

Glendale **Strategic Plan**

*Balanced
Scorecard*

**FISCAL YEAR
2026**

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From the City Manager



Glendale's Strategic Plan is our shared roadmap to creating an even stronger, more vibrant community—one that reflects what matters most to the people who live and work here. It guides us as we improve services, build meaningful partnerships, and plan for a thriving future. Just as important as setting these priorities is making sure everyone—our employees, residents, businesses, and community partners—feel connected to this vision and the steps we're taking together. With a common purpose and a spirit of collaboration, we continue to make Glendale the community of choice today and for generations to come.

Keri R. Phelan

Mission, Vision, Values

Our Mission

We improve the lives of the people we serve every day

Our Vision

The community of choice for residents, businesses, and employees

Our Values

Community, Integrity, Excellence, Innovation, and Learning

Our Mission is at the heart of everything we do. It reminds us that our daily efforts, whether in public safety, infrastructure, customer service, or community programs, directly impact the well-being of our residents. Together, we are committed to delivering excellence, solving problems, and making Glendale a better place for everyone.

Our Vision drives us to make Glendale a place where people want to live, work, and invest. By fostering a thriving economy, strong neighborhoods, and a high quality of life, we ensure long-term stability and growth. When we create a city that attracts and retains talent, businesses, and families, we secure a successful future for generations to come.

Our Values define who we are and guide how we serve Glendale every day.

HOW WE MAKE A DIFFERENCE



COMMUNITY

We are driven to improve the community experience.



INTEGRITY

We provide open and honest governance.



EXCELLENCE

We make excellence a habit, not a goal.



INNOVATION

We deliver better service through creativity & ingenuity.



LEARNING

We view learning as essential to improvement.

Strategic Priorities



Stakeholder Engagement

We ensure a sense of genuine and consistent engagement for all stakeholders—residents, businesses, partners, and employees.



Community Livability

We create a safe and inclusive environment that provides a blend of amenities and infrastructure to support an active live-work community.



Financial Stewardship

We manage our community's resources through accountable leadership, effective business functions, and long-term fiscal stewardship.

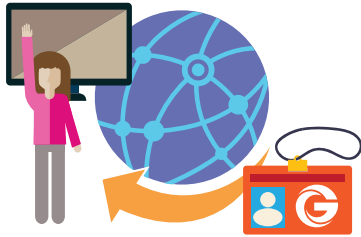


Superior Service Delivery

We demonstrate a culture of service and continuous improvement that drives us to provide accessible, innovative, personal, and technology-focused services.

Strategic priorities are essential to local governance because they provide clear direction, focus, and accountability in how a city serves its community. In a complex environment where resources are limited, and demands are high, strategic priorities help leaders and employees align efforts toward the most impactful goals.

Our strategic priorities guide our efforts to improve the lives of the people we serve every day. Stakeholder Engagement ensures we build strong relationships with residents, businesses, and partners to create a more connected and informed community. Community Livability focuses on enhancing safety, infrastructure, and quality of life to make Glendale a desirable place to live and work. Financial Stewardship reinforces our commitment to responsible budgeting and resource management, ensuring long-term sustainability. Superior Service Delivery drives us to provide high-quality, efficient, and innovative services that meet the evolving needs of our community.



Our Organization

A strong and capable workforce is essential to delivering quality services. Investing in employee development, fostering a positive workplace culture, and ensuring operational efficiency empower us to serve the community effectively.



Our Processes

Well-defined and continuously improving processes allow us to deliver services efficiently and effectively. By streamlining operations and embracing innovation, we enhance service delivery and maximize resources.



Our Finances

Responsible financial management ensures long-term sustainability. Prioritizing smart budgeting, transparency, and fiscal stewardship allows us to maintain stability while making strategic investments for the future.



Our Community

The heart of our strategic plan is the people we serve. Strengthening engagement, enhancing livability, and addressing community needs ensure that Glendale remains a desirable place to live, work, and do business.

Strategic perspectives provide a structured way to view and assess the key areas that drive our city's success. Glendale utilizes the Balanced Scorecard methodology to develop our organizational strategy, ensuring that our approach is comprehensive and aligned with our mission and vision. This methodology helps balance our strategic plan by considering multiple dimensions of performance, preventing us from focusing too heavily on one area at the expense of others.

