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# **City of Glendale**

## **Executive Team Session on Strategic Theme Development to Support Glendale Vision**

### **Advanced Strategy Lab® Session Document**

**April 10, 2017—Glendale, Arizona**

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# Introduction to Advanced Strategy Lab (ASL)

Instructions: Welcome again to the Advanced Strategy Lab Online. The following points will introduce you to the system and the process we will be using for our session today:

## Ideas Results

### No. Idea

1. **PROCESS:** For today's session we'll be using a concept called 'lockstep' that allows everyone to be on the same electronic page at the same time. We'll move you to each activity on the agenda and will let you know when we are making the transition to the activity...
2. **OBJECTIVE:** Arrive at no more than 4 strategic focus areas that build on the customer value proposition to define the high-level business strategy, break down the vision and mission into action and focus energy on desired results with the following criteria:
  1. Are applicable to every department and all lines of business.
  2. Balance internal and external focus to achieve alignment.
  3. Are directly related to the successful fulfillment of mission and vision.
3. **IMPLEMENTATION:** These Strategic Themes will become the organization's "Pillars of Excellence".

## WARM-UP: What the Final Four Meant to Glendale

Instructions: The 2017 Final Four was held on April 1 and 3 at the Cardinal's stadium in Glendale. What do you think hosting an event like this meant for a City like Glendale? Why was this important? What do you think it communicated? (multiple responses)

### Ideas Results

#### No. Idea

1. National recognition
2. National exposure
3. Brought a lot of people into the city
4. Maximized the use of the public facilities
5. Brings national exposure for the community
6. Brings attention to Glendale as a destination
7. Revenue to city
8. Free advertising internationally
9. Sense of civic pride
10. Promotion of City
11. Positive national attention
12. National and international recognition
13. Demonstrates Glendale's level of sophistication
14. Teamwork
15. Exposure
16. National exposure
17. Good media coverage
18. Ability to showcase Westgate
19. Media coverage for Glendale
20. Pride of the City
21. Glendale is able to manage and produce MAJOR events.
22. Tax revenue

23. Generates pride for the community
24. Economic stimulation
25. Generates sales tax
26. Shows that COG can compete on an international scale with other communities.
27. Successful implementation
28. Pride of the public
29. Residents get exposed to things they may not otherwise experience
30. Shows Glendale can perform well at a national level
31. Showed we have our act together with public safety
32. Generate revenue
33. Bragging rights
34. Brought "the world" to Glendale and "Glendale to the world"
35. Gives the City national exposure
36. We have the operational capacity.
37. Opportunity for employees to feel proud
38. Our team can do it. It = Anything!
39. Opens up future business opportunities
40. The communities that were watching; locally and nationally.
41. Glendale is a world class city
42. Exposed city to new visitors
43. Challenging
44. Tourism
45. Sense of pride in our community
46. Show off workforce and abilities
47. Major league city
48. Demonstrated that Glendale is able to host major events successfully
49. We can even make Phoenix look good
50. Demonstrates the region has a lot to offer
51. Gave Jean another thing to work on

52. Glendale shines again.
53. It brings national and local positive attention to Glendale
54. Bright future for the city
55. More revenue
56. Showed the Glendale is well organized for large events.
57. We were able to include community in the Final Four - interaction
58. Attract visitors
59. Exposes visitors to Arizona
60. Economic impact.
61. Repeat visitors
62. It communicated that Glendale is capable and able to host a major event
63. Partnerships with other local, state, and federal orgs
64. Brings in national and international businesses - provides exposure and show Glendale is a great place to be
65. Credibility with other major Valley players
66. Brings exposure to thousands of people
67. Capitalizes on a massive investment by our community by showcasing our city to the entire country. Brings a couple hundred thousand visitors to Glendale to stay in our hotels, eat in our restaurants etc...revenue



# S1A Survey: Personal Perspectives on the Change Initiative

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  
20 responses

**The development of a comprehensive strategic plan is a significant undertaking for any organization. The purpose of the next set of exercises is to assess how you feel about this endeavor and the organization's readiness for this change:**

1. What EXCITES YOU MOST about leading this change initiative? Please be as personal and candid as you can:

No. Idea

1. The opportunity to move the city forward, focusing on the positive.
2. The chance to making a lasting impact on the city and the way it operates, the way it is perceived, and the people and businesses it attracts.
3. Never done before so hopeful a positive outcome will occur opportunity to shape the future
4. Prioritizing what's important for Glendale. Laying out a plan that will take us into the future that all (citizens, council, management, employees, stakeholders) can embrace and work toward accomplishing
5. It is time for Glendale to leave its past behind and plan for the future. We have been stuck in crisis mode for too long, and that shows. This is our time to change to perspective on us.
6. It will take our org to new heights. So many staff members want direction and a strategic outlook.
7. Now that we have gotten over VERY significant financial and employee related issues, this is a chance to take Glendale to the next level and instill pride in the employees and community.
8. The possibilities of the new; opportunity for change
9. We have not had a leadership initiative like this since I joined the City. I am excited that we will all know where we are going and why we are going that direction.
10. Consistency within the City government and departments. A shared strategy as we move forward. Possibly distinguishing between the core necessities vs. The nice to have.
11. Getting everyone on the same page, creating a common vision and set of goals for the organization.
12. I enjoy leadership and all the challenges and opportunities for personal and employee growth that comes with leadership. Change provides opportunity for learning and developing leadership skills in a practical way.
13. Establishing a framework that will help us tell our story, that will help us get better where we

need help, and that will help us weather any future storms that may come our way. Just knowing that we will all be hopefully rowing in the same direction is a huge benefit.

14. It is an opportunity to combine community interests/needs with policy & adequately resource the objective(s) and measure outcomes to help define success. It is a much needed cultural change.
15. Being able to participate from the very beginning of the process.
16. Reignite the passion and excitement for Glendale. Generate a plan that will lead us into the future and guide us even if there is a change in leadership. Bring focus to where we spend our energy and budget.
17. Finally! A plan that the council formally agrees to, the cmo ensures comes about and the entire city staff and citizen can upload on in one place so we all know what the overall plan of action is for the collective.
18. Chance to help guide future for organization that will have an impact for many years. Put personal stamp on future. Excited to work together as a team, create higher sense of teamwork. Chance to fundamentally change how the city operates in the future.
19. We can finally look through the windshield instead of the rearview mirror. It will be exciting to be working on strategic initiatives instead of just doing the same objectives we have been over the years.
20. I have a great anticipation that Glendale is on the edge of "Arriving". This city is a great place to live and work and its size which allows us to maximize our impact to the community and the region.

2. What WORRIES YOU MOST about leading this change initiative? Please be as personal and candid as you can:

No. Idea

1. Moving at the correct rate of speed and not celebrating small wins. Communication will be critical
2. That nothing really changes.
3. The change is very slow or does not happen as expected buy in is not achieved top down approach
4. Change is difficult. Getting all in leadership / council to embrace the change, work together
5. Too much to do and not enough time. We all have large responsibilities here in just running departments. More meetings, more meetings, more meetings
6. It may not be carried forward throughout the years
7. I am most concerned that those leading this change may not be on the same page, have a lack of understanding about this process, or resist this change as being "the strategic project of the day". I am also concerned the Mayor and Council will not understand the importance.
8. Lack of participation of the policy makers (incongruent with policy makers).

9. I feel getting all (or a majority) of our staff on board with the strategic plan will be challenging. We need to develop ways to engage staff at all levels to get the buy in we need to make this plan successful. I am concerned that with turnover in the City Council/Mayor's offices will challenge the plans we put in place.
10. Certain areas gaining too much money or attention to the deficit of core service providers.
11. Initially the added time and effort, however that added effort will pay off as the process matures.
12. People are typically resistant to change. Some resist to the point of undermining efforts while trying to hold on to the status quo. This type of negative activity will need to be dealt with.
13. Negativity from certain leaders, inability to really change how we do business because of a mindset of "why do we need to do that" or "we've always done it that way" or "over-regulating our processes". If all of us aren't on the same page, how can we expect the organization to believe that we are going in a different direction that will be good for the community? Not listening to the public or employees.
14. Not being able to adequately resource; short attention spans; maintenance of agreed to objectives in a political environment.
15. The amount of time it seems to be taking and that there will be a loss of momentum. That there will not be employee participation or buy-in.
16. Lack of buy-in from leadership, distrust from staff, lack of Council support
17. That Council's stated wishes and goals/priorities will not jive with their final budget decisions. What we say we want and what we fund will not be congruent.
18. Not everyone has same sense of importance - some leaders highly engaged - others involved due to a sense they have to be involved. Possibility that some dis-engaged leaders will undermine process.
19. That we will start the process and invest a lot of time and energy as a management group but some employees will not get behind the effort or that a few negative employees or leaders will slow the effort down.
20. That we stay focused and not succumb to any negative stories which is key.

3. All things considered would you say you are:

No.	Items	Times Selected
1.	More excited than worried	14 (70%)
2.	Ask me in six months	6 (30%)
3.	More worried than excited	0 (0%)

## S1B Survey: Perceptions on Impact to 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  
20 responses

**Please indicate the extent to which you agree with each of the following statements:**

1. I feel there is room to improve how we do business.

HIGH/LOW REPORT

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

Rank	Idea	High	Low	Std. Dev.	Avg.
1.	I feel there is room to improve how we do business.	5	4	0.4	4.8

FREQUENCY DISTRIBUTION REPORT

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

Rank	Idea	1	2	3	4	5	Top 2
1.	I feel there is room to improve how we do business.	0	0	0	4	16	100%

2. I am excited about the potential to re-think service delivery models.

HIGH/LOW REPORT

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

Rank	Idea	High	Low	Std. Dev.	Avg.
1.	I am excited about the potential to re-think service delivery models.	5	3	0.6	4.7

#### FREQUENCY DISTRIBUTION REPORT

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

Rank	Idea	1	2	3	4	5	Top 2
1.	I am excited about the potential to re-think service delivery models.	0	0	1	4	15	95%

3. I feel that I have been provided with an adequate amount of information about the process.

#### HIGH/LOW REPORT

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

Rank	Idea	High	Low	Std. Dev.	Avg.
1.	I feel that I have been provided with an adequate amount of information about the process.	5	1	1.1	4.0

#### FREQUENCY DISTRIBUTION REPORT

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

Rank	Idea	1	2	3	4	5	Top 2
1.	I feel that I have been provided with an adequate amount of information about the process.	1	1	3	8	7	75%

