



PLEASE SILENCE ALL ELECTRONIC COMMUNICATION DEVICES. THANK YOU.

NOTICE OF POSSIBLE QUORUM OF THE CITY OF BUCKEYE PLANNING AND ZONING COMMISSION OR OTHER COUNCIL APPOINTED BOARD: PLEASE NOTE THAT THERE MAY BE A QUORUM PRESENT BUT THERE WILL BE NO VOTING TAKING PLACE BY THE CITY PLANNING AND ZONING COMMISSION OR OTHER COUNCIL APPOINTED BOARD AT THIS MEETING.

**CITY OF BUCKEYE
COUNCIL WORKSHOP
OCTOBER 17, 2023
AGENDA**

**Executive Conference Room - City Hall, First Floor
530 E. Monroe Avenue
Buckeye, AZ 85326
4:30 p.m.**

Accessibility for all persons with disabilities will be provided upon request. Please telephone your accommodation request (623) 349-6911, 72 hours in advance if you need a sign language interpreter or alternate materials for a visual or hearing impairment.

Voting Members will either attend in person or by telephone conference call or video presentation. Items listed may be considered in any order.

- 1. Call to Order/Roll Call**
- 2. Workshop Items**
- 2.A** [Staff will be giving Council an overview and seeking feedback from Council related to the ongoing Crafting of Our Culture project. \(Approximate time: 1 hour\)](#)
Summary: As part of the City of Buckeye Strategic Plan, Council requested that staff complete an intentional culture design project by Fiscal Year 2024. In 2023, the City Manager's Office hired Blue Beyond Consulting to lead staff in the creation of a mission, vision, and core values. Establishing these will help City staff collaborate, communicate, make decisions, and approach our day-to-day work in a more effective and cohesive manner. This workshop will lay out the work the consultant has done to date and the next steps to accomplish this strategic plan activity. The team will be seeking feedback from Council on these efforts.
Staff Liaison: Javier Setovich, Deputy City Manager, jsetovich@buckeyeaz.gov, (623) 349-6997
- 3. Adjournment.**

CITY OF BUCKEYE
Council Workshop Agenda
COUNCIL ACTION REPORT

MEETING DATE: 10/17/23	AGENDA ITEM: 2.A. Crafting our Culture
DATE PREPARED: 10/16/23	DISTRICT NO.:
STAFF LIAISON: Javier Setovich, Deputy City Manager, jsetovich@buckeyeaz.gov, (623) 349-6997	
DEPARTMENT: City Manager	AGENDA ITEM TYPE: Workshop Item

TIME NEEDED: 60

ACTION/MOTION: (This language identifies the formal motion to be made by the Council)
 Staff will be giving Council an overview and seeking feedback from Council related to the ongoing Crafting of Our Culture project. (Approximate time: 1 hour)

SUMMARY

PROJECT DESCRIPTION:

As part of the City of Buckeye Strategic Plan, Council requested that staff complete an intentional culture design project by Fiscal Year (FY) 2024. In 2023, the City Manager's Office hired Blue Beyond Consulting to lead staff in the creation of a mission, vision, and core values. Establishing these will help City staff collaborate, communicate, make decisions, and approach our work day-to-day in a more effective and cohesive manner. This workshop will layout the work the consultant has done to date and the next steps to accomplish this strategic plan activity. The team will be seeking feedback from council on these efforts.

Crafting an intentional culture starts with capturing who we are as an organization. Over the last couple of months, the consulting team has worked with different levels of city staff in order to gain an understanding of what has made Buckeye so successful. A Culture Team has been formed which is composed of employees throughout the organization. The Culture Team has employees from all levels and with a wide range of tenure. This team is working together to develop our Mission, Vision, and Values that will be the overarching principles which will guide everything that we do.

Once completed, the project will evolve into a program that will integrate these principles into city processes, procedures, and decision-making strategies.

BENEFITS:

A foundation of well-known and understood principles helps an organization develop goals that are linked to a common purpose. A Mission and Vision are essential for maintaining a steady direction. Values are used as tools that help staff make decisions in an evolving environment where established processes cannot always anticipate new situations. Additionally, these principles help empower employees by linking them to a higher-level view of the organizational goals.

FUTURE ACTION:

None

FINANCIAL IMPACT STATEMENT:

The cost of the consultant has been encumbered through the human resources department budget.

CURRENT FISCAL YEAR TOTAL COST:

\$98,600

BUDGETED:

Yes

FISCAL YEAR:

2024

FUND/DEPARTMENT:

