Lack of sunk costs (general fund) - Internal communication - Lack of trust - Perception of Glendale - Lack of diversity - Inconsistent leadership - Lack of engagement w/employees - Others define Glendale - About the whole team – not individuals - Information Technology - Integration of common goals - Physical layout of city - Weak partnerships - Tax rate - Financial stability - Workforce development (lacking) - More proactive with positive news
OPPORTUNITIES	THREATS
- Lower costs for services - Service delivery - Service availability - Inclusive engagement - Community engagement - Partnerships - Public perception - Technology - Public participation - Streamline processes - Employee development	- Recessions - Bankruptcy - Loss of LAFB - Laws/regulation changes - Changes in leadership - Workforce retention - Workforce succession planning - Politics - Workforce attraction/aging – millennials – generational differences - Natural disasters, weather, global warming, missile - Image – example Flint, MI - Alternative facts - Technology changes, needs, advances - West Glendale growth - External competition – example Intel, new businesses to other locations - Demographic shifts & inflexibility

Residents

ATTRIBUTES	IMAGE	RELATIONSHIP
• Responsive • Quality Service • Courteous • Respectful • Truthful • Credible • Helpful	• Trust us • Stewards of $$ • Compassionate & Caring • Progressive • Thoughtful • Minimize Threats • Efficient	• Partners • Two-way relationship • Tech friendly • Impartial • Here for the team

Visitors

ATTRIBUTES	IMAGE	RELATIONSHIP
• Weather, spring training • Affordable • Transactional, easy, clear process • Easy example – where to eat in Glendale? • Efficiency example – pay app • Simplicity, rules, steps • One stop shop	• Inclusive, "come as you are, we have something for you" • Clean/safe • Activities & people, diverse, can come here and do anything • Shop, sports, recreation, dining • "quaint" to "bustling" • Professions, respectful, caring • Progressive • Relatable, winter visitors, know our customers, what makes them come back • Fun example, "want to come to Glendale"	• Repeaters, reconnect, loyal, stay • Connected with us and them • "Glendale gets it" • All are welcome • They are known

Businesses

ATTRIBUTES	IMAGE	RELATIONSHIP
• Speed to market • Technologically advanced • Networking opportunities	• Friend/partner • Help don't hinder • Safe • Fair	• Inclusive • Pro-business • Mutual partnership • Service oriented

Employees

ATTRIBUTES	IMAGE	RELATIONSHIP
• Tools • Training programs • Compensation • Safe environment • Capable	• Competent • Consistent • Reliable • Honest • Fair • Confident • Positive	• Partners • Positive (both ways) • Happy • Being heard • Professional development

Executive Team Assessment - Strategic Differentiators
March 1, 2017

Organizational Capacity	Business Processes	Financial Stewardship	Constituent/Stakeholder
3D/360 Training	360 Communication	Align Resources to Priorities	360 Evals
All levels get same message	Agile Business Process to Adapt to Customer Need/Changes	Aligned w/Outcomes	Ability to Have Input
All staff understand what we are and why we exist	Business Accountability	Bang for the Buck	Access to Amenities
Benefits, 401k, open, competitive, bank of hours (sick & vacation), tuition reimbursement	Business Relations	Citizens Drive Finances	Access to Information
Community Image (Pride)	Ease of Doing Business	Compliance Officer	Appearance of Facilities
Competitive compensation package	Efficiency	Cost of Services	Clean/Safe
Cross Training/Functionality	Eliminate Silos - "One Glendale"	Cost Optimization of Certain Functions	Customer Engagement
Customer Services	Enhanced Customer Service	Equity in Services	Educated/Clear
Dynamic & Creative - Virtual	Facilitate vs. Regulate	Fair Fees	Effective Proactive Communication
Educated on all aspects	Fair/Reasonable Fees	Finance & Audit Committee	Good First Impression
Effective Communication	Feedback on Processes	Healthy Contingency	Local Events
Employees are engaged and buy into organization	Friendly	Highest Bond Rating	Outrageous Customer Service
Empowerment	High Performing	Highly Certified Finance Staff	Professional Appearance & Demeanor
Flexible Work Environment	Highly Automated	Info Systems Data Mining	QC/Outside Ombudsman
Focused/Passionate Staff/Knowledgeable/Talented	Insource vs Outsource	Infrastructure	Reasonably Priced/Cost
Highly Motivated Team	Internal & External Partnership	Investments Consistent w/Community Needs	Reputation of being forward thinking
Management Support	Less Bureaucratic, Fewer Layers, Limited "Red Tape"	Proper Asset Management	Responsive to Needs
Modern Work Environment	Leveraging Technology Apps	Responsible/Justifiable	Safe Community
Ongoing Learning & Certification	Multi-Year Budgeting	Sound Policies	Seamless Service
Pet Care	Offer options for interaction	Stability	Simplified Steps
Professional Development	One-Stop, seamless service	Tax Rates	Social
Recognition	Overhaul & Review Business Process	Value for Services	Speed to Market
Retaining Employees	See it from the customer's view		Sports Experience
Sense of Pride	Shared Risk		Tax Rates
Staff wants to be here because city is cool (Pride)	Simple - Easy - Convenient - Understandable		Timely Response
Succession Planning/Promotional Opportunities	Speed to Market		Understandable
	Technology		User Friendly Online Access
	The Red-Box Payment System		