4. I feel this is going to be a valuable endeavor for the organization.

#### HIGH/LOW REPORT

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

Rank	Idea	High	Low	Std. Dev.	Avg.
1.	I feel this is going to be a valuable endeavor for the organization.	5	4	0.5	4.7

#### FREQUENCY DISTRIBUTION REPORT

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

Rank	Idea	1	2	3	4	5	Top 2
1.	I feel this is going to be a valuable endeavor for the organization.	0	0	0	6	14	100%

5. I feel we are going to be successful.

#### HIGH/LOW REPORT

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

Rank	Idea	High	Low	Std. Dev.	Avg.
1.	I feel we are going to be successful.	5	3	0.7	4.3

#### FREQUENCY DISTRIBUTION REPORT

(1) Strongly Disagree      (3) Neither Disagree nor Agree      (5) Strongly Agree

(2) Disagree

(4) Agree

Rank	Idea	1	2	3	4	5	Top 2
1.	I feel we are going to be successful.	0	0	3	9	8	85%

6. I feel this is going to positively affect the way we deliver services.

#### HIGH/LOW REPORT

(1) Strongly Disagree

(3) Neither Disagree nor Agree

(5) Strongly Agree

(2) Disagree

(4) Agree

Rank	Idea	High	Low	Std. Dev.	Avg.
1.	I feel this is going to positively affect the way we deliver services.	5	3	0.7	4.5

#### FREQUENCY DISTRIBUTION REPORT

(1) Strongly Disagree

(3) Neither Disagree nor Agree

(5) Strongly Agree

(2) Disagree

(4) Agree

Rank	Idea	1	2	3	4	5	Top 2
1.	I feel this is going to positively affect the way we deliver services.	0	0	2	6	12	90%

7. I feel this is going to create positive impacts for our community.

#### HIGH/LOW REPORT

(1) Strongly Disagree

(3) Neither Disagree nor Agree

(5) Strongly Agree

(2) Disagree

(4) Agree

Rank	Idea	High	Low	Std. Dev.	Avg.
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1.	I feel this is going to create positive impacts for our community.	5	3	0.7	4.4
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FREQUENCY DISTRIBUTION REPORT

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

Rank	Idea	1	2	3	4	5	Top 2
1.	I feel this is going to create positive impacts for our community.	0	0	2	9	9	90%

8. I feel that employees are going to be receptive to this change.

HIGH/LOW REPORT

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

Rank	Idea	High	Low	Std. Dev.	Avg.
1.	I feel that employees are going to be receptive to this change.	5	3	0.6	3.7

FREQUENCY DISTRIBUTION REPORT

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

Rank	Idea	1	2	3	4	5	Top 2
1.	I feel that employees are going to be receptive to this change.	0	0	8	11	1	60%

9. I feel that City Council is receptive to this change.

HIGH/LOW REPORT



(1) Strongly Disagree  
(2) Disagree

(3) Neither Disagree nor Agree  
(4) Agree

(5) Strongly Agree

Rank	Idea	High	Low	Std. Dev.	Avg.
1.	I feel that City Council is receptive to this change.	5	3	0.6	3.5

#### FREQUENCY DISTRIBUTION REPORT

(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.	I feel that City Council is receptive to this change.	0	0	11	8	1	45%

# S1C Survey: Development Pace for Our Strategic Plan

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  
20 responses

## Strategic Planning and Balanced Scorecard Process

1. As you reflect on our activities and process for our strategic plan for Glendale, how do you feel about our pace at this point:

No.	Items	Times Selected
1.	I feel the development pace for the strategic plan is JUST RIGHT	11 (55%)
2.	I feel the development pace for the strategic plan TOO SLOW	9 (45%)
3.	I feel the development pace for the strategic plan is TOO FAST	0 (0%)

2. Please explain your response to the above question:

No. Idea

1. TOO SLOW: I feel like we've been working on this for months and haven't really made a lot of progress toward developing a plan.
2. TOO SLOW: we have been talking about this for over a year - we need to move forward and deliver results now we will lose momentum
3. JUST RIGHT: Don't feel the process is moving too slow, but concerned the process is not fully understood by key stakeholders that could slow or complicate the process.
4. TOO SLOW: It's important enough to push forward. We're still without direction.
5. JUST RIGHT: I think if we go faster it won't be well developed. I think the next phase will go faster anyway, as a natural consequence of finishing this part.
6. TOO SLOW: Not being done in time to affect the upcoming year budget. Doubts as to the Council buy in when they make statements that do not support the overall goal of building the fund balance.
7. TOO SLOW: Setting mission, vision, and values should have been a fairly quick and simple process, but it seemed to take a great deal of unnecessary time and effort, Once this plans gets going into the harder and more intensive phases, are we going to be able to keep it moving?
8. TOO SLOW: Feels as though the substance is getting lost in a process.

9. JUST RIGHT: It seems that with the processes so far we are on a good pace, but we will need to ensure that we slow down and allow our members to fully understand the process to catch up. Especially as we work with a decentralized work force.
10. TOO SLOW: We've been telling people we're developing a strategic plan since last fall; the process seems slow and our only product (to date) is the Mission and Values so far.
11. TOO SLOW: Hit the organization with the score card and lets dive into this with a real focus and then approve and move on and then amend as needed
12. JUST RIGHT: The pace would be too slow if we have done this before as a team. But because there is a wide gap between those leaders who have gone through a strategic planning process and those who haven't - the pace has had to be a little slower. As we narrow the gap we should be able to pick up the pace a little more.
13. TOO SLOW: Because we are starting from scratch, it seems to be slow going, but it is also important to take the time to get it right. There should have been some holistic discussion on the front end about balanced scorecard so the entire exec team knew and understood the system before getting started.
14. JUST RIGHT: The plan is progressing at a pace where the work is getting done and the organization does not appear to be stressed by the initiative workload.
15. JUST RIGHT: I won't know the final answer to this until we get through it and can reflect. It seems like a reasonable pace, as it is a multi-year approach to changing culture. However, as Jean says "Trust the Process".
16. JUST RIGHT: It's moving at an appropriate pace. We need to make sure we don't try and force anything right now. We need to build an understanding of what a strategic plan and balanced score card are. We also need to help council and employees understand how it will impact them. This takes time and effort.
17. JUST RIGHT: It takes time to initially set the whole structure up. It is more important to have the framework set up correctly than quickly. If it is built the right way initially it will be sustainable and future "refreshes" of the plan will faster and we will maximize the benefit of this effort.
18. JUST RIGHT: It is important to remember that Glendale has had its foot on the brake for a number of years, due to budget restraints and a poor economy. It is not wise to try to go from 0 to 100 in a short period of time, just because we have not been able to in the past. THINK IT THROUGH. Do not change for the sake of change. Make sure it makes sense. While council may have 2 yr terms, they can still be a part of the process.
19. JUST RIGHT: I think this approach is timed pretty well. The two unknowns of how well it will begin to take hold lies with the employee's and council. That will require a lot of effort!
20. JUST RIGHT: We need to take the time to develop and communicate the plan correctly the first time. We will not have a 2nd chance to roll this out. We need to be willing to adjust the time line if needed

# S1D Survey: Impact of the Scorecard Development Process

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  
20 responses

## Scorecard Development Process

1. As you reflect on your work/role (both personally and considering the employees/stakeholders that work with your team), do you think that the balanced scorecard system that we are developing will help you?

No.	Items	Times Selected
1.	Yes--definitely	13 (65%)
2.	Not sure yet	4 (20%)
3.	Yes--probably	3 (15%)
4.	Candidly no	0 (0%)

2. If you indicated yes--definitely or probably--tell us why. Please be as specific as you can:

No. Idea

1. BSC will allow us to put meaningful goals/measures in place that tie in to the overall strategic direction of the organization. It will be a link for all of us to determine if the work we are doing is the right work, at the right pace, budgeted appropriately, having the appropriate impact, etc...
2. It will be the roadmap for getting our work done. It will help us to articulate our performance to the council and community. It will help us keep our organization motivated.
3. The scorecard give us a frame work and performance measurements that we are graded by and are shared with city manager and council. It gives us direction, performance standards and recognition!
4. Accountability. Setting meaningful goals. Being able to watch the needle move
5. Technology based has to be better than what we have now
6. Increase accountability results oriented organization ability to measure productivity pinpoint areas of the organization that are underperforming and need assistance
7. It will identify the services that are most important to this organization. This will not only allow us to focus on the important services but allow us to not provide resources on those issues/services that are not a priority.

8. BS will force the city to focus efforts in 4 key areas - not just outcomes. The framework once understood is actually simple and is logical in its progression. BS also allows for employee participation at multiple levels.
9. Balanced scorecard provides answers to questions we had about engaging in a strategic planning process; how to avoid duplicating efforts, measuring success, including the entire organization, accountability for specific initiatives, etc... .
10. Establishes priorities and metrics that the organization agrees are important and therefore the work done by my department will be in step with the organization.
11. I like that it asks us to look at our processes from the 4 different perspectives. I think that will help us get better outcomes. I think it will also help us break down silos in the organization because we will be looking at things from those other perspectives.
12. City priorities will be afforded appropriate levels of resources and will be expected to deliver based upon known measures. Right now we compete for resources as departments and the measurements/expectations do not seem to be lined up with the resources that are provided.
13. Having a process in place will help us move forward and in the direction that we determined we needed to go. Yogi stated, "we are lost, but we are making good time"... No plan there. Also creates a common language for change which is critical.
14. Help us stay on track and evaluate our progress along the way. Engage our entire workforce and allow our citizens to know how we are doing.
15. It will provide a formal mechanism to review all of the work\services\projects we do and to eliminate those that are not providing the needed value which will free up capacity to deliver the top priority work at a higher level.
16. Operationally, we have good perspective on what is needed for basic service levels. The balanced scorecard system will affirm this, yet at the same time be flexible enough to allow for change/innovation to improve/enhance service levels.

3. If you indicated no or not sure, tell us why. Please be as specific as you can:

No. Idea

1. The system has not been adequately explained to me so I'm not sure if it will really help me or just add more work.
2. Each department has its' own unique requirements. It may be difficult to translate the balance score card down to the level of the employees. "What's in it for them?"
3. As an internal support department, I believe it may assist the departments we support and we will have to adjust accordingly. At this point in time, it is difficult to assess the direct impact.
4. I think I know what the value will be and I'm definitely willing to get it framed but not quite sure of the effects it will have. This will be a tremendous training effort.