A truly effective strategy must integrate financial sustainability, a strong and capable workforce, efficient processes, and a thriving community. By organizing our plan around these key perspectives, we create a well-rounded framework that drives decision-making, measures progress, and ensures accountability in achieving meaningful outcomes for the people we serve.

Strategic Objectives

Strategic Map

Our Community

Improve
Community
Experience

Our Finances

Improve
Asset
Management

Improve
Resource
Alignment

Our Processes

Increase
Innovation
Solutions

Optimize
Processes &
Services

Improve
Stakeholder
Engagement

Improve
Purposeful
Communications

Our Organization

Improve
Tools &
Technology

Strengthen
Workforce
Culture

Strengthen
Workforce
Development

Strategic objectives are the foundation of our strategic plan, defining the key areas where we must focus to achieve our mission and vision. They translate our strategic priorities into clear, actionable goals, ensuring that every department and team is aligned in making measurable progress.

By establishing strategic objectives, we can identify our intended results, the specific results we aim to achieve. With each intended result, we identify key performance indicators that help us track our performance through meaningful measures, and implement initiatives, the projects that drive continuous improvement. These objectives provide a roadmap for enhancing city services, optimizing resources, and addressing community needs. They also ensure accountability by allowing us to assess our progress, make data-driven decisions, and adapt as necessary to better serve Glendale's residents, businesses, and employees. Through this structured approach, we create a more effective, transparent, and results-driven organization.

To visually represent how these objectives connect across the organization, we use a strategic map—a tool that illustrates the relationships between our priorities and perspectives, ensuring that every effort contributes to the overall success of Glendale.

Objective Components

Each objective includes the following elements to ensure clear, actionable direction.

Objective Descriptions

In addition to the objectives listed on the strategic map, there are additional descriptions to help clarify and define the intent and goal of the Objective. These give direction and descriptions around what Glendale intends to become as we work on our strategic plan.

Intended Results

As we define what we want to be through Objectives, we are creating and outcome of those actions, an intended result. Each objective has a series of intended results that give us the “how” behind each Objective.

Key Performance Indicators

To understand if we are making progress towards our Objective and Intended Results, we need to create a way to measure our performance. Key Performance indicators are a set of measures that help us understand where the City is in it's growth and progress towards in each area. Targets, current status, and historical performance for metrics in this plan can be found on our website.

Strategic Initiatives

Strategic initiatives are the projects and programs that move the City forward. These are new efforts selected for their ability to drive meaningful progress and create the greatest impact in achieving our objectives and intended results.

The following pages outline each objective along with its description, key results, KPIs, and initiatives.

Objective 1: Improve Tools and Technology

We invest in high-quality, secure, reliable, and efficient technology, tools, and systems to deliver the services our community needs.

Intended Result 1

Technologies are cross-department scalable, where appropriate.

Key Performance Indicators:

- 100% of technology governance approved applications that are scalable, had Gemba Walk/Kaizen as part of the implementation process

Strategic Initiatives:

- Update the Technology Request form to include Gemba Walk as a process standard
 - Complete an audit compliance with technology software purchases policy
 - Establish a method to ensure that the Technology Governance Committee completes a cross-department functionality review for all project requests

Intended Result 2

Improved data governance, data collection, analytics tools, and resources

Key Performance Indicators:

- % increase of data sets in the Data Warehouse
- % increase in data that is successfully documented in the Data Governance Platform
- % increase in open data publication

Strategic Initiatives:

- Improve our current Data Warehousing methodology and establish a method for ensuring access to all city data
- Establish and implement city-wide Meta-Data Standards
- Establish and implement city-wide Addressing Standards
- Establish and implement city-wide Data Service Standards

Intended Result 3

We have the right tools and technology for the job

Key Performance Indicators:

- % of employees that agree with the survey question "I have the materials and equipment I need to do my job"
- % of employees that agree with the survey question "I have the right technology for the job"

Strategic Initiatives:

- Establish a tools and equipment specification review cycle that meets staff needs and explores current trends
- Review Project Management planning on testing, ensuring inclusion of robust end-user test plans
- Ensure that technology disentanglement language is built into contracts
- Ensure that review checkpoints are scheduled between the Innovation and Technology Department (IT) and the End User Department for each software that is managed by the IT Department

Intended Result 4

Improved Technology Security

Key Performance Indicators:

- % of employees that complete their monthly security training within the first 25 days

Strategic Initiatives:

- Establish a method to conduct phone call social engineering tests and set a schedule to conduct such tests
- Create a Digital Wellness Program (e.g., Training on download dangers) and implement it city-wide

Objective 1: Improve Tools and Technology

We invest in high-quality, secure, reliable, and efficient technology, tools, and systems to deliver the services our community needs.