Human Resources

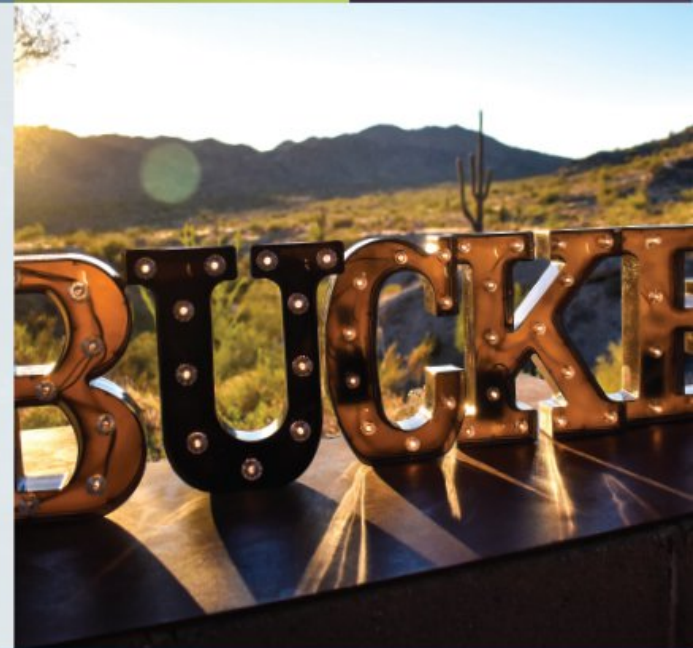
Items related to a project or facility location must include an attached vicinity map for Council Review.

ATTACHMENTS:

[Buckeye City Council Mtg_10.17.pptx](#)

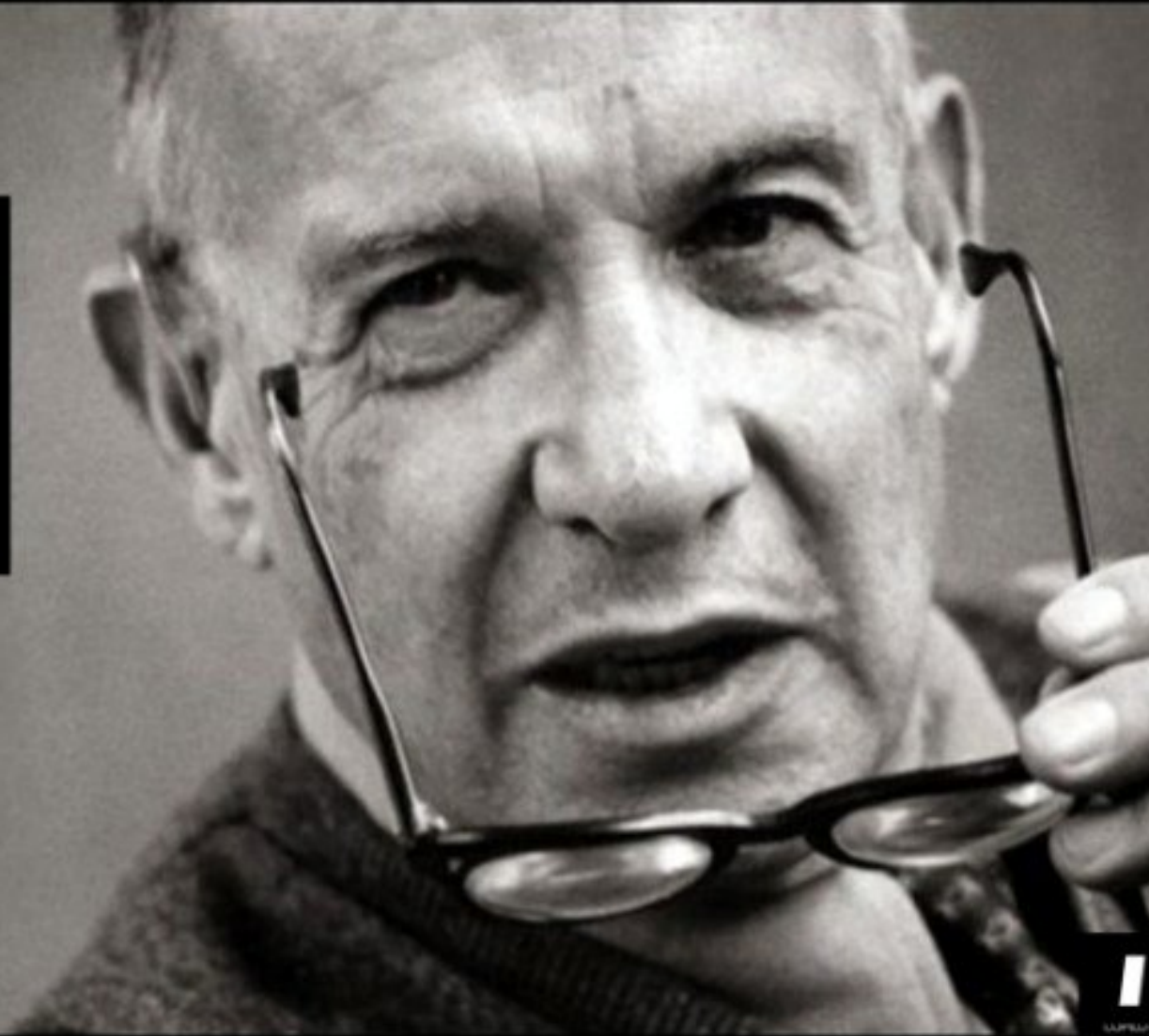
Crafting Our Culture Initiative

Buckeye City Council Overview



CULTURE EATS STRATEGY FOR BREAKFAST

Peter DRUCKER



Agenda

Culture Journey Overview

- Introductions
- How we think about culture
- Buckeye's Crafting Our Culture effort
- Engagement and learnings to date