4. If you could change TWO THINGS about the scorecard development process, what would they be? Why these two?

No. Idea

1. Again, I'm not clear on the entire process so I'm not sure what I would change.
2. I'm good with how it's moving now.
3. I would have had the entire leadership team and city council participate in the balanced scorecard training. More discussion about the communication plan. I think these two things would like have moved the process a long a little faster.
4. Don't know yet...
5. Some need the process to be more of a visual learning tool
6. Too slow and large to be easily digested perhaps the end product is easier to administer
7. Train employees from all levels of the organization, not just top officials start utilizing the process in several areas so others can better understand the process
8. 1. More updates to employees on where we are at. 2. More Council sessions on the process. Why? We need buy in on this critical process.
9. 1. Get those who are lukewarm tot eh process more energized. 2. Find a way to get the elected officials more engaged in the process.
10. The word "cascading", and the "Tier 2" plan idea. Every part of the organization is equally important. While the City does need one big plan, each department needs to see themselves as part of the bigger picture plan, not a secondary component.
11. No changes
12. Not sure.
13. I would explain it a little better, in a more detailed way to make sure the leadership team understands its value. I would provide some easy to read examples that people can relate to.
14. I don't know enough about the process to suggest changes.
15. General themes/goals would be in place prior to the budget process for next year FY18. I am concerned that this will be a free-for-all year when it comes to budgeting. The public would have additional opportunities to provide their voice to the process.
16. Better visualization tools for our members... Marketing consistently
17. More employee engagement - keep people focused and excited Better participation from the leadership team - seems to be a disconnect and lack of support for the process
18. 1. I would provide more people and resources to oversee the project. Jean does a great job but has many other responsibilities as well. 2. I would find a way to make it feel less like an academic prescribed process.
19. Get more one on one with subject matter expert. Get an idea of the value added so we can move forward more precisely.
20. More communication; development of a script; providing opportunity for others to attend the balanced score card school.

## CM Support

5. What can the City Manager's Office do, or do differently to provide better support for you as we move forward with our planning and balanced scorecard process?

No. Idea

1. Provide better communication and information about the process.
2. We just need full management engagement and good communication / education organizationally.
3. Need a communication strategy. Need everyone on the leadership team to be comfortable being a balanced scorecard champion.
4. Assist in developing a communications plan to outreach our employees from start ( asap ) and ongoing.
5. Unsure. Examples? Balanced scorecard is a very new process. Not everyone will understand the process
6. Ensure what goals are passes come with the required funding to be able to succeed
7. The manager's office can continue to demonstrate the benefits of the balanced scorecard in everyday decisions and interactions "walk the talk"
8. Keep directors, employees and Council updated at every step along the way. Communication is critical for the proper buy in that is necessary.
9. N/a
10. Keep communicating where we are and what the next steps are.
11. Ensure that it is communicated to the organization and Council. Council should publicly acknowledge the process and their support so the employees know that it is supported at all levels of the organization.
12. More personal contact with departments especially down to the department employee level. Employees need to interact with the City Manager's Office in their own department so they have confidence the City Manager's Office has at least seen and heard their needs and accomplishments.
13. Be more clear about the specific expectations of the directors in the process. What do you want from us?
14. Nothing at this time.
15. I like the idea of publishing a timeline to communicate where we are in the process. This way, employees, residents, businesses, elected officials and the media would know where we are and where we expect to be.
16. Continued communication will be the key and continue to be our advocate as we work through council issues.
17. Provide additional communication to the organization to ensure they feel a part of the process and know where to go to ask questions or find out additional information.

18. Continue to provide the leadership needed on this project. No one has gone through a balanced scorecard except the Manager so communication from him is key.
19. Keep the focus.
20. As much communication as possible; removal of barriers to complete and effectuate the new system. Help with the political discourse to make it happen.



## The Challenges Ahead

Instructions: Finally, for this section on change management, what are the most significant CHALLENGES you expect to face as you think about your role and function moving forward with our strategic plan and balanced scorecard? (multiple responses)

### Ideas Results

#### No. Idea

1. Communication
2. Too many things to do and not enough time
3. Prioritizing what needs to be done
4. Being able to reach everyone
5. Finding time to put effort in
6. Getting it right the first time
7. Communicating effectively and getting buy-in from the employees
8. Being able to explain simply what this process is/does for employees.
9. Time management
10. Educating employees on the process and how this will improve their job
11. Resources. Having the right tools to do this (metrics, measurements, etc..)
12. Any set back will feel like a failure
13. Employees resistant to change
14. Communicating where my department fits into the city's Big Picture
15. Time
16. Keeping a decentralized workforce engaged
17. Energy
18. Ensuring this plan does not become "shelf art"
19. Adherence to the plan
20. Developing an internal communication plan that is effective
21. Communication with the staff will be very important. Being able to deliver the unified message is key.

22. Getting people to engage positively
23. City Council adherence to plan.
24. Helping to change the culture. Developing trust in the process
25. Successfully articulating the initiative.
26. Council not understanding the process
27. Lack of support from the management team
28. Getting buy-in from the entire department
29. Communicate the value to the organization in a way that is meaningful and impactful
30. Finding ways to communicate in the right way so that people understand.
31. People constantly throwing up road blocks
32. Council not buying into the process
33. Explaining why the process works
34. This seems like it will be time-intensive, so find the time to put into this so that it is successful
35. Helping each individual employee see their value in the plan
36. Providing meaningful employee training
37. Balancing employees workload as we begin the process
38. Walking the walk - talking the talk
39. Council buy-in
40. Cultivating champions for the process
41. Changing culture at every level
42. Setting time aside to work on the initiative
43. Figuring out how our group fits into the big picture
44. Communication: 1. The process 2. The consistency of implementation of the process, 3. The fairness or perceived manipulation of the process.
45. Keeping all employees engaged once the process is implemented
46. Getting a handle the transition needed for implementation.
47. Navigating the change and having good communication
48. Council buy-in and using the plan for decision making
49. Helping people change

50. Increase engagement = increase expectations...
51. Saying no to the services that are not a priority of the plan
52. For those that are not on board with this plan. Find out what they need to get on board
53. Recognizing successes
54. Getting everyone to pitch in
55. Reassuring staff that we are moving in the right direction even when they may see their role/function listed ranked lower than another function in the city's master plan
56. If management is not behind the change, their staff will not buy-in
57. We need a simple road map, explaining the process, long before most will "trust the process". If we end up presenting our scorecards to the City Manager's Office quarterly, it will take hold very quickly and have great meaning to many....
58. Building in flexibility to the plan. We must be an organization that can change and adapt to surroundings.
59. This isn't just one person's job, it is everyone
60. Employee engagement
61. Willing to compare our operations against others and making changes
62. Being open to the movement of resources from my department to another and/or vice-versa, once objectives are clarified. There are no winners or losers.
63. Supporting each other
64. Substance over process
65. Sticking with the plan, once finalized.
66. We seem to focus a lot of energy on the negative
67. Developing goals that can actually be implemented. Unfunded or partially funded programs and goals that lead to disappointing results with no real study as to why the goal may have come up short.
68. Identify those who may be intentionally or unintentionally derailing the process and either getting them onboard or isolating their impact
69. History. Glendale management has had many change management ideas in the past, few, if any, came to pass. The flavor of the day. Why would this one be any different? Simplify the talk and get the same message out to all employees. Buy in at all levels will be difficult until staff see this time it is different, and they have a role in it.
70. Managing cultural changes on a personal level, division level, department level and throughout the organization
71. Getting the executive team all on the same page.
72. Ability to be honest and take the needed risks

- 73. Being able to separate ourselves from decisions and view things objectively...stop talking in terms of "me" "my department"
- 74. Accountability to the plan and scorecard
- 75. Having great ideas and initiatives but not the resources
- 76. Competing for financial resources based upon the BSC

## Development of Our Strategic Themes

Instructions: If we are wildly successful at achieving our vision of being the community of choice for residents, businesses, and employees at some point in the future; looking back from that point, what did we do that led to that success? Where was our strategic focus that moved us forward? (multiple responses)

### Ideas Results

#### No. Idea

1. Consistency and accountability
2. One stop customer service
3. Prioritized efforts
4. We made things easier for people
5. Trusted the process and stayed the course
6. Consistent message
7. Eliminate bureaucracy in processes
8. Engaged the public and workforce in developing our plan
9. Measured results
10. Communicated consistently with employees, City Council and community
11. Communicated well both internally and externally
12. Survey community
13. Use of technology
14. We made our community part of the strategy and communicated.
15. Dismantled silos
16. Worked to build a strong foundation / culture of employee engagement
17. Becoming a destination. Things to do, events that attract people.
18. We became customer focused, hitting their target result
19. Aligned resources with priorities
20. We created more ways for people to get the services they need
21. Community engagement is ongoing

22. Updated technology to better serve our residents and businesses
23. Employee support, such a wellness and education
24. Top down and bottom up process
25. Processes that were unknown became known
26. City Council served as ambassadors of strategic plan
27. Cared enough to lay it out and then had the courage to fund the goals
28. Discipline in sticking with the plan.
29. Making strategic investments
30. One stop customer call center (citywide)
31. We got a big employer to come here
32. Used BSC as an efficiency, not another task
33. Stayed focused
34. Developed employees
35. Assess our strengths and weaknesses
36. Engaged our community to find out what they want/need
37. Focused on two-way communication with employees, citizens, stakeholders, etc...
38. Chamber involved in the process and communicated to business partners.
39. Ability to demonstrate how we define success.
40. We became fiscal stable with money available for community oriented facilities
41. Making employees feel "value added".
42. Focus on customer
43. We staffed up in areas to meet needs
44. Took action
45. Budget aligns with our goals and is supported by council
46. Didn't get in a hurry
47. No afraid to alter/change plan, to meet needs of community.
48. Two-way communication
49. We were flexible
50. Listened, engaged, and acted upon stakeholder suggestions

