

City of Glendale

*5850 West Glendale Avenue
Glendale, AZ 85301*



Meeting Minutes - Final

Friday, September 9, 2016

9:00 AM

Special Workshop

**Glendale Renaissance Hotel, Solana Ballroom C, 9495 W. Coyotes
Blvd. Glendale, Arizona 85305**

City Council Workshop

*Mayor Jerry Weiers
Vice Mayor Ian Hugh
Councilmember Jamie Aldama
Councilmember Samuel Chavira
Councilmember Ray Malnar
Councilmember Lauren Tolmachoff
Councilmember Bart Turner*

CALL TO ORDER

Present 7 - Mayor Jerry Weiers, Vice Mayor Ian Hugh, Councilmember Jamie Aldama, Councilmember Samuel Chavira, Councilmember Ray Malnar, Councilmember Lauren Tolmachoff, and Councilmember Bart Turner

[Councilmember Malnar arrived late.]

Also present were Kevin Phelps, City Manager; Michael Bailey, City Attorney; and Julie Bower, City Clerk.

WORKSHOP SESSION

1. [16-445](#) STRATEGIC PLANNING & BALANCED SCORECARD INITIATIVE
Staff Contact: Kevin Phelps, City Manager

Kevin Phelps, City Manager, said the meeting was the official kick-off of the strategic planning process.

Jean Moreno, Strategic Initiatives & Special Projects Executive Officer, said the presentation would focus on: an overview of strategic planning; priority based budgeting; balanced scorecard approach; mission, vision and values; keys to success of implementing a strategic plan; and the timeline of the project and next steps.

Mr. Phelps said strategic planning created a compass to guide activity and articulate what was most important. It broke down silos, produced a written plan, a management system and a call to action. Now was the time for the City to focus on the future. The plan would be refreshed on a regular basis and the process would be delivered in a measurable, defined way.

Ms. Moreno said strategic planning was critical to develop a high performing organization and leadership had to start at the top.

Brent Stoddard, Public Affairs Director, said an important aspect of a strategic plan was creating a shared purpose. The departments working together with a shared purpose would allow the City to accomplish great things.

Tom Duensing, Assistant City Manager, said strategic planning also provided a framework for autonomy and accountability. Employees wanted to be autonomous and empowered and part of organizational success.

Fire Chief Terry Garrison said the strategic planning process would help the departments to align their targets and measurements with the overall City planning process.

Jim Brown, Human Resources Director, said strategic planning created employee empowerment and engagement. Engaged employees cared about the future of the organization.

Interim Police Chief Rick St. John said the environment needed to be one of collaboration with shared vision, goals and values. Success was achieved by departments, staff and management working together to accomplish goals.

Mr. Phelps said a good strategic plan allowed the use of data to drive decisions and we had to make sure we collected the right data and put the right analytics around that data to drive good decisions. The strategic plan would ask the right questions to make sure the data was being used correctly.

Councilmember Malnar joined the meeting.

Vicki Rios, Finance Director, explained that with traditional budgeting, allocations and cuts were made across the board and measures and performance were not generally considered. Strategic planning changed budget development by tying allocations to strategic priorities. Priorities were focused on measurable results. Programs and projects were scored to evaluate efficacy and resources were allocated accordingly. She said setting priorities provided a framework for budgeting decisions.

Ms. Moreno said balanced scorecard was a management system that provided a framework to manage organizational capacity, business processes, fiscal stewardship and constituents/stakeholders. She said this type of strategic planning focused on outcomes and the resources needed to achieve the outcomes.

Mr. Phelps emphasized the need for long-term investment in the process. It was important to make the right investments that aligned with the City's priorities.

Ms. Moreno said developing the balanced scorecard started with City Council. Council developed the mission, vision and values, and from that the executive management team identified the strategic themes and key results. This process focused on inputs and resources in order to achieve the outcomes. Working teams would be formed to brainstorm objectives and ensure alignment. The executive management team would finalize the objectives and create a draft strategy map. City Council would adopt the strategy map and initiatives, targets and measures would be implemented.

Mr. Phelps said the reporting would be dynamic, on a dashboard, where the Council and the public could see how everything was progressing so that everything was transparent.

Ms. Moreno said the mission, vision and values were an extremely important part of the process as it set the foundation. She explained mission defined purpose of the organization, vision imagined a future state and what success looked like and values articulated desired behaviors.

Mr. Phelps said the most important part of this process was to develop the right value system that reflected what the Council would like to accomplish.

Ms. Moreno said it was important to communicate early and often and continuously repeat the process. Everyone in the organization had to understand what the values were, how they could get involved and be successful. There had to be a written plan which was implemented, evaluated and monitored. It was very important to continue reviewing and revising the plan as needed. Rewards and incentives helped engage employees and performance had to be recognized. One of the most important parts of the process was celebrating success.

