



City of El Cerrito City Council Strategic Planning Study Session

Adopted Mission and Draft Vision and Values

For Discussion with the City Council

This document contains the City's adopted mission statement together with drafts of a vision statement and set of values. These drafts are intended to serve as a starting point for the El Cerrito City Council, who will be convening to create elements of a strategic plan on September 22, 2012. Management Partners drafted vision and values concepts following interviews with the City Council, employee and community stakeholder focus groups, a public survey and community outreach efforts, and a workshop with El Cerrito staff. It is expected that the City Council will modify the drafts in order to ensure that they convey the Council's direction.

Under each of these sections, there are questions for Council members' consideration to help identify desired changes. These drafts and the questions will be discussed at the City Council study session on September 22, 2012.

MISSION

A mission statement conveys the purpose of the organization, the essential reasons for its existence. It serves as the foundation for policy and resource decisions. *The City Council adopted the following mission statement in 2011:*

The City of El Cerrito serves, leads and supports our diverse community by providing exemplary and innovative services, public places and infrastructure, ensuring public safety and creating an economically and environmentally sustainable future.

VISION

A vision statement describes the desired future as a result of the organization's work. The best vision statements are concise, easy to remember and reflect the balcony view of the City's future.

Options for City of El Cerrito Vision Statement

The following options utilize words and phrases commonly identified by community and staff stakeholders to describe their vision for a future El Cerrito.

Option 1:

The City of El Cerrito is a thriving community with vibrant neighborhoods, engaged residents, a respect for the environment and a focus on a sustainable future.

Option 2:

The City of El Cerrito is a vibrant and sustainable community where people are connected to each other, local businesses and the environment.

Option 3:

The City of El Cerrito is a safe, friendly, unique and thriving community.

Questions for the City Council:

What do you like about the options that are provided? What would you change? What stands out and/or is your preferred option?

How closely do these convey your vision for El Cerrito?

Is something missing? If so, what?



ORGANIZATIONAL VALUES

The underlying values of an organization drive behavior and support effective implementation of the mission, vision, and goals. Seven draft values have been identified as important in fulfilling El Cerrito's purpose and are presented for the City Council's consideration.

1. **Ethical**
2. **Leadership**
3. **Responsiveness**
4. **Innovation and Creativity**
5. **Professional Excellence**
6. **Fiscal Responsibility**
7. **Transparency and Open Communication**

Each of the suggested values as associated behaviors, as listed below.

ETHICAL

- Keeps the public's interest always in mind
- Abides by professional codes of conduct
- Exercises good judgment
- Does the right thing even when no one is looking
- Knows and follows ethical rules
- Has the courage to say no
- Is accountable
- Open/honest communication

LEADERSHIP

- Has and communicates a vision
- Stands for something
- Sets the example
- Has courage
- Is Inspiring
- Communicates and listens effectively
- Makes the hard decisions
- Demonstrates compassion
- Mentors
- Remains steadfast
- Is willing to admit failures/faults
- Puts others first (emotional intelligence)

RESPONSIVENESS

- Seeks and utilizes community input
- Listens/responds actively



- Is timely
- Keeps others informed and up to date
- Keeps commitments and does what is said will be done; is reliable
- Engages – two way interaction

INNOVATION/CREATIVITY

- Identifies new ideas/methods/techniques and embrace those that lead to improvement
- Uses emerging technology with purpose
- Problem solves
- Takes risks (calculated)
- Encourages outside-the-box thinking
- Fosters empowerment
- Make it safe to make mistakes and to learn from them

PROFESSIONAL EXCELLENCE

- Demonstrates respect
- Is dedicated
- Dependable/reliable
- Keeps skills and knowledge current
- Exhibits excellent interpersonal skills
- Provides stewardship
- Identifies/forecasts issues
- Solution-oriented
- Pays attention to detail
- Humility
- Sees the public and City employees as sources of creative ideas and effective solutions

FISCAL RESPONSIBILITY

- Ensure responsible spending of the City revenues with services delivered in the most cost effective, efficient manner
- Maintains financial reserves consistent with City Financial Policy
- Adheres to best practice financial policies and practices
- Attracts outside funding and resources when appropriate
- Forecasts
- Maintains fiscal discipline
- Addresses unfunded liabilities

TRANSPARENCY AND OPEN COMMUNICATION

- Operates in such a way that others can easily see one's actions
- Champions public transparency laws to enhance accountability and builds trust in government
- Follows open meeting laws in conducting the public's business
- Facilitates public participation in open meetings; encourages candor and welcomes



input

- Provides free and easy access to information regarding matters of public interest
- Provides timely, accurate information that is easy to access and to understand
- Seeks ways to increase community participation and inclusion in government
- Considers media, technology and other channels to reach the public
- Listens carefully and remains open to different perspectives
- Explains policies, issues, and changes
- Develops creative ways to get the public involved in a productive way

Questions for the City Council:

Do you concur that these are the important values for El Cerrito as an organization? (Yes/No)

Is something missing? If so, what?

What changes would you suggest?

