



Balanced Scorecard

Program Update



Agenda

- Program Status
 - Tier I
 - Tier II
- Balanced Scorecard Training Update



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 Communication



Our Organization

Improve Tools & Technology

Strengthen Workforce Culture

Strengthen Workforce Development



BALANCED SCORECARD

The Strategic Planning Cycle

Review

Review the outcome of the initiatives and KPI's, identifying areas for improvement and successes

Execute

Collect data for KPI's and initiatives are executed



Identify

Identify Strategic Objectives and Key Performance Indicators (KPI's) or update the existing plan

Plan

Plan targets for KPI's and the prioritize Initiatives that will make progress towards the objectives



BALANCED SCORECARD

Tier I

Review

Review the outcome of the initiatives and KPI's, identifying areas for improvement and successes

- Completed Initiatives
- Published KPI's
- Identified Success

Identify

Identify Strategic Objectives and Key Performance Indicators (KPI's) or update the existing plan

- Update Intended Results
- Update KPI's
- Update initiatives



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Tier II

Plan

Plan targets for KPI's and the prioritize Initiatives that will make progress towards the objectives

- 19 departments complete
- 1 in the final review

Execute

Collect data for KPI's and initiatives are executed

- Data Collection
- Supporting Initiatives

Program Status

Accomplishments:

- Began Quarterly Performance Management Review Meetings
- Implemented software solution for tracking Key Performance Indicators (KPIs) and Initiatives
 - 122 city employees collaborating via Smartsheet software platform
- Department level reporting in progress
 - Data collection started in October (FY24 1st quarter metrics)



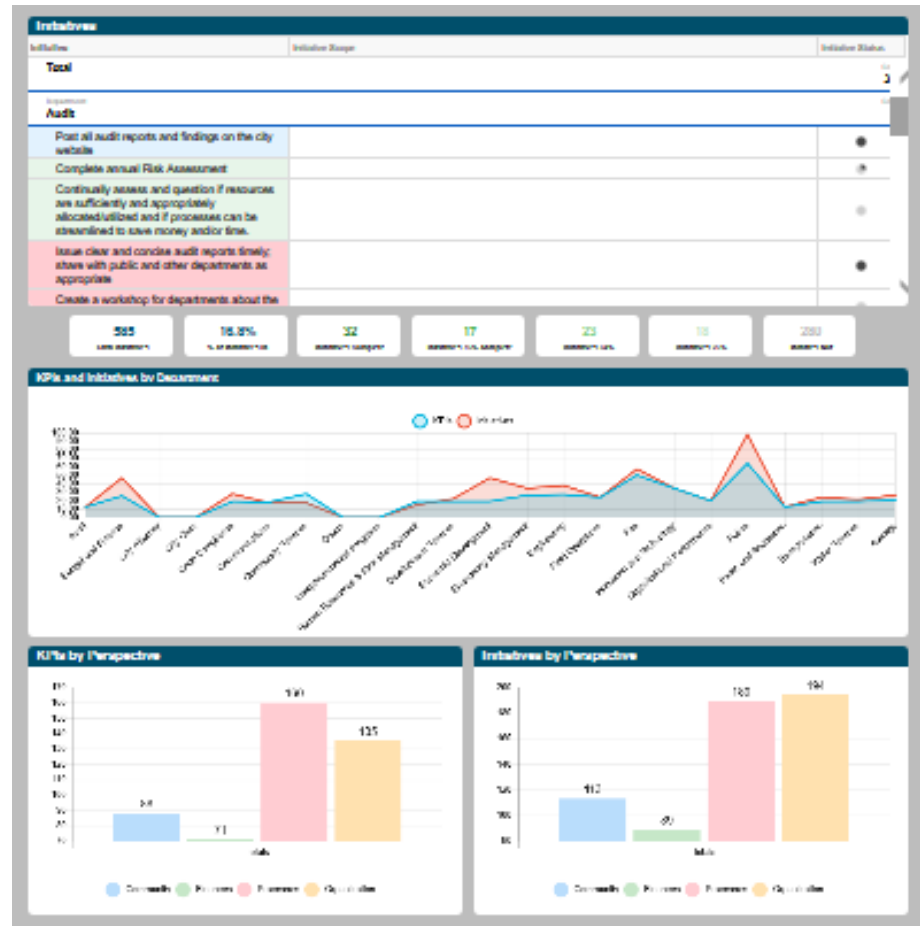
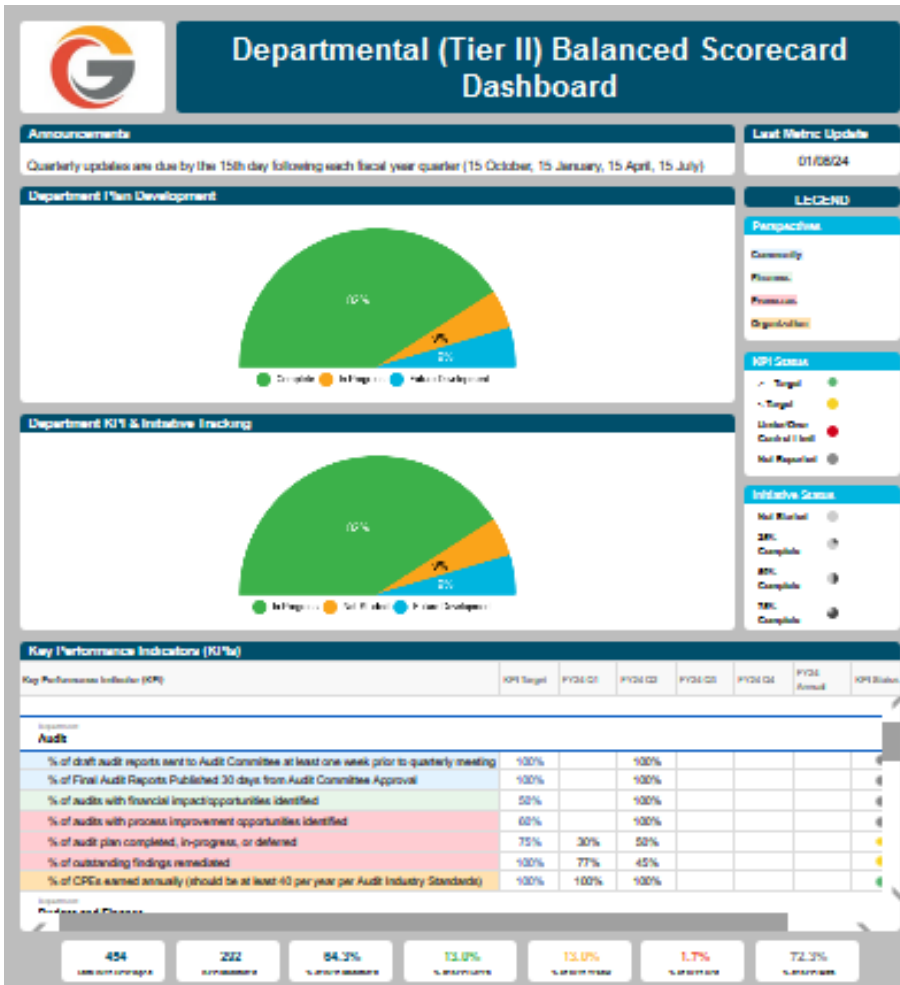
Department: Organizational Performance
Reporting Period: FY24 First Quarter (July - September 2023)