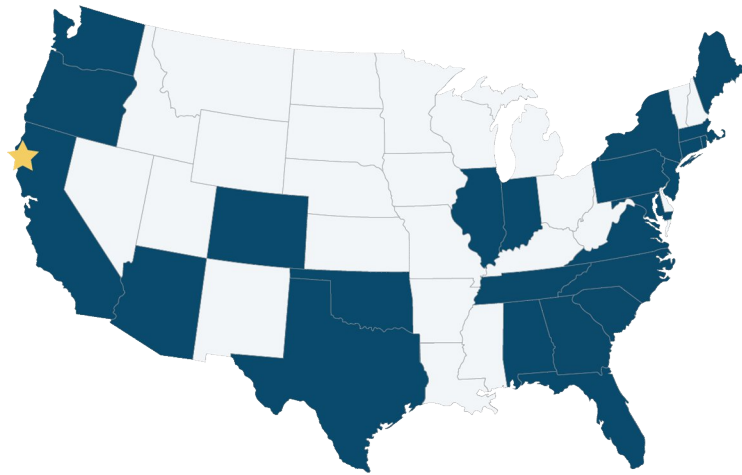
Culture Elements Discussion

- Review mission, vision, values in development
- Reflect and input on drafts
- Next steps



We build effective organizations
where both the business and the
people thrive





Headquartered in the San Francisco Bay Area with additional team members across the U.S. and abroad, Blue Beyond serves clients operating throughout North America and globally

At a glance

2006
founded

60+
employees

225+
clients

Awards and recognition



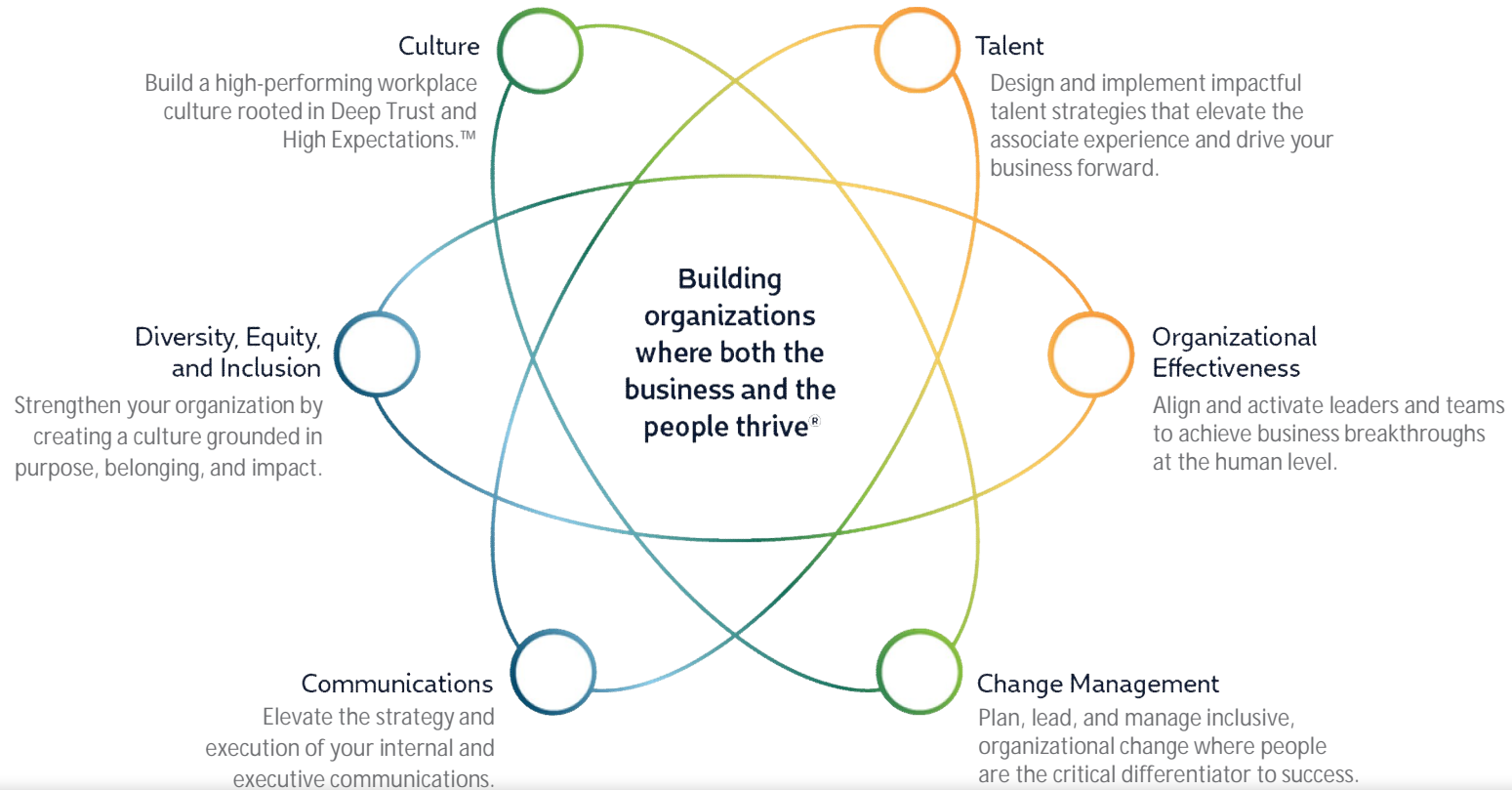
Experience in a wide variety of industries

Blue Beyond is a woman-owned firm that serves clients throughout North America, including global Fortune 500 companies, nonprofits, universities, and small-and mid-sized firms. Our seasoned consulting team has experience in nearly every industry, including healthcare, retail, consumer goods, financial services, technology, pharmaceuticals, biotech, energy, manufacturing, and telecommunications, as well as the education, nonprofit, & government sectors.