Objective 2: Strengthen Workforce Culture

A strong workforce culture aligns employee behaviors with organizational values. We hold ourselves and each other accountable through personal and professional integrity. We create an environment where excellence, innovation, and learning thrive and are rewarded. We prioritize the health, safety, and well-being of our most valuable resource – our employees. Glendale fosters a culture where we value, respect, and recognize each employee's contributions, voice, and perspective. We work together to improve our community.

Intended Result 1

High Employee Morale

Key Performance Indicators:

- % of overall favorability on the employee survey response

Strategic Initiatives:

- Support the Glendale Employee Engagement Committee (GEEC) in establishing data collection practices to more accurately understand the impact of their programs
- Include employee morale programs such as GEEC, in the internal services survey to be conducted in 2027
- Ensure all departments have a representative on the GEEC
- Establish a Tier III balanced scorecard for GEEC

Intended Result 2

The organization recognizes and rewards employees for their efforts

Key Performance Indicators:

- % of employees that agree the survey question "if I contribute to the organization's success, I know I will be recognized"
- % of departments that have a functional, effective, and fair employee recognition program

Strategic Initiatives:

- Educate department leadership on city recognition programs available
- Work with the Communications Department on varying the ways we remind about Success Factors Award Program
- Include the employee recognition program brochure in NEO binder
- Complete a process review of the Excellence / Success Factors Awards for data tracking
- Conduct a lean project to synchronize the Excellence / Success Factors Awards processes and improve employee understanding

Intended Result 3

Strong and positive culture of responsibility and accountability

Key Performance Indicators:

- % of employees that agree with the survey question "goals and accountabilities are clear to everyone on my team"

Strategic Initiatives:

- Provide training on the performance evaluation process, to include "how to write a self-appraisal" and "how to provide both positive and constructive feedback"
- All departments create positional performance review scoring matrices that clarify how employees meet or exceed standards

Intended Result 4

Employee trust is high

Key Performance Indicators:

- % of employees that agree on survey trust questions

Strategic Initiatives:

- Directors work a minimum of one day annually in each of their department's divisions with a focus on taking part in front-line work
- City, Assistant City, and Deputy City Managers increase site visits
- Review additional opportunities for the City Manager to engage with department staff

Intended Result 5

Health, safety, and wellness are prioritized

Key Performance Indicators:

- City accident injury rate
- % of employees who participate in the city wellness program

Strategic Initiatives:

- Review current safety and wellness programs and utilize Behavioral Insight Trials (BIT) to identify program improvements, including messaging on why employee health matters
- Ensure that the Safety & Security Alliance is fully staffed with a representative from each department and meets on a regular cadence

Objective 2: Strengthen Workforce Culture

A strong workforce culture aligns employee behaviors with organizational values. We hold ourselves and each other accountable through personal and professional integrity. We create an environment where excellence, innovation, and learning thrive and are rewarded. We prioritize the health, safety, and well-being of our most valuable resource – our employees. Glendale fosters a culture where we value, respect, and recognize each employee's contributions, voice, and perspective. We work together to improve our community.

Objective 3: Strengthen Workforce Development

We invest in developing our workforce into highly skilled professionals and leaders to meet organizational needs and empower employee success.