51. Implemented values into everyday work
52. Shared vision
53. Sound fiscal management
54. We had another big event and it was clear it was in Glendale
55. The focus was one that all new of and worked to achieve
56. Need to attract other business sectors
57. Continuing to renew and refresh and not remain stagnant
58. Flexibility
59. Achieved a more basic understanding with the community of needs vs. Wants in budget. Important of fund balance for bond rating.
60. Common themes and plan
61. Make downtown a place to be and go.
62. Had engaged workforce
63. Engage / survey community on regular basis
64. Need to be known for a niche business sector
65. Developed and empowered our employees
66. Accomplished strategic growth (internally)
67. Give back to our employees and make it a great place to work - make it somewhere they actually want to come to every day
68. Expanded use of technology.
69. We improved our infrastructure such that our customers recognized Glendale as a well run organization.
70. Employees know what we stand for
71. Aligned our processes to be more business efficient and customer friendly
72. We listened
73. Continuous assessment / improvement
74. Set high standards and hold people accountable
75. We created an environment where the only thing a business has to focus on is the business
76. We engaged community and organization with purpose and regularity - just didn't create a plan and hope that it worked out.
77. Partnered with our businesses and stakeholders

78. Engage the private sector
79. Became a team
80. Develop a culture to empower employees to make change
81. Focus was on our citizens and stakeholder needs. Rewarded our employees for embracing that focus and demonstrating excellence in customer service
82. Employees felt like they played a role in the success.
83. Understood value of partnerships
84. Continue to build our economy as we are
85. Employee tuition reimbursement, onsite daycare for employees, strong wellness program
86. We were named one of the best places to live
87. We have a great public safety program. People feel safe and cared for.
88. Work/life balance
89. It is what "sold" others into investing in Glendale - whether new business, existing.
90. Good infrastructure
91. Develop corporate stewards who are partners with the city
92. Focused on better processes
93. Easy city processes for residents and businesses
94. Employee engagement
95. Enjoy what we are doing and have fun - don't be so serious
96. Desire to raise up quality for all residents
97. Focused on faster delivery
98. Our parks, schools, facilities are the best
99. Our levels of customer service were increased as perceived by our customers
100. We became IT savvy and stayed up with technology advances.
101. Created a culture of "we can" vs. "we can't."
102. Need diverse revenue sources in terms of sales tax generation
103. Focused on better customer service
104. Strong leadership
105. We performed as ONE !



106. Remain flexible
107. Quality services
108. Basic needs vs. Nice to have effectively communicated to community, employees and the City Council
109. Created more prosperity for residents
110. Work life balance for employees. No one should work 50 hours a week to meet their goals.
111. Simple pride in the community
112. Understand core services
113. Speed of processes improved
114. Kept public safety expenditures at bay
115. We invested in our city's infrastructure without being asked
116. Outstanding customer service that is intuitive to what our customers need...treat them as if they have a choice in providers and we want to keep them as our client
117. A defined strategy that value professionalism and investment into our workforce.
118. Outrageous customer service
119. Focused on accomplishing things quickly
120. We incrementally made improvements through focused efforts
121. Able to adapt to surrounding needs quickly
122. Empowered employees
123. Unified team approach
124. Learn from GOOGLE
125. Quality vs. Quantity
126. From the Council level on down
127. Employees are treated fairly
128. We prioritized services based on community need
129. Worked as a team
130. Keep the city safe
131. Invested in our employees
132. We kept pushing forward AND GAINED A REPUTATION AS BEING INNOVATORS IN CITY SERVICES.

- 133. Servant leadership that focused on employees
- 134. I think Jim is cheating off Elaine (looking at screen!)
- 135. We learned how to better ask "why" and not be afraid of the conversation or result.
- 136. Persistence
- 137. We focused on big things, not little stuff that doesn't matter
- 138. Stop making customers jump through hoops
- 139. Demonstrated our organizational values daily
- 140. We kept a stable, highly motivated staff.
- 141. Redefinition of public service in Glendale.
- 142. Better internal technology to help streamline our processes
- 143. Compensation for employees is not "being fixed" every few years
- 144. Determine the role of technology in improving the organization/community and focus on those uses.
- 145. Process improvement
- 146. Reward and value our employees
- 147. Make Glendale first
- 148. Streamline processes
- 149. Be visionary
- 150. Our current businesses turn into our best recruiters
- 151. Jim is honest. Doesn't cheat
- 152. We celebrated our successes
- 153. We are helping others with their strategic plans

## (1) Categorization of Strategic 'Threads'

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

### Ideas Results

#### No. Idea

1. High degree of accountability for the plan
2. Prioritized efforts
3. Making things easier for people in Glendale -- employees/residents/businesses
4. Effective use of technology
5. We aligned resources with our priorities
6. We enabled both top down and bottom up processes
7. We constantly develop strengths/talents of our employees
8. We created a vital economic environment -- a net attractor of new businesses
9. Our employees felt like part of the plan and journey
10. Constantly engaged all stakeholders and gained meaningful feedback
11. We made significant progress in downtown development
12. We became highly efficient in delivering city services
13. Achieved national recognition as a great place to live
14. Glendale widely recognized as a safe city
15. We invested heavily in education - at all levels
16. Our parks/public facilities viewed as progressive/top notch
17. While we had a clear plan - we remained agile/flexible to make changes
18. Our City Council became a strong partner in process
19. We consistently demonstrated our values and desired culture
20. City is regarded as great place to work
21. High degree of community engagement
22. Engaging others to gain support in moving forward - outside city government

## (1A) Prioritization of Strategic 'Threads'

Instructions: Now, please assess each of the following threads (more discreet focus areas) in terms of how important they will be for our future success in achieving our vision of being the community of choice for residents, businesses and stakeholders. Use a scale of 1-10 where a '1' means not at all important and a '10' means extremely important (this is not forced ranking, more than one item can receive the same rating):

HIGH/LOW REPORT  
20 responses

Rating Criteria: Importance for Our Future Success as Community of Choice

Rank	Idea	High	Low	Std. Dev.	Avg.	Participation Ratio
Scale: 1 2 3 4 5 6 7 8 9 10						
1.	We aligned resources with our priorities	10	6	0.9	9.6	20/20
2.	We consistently demonstrated our values and desired culture	10	7	0.9	9.3	20/20
3.	Our City Council became a strong partner in process	10	6	1.3	9.1	20/20
4.	Prioritized efforts	10	6	1.4	8.9	20/20
5.	Our employees felt like part of the plan and journey	10	6	1.3	8.8	20/20
6.	High degree of accountability for the plan	10	5	1.4	8.8	20/20
7.	Glendale widely recognized as a safe city	10	5	1.4	8.8	20/20
8.	We became highly efficient in delivering city services	10	5	1.5	8.8	20/20
9.	We constantly develop strengths/talents of our employees	10	6	1.4	8.7	20/20
10.	Constantly engaged all stakeholders and gained meaningful feedback	10	6	1.6	8.6	20/20
11.	City is regarded as great place to work	10	5	1.3	8.5	20/20
12.	High degree of community engagement	10	6	1.4	8.5	20/20
13.	Effective use of technology	10	5	1.6	8.5	20/20
14.	While we had a clear plan - we remained	10	5	1.7	8.4	20/20

	agile/flexible to make changes					
15.	Making things easier for people in Glendale -- employees/residents/businesses	10	4	2.0	8.4	20/20
16.	We created a vital economic environment -- a net attractor of new businesses	10	3	2.0	8.2	20/20
17.	Engaging others to gain support in moving forward - outside city government	10	4	1.7	8.0	20/20
18.	Our parks/public facilities viewed as progressive/top notch	10	6	1.0	7.8	20/20
19.	We invested heavily in education - at all levels	10	3	1.8	7.5	20/20
20.	We enabled both top down and bottom up processes	10	3	1.8	7.2	20/20
21.	Achieved national recognition as a great place to live	10	1	2.6	6.8	20/20
22.	We made significant progress in downtown development	10	1	2.4	5.8	20/20

## (1A) Prioritization of Strategic 'Threads'

Instructions: Now, please assess each of the following threads (more discreet focus areas) in terms of how important they will be for our future success in achieving our vision of being the community of choice for residents, businesses and stakeholders. Use a scale of 1-10 where a '1' means not at all important and a '10' means extremely important (this is not forced ranking, more than one item can receive the same rating):

### FREQUENCY DISTRIBUTION REPORT

20 responses

Rating Criteria: Importance for Our Future Success as Community of Choice

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.	We aligned resources with our priorities	0	0	0	0	0	1	0	0	4	15	95%
2.	We consistently demonstrated our values and desired culture	0	0	0	0	0	0	1	2	7	10	85%
3.	Our City Council became a strong partner in process	0	0	0	0	0	2	1	1	6	10	80%
4.	Prioritized efforts	0	0	0	0	0	2	2	3	3	10	65%
5.	Our employees felt like part of the plan and journey	0	0	0	0	0	1	3	4	4	8	60%
6.	High degree of accountability for the plan	0	0	0	0	1	0	2	5	4	8	60%
7.	Glendale widely recognized as a safe city	0	0	0	0	1	0	3	3	5	8	65%
8.	We became highly efficient in delivering city services	0	0	0	0	1	1	1	4	4	9	65%
9.	We constantly develop strengths/talents of our employees	0	0	0	0	0	1	5	2	4	8	60%
10.	Constantly engaged all stakeholders and gained meaningful feedback	0	0	0	0	0	3	2	5	0	10	50%
11.	City is regarded as great place to work	0	0	0	0	1	0	3	5	6	5	55%
12.	High degree of community engagement	0	0	0	0	0	2	4	4	3	7	50%

13.	Effective use of technology	0	0	0	0	1	1	5	2	2	9	55%
14.	While we had a clear plan - we remained agile/flexible to make changes	0	0	0	0	2	1	2	5	3	7	50%
15.	Making things easier for people in Glendale -- employees/residents/businesses	0	0	0	1	1	2	3	1	2	10	60%
16.	We created a vital economic environment -- a net attractor of new businesses	0	0	1	0	2	1	1	5	3	7	50%
17.	Engaging others to gain support in moving forward - outside city government	0	0	0	1	0	3	3	5	3	5	40%
18.	Our parks/public facilities viewed as progressive/top notch	0	0	0	0	0	2	5	9	3	1	20%
19.	We invested heavily in education - at all levels	0	0	1	0	3	1	2	8	3	2	25%
20.	We enabled both top down and bottom up processes	0	0	1	1	2	2	3	7	3	1	20%
21.	Achieved national recognition as a great place to live	1	0	2	2	0	2	4	3	3	3	30%
22.	We made significant progress in downtown development	2	0	0	4	3	2	4	3	1	1	10%

## Context on Strategic Themes

Instructions: In our next activity we'll ask you to develop a 'strategic theme' that would be a higher level strategy for Glendale. Our interest is to end up with 3-5 key strategic themes that will guide our direction towards our vision for Glendale. We'd like to write your theme in the format of a short headline followed by a clear description. Some examples are listed below:

### Ideas Results

#### No. Idea

1. CULTURE OF SERVICE: The organization is structured to provide friendly, helpful, fast, reliable, and efficient services that customers can easily navigate both online and in-person.
2. ACCESSIBLE GOVERNMENT: An ethical and transparent government that engages its constituents, is easily accessible, and produces tangible results for the community.