Our core capabilities

We take a cross-disciplinary approach with a strong emphasis on doing what it takes to effect real, lasting change



OUR PHILOSOPHY

What is culture and why does it matter?

Companies with effective cultures deliver superior business results



4.2x Average annual profits

2.1x Average revenue

40% Lower turnover

4.0x Profit per employee

>2x Higher than average market returns

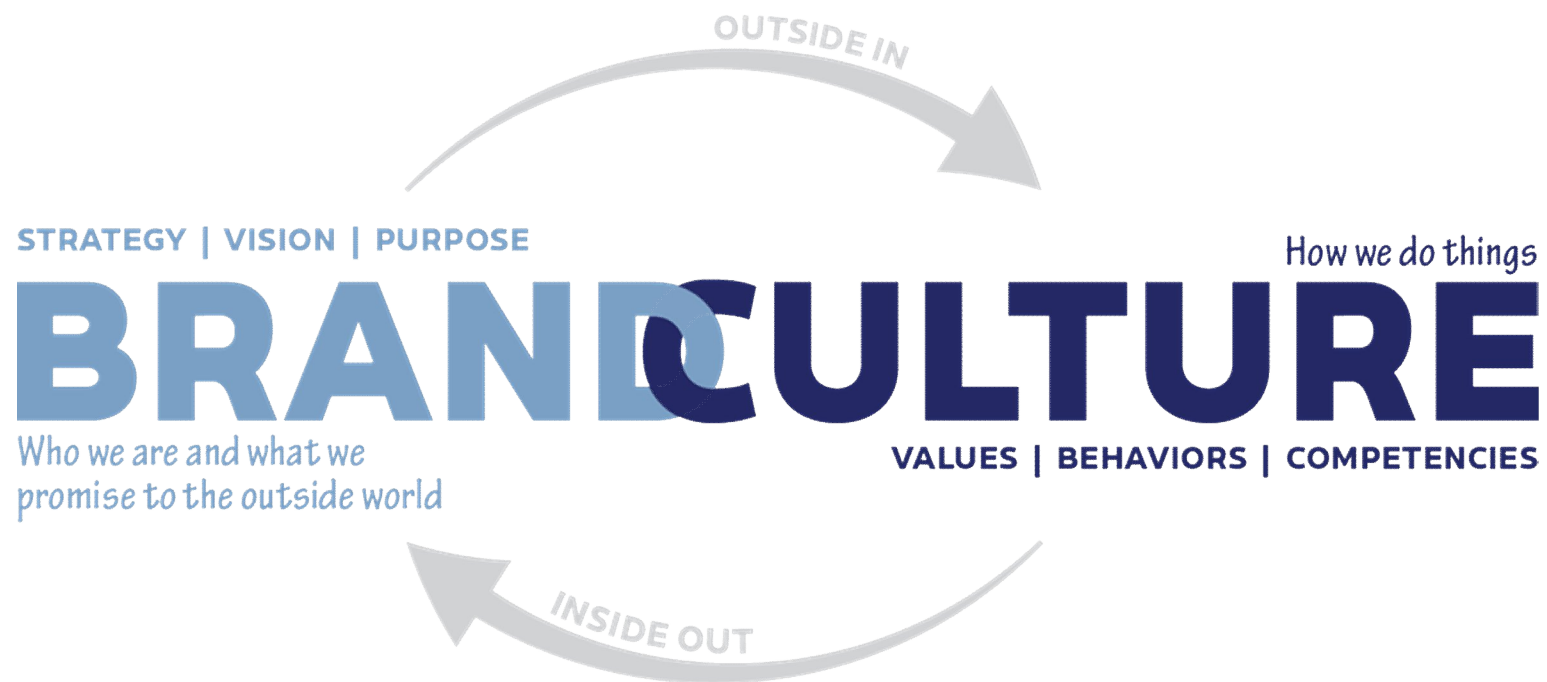
2.8x Revenue per employee

Sources: GPTW, *The Employee Experience Advantage*, Deloitte

OUR PHILOSOPHY

What is culture and why does it matter?

How we show up on the inside affects how we show up on the outside

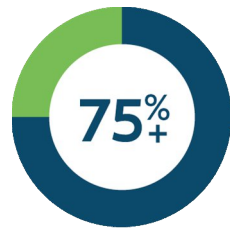


OUR PHILOSOPHY

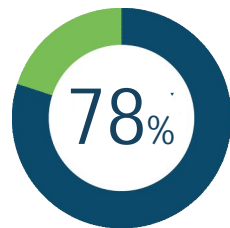
Employee expectations: Culture, purpose, values

Today's workforce has higher expectations when it comes to purpose and values-alignment

- Blue Beyond Consulting recently conducted a study to measure expectations of employees in the workplace.
- The study confirms the high expectations today's employees have of their organizations, especially when it comes to business as a force for good, and company values that align with personal values.