Intended Result 1

Highly skilled employees

Key Performance Indicators:

- % of new employee training requirements completed
- % of general employee training requirements completed
- City Vacancy Rate

Strategic Initiatives:

- Create an enhanced Employee Orientation Program (Glendale U for staff)
- Standardize Training for Success Factor levels and Technical Training
- Centralize all certification and training tracking in Learn
- Create a city-wide employee training schedule/plan
- Enhance the city-wide safety training program
- Assess recruitment and talent acquisition programs for improvement
- Explore options to recognize prior service in vacation and sick leave accruals to strengthen recruitment efforts

Intended Result 2

Effective supervisors

Key Performance Indicators:

- Supervisor training and certification completion rates

Strategic Initiatives:

- Create a supervisor specific orientation program (NEO +)
- Create a Glendale specific supervisor certification program
- Establish a 360-degree evaluation process

Intended Result 3

Enhanced career development opportunities

Key Performance Indicators:

- % of employees who participated in career development opportunities

Strategic Initiatives:

- Establish an employee development committee
- Create career pathing (Employee Development Roadmaps) for all employees
- Utilize the employee development plan in NEOGOV (Performance Module)
- Expand the employee selection process for special programs participation
- Assess certification pay city-wide
- Assess professional development funding
- Contract an external consultant or have an audit conducted to assess employee development programs city-wide

Objective 3: Strengthen Workforce Development

We invest in developing our workforce into highly skilled professionals and leaders to meet organizational needs and empower employee success.



Glendale Police



Field Operations



We are Glendale!



Glendale Fire

Objective 4: Increase Innovative Solutions

We cultivate an innovative environment by capitalizing on our employees' experience, knowledge, and creativity to identify breakthrough solutions.

Intended Result 1

Innovative solutions are encouraged

Key Performance Indicators:

- % of departments that participate in an innovation project

Strategic Initiatives:

- Create an employee-driven innovation program: Ideas Generating New Innovation Toward Excellence (IGNITE)
- Annually review the Bloomberg Mayor's Challenge for applicability in the city

Intended Result 2

Innovative solutions are recognized

Key Performance Indicators:

- % increase in Excellence Awards for Innovation

Strategic Initiatives:

- Create employee innovation events - Innovative Eight
- Create a role in departments of an Innovation Business Partner that cultivates the ideas to submit to IGNITE
- Participate in a Design Thinking Sprint
- Review the naming and branding of the Excellence Awards
- Assess training needs for innovative design and thinking

Intended Result 1 Customers are satisfied with our services

Key Performance Indicators:

- % satisfaction with services provided through GlendaleOne
- % satisfaction with services provided through BuildGlendale
- % of employees who are satisfied on the internal services survey

Strategic Initiatives:

- Update the GlendaleOne Survey to capture customer satisfaction level and increase the survey link visibility
- Identify additional services that can reasonably be included GlendaleOne
- Ensure that all service-related processes have Standard Operating Procedures (SOPs)
- Audit key services to evaluate the need for supporting policy
- Create a BuildGlendale post services survey
- Establish a city-wide customer service kiosk/survey tool

Intended Result 2 Processes are improved

Key Performance Indicators:

- % of departments with documented process improvements (Lean Projects)
- % increase in year-over-year documented process improvements (Lean Projects)
- % of Lean Training completed city-wide (LEANCITY)

Strategic Initiatives:

- Develop and promote a tracking mechanism for process improvement projects
- Outline Lean Project reporting criteria (key quantitative and qualitative results)
- Create a mechanism to cross-tell and share process improvement efforts city-wide
- Develop city-wide Lean Training (LEANCITY)

Objective 5: Optimize Processes and Services

We optimize processes, programs, and services to create operational efficiencies, addressing the evolving needs of residents, businesses, and employees.

Objective 6: Improve Stakeholder Engagement

We work collaboratively within our community to encourage involvement and welcome input to build partnerships and maintain relationships.

Intended Result 1

The community is engaged in addressing issues, services, and delivery models

Key Performance Indicators:

- Net Promoter Score from Volunteer Survey (% Positive Score - % Negative Score)
- % increase of overall volunteer hours, year-over-year

Strategic Initiatives:

- Standardize Volunteer Experience Survey
- Standardize all volunteer data into one application for comprehensive data tracking
- Work with departments to ensure that employees fully capitalize on the annual Civic Duty hours of 2000
- Work with Communications Department on an evergreen communication plan for telling people about ways to be engaged with the community
- Create and hold an annual city-wide volunteer participants' appreciation event

Intended Result 2

Community stories and needs are continually understood and addressed

Key Performance Indicators:

- % increase in the number of responses to the community survey

Strategic Initiatives:

- Work with Communications Department to see what can be done to improve engagement with the community survey
- Explore how social media responses help us identify/address community needs
- Conduct a media/communication push on GlendaleOne and BuildGlendale to ensure residents and businesses are aware and can fully utilize the tools



Parks & Recreation



Glendale Transportation



State Farm Stadium



Desert Diamond Arena



Cholla Water Treatment



Special Events



Game Day at State Farm Stadium



Scenic Glendale

*Daily Life in
City of Glendale
Arizona*

Objective 7: Improve Purposeful Communication

We promote awareness and understanding of Glendale's mission, services, and opportunities through timely, clear, and effective communication with all stakeholders.