## S2A Survey: Strategic Theme Focus

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  
20 responses

### Strategic Threads to Strategic Themes

1. Now, as you reflect on the broad set of strategic threads that we identified, we'd like each of you to develop a STRATEGIC THEME that might serve as a higher level strategy area for Glendale that could contain a number of these strategic threads. Try to write it with a headline that identifies the themes, and then a descriptive statement that explains focus and reach of the theme. NOTE: At the end of our session we would like to end up with 3-5 (ideally 4) strategic themes that will guide Glendale forward.

No. Idea

1. SAFE CITY: People feel safe driving, living, working, and being entertained at all venues (city parks, libraries, other city facilities; safe roadways, safe retail areas, safe entertainment districts.
2. FISCAL ACCOUNTABILITY: Efficient and effective use of limited city resources. Alignment of resources to achieve goals monitoring outcomes to measure efficiency and effectiveness holding departments accountable for achieving results
3. FISCAL SUSTAINABILITY: Glendale achieves fiscal sustainability while increasing the level of service. Partners in the success include employees, the executive team, the City Council and the community.
4. SUPERIOR CUSTOMER SERVICE: Glendale will be the city known for providing the best service of any city in Arizona and will be evaluated through resident and business engagement.
5. OPERATIONAL INTEGRITY: Ethical operations and decision-making, consistent and equitable regulator, promotion and development of employee capital, fiscal consciousness.
6. FISCAL RESPONSIBILITY: Recognition of outstanding fiscal practices and plans that are seen as sound by the financial world and are vocally supported by the community (residents, Chamber of Commerce, businesses, City Council, media and city staff).
7. EXCEEDING CUSTOMER EXPECTATIONS: Consistently delivering the highest level of customer service possible. Internally and externally. Servant leadership at all times, asking how can i help. Processes and systems in place that enable our employees to better serve the customer; right here and right now...once again , internally and externally!
8. DATA DRIVEN: We use information about what the community needs to create and develop our programs and processes. We use our resources in the right ways to achieve the outcomes our community desires.
9. ENGAGED EMPLOYEES: Employees live out and demonstrate the values of the City. They work well as a team, are committed to further developing their skills, are open to change, are valued for their input; PRIORITIES ALIGN WITH RESOURCES: City walks the walk. Sacred

Cows are eliminated. Community has input into what priorities should be, staff ensures there is an equitable allocation of resources for all residents.

10. **CREATE A CULTURE OF CONTINUOUS IMPROVEMENT:** The City will constantly evaluate the services it provides to ensure the most efficient, user friendly and cost effective experience to its citizens.
11. **HOLISTIC ENGAGEMENT:** Citizens, businesses, Council, management, and employees are all provided with opportunities to influence the direction of the organization, to participate in solving complex issues for the community, and to be champions for advancing the community in a positive direction. **CULTURE OF SERVICE:** The city provides services that are valued by its stakeholders, provides that service in a manner that is appreciated by the stakeholders, and is constantly working to improve. **ACCOUNTABILITY:** The city establishes mechanisms to ensure accountability by setting realistic performance measurements, reporting on them, and aligning resources with priorities.
12. **SAFE AND FRIENDLY CITY:** Glendale Recognized as Safe & Friendly City U.S.A. !!! We have developed an outstanding reputation for top notch public safety service to our community. There is a tremendous focus on customer input, using state of the art technology that is friendly to all generations. We have superior infrastructure and recreational facilities. Our staff is oriented to one stop resolution of issues. The development community loves working with staff as it is effortless to move through our development process. Our basic services are second to none !
13. **DEFINED SUCCESS:** Glendale Defines Success! The City of Glendale has taken the necessary steps to eliminate unnecessary bureaucratic practices that result in excessive regulation. It has done so by reviewing and streamlining its processes to empower all employees to innovate, not regulate.
14. **SERVICE ORGANIZATION:** We are a service organization that empowers its employees to make decisions appropriate to the employee's position to provide the best service possible to city customers.
15. **BALANCED AND CARING CULTURE:** Foster a culture that balances the need for a vibrant community with a city government that is responsive and grounded with a strong sense of efficient business practices.
16. **ENGAGED WORKFORCE:** A dedicated, valued, and well trained work force. Empowered to make decisions and supported by management. Employees feel valued and a part of something bigger. **CUSTOMER SERVICE:** Provide friendly and intuitive customer service. Know the needs/wants of our community and ensure every interaction is positive and the customer feels respected/valued.
17. **RESPONSIVE TO CUSTOMER/STAKEHOLDER NEEDS:** Government exists to provide services and support that the private sector can't or shouldn't provide. We have an obligation to maximize the utilization of the taxpayer funds to provide the highest level of service to meet those identified needs. As those needs change in substance and priorities, we have to be aware and responsive.
18. **GLENDALE DOWNTOWN EVENTS DRAW DIVERSE CROWDS:** Glendale adds downtown flavor to its ongoing crowd-drawing "things to do downtown", including new restaurants, arts, and entertainment. The mix of new housing and businesses makes Glendale more like a larger city, where you can find entertainment value in your neighborhood, and a reason to be downtown after hours.
19. **PUBLIC SERVICE EXCELLENCE:** Setting a high standard of excellence in public service in a manner that includes effective communication with all stakeholders; ease of doing business

with the city; responsiveness to stakeholder needs; employee's engaged in providing high levels of service

20. CITIES THAT DONT GROW DIE: Focus on business, time is money processes as they affect us all. Our CFO is counting on the revenues as is our council and your departments are counting on the associated general fund revenues to fund your areas that make the city work, 3.5% growth is significant, we earn our keep and divide the assets annually based on our collective efforts and understanding of this set of facts. Effects our community at every level and in the end your bottom line too, we are in this together

## (2) Summary of Strategic Themes for Glendale

Instructions: The following is our suggested list of strategic themes for Glendale's strategic plan that, well implemented, will move us forward towards our vision of being the community of choice for our residents, businesses and employees. In a moment we'll assess the list...

### Ideas Results

#### No. Idea

1. **SUPERIOR SERVICE DELIVERY:** The highest quality services delivered in an easy format using a combination of in person and technology driven solutions that create an overall efficient and effective city government. A culture of continuous improvement looking at the services and how to improve them.
2. **A CULTURE OF ACCOUNTABILITY AND FISCAL RESPONSIBILITY:** Glendale is built for the long haul with accountable leadership and business functions delivered with long term fiscal stewardship that effectively manages the community's resources. Transparent communications and openly assessing performance.
3. **A UNIQUELY LIVABLE CITY:** Glendale is a safe environment, inclusive, a great blend of work/life focus, community events that matter, family oriented, attractive amenities and venues, excellent parks/open spaces. An effective infrastructure including transportation, communications and services.
4. **A FOCUS ON ENGAGEMENT:** For all stakeholders, there is a sense of genuine and consistent engagement. Our employees feel respected/valued and part of the process, citizens feel that their voices matter and businesses feel like partners in the economic development of the city. All stakeholders have an opportunity to guide decision making and problem solving. City council is fully aligned with the overall direction and decision making.

## (2A) Assessment of Strategic Themes

Instructions: Now, please assess each of the themes against all three of our strategic criteria, using a scale of 1-10 where a '1' a very low level of alignment and support and a '10' means a very high level of alignment and support: 1) Applicable to every department and all lines of business; 2) Balances internal and external focus to achieve alignment; 3) Directly related to the successful fulfillment of our mission and vision:

HIGH/LOW REPORT (equally weighted criteria)  
20 responses

Rank	Idea	Adj. High	Adj. Low	Std. Dev.	Sum
1.	SUPERIOR SERVICE DELIVERY: The highest quality services delivered in an easy format using a combination of in person and technology driven solutions that create an overall efficient and effective city government. A culture of continuous improvement looking at the services and how to improve them.	10	5	0.8	584
2.	A CULTURE OF ACCOUNTABILITY AND FISCAL RESPONSIBILITY: Glendale is built for the long haul with accountable leadership and business functions delivered with long term fiscal stewardship that effectively manages the community's resources. Transparent communications and openly assessing performance.	10	5	1.2	554
3.	A FOCUS ON ENGAGEMENT: For all stakeholders, there is a sense of genuine and consistent engagement. Our employees feel respected/valued and part of the process, citizens feel that their voices matter and businesses feel like partners in the economic development of the city. All stakeholders have an opportunity to guide decision making and problem solving. City council is fully aligned with the overall direction and decision making.	10	5	1.5	532
4.	A UNIQUELY LIVABLE CITY: Glendale is a safe environment, inclusive, a great blend of work/life focus, community events that matter, family oriented, attractive amenities and venues, excellent parks/open spaces. An effective infrastructure including transportation, communications and services.	10	3	1.6	510

## (2A) Assessment of Strategic Themes

Instructions: Now, please assess each of the themes against all three of our strategic criteria, using a scale of 1-10 where a '1' a very low level of alignment and support and a '10' means a very high level of alignment and support: 1) Applicable to every department and all lines of business; 2) Balances internal and external focus to achieve alignment; 3) Directly related to the successful fulfillment of our mission and vision:

FREQUENCY DISTRIBUTION REPORT (equally weighted criteria)  
20 responses

Rank	Idea	1	2	3	4	5	6	7	8	9	10	Top 2
1.	SUPERIOR SERVICE DELIVERY: The highest quality services delivered in an easy format using a combination of in person and technology driven solutions that create an overall efficient and effective city government. A culture of continuous improvement looking at the services and how to improve them.	0	0	0	0	1	0	1	1	6	51	95%
2.	A CULTURE OF ACCOUNTABILITY AND FISCAL RESPONSIBILITY: Glendale is built for the long haul with accountable leadership and business functions delivered with long term fiscal stewardship that effectively manages the community's resources. Transparent communications and openly assessing performance.	0	0	0	0	2	0	3	9	9	37	77%
3.	A FOCUS ON ENGAGEMENT: For all stakeholders, there is a sense of genuine and consistent engagement. Our employees feel respected/valued and part of the process, citizens feel that their voices matter and businesses feel like partners in the economic development of the city. All stakeholders have an opportunity to guide decision making and problem solving. City council is fully aligned with the overall direction and decision making.	0	0	0	0	4	0	8	6	12	30	70%
4.	A UNIQUELY LIVABLE CITY: Glendale is a safe environment, inclusive, a great blend of work/life focus, community events that matter, family oriented, attractive amenities and venues, excellent parks/open spaces. An effective infrastructure including transportation, communications and services.	0	0	1	0	2	4	6	13	13	21	57%

