

CITY OF REDDING

ORGANIZATIONAL VALUES & EXPECTATIONS

The purpose of this document is to outline some of the key values and traits of a successful organization. These values and traits describe the characteristics of a high-performing organization that is well-positioned to serve the community. More specifically, I envision the City of Redding as an organization that:

1. Maintains the highest ethical standards. It is essential that the City of Redding earn and maintain the trust and respect of the community. Consequently, it is essential that the City of Redding establish and maintain a corporate culture that is based on honesty and integrity.
2. Embraces the concept and ideals of “public service.” The City of Redding was incorporated in 1887 in order to serve the community. It is essential that the City of Redding never lose sight of the fact that it exists to serve the residents of Redding. The concept of “public service” is at the heart of everything that the City of Redding does each and every day.
3. Places an emphasis on excellent customer service. It is essential that we serve the public in a courteous and professional manner. It is also important for the City of Redding to be perceived as fair and equitable. Of course, the City of Redding is not able to say “yes” to every request or inquiry. In those instances where the City of Redding must say “no,” it is important to deliver this message in a professional manner and continue to look for other solutions.
4. Is accountable to the community for its actions. It is appropriate for the City of Redding to tout its accomplishments; however, it is also just as important for the City of Redding to take responsibility for its failures and shortcomings. This approach will help the City of Redding earn the trust and respect of the community.
5. Continuously looks for opportunities to enhance and improve the community. The City of Redding is in a unique position to identify and act upon opportunities to improve the community. It is our obligation to seek out these opportunities whenever possible in order to improve the community and enhance the quality of life that we all enjoy and cherish.
6. Is responsive to the community’s needs. The City of Redding should demonstrate a “can do” attitude and help the community achieve its goals and dreams.
7. Is innovative and results-oriented. The City of Redding should continuously seek out new strategies and ideas to improve the organization. The organization should strive for excellence and consistently question the “status quo.”
8. Genuinely listens to its employees and treats them with respect. The quality of our employees dictates how well the City of Redding is able to serve the community. Therefore, it is essential that the City of Redding value its employees and provide them with the resources

and support that they need in order to be successful. In addition, it is important to empower our employees to make decisions. The City of Redding is fortunate to have excellent employees that are well-qualified and well-trained. It is important to give them the authority to make decisions and act accordingly.

9. Values good management/labor relations. It is essential that the City's management team and the City's labor organizations work well together and embrace common goals and objectives. It is also important to work well together to resolve differences in a professional and productive manner.
10. Values teamwork and cooperation within the organization. The City of Redding is a large and complex organization with approximately 1,000 employees. In addition, the City of Redding provides a wide array of public services. It is essential that all of our departments and divisions work in concert to achieve our common goals.
11. Maintains a strong financial position. It is imperative for the City of Redding to monitor and manage its fiscal resources in a responsible and conservative manner. The City of Redding's taxpayers and ratepayers deserve nothing less than this level of care. Likewise, it is essential that the City of Redding operate in an efficient and economical manner. It is our obligation to provide the best value to the citizens of Redding.
12. Communicates very well, both within the organization and with the community. It is essential that the City of Redding communicate in an honest and straightforward manner with its employees and with the community as a whole. The City of Redding should be perceived by the community as being candid and forthright regardless if the news is positive or negative. It is also essential to maintain good lines of communication within the organization. Managers and supervisors should actively listen to employees and follow up on ideas and suggestions. The City of Redding should be open to new ideas and approaches to problems. The City of Redding should also actively listen to the needs and desires of the community.
13. Values cooperation and coordination. The City's motto is "Working Together to Improve Our Community." This motto has a number of different applications throughout the organization. As noted above, it is essential that the City's various departments and divisions work together to improve our community. It is also essential for the City of Redding to work with the various stakeholders in the community and the community itself to solve the challenges and problems that face Redding. These stakeholders include, but are not limited to, community groups and the other government agencies that serve the greater Redding area. It is imperative that the City of Redding work in close cooperation with these other groups in order to improve the community. Teamwork and cooperation are the hallmarks of any successful organization.

Summary

The values, attributes, and traits outlined above are at the heart of any outstanding organization. The City of Redding has already established a very strong foundation in many of these areas. It is the management team's responsibility (and each employee's responsibility, for that matter) to embrace these values and expectations in an effort to improve the organization and the community. For all intents and purposes, my vision for the organization is summarized above. In short, I envision an organization that is nothing less than outstanding and a model for other cities in the State of California.

I am attaching a copy of the City of Redding's Mission Statement and Vision Statement to this document. This document and the City's Mission Statement and Vision Statement go hand in glove. It is essential that we remain mindful of the City of Redding's Mission Statement and Vision Statement on a day-to-day basis. The City of Redding's Mission Statement and Vision Statement (coupled with the values and expectations outlined above) provide a blueprint for the City of Redding to follow to achieve the community's goals and dreams.

Sincerely,



Kurt Starman
City Manager