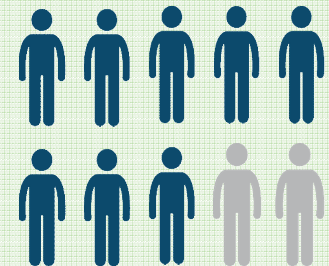


More than 3 in 4 of all respondents say their employer and business in general have an obligation to be a force for good in society



More than 3 in 4 of all respondents say a compelling purpose was key to creating an effective workplace culture

8 in 10
respondents say it's
important their
company's values
align with their own



OUR APPROACH

Buckeye's Culture Journey Goals and Outcomes

Goal: Facilitate an engaging and collaborative process to activate the next phase of Buckeye's culture journey focused on developing a strong mission, compelling vision, and a set of core values that reflect the perspectives of City of Buckeye employees.

Key Deliverables

- Mission Statement: The reason we exist. Serves as a day-to-day operations and a foundation for decision-making.
- Vision Statement: What we are trying to achieve - our ambitions 5+ years out. Serves as a unifying focal point.
- Core Values: The commitments that define our character. The principles that guide our shared mindsets, norms and behaviors in how we operate day to day.

Approach

We approach this work in a way that will result in a mission, vision and values designed to drive organizational alignment and success (versus sit on a shelf, untouched), by:

- Building stakeholder involvement, engagement, and buy-in
- Ensuring the process is highly collaborative and inclusive
- Utilizing a range of meaningful stakeholder engagement methods, including surveys, focus groups, interviews, and workshops

OUR APPROACH

★ We are here

Crafting Our Culture Timeline

- Leadership Culture Workshop
- Stakeholder Interviews

August

Employee Listening Sessions

- Synthesize findings and develop report
- Culture Team Workshop #1

September

October

- Stakeholder Feedback Survey
- Culture Team Workshop #2

- Deliver finalized mission, vision, and values

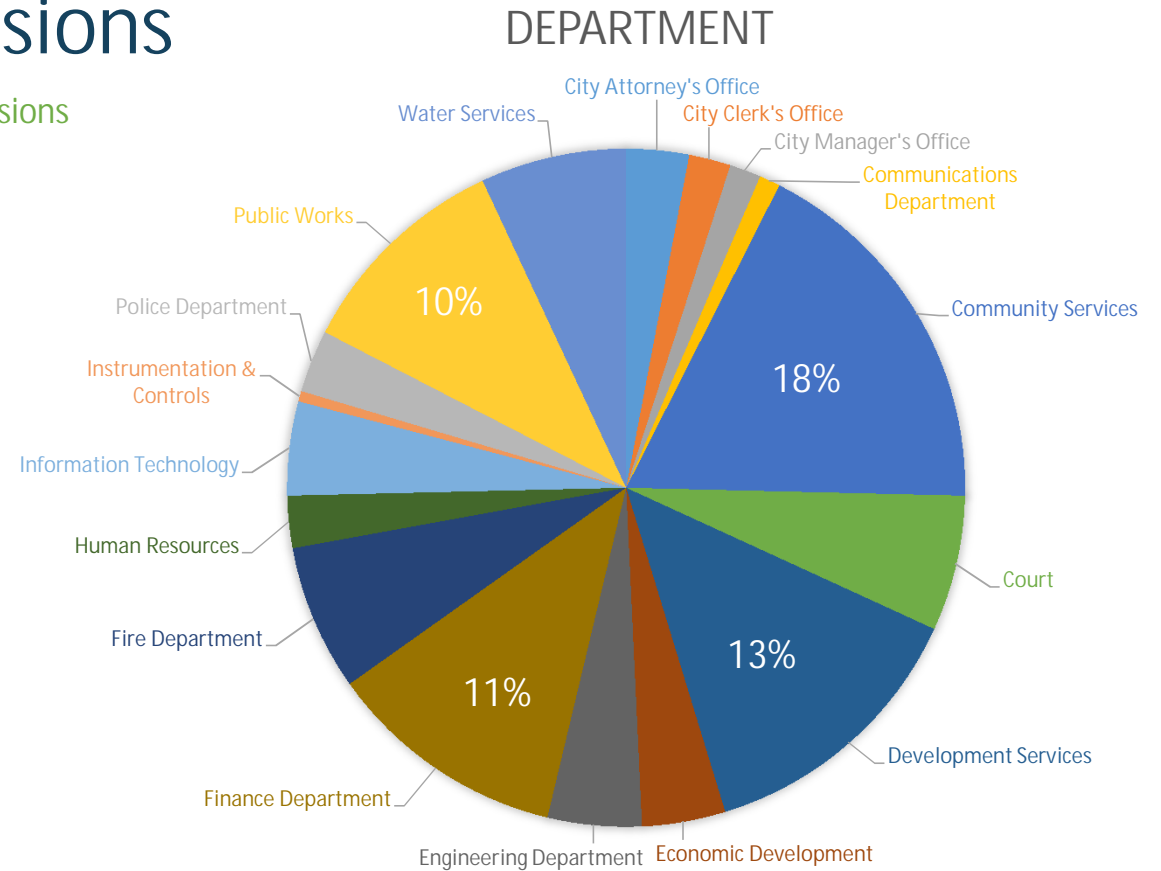
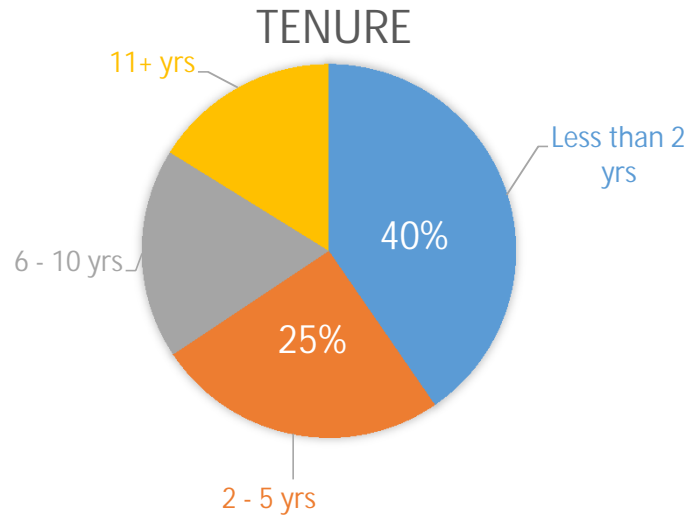
November

