



City of Woodland

REPORT TO MAYOR AND CITY COUNCIL

AGENDA ITEM

TO: THE HONORABLE MAYOR
AND CITY COUNCIL

DATE: November 18, 2008

SUBJECT: Review and Approval of the City of Woodland Vision Values
Mission

Report in Brief

In December 2007 the City Council approved new organizational initiatives for Woodland that will facilitate the City's transition into an outcome oriented, customer driven, efficient and effective local government organization. One of these initiatives involved the development of a revised Vision Values Mission statement. This statement will become the foundational element that defines the culture of the City organization.

The City Manager committed to forming a task force composed of employees from a cross section of the organization in order to develop Woodland's Vision Values Mission statement. A task force was appointed and the process of developing this statement has been completed. It is now appropriate to review this statement with the City Council in order to seek comments and suggestions regarding specific modifications and ultimately direction to implement Vision Values Mission.

Staff recommends that the City Council review and approve the proposed Vision Values Mission (VVM) statement and direct the City Manager to implement the statement as part of Woodland's organizational culture.

Background

On December 11, the Woodland City Council met in a Study Session to review new organizational initiatives proposed by the City Manager and Senior Staff. Representatives of Woodland's employee associations were invited by the Mayor, City Council and City Manager to attend the meeting and all were represented. Other managers, supervisors and various employees at all levels of the organization and from all departments were also in attendance.

The Study Session focused on the City Council's expressed interest in supporting a transition that will move the City of Woodland to an outcome oriented, customer driven, efficient and effective local government organization. In order to accomplish this transition, comprehensive organizational change must be planned, implemented and sustained. It must be supported by all levels of the

organization and led by people who are focused on implementing certain key initiatives that, when completed, will have lasting impact on the organization. As these key initiatives are completed, others will be initiated that build upon the success of the earlier efforts and the organization will be able to sustain positive change.

These initiatives were presented to the City Council as the Policy, Leadership and Management Initiatives. The initiatives provide a framework that will guide the City organization in conducting the public's business. There are several ways that these initiatives will positively impact the operation of City programs and services. First, the initiatives seek to **align the City Council's policy direction with the day to day activities of the organization.** Second, the initiatives **establish the outcomes associated with the City's programs and services and the means for receiving feedback regarding effectiveness and efficiency.** Third, the initiatives define the **organizational culture which guides how staff interacts with the City Council, the community and each other.** Fourth, the initiatives provide the **leadership and management tools that will be used by all employees in order to conduct the public's business.** Finally, the initiatives provide the means for the **City organization to evolve and change in a manner that meets the present and future needs of Woodland.**

The first of the organizational initiatives that needs to be implemented is **Vision Values Mission (VVM)**. Vision Values Mission establishes a new or renewed vision for the organization, provides a list of organizational values that become the framework for conducting business and creates a common mission that is easily identified by all stakeholders, including the City Council, organizational leaders, employees, business/community partners and residents. The Vision Values Mission must be used, practiced and modeled constantly, especially by the organization's leaders, in order for it to become relevant and part of the organizational culture. Establishment of Vision Values Mission is the foundation upon which all other organizational initiatives will be built.

With the understanding that broad involvement is needed in order to develop a Vision Values Mission statement, the City Manager and Senior Staff appointed a task force composed of 1-2 representatives from each department. The task force began meeting in March 2008. The employees appointed a chair who worked closely with the City Manager to facilitate and guide the process. The work of this task force held a high priority within the organization as the members met twice a month over a five month period. Task force members provided occasional reports to their employee associations, respective departments and work units. Progress was also reviewed by Senior Staff through the monthly management meetings. The task force included several members who worked many years for the City of Woodland and all except for one member are residents of the community. Therefore, the views expressed and shared by the members during numerous lively discussions reflected employees' feelings about the unique community that is Woodland. The final draft of the Vision Values Mission statement was endorsed by the task force in September. This draft is included as Attachment No. 1.

The Vision Values Mission statement must be approved by the City Council before it is implemented because it will be one of the tools that helps to align the Council's policy direction with the organization's day to day business. In order for the statement to guide Woodland's transition into an outcome oriented, customer driven, efficient and effective local government organization, it must

be reflected in City policies/procedures, job descriptions, recruitment announcements, promotional considerations, performance evaluations and day to day interactions. The City Council must be supportive of the statement becoming the foundational element that defines the organization's culture.

