

**CITY OF ALBANY  
CITY COUNCIL AGENDA  
STAFF REPORT**

Agenda Date: February 16, 2010  
Reviewed by: BP

**SUBJECT:** City of Albany Mission, Vision, and Core Values Statements

**REPORT BY:** Beth Pollard, City Administrator

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**STAFF RECOMMENDATION**

That Council schedule a special meeting for Monday, February 22, 2010, at 7:00 p.m. at the Community Center, to conduct a work session to review and discuss the City's existing Mission statement, and draft Vision and Values statements. The purpose of the session is to provide for informal discussion, comment and initial direction; no action will be taken.

**BACKGROUND**

Every two years the City adopts a two-year budget and work plan. In preparing for 2010-12 budget and work plan, some opportunities and challenges have presented themselves that have led to the recommendation for the work session:

- 1) The City's 2009 organizational analysis concluded that the City staff is stretched thin, that the City needs to differentiate between mandated, core business and optional services, and that the City needs to increase its consciousness of "Zero Sum Programming" to establish manageable workloads and expectations.
- 2) In these tight fiscal times, it is even more imperative that the City prioritize and focus its resources
- 3) As requested, Fern Tiger Associates has crafted draft City vision, core values, and key strategies for action as a result of her significant engagement with the community on the *Voices to Vision* waterfront planning project.
- 4) The Civic Center project, which has been a significant undertaking for the City, is nearing completion and sets the stage for taking a fresh look at future operations.

**DISCUSSION**

The purpose of the work session is to begin the process of affirming or revising the City's Mission Statement, adopting a new Vision Statement, and adopting Core Values. This direction will help inform the City's adoption of new goals, objectives, work plan and budget for the 2010-12 fiscal years.

The recommendation is to conduct informal round table discussions, similar to the City Council work session on the draft Climate Action Plan, on the City’s Mission Statement, and the draft Vision and Core Values statements. Each table will have an opportunity to report out with a summary of the discussion. At the conclusion of the session, Council members will have the opportunity to express any initial comments. Staff will take the information from the work session and return to Council with follow up steps towards adoption of the Mission, Vision, and Core Values.

The next steps in the City’s strategic planning for the 2010-12 year include presentations by City departments and the City Administrator that could be called “State of the Department” and “State of the City” respectively. These presentations are scheduled for the City Council meetings of March 1 and 15. They are intended to give the City Council and community information such as pending projects, programs, and other initiatives; strengths, weaknesses, opportunities, and challenges; mandates vs. optional services/what could be done differently or not at all.

During April – June, the City Council will be asked to complete the adoption of the Mission, Vision, and Values, conduct a work session on establishing new goals and objectives, and adopt a 2010-12 Budget and Work Plan.

## **ANALYSIS**

Mission Statement: A mission statement is an action-oriented formulation of the organization’s reason for existence – its purpose. A mission statement answers the question: Ultimately, what are we here to do, and why?

The City’s Mission Statement currently is: *The City of Albany is dedicated to maintaining its small town ambience, responding to the needs of the community, and providing a safe, healthy environment now and in the future.* The February 22 workshop provides an opportunity to review and discuss whether any changes are desired in this statement.

Vision Statement: A vision statement – often called a vision of success – describes what the organization should look like as it successfully implements its strategies and achieves its full potential. The last Vision Statement adopted by the City in 2001 is: *The City of Albany will be economically vibrant, fiscally sound, and community-focused.* Attached is a draft Vision Statement crafted by Fern Tiger that will be reviewed and discussed; does this capture what the City sees as its vision for the future?

Core Values: Values underpin how the organization operates. The starting point for developing a values statement is: How do we want to conduct our business? How do we want to treat our key stakeholders? What do we value – in other words, what do we really care about? A statement of values can be helpful for understanding an organization’s culture and the issues it faces for developing organizational goals and strategies. Attached is a draft set of Core Values crafted by Fern Tiger that will be reviewed and discussed; do these capture the City’s values? Or, to put it another way, how does the mission statement guide how the City prioritizes its resources and conducts business.

Also attached is Fern Tiger Associates' draft Key Strategies for Action, which at this time can be used to help inspire discussion on the mission, vision, and values.

Among the concepts for the Council and community to consider in creating these statements, the remainder of the 2010-12 strategic planning, and other expectations is the so-called "Two out of Three Rule" referenced in the 2009 organizational analysis - otherwise known as "We can do it fast, we can do it well, or we can do it cheap, but we can't do all three." For example:

- On balance, would you rather the City err on the side of process or results?
- Should the City do fewer things well, or more things superficially?
- How is time allocated between responding to individual questions/concerns and accomplishing the City's work plan?
- Use of technology for routine community interaction, thereby saving City staff time for value-added work?
- What are the core functions of the City and what are the priorities among the other services, projects or activities?

### **SUSTAINABILITY IMPACT**

The purpose of the work session is to help the City focus and prioritize its resources to best meet the needs and desires of the community.

### **FINANCIAL IMPACT**

There is no direct fiscal impact from conducting the work session. There is staff time involved in preparing for, facilitating, and following up on the work session.

### **Attachments**

Fern Tiger Associates draft Vision, Core Values and Key Strategies for Action