Infrastructure

Description:
Deteriorating Assets – buildings, roads, technology, equipment
Controls:
1. Assets – inventory and condition analysis
2. Prioritize what needs attention first
3. Best practices in infrastructure improvements that require low maintenance and improve longevity
4. Back-up/redundant systems for critical infrastructure, i.e. wastewater pumping
5. Alignment with vision for new infrastructure investments that support smart growth and expansion (Westgate, downtown, Loop 303)
6. Improve use of Capital Improvement Plan (culture change)
7. Consider privatization (public-private partnerships)
8. Control growth
9. Prioritize needs, develop a plan
10. Preventative maintenance vs. replacement cost analysis
11. Cyber and physical protection plan (terrorism)

Political Influence

Description:
Misaligned public policy with politics on decision making
Controls:
1. Improved communication (Public & Council)
2. Stay informed on political environment
3. Develop processes for "Best Results" Model
4. Stay aligned with Strategic Plan
5. Consistency in information provided (consistent analytical framework)
6. Data-driven decision making

Employee Issues

Description:
Recruiting, retaining, developing an engaged workforce
Controls:
1. Develop "Values System" in hiring process
2. Create experiences in hiring process
3. Improved recognition (+) and accountability (-)
4. Improved performance review
5. Improved training
6. Culture of "investing" in Employees
7. Create leadership development programs that support succession planning, ensure there are career paths available for those that want them
8. Develop a retention strategy focused on 8% or less turnover
9. Maintain competitive pay/benefits
10. Assess employee development needs and ensure the right tools and resources are in place

Economic Downturn

Description:
Uncontrollable external events that impact the city financially
Controls:
1. Be prepared for change (Proactive vs. Reactive)
2. Immediate: Exacting Response
3. Prioritize Services
4. Plan for change in delivery of services
5. Communicate with stakeholders often, engage them in problem solving
6. Have healthy reserves
7. Have a good/accurate analysis: good modeling/projecting long-term, sharing and communicating results
8. Financial component of Strategic Plan (expand and contract strategically)
9. Financial tools/resources: insurance, investments, borrowing ability
10. Operationalize minimal staffing plan needed to maintain existing services by focusing on efficiencies
11. Operationalize the use of public-private partnerships
12. Internal communication and education on risk

Community Reputation

Description:
The inability to control external perceptions and the perpetuation of inaccurate, unrealistic, or unfair assessments about the community and organization.
Controls:
1. Coordination – Fire, Police, Court
2. Having safe community
3. Perception in the media of safe community
4. Well-trained staff
5. Engaged leadership
6. Consistent message – clear/concise
7. Perception of being welcoming/diverse
8. Message must align w/action

External Regulatory Environment

Description:
Federal and state regulations or policy that creates unfunded mandates or imposes restrictions on local control.
Controls:

1. TPT Reforms
2. Stay connected with Legislature (see financials)
3. Stay in tune – have a plan
4. Develop trigger points that require action
5. Relationships – Coalitions – Memberships – Partnerships – Advocacy

Regional Drought

Description:
The continual deterioration of the Lake Meade reservoir presents a significant drought risk for our region and community.

Controls:
1. Conservation plan – drought control
2. Communication plan
3. Leverage partnerships
4. City facility audits
5. Consumer rebates for water consumption reduction
6. Community education
7. Internal/External communication