Intended Result 1 Excellent Stakeholder Awareness

Key Performance Indicators:

- Internal: % of employees that agree with the survey question “I have the information I need to do my job well”
- External: % decrease in residents who feel “they were prevented from engaging with Glendale due to the lack of information or prior knowledge”

Strategic Initiatives:

- Internal: Departments implement operations/stand-up meetings with a Director’s Memo or similar for staff who cannot attend
- Internal: Directors must implement frequent “office hours”, “Chief’s forum” or similar concept to ensure all staff have access to their leadership and to answer questions. Include a mechanism for people to ask questions
- Internal: Create communication tools and outreach materials to help increase employee understanding of Glendale's Strategic Plan - The Balanced Scorecard
- External: Evaluate the efficacy of utilizing paid ads to boost our social media posts views
- External: Evaluate when we can utilize the city owned billboards appropriately for information about the city and to positively market ourselves

Intended Result 2 Effective Communication

Key Performance Indicators:

- % of Employee survey takers that agree or strongly agree with the question “when the organization makes change, I understand why”
- % increase in residents who feel informed about issues facing the community

Strategic Initiatives:

- Create a video series called "Ask the City Manager", which will include responses to employee questions and the sharing of high interest information
- External: Create timeless, positive branding: Create a strategic marketing campaign to message the city’s image and brand while continuing to incorporate more timely communication
- Internal: Train Blaze on employee policy and other types of employee information so they can use it to ask their questions
- Internal: Evaluate if we can use one of the city's mass notification tools for employee non-emergency communication

Intended Result 3 Positive Reputation

Key Performance Indicators:

- % increase in residents who feel positively about the image and reputation of Glendale
- % positive online sentiment towards Glendale

Strategic Initiatives:

- Ask Glendale Booth: Create a booth to be deployed at key city events, both city events and resident run events to provide access to city employees to answer questions or enter questions into GlendaleOne to be answered by the appropriate team
- Train more employees on media techniques utilizing LEARN modules on city branding, customer service skills, how to handle resident questions, and how to handle contact from the media
- Community Connection Cards for field staff to be able to provide information to those they come into contact with
- Renew the media outreach around GlendaleOne
- Utilize passive resident survey opportunities to supplement the annual resident survey. Review current department efforts in this area for potential consolidation and improvement
- Work with Communications Department and the Public Information Officer in the Police Department on expanding our communication plan for “good news” policing stories

Objective 7: Improve Purposeful Communication

We promote awareness and understanding of Glendale's mission, services, and opportunities through timely, clear, and effective communication with all stakeholders.



Westgate Entertainment Center



Thunderbird Park



Glendale Civic Center



Glendale Police

Objective 8: Improve Asset Management

Asset management is a critical factor in providing long-term reliable services. We invest in our facilities, infrastructure, equipment, and technology to improve our organization and the community.

Intended Result 1 Future-proof our capital asset availability

Key Performance Indicators:

- % of capital assets meeting our replacement schedules (infrastructure, equipment, technology)

Strategic Initiatives:

- Department-by-department evaluation of asset tracking
- Assess the need for defined asset replacement cycles

Intended Result 2 Prudent stewardship of capital assets

Key Performance Indicators:

- % of departments that report 100% of their capital assets on time

Strategic Initiatives:

- Complete a capital asset reporting lean project
- Assess the need for reporting of non-capital assets (non-consumables and aggregate assets with significant monetary value)
- Develop a city-wide Fiber Master Plan

Intended Result 1 We are fiscally responsible

Key Performance Indicators:

- CIP expenditures are within 90% to 100% of the forecasted plan
- Operating expenditures are within 100% of the approved budget

Strategic Initiatives:

- Utilize Questica to produce CIP/Operating Budget Report (dashboard)