On-going
Activating
the new Mission,
Vision & Values
throughout the
organization

OUR APPROACH

Employee Listening Sessions

200 employees signed up to participate in listening sessions



OUR APPROACH

Employee Listening Sessions

158 city employees participated in 6 sessions and provided input on various topics that would inform development of Buckeye's mission, vision and values.

Session attendees shared reflections on:

Why we exist
Our core purpose
and what sets
Buckeye apart

Future aspirations
What we desire to be
known for or achieve

Buckeye at its best
What mindsets and
behaviors are critical
to our success

Buckeye not at its best
Areas of opportunity
and/or improvement

Downtown Branch Library



Coyote Branch Library

LEARNINGS

Employee Input Gathered



Key topics on which employees & leaders gave input:

- ✓ Purpose and identity
- ✓ Future aspirations
- ✓ Key strengths
- ✓ Opportunities

LEARNINGS

Listening Sessions: Key themes

Purpose & Identity



Serve the community



Enable growth and realize opportunity



Make Buckeye a place to live, work & play

Future Aspirations



The city of choice in the valley



Everything residents need and want to live, work and play



Forward-thinking and sustainable development



Destination for visitors

Key Strengths



Working together as one team



Embracing change with a growth mindset



Creating a fun, welcoming, and supportive environment

Opportunities



One-team mindset



Adaptability



Individual accountability



Open and effective communication



Clear direction from leadership

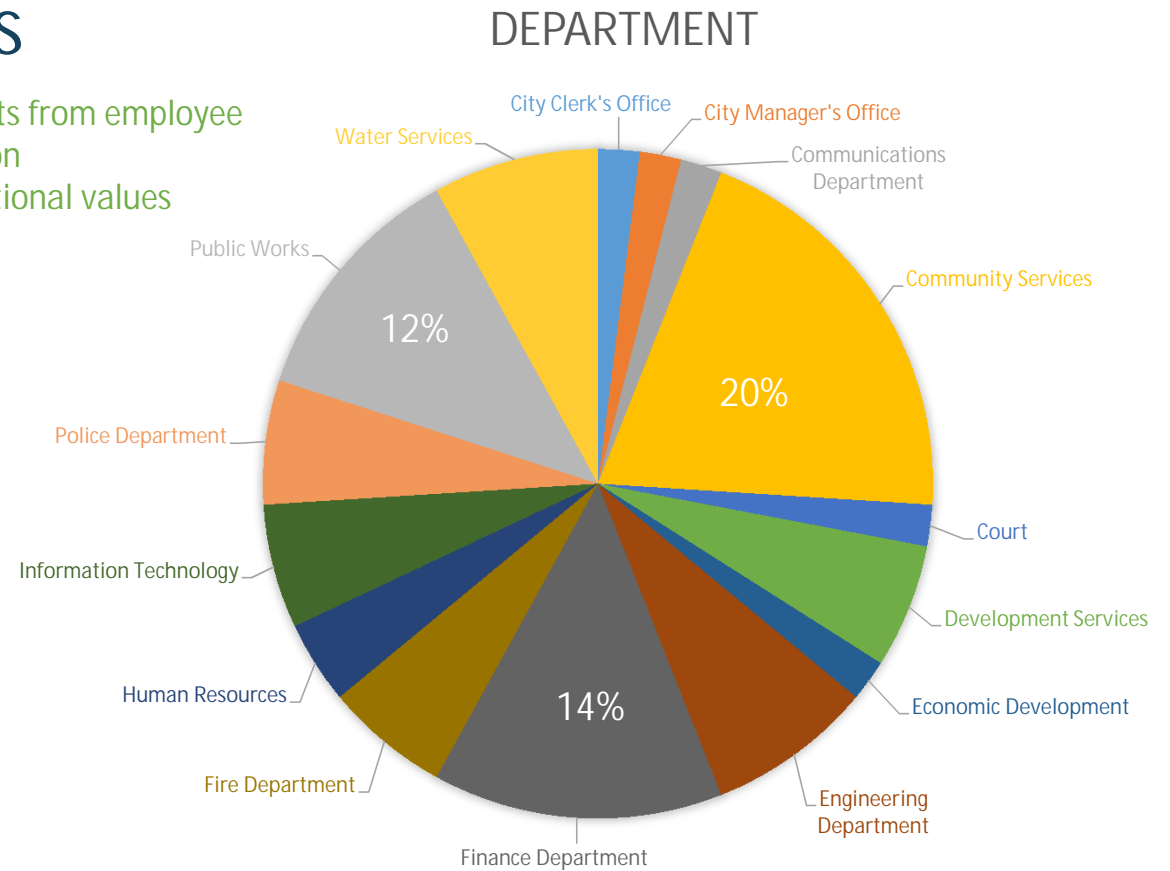
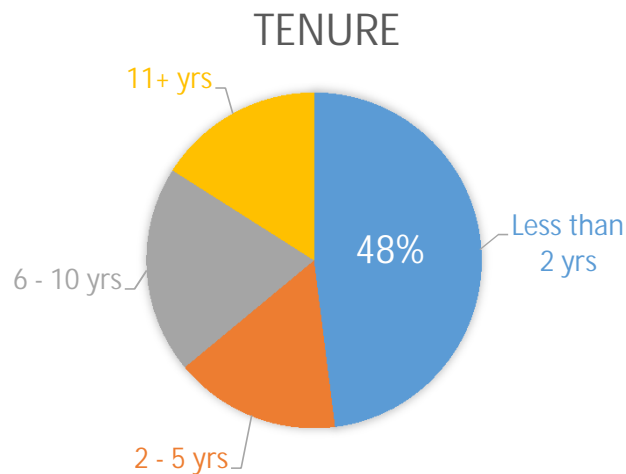