Ms. Moreno said during September through November, there would be facilitated study sessions with Council and assessments with key stakeholder groups and the executive leadership team and strategic themes would be identified. Strategic objectives would be identified, a draft Tier 1 strategy map would be created and strategies would be refined

and adopted during December through February. March through April, strategic initiatives would be identified and targets and measures would be established. During May and June, there would be implementation of activities and performance monitoring. She said the first phase was the organizational strategy. The month of July would include the kick-off of Tier 2 development. This phase would include working with each department to create a strategy map for individual departments that tied to the organizational strategy.

Mr. Phelps explained there was a Tier 2 and Tier 3 in the process, which helped bring the overall strategies down to the department level. Each department would put together its own Tier 2, and address how it would provide training. It was at the Tier 2 level where the departments focused on the organizational themes and priorities as it related to the individual department. Tier 3 broke the process down even further into smaller groups and teams within the departments.

Mr. Phelps said staff and Council also needed to be engaged with the citizens of Glendale to understand what they wanted. He encouraged everyone to ask questions so they clearly understood the balance scorecard process.

Councilmember Aldama added a quote from Martin Luther King and said Dr. King not only had a dream, but a roadmap and vision on how to get there. He said it was important that new employees and new Councilmembers were onboard with the mission statement, vision and values, and that they believed in it and wanted to be part of the process. Once the mission and vision were created, it was important not to disrupt the process.

Councilmember Tolmachoff said one challenge an elected body faced was the constant turnover. Collaboration and establishing an organization-wide process was important. She hoped future employees and elected officials would see the mission and values of the organization and want to be a part of it. She said recently the Council had managed its way from one crisis to the next and she wondered how much further ahead they would have been if they had had a vision and mission for the City. She was looking forward to a clear mission and vision moving forward.

Councilmember Turner hoped the process would assist the City in creating a reputation that attracted the people that already subscribed to the City's mission, vision and values.

Councilmember Chavira said the process came at an exciting time. Looking toward the future was very synergistic and it was important to develop a ground game for the future of the City.

Councilmember Malnar asked where the constituents and the citizens participated in the process.

Ms. Moreno said as part of the initial kick-off, there would be facilitated sessions with community stakeholders to identify the current state from the community perception. Moving forward, there would be more public outreach and annual citizen surveys as part of the long-term process.

Councilmember Malnar said the Councilmembers played a big role in reaching out to the public during their meetings. They should refocus how they talked to people and let them be a part of the overall process. He suggested allowing the public to provide ideas they would like to see. Constituents really did know what they wanted, and the Council needed to make sure they were listening. Councilmembers had differences of opinion, as well as differing values and goals. He recommended putting together goals and mission

statements that everyone could agree with, so that it didn't become a political fight.

Ms. Moreno said the work outlining the mission and values was intended to be long-lasting. The mission and values should stay constant over time through election cycles and changes in management. Getting these goals right was the most critical part of the process.

Councilmember Tolmachoff said politics did get in the way, but the Councilmembers needed to remember that their votes affected the entire City. She said the government was intended to be nonpartisan for that reason. Council had to try as hard as it could to make those decisions as nonpartisan as possible and try and understand the concerns of the public and make a commitment to understand each other and serve the citizens.

Councilmember Aldama said the vision and mission should be nonpartisan. They were trying to develop a better quality of life for the citizens of Glendale. He said there was autonomy in the individual departments. There was work to do but there were good things going on and employees were allowed to make mistakes. The recurring theme was customer service to both other employees and the citizens.

Mayor Weiers said over the last several years, the Council hadn't had the luxury to plan for the future because the City was in the midst of a disaster. He was extremely proud of the Council and staff for guiding the City through it. The City was now in a position where it could start planning for the future. Politics would always play a part in City government, but the Council did a good job of working together.

Mr. Phelps said he'd had a productive meeting with the City's appointed officials and they were supportive of the process. Moving through the process required an investment of time, energy and resources. There were now nine certified staff members in the balance scorecard process who wanted to see a cultural change within the organization. He hoped to see direct benefit from the investment made to create a plan that the Council could be proud of and one goal was to show specific initiatives tied to the funding requests during the budget meetings next year. The next step would be a study session with Council on the mission, vision and values.

ADJOURNMENT

A motion was made by Councilmember Aldama, seconded by Councilmember Chavira, to adjourn the meeting. The motion carried by the following vote:

Aye: 7 - Mayor Weiers, Vice Mayor Hugh, Councilmember Aldama, Councilmember Chavira, Councilmember Malnar, Councilmember Tolmachoff, and Councilmember Turner

The City Council adjourned at 11:02 a.m.