



## Briefing Memorandum

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**TO:** Mayor Balducci and City Councilmembers

**FROM:** Brad Miyake, Acting City Manager  
Ann McCreery, Organizational Development, City Manager's Office

**DATE:** February 18, 2014

**SUBJECT:** Update on the One City Initiative

### **BACKGROUND**

The One City program was established in 2007 with a goal of supporting an ongoing commitment to being a high-performance organization. One City teams work closely with the City Manager and Leadership Team to enhance and maintain a culture of customer service and continuous improvement through themes of collaboration, innovation, and focus on the future.

Members of the One City team will be providing details on the history, goals, and achievements of this initiative. The outcomes of One City have influenced work in each line of business at the City, and it is our intent that what is shared tonight will provide context for future briefings from departments and programs.

Attached is a one page handout that is used to capture key concepts of One City, and will be the focus of the presentation. The three key areas of One City are centered on the handout, and reflect the organization's commitment to:

- Working collaboratively with internal and external stakeholders;
- Using innovation to challenge the status quo and solve problems;
- Keeping a future focus on organizational issues and demands from our customers and partners.

One City has influenced the effectiveness and efficiency of the city's work by bringing process improvement and performance metrics to the city. These in turn have helped to shape initiatives such as Budget One, paperless permitting, and other efforts that we will share in our presentation.

Our customer and employee survey measures demonstrate that we are making progress in breaking down silos to create cross-departmental partnerships, sharing leadership, strengthening our management and communication, and pushing decision making to the most appropriate level in the organization to ensure that our employees are empowered to solve problems creatively with our citizens. These efforts have led to improved employee engagement and satisfaction, which in turn help to maintain our customer satisfaction at the very highest levels.

Mission: Provide exceptional customer service, uphold the public interest and advance the community vision.

# One City Goal



## Strengthen the City's commitment to excellence by:

**Why Change?**

**Increasing expectations for delivering internal and external services**

- We are an on-demand society with expectations of customized solutions with little turnaround time

**Increasing competition for resources**

- Budget and staffing levels are not likely to increase; We need to find ways to eliminate waste (over-production, over-processing, waiting, unneeded motion, defects)

**Our own desire to be better and try new things**

- As staff we share the goal of delivering excellent service

- Working collaboratively to involve people in making decisions
  - o in my work group
  - o outside my work group
  - o outside the COB
- Using innovation to
  - o challenge the status quo
  - o improve what exists
  - o create new approaches
- Keeping a future focus
  - o personally
  - o organizationally
  - o from the citizen's view



**Vision**

**Be a collaborative and innovative organization that is future focused and committed to excellence.**

Core Values: Exceptional Public Service—Stewardship—Commitment to Employees—Integrity—Innovation

**Leadership Philosophy:** We are One City, defined by a culture of quality, community value, and sustainable financial performance, and committed to continuously improving our workplace and culture.

We value our customers and employees and consider their interests in everything we do

- We are driven to make a positive difference in our community
- We embrace shared leadership throughout the organization
- We support learning and innovating at all levels of the organization
- We practice open communication and we share the rationale for our actions
- Knowledge is widely distributed and creativity is nurtured throughout the organization
- We strive for timely decisions made in a participative manner, consistent with our vision and core values, by the people closest to the matter

Our collective success is larger than any individual. Collaboration is vital, valued and recognized. We hold ourselves mutually accountable for the health of the organization and each other's success.