Standards of excellence

OUR APPROACH

Culture Team Workshops

50 city employees signed up to review and utilize insights from employee listening sessions to help draft Buckeye's mission & vision statements and narrow down and define core organizational values



OUR APPROACH

Culture Team Workshops

Culture Team members have participated in two sessions to date

As part of these sessions, the Culture Team:

- Drafted initial options for Buckeye's future mission and vision statements
- Ideated on a set of potential core values to present to the broader employee base for input through a survey
- Reviewed and begun to integrate employee feedback on the mission and vision options
- Began to define a narrowed-down list of values



Culture Elements: Discussion

Drafting Buckeye's Mission and Vision

Key inputs considered as we developed these draft statements:

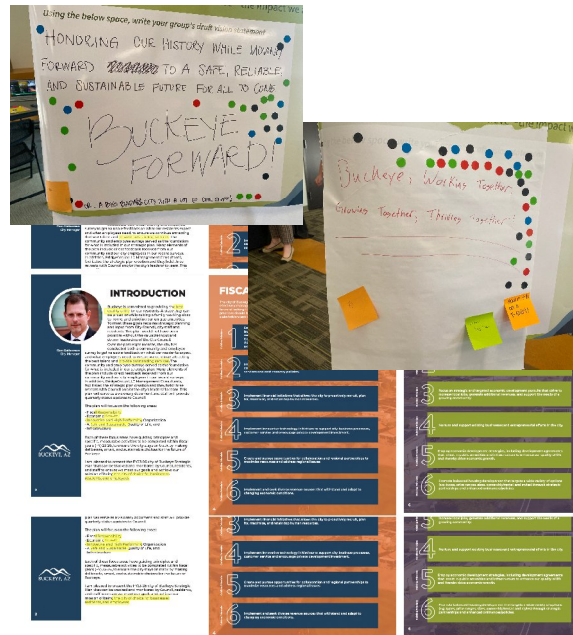
- Key themes and words that surfaced from Listening Sessions
- Culture Team workshop output
- Employee Survey feedback
- Messaging from Buckeye Strategic Plan

Words and phrases that have frequently come up:

- Community
- Growth
- Possibilities
- (Best) quality of life
- Innovation
- Safe
- Sustainable
- City of choice

Listening Sessions: Key themes

Purpose & Identity	Future Aspirations	Key Strengths	Opportunities
 Serve the community  Enable growth and realize opportunity  Make Buckeye a place to live, work & play	 The city of choice in the valley  Everything residents want and want to live, work and play  Forward-thinking and sustainable development  Destination for visitors	 Working together as one team  Embracing change with a growth mindset  Creating a fun, welcoming, and supportive environment	 One-team mindset  Adaptability  Individual accountability  Open and effective communication  Clear direction from leadership  Standards of excellence



Discussion: Mission, Vision, Values

Mission and Vision

As you review the options:

- Which statements most resonate with you and why?
- Which words and phrases do you think are most important to retain and/or are there other words or phrases you'd like to see considered?
- Are there any words or phrases that don't resonate and/or that you have questions about?
- Is there other feedback or input you'd like to share?

Values

As you review the narrowed-down list:

- Which values most resonate as you think about our commitments to our residents and our future plans?
- Are there values that don't resonate and/or that you have questions about?
- Is there other feedback or input you'd like to share?