## (2A) Assessment of Strategic Themes

Instructions: Now, please assess each of the themes against all three of our strategic criteria, using a scale of 1-10 where a '1' a very low level of alignment and support and a '10' means a very high level of alignment and support: 1) Applicable to every department and all lines of business; 2) Balances internal and external focus to achieve alignment; 3) Directly related to the successful fulfillment of our mission and vision:

### HIGH/LOW REPORT

20 responses

Rating Criteria: Applicable to all departments/lines of business

Rank	Idea	High	Low	Std. Dev.	Avg.	Participation Ratio
Scale: 1 2 3 4 5 6 7 8 9 10						
1.	SUPERIOR SERVICE DELIVERY: The highest quality services delivered in an easy format using a combination of in person and technology driven solutions that create an overall efficient and effective city government. A culture of continuous improvement looking at the services and how to improve them.	10	9	0.2	10.0	20/20
2.	A CULTURE OF ACCOUNTABILITY AND FISCAL RESPONSIBILITY: Glendale is built for the long haul with accountable leadership and business functions delivered with long term fiscal stewardship that effectively manages the community's resources. Transparent communications and openly assessing performance.	10	8	0.8	9.6	20/20
3.	A FOCUS ON ENGAGEMENT: For all stakeholders, there is a sense of genuine and consistent engagement. Our employees feel respected/valued and part of the process, citizens feel that their voices matter and businesses feel like partners in the economic development of the city. All stakeholders have an opportunity to guide decision making and problem solving. City council is fully aligned with the overall direction and decision making.	10	7	1.2	9.1	20/20
4.	A UNIQUELY LIVABLE CITY: Glendale is a safe environment, inclusive, a great blend of work/life focus, community events that matter, family oriented, attractive amenities and venues, excellent parks/open spaces. An effective infrastructure including transportation, communications and	10	5	1.3	8.1	20/20

services.

Rating Criteria: Balances internal and external focus

Rank	Idea	High	Low	Std. Dev.	Avg.	Participation Ratio
Scale: 1 2 3 4 5 6 7 8 9 10						
1.	SUPERIOR SERVICE DELIVERY: The highest quality services delivered in an easy format using a combination of in person and technology driven solutions that create an overall efficient and effective city government. A culture of continuous improvement looking at the services and how to improve them.	10	5	1.3	9.4	20/20
2.	A UNIQUELY LIVABLE CITY: Glendale is a safe environment, inclusive, a great blend of work/life focus, community events that matter, family oriented, attractive amenities and venues, excellent parks/open spaces. An effective infrastructure including transportation, communications and services.	10	5	1.6	8.6	20/20
3.	A FOCUS ON ENGAGEMENT: For all stakeholders, there is a sense of genuine and consistent engagement. Our employees feel respected/valued and part of the process, citizens feel that their voices matter and businesses feel like partners in the economic development of the city. All stakeholders have an opportunity to guide decision making and problem solving. City council is fully aligned with the overall direction and decision making.	10	5	1.8	8.6	20/20
4.	A CULTURE OF ACCOUNTABILITY AND FISCAL RESPONSIBILITY: Glendale is built for the long haul with accountable leadership and business functions delivered with long term fiscal stewardship that effectively manages the community's resources. Transparent communications and openly assessing performance.	10	5	1.6	8.5	20/20

Rating Criteria: Directly related to the successful fulfillment of our mission/vision

Rank	Idea	High	Low	Std. Dev.	Avg.	Participation Ratio
Scale: 1 2 3 4 5 6 7 8 9 10						



1.	SUPERIOR SERVICE DELIVERY: The highest quality services delivered in an easy format using a combination of in person and technology driven solutions that create an overall efficient and effective city government. A culture of continuous improvement looking at the services and how to improve them.	10	9	0.4	9.9	20/20
2.	A CULTURE OF ACCOUNTABILITY AND FISCAL RESPONSIBILITY: Glendale is built for the long haul with accountable leadership and business functions delivered with long term fiscal stewardship that effectively manages the community's resources. Transparent communications and openly assessing performance.	10	8	0.6	9.7	20/20
3.	A FOCUS ON ENGAGEMENT: For all stakeholders, there is a sense of genuine and consistent engagement. Our employees feel respected/valued and part of the process, citizens feel that their voices matter and businesses feel like partners in the economic development of the city. All stakeholders have an opportunity to guide decision making and problem solving. City council is fully aligned with the overall direction and decision making.	10	5	1.4	9.0	20/20
4.	A UNIQUELY LIVABLE CITY: Glendale is a safe environment, inclusive, a great blend of work/life focus, community events that matter, family oriented, attractive amenities and venues, excellent parks/open spaces. An effective infrastructure including transportation, communications and services.	10	3	1.8	8.9	20/20

## (2A) Assessment of Strategic Themes

Instructions: Now, please assess each of the themes against all three of our strategic criteria, using a scale of 1-10 where a '1' a very low level of alignment and support and a '10' means a very high level of alignment and support: 1) Applicable to every department and all lines of business; 2) Balances internal and external focus to achieve alignment; 3) Directly related to the successful fulfillment of our mission and vision:

### FREQUENCY DISTRIBUTION REPORT

20 responses

Rating Criteria: Applicable to all departments/lines of business

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.	SUPERIOR SERVICE DELIVERY: The highest quality services delivered in an easy format using a combination of in person and technology driven solutions that create an overall efficient and effective city government. A culture of continuous improvement looking at the services and how to improve them.	0	0	0	0	0	0	0	0	1	19	100%
2.	A CULTURE OF ACCOUNTABILITY AND FISCAL RESPONSIBILITY: Glendale is built for the long haul with accountable leadership and business functions delivered with long term fiscal stewardship that effectively manages the community's resources. Transparent communications and openly assessing performance.	0	0	0	0	0	0	0	3	2	15	85%
3.	A FOCUS ON ENGAGEMENT: For all stakeholders, there is a sense of genuine and consistent engagement. Our employees feel respected/valued and part of the process, citizens feel that their voices matter and businesses feel like partners in the economic development of the city. All stakeholders have an opportunity to guide decision making and problem solving. City council is fully aligned with the overall direction and decision making.	0	0	0	0	0	0	4	0	6	10	80%
4.	A UNIQUELY LIVABLE CITY: Glendale is a safe environment, inclusive, a great blend of	0	0	0	0	1	1	4	7	4	3	35%

work/life focus, community events that matter, family oriented, attractive amenities and venues, excellent parks/open spaces. An effective infrastructure including transportation, communications and services.

Rating Criteria: Balances internal and external focus

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.	SUPERIOR SERVICE DELIVERY: The highest quality services delivered in an easy format using a combination of in person and technology driven solutions that create an overall efficient and effective city government. A culture of continuous improvement looking at the services and how to improve them.	0	0	0	0	1	0	1	1	2	15	85%
2.	A UNIQUELY LIVABLE CITY: Glendale is a safe environment, inclusive, a great blend of work/life focus, community events that matter, family oriented, attractive amenities and venues, excellent parks/open spaces. An effective infrastructure including transportation, communications and services.	0	0	0	0	1	2	2	2	6	7	65%
3.	A FOCUS ON ENGAGEMENT: For all stakeholders, there is a sense of genuine and consistent engagement. Our employees feel respected/valued and part of the process, citizens feel that their voices matter and businesses feel like partners in the economic development of the city. All stakeholders have an opportunity to guide decision making and problem solving. City council is fully aligned with the overall direction and decision making.	0	0	0	0	3	0	2	3	2	10	60%
4.	A CULTURE OF ACCOUNTABILITY AND FISCAL RESPONSIBILITY: Glendale is built for the long haul with accountable leadership and business functions delivered with long term fiscal stewardship that effectively manages the community's resources. Transparent communications and openly assessing performance.	0	0	0	0	2	0	3	5	2	8	50%

Rating Criteria: Directly related to the successful fulfillment of our mission/vision

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.	SUPERIOR SERVICE DELIVERY: The highest quality services delivered in an easy format using a combination of in person and technology driven solutions that create an overall efficient and effective city government. A culture of continuous improvement looking at the services and how to improve them.	0	0	0	0	0	0	0	0	3	17	100%
2.	A CULTURE OF ACCOUNTABILITY AND FISCAL RESPONSIBILITY: Glendale is built for the long haul with accountable leadership and business functions delivered with long term fiscal stewardship that effectively manages the community's resources. Transparent communications and openly assessing performance.	0	0	0	0	0	0	0	1	5	14	95%
3.	A FOCUS ON ENGAGEMENT: For all stakeholders, there is a sense of genuine and consistent engagement. Our employees feel respected/valued and part of the process, citizens feel that their voices matter and businesses feel like partners in the economic development of the city. All stakeholders have an opportunity to guide decision making and problem solving. City council is fully aligned with the overall direction and decision making.	0	0	0	0	1	0	2	3	4	10	70%
4.	A UNIQUELY LIVABLE CITY: Glendale is a safe environment, inclusive, a great blend of work/life focus, community events that matter, family oriented, attractive amenities and venues, excellent parks/open spaces. An effective infrastructure including transportation, communications and services.	0	0	1	0	0	1	0	4	3	11	70%

## Success for Theme 1 (Service Delivery)

Instructions: SUPERIOR SERVICE DELIVERY: The highest quality services delivered in an easy format using a combination of in person and technology driven solutions that create an overall efficient and effective city government. A culture of continuous improvement looking at the services and how to improve them. QUESTION: How will we know success when we see it in this area? What will it look like? (multiple responses)

### Ideas Results

#### No. Idea

1. Meeting stakeholder expectations'
2. Customer satisfaction is high
3. High customer ratings
4. Less complaints
5. Our customers will reflect a high satisfaction rating
6. Things are easier to do
7. Known for innovative approach
8. External survey indicating customer satisfaction
9. Fewer necessary visits to city hall
10. Citizens receive great service fast
11. Metrics improve
12. We won't, customers will
13. We will be recognized for innovations
14. Positive citizen/stakeholder survey results
15. Identified savings or efficiencies
16. When we exceed our customers' expectations
17. Minimal complaints
18. Customer satisfaction
19. Customers appreciate our efficiency
20. Customers going to managers office to share negative experiences