Intended Result 2 Programs are evaluated

Key Performance Indicators:

- % of departments with program inventories
- % of programs evaluated city-wide

Strategic Initiatives:

- Complete a citywide program inventory and evaluate at least one program in each department annually
- Streamline the program evaluation/inventory process
- Analyze program evaluation strategies and benchmarking models from peer organizations

Intended Result 3 Resources are aligned

Key Performance Indicators:

- % of Performance-Based-Budgeting implementation completed

Strategic Initiatives:

- Reorganize the Chart of Accounts within the financial enterprise resource planning (ERP) system to improve program alignment and reporting
- Implement a new Enterprise Resource Planning (ERP) System

Objective 9: Improve Resource Alignment

Resource alignment is critical to meeting the needs of our community while being fiscally responsible. This requires city wide coordination of our financial resources to ensure that they are strategically directed toward achieving our goals and objectives.

Objective 10: Improve Community Experience

Glendale strives to create a community where residents, businesses, employees, and visitors feel they have a safe, healthy, and thriving place to live, work, and play.

Intended Result 1

Community of choice for residents, businesses, and employees

Key Performance Indicators:

- Residents: Average years a person lives in Glendale
- Businesses: Average years a business stays in Glendale
- Businesses: % increase in special events license issued
- Employees: Average employee tenure
- % of survey takers who feel the overall quality of Parks and Recreation Opportunities are excellent or good

Strategic Initiatives:

- Update the Parks Master Plan in FY 2029-2030

Intended Result 2

Safe and clean community

Key Performance Indicators:

- Safe: % improvement in the overall feeling of safety in the community
- Safe: % decrease NIBRS (All group A) reportable crimes, per thousand
- Safe: Accidents per million vehicle miles
- Clean: % of properties that do not have code violations
- % of first engines on scene for a Fire incident arrive in ≤ 5 minutes 20 seconds 90% of the time
- % of first engines on scene for an EMS incident arrive ≤ 5 minutes 90% of the time

Strategic Initiatives:

- Implement Vision Zero in Glendale and the Transportation Safety Action Plan

Intended Result 3 Increased public trust

Key Performance Indicators:

- Average number of days to respond to a community assistance request
- % of overall confidence in Glendale

Strategic Initiatives:

- Conduct an annual Business Survey

Intended Result 4 Residents are proud of our community

Key Performance Indicators:

- % favorable sense of civic and community pride

Strategic Initiatives:

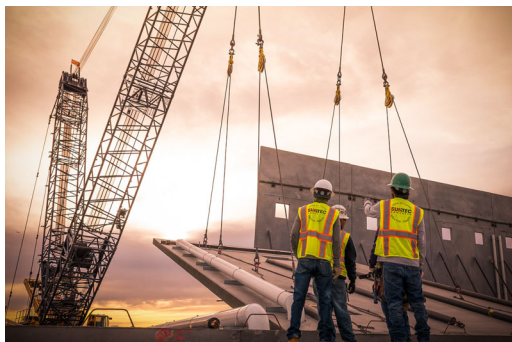
- Conduct an annual Resident Survey



State Farm Stadium



Spring Training at Camelback Ranch



Glendale Growing



Historic Sahuaro Ranch

Objective 10: Improve Community Experience

Glendale strives to create a community where residents, businesses, employees, and visitors feel they have a safe, healthy, and thriving place to live, work, and play.

Implementation

From Strategic Planning to Progress

The City of Glendale's Strategic Plan is a living framework that guides how we serve our community every day. Implementation happens through:

- Strategic Initiatives – Projects that move each objective forward.
- Performance Metrics – Measures that track progress and ensure accountability.
- Regular Updates – Results shared publicly through Glendale's Performance Portal.

This approach ensures that our plan remains active, measurable, and transparent.

Stay Connected and Informed

Our **Strategic Plan** page serves as the central hub for Glendale's strategic planning program, including updates and resources. For performance results, our **Performance Portal** provides interactive dashboards and key metrics that show how the Strategic Plan is being put into action across the city. Together, these tools provide transparency and accountability, while keeping our community connected to the strategic planning process and the progress we are making.

Strategic Plan:



Performance Portal:



www.glendaleaz.gov



www.glendaleaz.gov