Draft Mission Statements

Options in development (to be further refined)

1

Our mission is to...

Provide **exceptional services**, support **sustainable** growth, and cultivate a **thriving community** that celebrates our **heritage** and promotes the best **quality** of life for **generations** to come.

45%

Employees preferred this statement

2

Our mission is to...

Create and **grow** a **safe, innovative** and **vibrant** city that honors our **history** and delivers the best quality of life for **all**.

37%

Employees preferred this statement

3

Our mission is to...

Build a **safe, vibrant, sustainable** city for **all**.

18%

Employees preferred this statement

*employees said these words strongly resonate with them



Mission

The reason we exist. This serves as a guide for day-to-day operations and a foundation for decision making.

Elements of an effective mission:

- Clear, succinct, memorable
- Inspiring and motivating
- Defines what we want to be remembered for

Draft Vision Statements

Options in development (to be further refined)

1

We aspire to...

Be a **trailblazing** city of **limitless** possibilities and a great place to **live, work, grow and thrive.**

50%

Employees preferred this statement

2

We aspire to...

Be the **city of choice** for residents, businesses and employees, today and for the **future.**

31%

Employees preferred this statement

3

We aspire to...

Make Buckeye an exceptional city where all are proud to call home.

19%

Employees preferred this statement

*employees said these words strongly resonate with them



Vision

What we are trying to achieve; our ambition 5+ years out. Serves as a unifying focal point.

Elements of an effective vision:

- Future-focused
- Bold, yet feasible
- Purpose-driven
- Inspiring & motivating

Mission & Vision

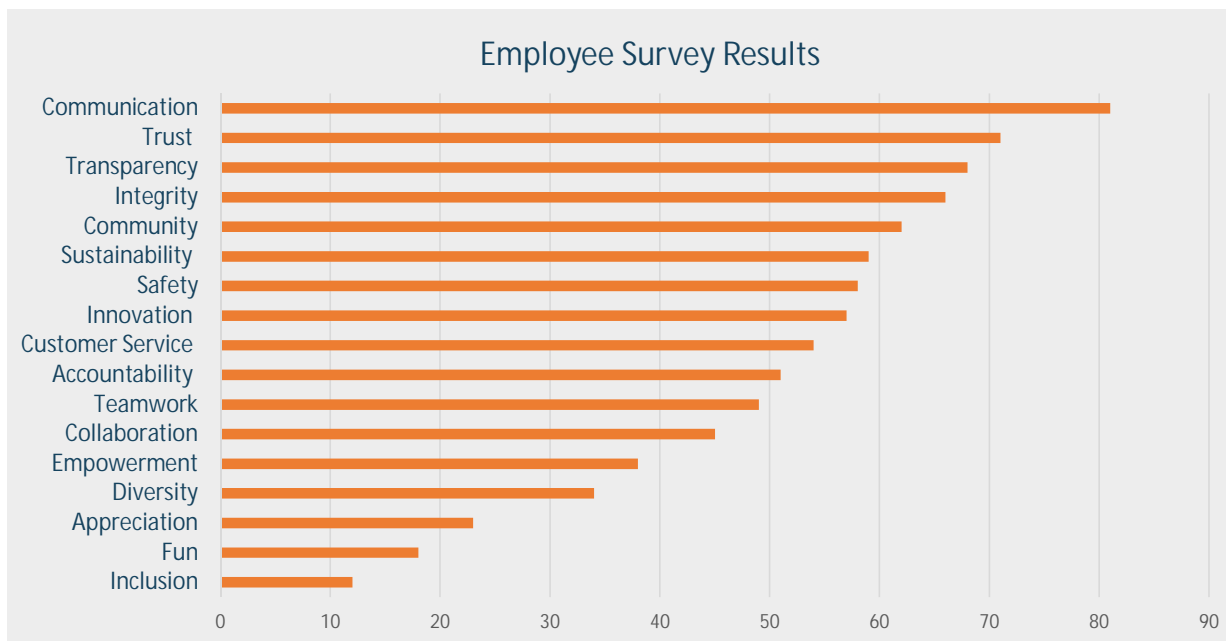
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- Are there any words or phrases that don't resonate and/or that you have questions about?
- Is there other feedback or input you'd like to share?

Draft Core Values

Key inputs considered as we narrowed down the list:

- Key themes and words that surfaced from Listening Sessions
- Culture Team workshop output
- Employee survey feedback



Note: The next steps is to refine to 5-6 final values and develop titles and definitions for each



Values

The commitments that define our character. The principles that guide our shared mindsets, norms, and behaviors in how we operate day-to-day.

What makes effective values:

- Clearly defined
- Aligned with company purpose
- Distinct, memorable
- Action-oriented
- Ideals reflecting our highest aspirations

Values

As you review the narrowed-down list:

- Which values most resonate as you think about our commitments to our residents and our future plans?
- Are there values that don't resonate and/or that you have questions about?
- Is there other feedback or input you'd like to share?

Next Steps

November – December

- ☐ Integrate input from this group, in addition to that from the Culture Team
- ☐ Finalize the mission, vision and values with the Leadership Team
- ☐ Collaborate with the Culture Team to further define the behavioral expectations for each value
- ☐ Align with Leadership Team on the next steps to embed and activate these elements

Thank you