21. Metrics are being met
22. Online service use exceeds in office use
23. Reduction in complaint calls
24. Customer surveys reflect improvement
25. Success will be shown when customers are able to make a suggestion and see that it was considered and possibly implemented.
26. Decrease in complaints
27. We will be held up as the standard in service delivery for other communities
28. When people are frustrated with other government organizations they will point towards Glendale as a "best practice"
29. People aren't waiting for stuff
30. Other communities will model our processes and practices
31. Fewer customer complaints
32. Usage of new technology offerings
33. Feedback given directly to council from constituents
34. Employees will be driven to be innovative and improve their service continuously
35. Fewer in person request because of implementation of technology
36. Convenience to customers - can pay bills from their phone
37. People will be talking about us
38. Customer comments will note our success or areas needing improvement
39. Known for being an "easy" city to work with
40. Operational costs in certain inefficient areas may reduce
41. The media will love us
42. We will have a great reputation
43. Employee moral improves
44. What is seamless service?
45. Feedback from council regarding community
46. Less council involvement in the issues
47. We will get good press
48. Benchmarks being successfully reached

49. When employees are empowered to make decision and then supported.
50. Businesses will be knocking at our door
51. Great reputation when compared to other cities
52. Possible staff reductions in some areas lead to increases in more critical areas
53. Best speed to market in town
54. People competing to get into Glendale (businesses, homeowners)
55. Customers reduction in time to accomplish tasks
56. Customer satisfaction is high, employee morale is high, complaints are low and we are always striving to improve
57. Positive feedback from customers
58. We need to establish a baseline to test against
59. Headlines about how great service is in Glendale
60. Staff will be excited to come to work
61. Internal customers will be a more cohesive team
62. We'll offer multiple ways for a customer to contact us and receive the services they want
63. Reduced processing time
64. People like us
65. Surveys of both internal stakeholders and external stakeholders indicate high satisfaction with processes. When lean process initiatives begin to yield fewer changes.
66. Employee moral will improve as not living each day listening to other employees deliver subpar customer service
67. Internal customer satisfaction... Processes in place
68. Overall success of city: business relocates, increased revenues, etc...
69. City council will value staff
70. Business grows
71. 360 degree performance assessments - get evaluative feedback from those who the employee serves.
72. Negative comments will receive attention to address the noted concerns
73. Increased business community
74. The feedback from citizens and stakeholders through surveying will switch from complaints to ways to enhance

- 75. We all become firefighters
- 76. Citizen perceptions of us improve
- 77. Establish benchmarks for customer service.
- 78. Positive media about Glendale
- 79. They talk about Glendale customer service on twitter



## Success for Theme 2 (Accountability/Fiscal Responsibility)

Instructions: A CULTURE OF ACCOUNTABILITY AND FISCAL RESPONSIBILITY: Glendale is built for the long haul with accountable leadership and business functions delivered with long term fiscal stewardship that effectively manages the community's resources. Transparent communications and openly assessing performance.  
QUESTION: How will we know success when we see it in this area? What will it look like? (multiple responses)

### Ideas Results

#### No. Idea

1. We have an open performance dashboard
2. Fund balance reaches \$50,000
3. Positive media coverage
4. Bond ratings
5. Highest bond ratings
6. Improved bond rating
7. Reaching fiscal goals
8. We achieve the highest bond rating possible
9. Fund balance
10. We achieve our fund balance goal and don't go wild with increased spending
11. Employee feedback
12. We reduce our debt to revenue ratio
13. Achieved fund balance goal
14. We have a healthy fund balance
15. Budget development is easily adopted by elected officials
16. Council prioritizes budget based on needs not on nice to haves
17. We have reached our fund balance goal
18. We are an open data city
19. Measured confidence from public
20. Lower tax rates

21. Improve our bond rating
22. Understandability of the strategic plan
23. Establish data dashboards at all levels and use them as a diagnostic to assess how we're doing.
24. Quicker response time on customer service issues
25. Citizens know how every city dollar was used
26. We are proud of accomplishing our metrics
27. In the next few years we will have community and parks facilities in our capital program
28. Lower employee turnover
29. Open government
30. Sustainable future
31. Our goals will be known as will the measurements. Regular reporting will let the public know we are on track or we'll need to publically identify the changes we're making to hit our goals
32. Our bond rating is high
33. We have open communication with citizens regarding city finances
34. Continue to welcome business
35. Budget in line with council priorities
36. Prioritized spending
37. We willingly share and talk about how the city is doing
38. Compensation is in line with comparison cities and we are not continually "fixing" the problem
39. Strategic Plan is updated regularly and updated accordingly
40. Weed out useless or underperforming programs
41. Our bond rating will continue to improve
42. More transparency in how decisions are made for budget
43. Less council involvement in the day-to-day activities
44. Get to build more park facilities
45. Budget numbers readily available and correct
46. More media coverage
47. We have fewer media and public record requests because people can see the information they want without asking for it

48. Lowered tax rates
49. Highest paid Fire Fighters in the Valley
50. Citizens will not oppose providing additional resources knowing the use of them will be maximized
51. The public and media will talk about our finances openly and positively
52. Employee pride measured through satisfaction survey
53. Sustainability of current infrastructure until funds available for new projects
54. Lower employee and leadership turnover
55. Budget resources are adequate to sustain during slower economic conditions
56. Supplementals!!!!!!
57. We have the ability to adapt to changing financial conditions
58. Easily measure city's performance against peer cities
59. Staff and customers will feel much more comfortable with our future direction in a very positive way
60. We have fewer questions from the council because they know what is going on
61. Higher than normal economic growth
62. Public trust
63. Increased publication of our expenditures
64. Provide departments with flexibility to make spending decisions and move money within designated budgets.
65. Our staff will talk about how we are meeting goals in areas of the organization outside of their own department
66. We have prioritized our services and programs with scientific citizen feedback instead of anecdotal information
67. Create citizen facing dashboards that are clear and unambiguous showing the health of our city (defined metrics)
68. Glendale's fiscal spending is a non issue
69. We don't carry dead weight
70. Budget built based on priorities set
71. Positive Tone at the Top
72. Fewer PRR because they know we are being responsible with our finances
73. City is dedicated to making data driven decisions built around good analytics

74. Everyone understands why we make those decisions
75. We will not have the wild swings of unbelievable good times and fiscal apocalypse
76. We know what we are measuring
77. We stop being reactive and be more strategic and focused
78. Establish benchmarks for partnering expectations.
79. We don't just rely on anecdotal information
80. We are honest with ourselves about performance
81. Police and fire share
82. Budget decisions are not reactionary as we have adequately funded and prepared our budget
83. We acknowledge our shortcomings and make efforts to improve
84. We will be investing into people and facilities rather than figuring out how to delay
85. Proactive vs. Reactive
86. Encourage budget management to be a year round effort - continuous conversation and decision making. Multi-year budgeting

## Success for Theme 3 (Livable City)

Instructions: A UNIQUELY LIVABLE CITY: Glendale is a safe environment, inclusive, a great blend of work/life focus, community events that matter, family oriented, attractive amenities and venues, excellent parks/open spaces. An effective infrastructure including transportation, communications and services. QUESTION: How will we know success when we see it in this area? What will it look like? (multiple responses)

### Ideas Results

#### No. Idea

1. Adequate funding for parks and recreation
2. Actually have programs
3. Increase in business locates
4. Crime stats down
5. External stakeholders satisfied
6. Data indicates citizens generally feel safe in Glendale
7. Identify needs of public safety, fire and Court as one team
8. Our buildings look nice and don't have bird poo all over them
9. Adequate funding for infrastructure
10. Low crime numbers compared to other valley cities
11. Road conditions will not be an issue
12. Our residents will brag about Glendale, our physical conditions and the services we provide
13. The city has attracted new business
14. We are a regional destination
15. Dedicated funding streams for CIP and infrastructure.
16. Decrease in property crime
17. Crime stats are low in comparison to peer cities
18. You will actually see it. . . . Paved roads, new parks, amenities
19. Regional and national recognition as a safe city and one with excellent amenities
20. Clean amenities

21. Families choose to live in Glendale
22. Reduce crime in the 301
23. Our streets are nicer
24. Data supports perception that Glendale is a safe place to live
25. How do you measure these areas
26. More businesses like the city than those that don't
27. Less traffic accidents
28. Our parks are green
29. Assess livability index indicators
30. Low vehicle crash numbers
31. Less resident and business complaints
32. Collaborate with local school districts.
33. New alternate forms of transportation
34. Streets are considered amongst the best in the region
35. No more trailers for employees
36. Improved roadways
37. Improvements to our events are seen has enhancements for our community and as an attraction for others
38. Improved parks and facilities
39. Increase population
40. New facilities such as court/library
41. Our events draw new and different types of people to the city
42. Create and environment of advocacy and not one of regulation.
43. Light rail comes to Glendale
44. Local events attended internationally
45. Citizens from other cities are coming to Glendale to experience what their community doesn't
46. Public accolades and awards for our services and amenities
47. Parks are known for amenities and quality
48. Our buildings are maintained at a higher level of quality from replacement to cleaning

49. Reliance on city for events decreases as private business takes over
50. Employees have work/life balance
51. Resident growth
52. Light rail arrives ding
53. We have a young demographic
54. Success in this area will provide Econ Dev with more fuel to promote relocating to Glendale
55. Becomes destination city
56. A non-profit foundation will rate us really high
57. All residents feel a sense of community and being a part of the community
58. We improve our median income
59. Positive feedback about infrastructure
60. People are walking around downtown and not sleeping on sidewalks
61. More lanes open for shooting our bows and arrows
62. Expand community events to more parts of the City.
63. We have a diverse community that is reflected in our diverse workforce
64. Residents and businesses feel engaged
65. The employees of new businesses relocating to Glendale choose to live in Glendale
66. Develop east entrance to Glendale on Glendale Avenue
67. Continued and sustainable growth in facilities and programs
68. Our computers and networks run more smoothly
69. People relocate to the city to be close to events and parks
70. Feedback from citizens on events they actually find value in
71. We are investing not delaying
72. Residents show appreciation for improvements and maintenance efforts
73. Receive professional accreditations
74. Look at how we can address technology gaps.
75. Diverse programs
76. High satisfaction ratings
77. People expect good news from Glendale as a first reaction to hearing the name

