

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

Agenda Date: May 3, 2010
Reviewed by: BP

SUBJECT: City of Albany Mission and Vision Statements

REPORT BY: Beth Pollard, City Administrator

STAFF RECOMMENDATION

That Council review and discuss revisions to the City of Albany Mission Statement and creation of a new Vision Statement for staff to bring back for adoption by Council resolution.

BACKGROUND

On February 22, 2010, the Council members, appointees to City commissions and committees, and members of the public engaged in a City Council work session to discuss the City's Mission Statement, as well as the Albany community vision and core values statements drafted by Fern Tiger Associates as part of the Voices to Vision waterfront visioning project.

At the February 22 City work session, participants:

- Discussed the City's mission statement as to whether it was still relevant and/or what changes were desired.
- Indicated by "sticky dots" which clauses of the community vision statement they favored or what ideas were missing
- Listed examples of when Albany best exemplified the community core values
- Ranked the values (lowest number being the number one choice)

The recorded outcomes from the work session are attached. Also attached are definitions of mission, vision, and values.

DISCUSSION

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.

Among the ideas raised in the February 22 work session was addition of the words sustainable, vibrant and/or diverse; replacement of small town ambience with friendly city, and insertion of changing before “needs of the community.” Reflecting on the comments from the work session and other experiences, staff offers the below possible revisions.

- A. *The City of Albany is dedicated to being a friendly city, responding to the needs of its diverse community, and providing a safe, healthy, and sustainable environment.*
- B. *The City of Albany is dedicated to creating a safe, healthy and engaged community that is family friendly and committed to economic and environmental sustainability.*

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 Council in 2001 is: *The City of Albany will be economically vibrant, fiscally sound, and community-focused.*

The Albany vision and values statements crafted by Fern Tiger and the comments from the participants on them reflects broad aspects of the community, some of which are under the responsibility of the city and some that fall under the purview of other organizations. For example, “education” features prominently in the values and was added to the vision discussion, however it is the primary purpose of school agencies rather than municipalities. Nevertheless, the broader vision and values help inform the creation of a new City of Albany vision statement, and will also be useful in future efforts such as signage, branding, general plan, etc.

Staff offers the following option for a vision statement that captures elements within the city’s purview while including desires expressed by the community through the Voices to Vision and the February work session:

The City of Albany is a leader in environmental sustainability, champions a healthy local economy, fosters safe, diverse, and engaged neighborhoods, and treasures its unique waterfront.

The vision statement adopted by the City Council will provide guidance for the goals and subsequently objectives, work plan and budget for the 2010-12 fiscal years.

Values

Values underpin how the organization operates. It addresses the questions: How do we want to conduct our business? How do we want to treat our key stakeholders? What do we value?

The Albany core values drafted by Fern Tiger can help guide future planning efforts for the city and community. In terms of municipal organizational values, these typically express concepts such as ethics, integrity, honesty, fairness, cooperation, quality, equity, etc., To truly establish core values for the city, staff recommends that the upcoming work plan consider conducting a separate exercise that involves city staff in addition to City Council and other participants. Staff involvement is important in ensuring that the values become an integral part of the organizational culture and activities.

SUSTAINABILITY IMPACT

A mission statement and vision statement help cities to better focus resources, policies, and activities to meet the needs and goals of the residents and other stakeholders.

FINANCIAL IMPACT

None from adoption of a mission statement or vision statement.

Attachments

1. Definitions of Mission, Vision, and Values
2. Existing Mission Statement and Fern Tiger crafted Vision and Core Values
3. February 22, 2010 Work Session outcomes:
 - a. Mission statement comments
 - b. Vision statement dots exercise
 - c. Core values in action exercise
 - d. Core values ranking
 - e. “When have you been most proud to be a part of the City of Albany?”