Objectives > Intended Results > KPIs > Initiatives	Tracking	KPI Target	KPI Lower Control Limit (LCL)	KPI Upper Control Limit (UCL)	FY24 Q1	FY24 Q2	FY24 Q3	FY24 Q4	Annual	KPI Status	Initiative Status
▫ Improve Community Engagement	N/A										
▫ Residents identify strategic priorities	N/A										
▫ % increase in resident survey participation	Future	2%									
▫ Resident Survey Media Campaign	Future										
▫ Residents have access to city-wide performance data	N/A										
▫ % of balanced scorecard performance measures posted publicly online	Yes	90%			4%					●	
▫ Update performance dashboard website	Yes										
▫ Increase understanding of city performance	N/A										
▫ % of What Works Cities (WWC) criteria achieved and maintained	Yes	86%	67%						49%	●	
▫ % of Valley Benchmark Cities (VBC) metrics submitted on time	Yes	100%	80%						100%	●	
▫ What Works Cities (WWC) Certification	Yes										
▫ Valley Benchmark Cities (VBC) KPIs	Yes										
▫ Open and transparent government	N/A										
▫ % increase in published open data sets	Yes	10%							12%	●	
▫ Open Data Publication	Yes										
▫ Arizona State University (ASU) Capstone Partnership	Yes										
▫ Exemplify Financial Stewardship	N/A										
▫ Strategically aligned, well managed budget	N/A										
▫ % of budget spend variance (+/- 10%)	Yes	10%							11%	●	
▫ Quarterly and Annual Budget Reviews	Yes										
▫ Future: Program Inventory Design	Future										
▫ Improve Organizational Performance	N/A										
▫ City of Glendale is strategically aligned	N/A										
▫ % of departments with employees certified in Balanced Scorecard	Yes	100%	80%						87%	●	
▫ % of departments with an approved Tier II Scorecard	Yes	86%	80%		82%					●	
▫ Future: Tier I Strategy Review	Future										
▫ Future: Strategic Management Maturity Assessment (SMMA)	Future										



BALANCED SCORECARD

Performance Management Tracking





Current Initiatives

- City-wide Quarterly Performance Management Reviews
 - Ensures deliberate and consistent review of data and data analysis
 - Promotes continual assessment of strategic objectives
 - Supports data driven decision making at all levels
 - Meets What Works Cities Performance & Analytics Criteria
- Budget Cycle Integration
 - Align Balanced Scorecard Key Performance Indicator (KPI) reporting with Budget Book publication
- Expand Glendale's Performance Portal
 - Update portal to include department level performance measures
 - Supports City's Open Data Policy



BALANCED SCORECARD

Training

- Updated Training

Balanced Scorecard and
Key Performance Indicator
Training Program
2024 - 2026





Questions