- 78. Our stuff looks fresh
- 79. Others will try to replicate what we have here in Glendale
- 80. Gluten free comes to Glendale
- 81. Develop themes around strong educational opportunities in community.
- 82. Efforts align with priorities
- 83. Residents sell the city
- 84. We attract better people



## Success for Theme 4 (Engagement Focus)

Instructions: A FOCUS ON ENGAGEMENT: For all stakeholders, there is a sense of genuine and consistent engagement. Our employees feel respected/valued and part of the process, citizens feel that their voices matter and businesses feel like partners in the economic development of the city. All stakeholders have an opportunity to guide decision making and problem solving. City council is fully aligned with the overall direction and decision making. QUESTION: How will we know success when we see it in this area? What will it look like? (multiple responses)

### Ideas Results

#### No. Idea

1. Community engagement isn't an after thought
2. Citizen surveys are the norm
3. Tuition reimbursement for employees
4. Annual services survey and assessment
5. Surveys after setting a baseline
6. Low turnover rate for non-represented employees
7. Low employee turnover
8. We have systems in place to assess services continually
9. Communication is effective
10. We are looking at leading indicators and not lagging ones
11. Internal improvement suggestions increase
12. Employee surveys show improved morale
13. Implement surveys or measuring instruments to validate engagement
14. Make sure employees are engaged and informed about all aspects of budget and reasons for decisions
15. High employee morale
16. Employees want to come to work every day and it is reflected in the excellent job they do
17. City reputation is enhanced
18. Council goals are being met
19. Greater/higher quality applicants for vacant positions

20. Decrease surprises of special interest by council members
21. Employees feel their voices are being heard
22. All ethnic groups feel they have a voice
23. Sense of overall trust
24. Expand Glendale University to include year-round learning opportunities.
25. Chamber feels businesses are well informed
26. We are constantly looking at and managing performance
27. Residents will be able to provide input through a variety of mechanism - using the mechanism they desire
28. Complaints are not showing up in the newspaper but being brought up and addressed through relationships of trust
29. Minimal silos
30. Open communication between management and employees
31. Employees feel proud working for Glendale
32. We are the organization to work for
33. Everyone is involved
34. High survey results
35. New businesses are calling and clamoring to come here
36. We acknowledge true economic development
37. Consistently engage with business community including the Chamber
38. Increase in employee morale
39. Revenues are up
40. Open communication between the city and the community
41. Business satisfaction with services
42. Engagement groups in multiple areas, employee feedback solicited in decision making processes
43. Established routine assessment of stakeholder perceptions
44. All stakeholders have an opportunity to influence decision making
45. Employees have pride in where they work
46. Two-way communication

47. Residents and other community members will know how to reach out to the City to voice their concerns or appreciation
48. Council understands the difficulty of balancing the wants with the needs
49. Competitive growth
50. Employee retention
51. Employees are the City's best recruitment effort
52. Lgbtq
53. Develop a community engagement strategy for departments.
54. Constantly seeking feedback from stakeholders in various formats
55. We have sophisticated public-private partnerships
56. No entity will be able to say "I didn't know about that action" or "I didn't get a chance to comment"
57. Citizens are actively participating on committees
58. Consistent message and brand
59. Developers want to build in Glendale
60. We have exceptionally positive relationships with our partners
61. Feedback mechanisms
62. Multiple methods used to advise employees and citizens of what is occurring whether it is budget or other aspects
63. Employees feel equity
64. The community of choice
65. It's not the same people all the time at the council meetings
66. Citizens see change when they have an issue with city services
67. Consistent leadership
68. The direction of the city will be published and shared
69. Management is focused on having engaged employees
70. Increase citizen engagement in processes
71. Younger people get involved
72. Hurry up and re-design the City's web site to allow for interaction and better e-commerce.
73. We have a significant corporate stewardship

74. Action taken on surveys
75. Employees stay
76. We "ask" what the needs are instead of assuming or listen to a "few" stakeholders
77. Reduction of silos
78. Council trusts city is proceeding as directed
79. City Council becoming the leaders for our engagement
80. City council is happy
81. Everyone is valued and treated with respect
82. Depts work better together
83. Citizens can Skype into meetings
84. People's suggestions are taken seriously and implemented
85. Council is making decisions based on real data rather than "I talked to a few people"
86. Business and job growth provides for better prosperity for community
87. Known for technology in communicating, two way
88. City Council carrying a consistent message from the employees, city management and budget
89. Employees are valued and respected and management puts energy back into them
90. Because we have exceptional engagement, people can agree to disagree, but support the final decision
91. Tom buys lunch
92. Data based decisions
93. Established neighborhood programs
94. We grow our contact in the community - neighborhood groups
95. Council trusts staff to be the subject matter experts instead of second guessing

# 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  
20 responses

## Leadership/Project Input

1. What's most important for us to do over the NEXT NINETY DAYS in terms of engaging our workforce, leaders and stakeholders in our strategic planning process and set of final themes? How do we ensure that everyone is aligned in a clear and positive way?

No. Idea

1. Communicate accomplishments and timelines
2. Continue with communications and working through the process.
3. Get out to departments to present what we are doing. Gather feedback. Communication.
4. Communicate, communicate, communicate
5. We need to be on the same page with where we are going and where we are in the process. Once that is confirmed, we need to systematically get the word out so others can get/keep engaged.
6. Keep the focus, momentum, and schedule.
7. Communicate/educate employees on the BSC and process possible employee/stakeholder focus groups prior to finalizing themes ensure executive level understanding and buy-in to the process (trust)
8. Communicate in different ways...use word of mouth. Leaders actively engaged in communicating the plan within their departments. Don't rely on Citywide email.
9. Communicate the timeline, check-in with council, launch the theme teams, make sure all members of the leadership team have no questions left unanswered about what we are doing, how we are doing it, or what the next steps are
10. Make sure it is actual and meaningful engagement. Re-assure all participants that this is moving forward and that all perspectives are valued.
11. City manager needs to talk to line level employees on this progress. All need to get the same message. In language everyone can understand.
12. Do what you are doing, in time the trust will be built up and we won't be in this situation from having not focused on this prior.
13. More communication about the process, timeline and where we're at in the process.
14. Develop strong, simple communication strategy for both internal and external strategies. We

ensure alignment through an appropriate feedback mechanism.

15. 1. Form teams 2. Advise Council of today's results and obtain their buy in 3. Inform employees of today's results 4. Inform citizens and business community after Council workshop on results.
16. We need a communication plan to get this out to our workforce. City Council needs an update also.
17. Messaging to City Council and employees. Needs to be understandable and not just "business speak". Provide a venue that accepts suggested change. If already set in stone, then employees may be hesitant to accept/adopt.
18. Do some surveys now and get baseline results. Communicate "what will this do for me" in a way people understand
19. Create additional content, videos, web, and emails for employees to get educated and feel connected to the process.
20. Communicate with stakeholders in a manner that is easily understood. Don't be too technical. Keep written communications short and to a minimum. Use verbal mediums (in person, videos etc.) To keep all informed as to what has been accomplished thus far, what is taking place now and what will happen in the future.

### **Session Feedback**

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

No. Idea

1. Anonymous input ability to assist with change
2. Interactive communications to see the thoughts of others
3. Able to have open communication where not one or two people dominated the conversation. We are all give the opportunity to share our thoughts - positive/negative. We had FULL participation!
4. We all seem to be on the same page
5. I felt my comments were heard/captured. I enjoyed this interactive time with the city's leadership team.
6. The technical approach and interaction among staff.
7. Interacting with management progress being made on the themes open discussion on the process
8. Moved quickly; kept everyone engaged.
9. The open dialogue, the fact that everyone has been given ample opportunity to participate, knowing that the product is the collective voice of our team
10. I liked the technology - it is a neat way to capture raw data and observation. It would make for a good community tool to help identify and diagnose more grass roots items.
11. Anonymous responses.

12. Liked seeing what my colleagues thought about the process live
13. I liked the interactive process and the ability to give input without it being rebutted.
14. Confidentiality and it seemed everyone took this seriously and was engaged. This is an efficient way to gather and synthesize feedback.
15. Seeing how others on the Executive Team ranked concepts.
16. Very much enjoyed this session. I'm a little troubled by the person who keeps rating some of the areas with "1"s and "3"s
17. The options for feedback
18. It's nice to have the tool to put your thoughts out there without everyone knowing your position.
19. Ability to provide honest feedback and to see the feedback from other leaders.
20. The chance for everyone to participate. Little "group think" - people were willing to voice opposing or conflicting perspectives.

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	8	0.6	9.4

#### 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	0	1	11	8	95%

4. Do you have any additional comments or observations about today's session or any aspect of the Glendale strategic plan and scorecard development process?

No. Idea

1. Really like the process and seeing the feedback from others
2. No
3. Keep going

4. We need to finalize our top items (from today) and begin communicating them out to the organization.
5. Can't wait to get this all implemented.
6. No
7. Feeling good to finally be moving the city forward in a positive manner, with a tested strategic approach, that will create meaningful value for our community
8. Would be interesting to overly/compare our comments and observations with those of the previous stakeholders who have gone through this exercise. Are there connectors? Disconnectors? Would be interesting to see.
9. It is difficult to start a new project, especially one as large as this. Just give it time to take hold. Keep moving forward, no matter how little the step is, take it
10. Think we can move faster, put out a calendar of all activities start to finish and roll this out to a date specific event for approval just like a super bowl that has a date that does not move.
11. I think there is not enough communication about the process and think it is moving too slowly.
12. Communicate, educate, and deliver.
13. We need to get moving. Still seems like we are moving slowly. Teams are not attracting numbers of employees we wanted. Need to develop a strategy for more employee involvement.
14. Seeing the Process timeline and getting something to take out to the field people.
15. After determination of outcomes, feedback was generally pushed away. Continues to have a feel that it is driven by a few with outcomes already pre-determined. Better communication may overcome.
16. We need better examples to make the balanced scorecard more practical and less theoretical.
17. As leaders we all have to take ownership of this process. Individually we have to take responsibility. If you don't understand then ask. If you have feedback provide it. If you don't support it than say so. The employees will be looking to all of us.
18. Let's stayed focused and dedicated to achieving the goal of having a viable strategic plan. This is not a sprint - but a permanent change in how we do business.