Discussion

The development of the Vision Values Mission statement would not have been possible without the participation of twelve employees who agreed to accept the challenge of developing this very important document. These employees gave their most valuable resource of time and talent in order to develop a statement that they can be proud of. The members of the Vision Values Mission task force included:

- Carol Beckham, Library
- Cynthia Shallit, CDD
- Dan Letamendi, Police
- David Krause, Police
- Debra Fann, Finance
- Eric Zane, Fire
- Greg Meyer, Public Works
- Jeff Sissom, Parks & Recreation
- Lynn Gatie, CDD
- Mark Hedington, Public Works
- Ryan Brant, CDD
- Tod Reddish, Fire

These employees represent a wide cross section of the organization, including all departments and operational levels. As stated previously, eleven of the twelve task force members are Woodland residents and very "invested" in the community. The employees met twice monthly beginning in March through July to discuss the composition of a VVM statement within the following definition of the primary elements:

- **Vision** depicts the organization that we want the City of Woodland to become
- **Values** define the essential attributes we need to fulfill the **Vision** and **Mission**
- **Mission** states why we exist as a local government organization

The City Council's review and approval of the proposed Vision Values Mission will enable staff to begin the task of implementing the statement. A subset of the task force has been formed and will begin meeting to discuss the implementation process. Among the activities that will be considered are citywide employee meetings, department briefings, inclusion of the statement on job descriptions and recognition of employees who provide exceptional service and/or effort in a manner that

embodies Vision Values Mission. An internal training element will be developed to support the implementation of Vision Values Mission.

It is important to note that the completion of the Vision Values Mission statement is the beginning of the long journey to excellence. This statement is intended to provide the organization with a common direction and purpose in order to achieve a long range outcome that will take years to complete. Vision Values Mission sets the bar high in order to engender the commitment to build an excellent local government organization.

Fiscal Impact

Approval of the Vision Values Mission will not have a material impact on the City's General Fund. Revisions to materials such as job descriptions will be completed as part of the normal course of business. Training activities to create awareness of VVM will be completed during regular operational hours.

Public Contact

Posting of the City Council agenda. Copies of this report were provided to the VVM task force members and the leadership of all employee associations.

Alternative Courses of Action

1. Review and approve the proposed Vision Values Mission (VVM) statement and direct the City Manager to implement the statement as part of Woodland's organizational culture
2. Provide comments, suggestions and/or direction to modify specific elements of the statement and direct the City Manager to implement the statement as part of Woodland's organizational culture

Recommendation for Action

Staff recommends Alternative No.1.

Mark G. Deven
City Manager

Attachment No.1: Vision Value Mission Statement

DRAFT VISION VALUES & MISSION STATEMENT

WOODLAND'S VISION FOR THE FUTURE

**Make Woodland a premier place to live, work and
conduct business.**

We will achieve this by:

Providing Woodland with ethical, dynamic and effective leadership that is responsive to the community, establishes clear direction and priorities and models the Values and Mission in support of our common Vision.

Making Woodland an employer of choice with staff who are motivated, well-trained, collaborative, innovative, and appropriately recognized and rewarded.

Partnering with residents, businesses and property owners to become a destination community with a vibrant downtown and a variety of entertainment venues.

Implementing policies to ensure that Woodland is a well-balanced and well-planned community with thriving businesses, attractive neighborhoods and high quality educational opportunities.

Conducting our work in a manner that supports Woodland as an environmentally sustainable community with well-maintained facilities and modernized infrastructure.

Building on Woodland's proud heritage as a historical and agricultural community.

AS AN ORGANIZATION, THE CITY OF WOODLAND VALUES:

TRUST AND INTEGRITY which we demonstrate by following through on our commitments, duties and responsibilities.

COURTESY AND RESPECT for everyone that we come into contact with, including our customers and fellow employees.

TEAMWORK as the most efficient and effective means to conduct the public's business.

OUR EMPLOYEES as we work together to ensure that all our colleagues are respected, valued and rewarded.

QUALITY CUSTOMER SERVICE that is both respectful and responsive to external and internal requests.

OPEN, HONEST AND CLEAR COMMUNICATION with our community and within our organization.

LONG-TERM FISCAL STABILITY ensured by implementation of prudent financial practices and evaluation of our performance.

VOLUNTEERISM AND CIVIC INVOLVEMENT demonstrated through our commitment to work with community organizations, neighborhood groups and individuals dedicated to public service.

WOODLAND'S HERITAGE AND CHARACTER as a peaceful, safe, close knit and historic community.

“Our Mission is to anticipate and implement a balance of services essential for a high quality of life through leadership, innovation, and a commitment to our community.”