

Town of Windham  
Strategic Plan Process & Timeline DRAFT

June 24, 2014

Mission, Vision and Values.

The strategic planning effort is aimed at defining what an organization (or a community) aspires to, what it does, and what it values. For the Town of Windham – like other municipalities – much of what it does (its mission) is prescribed by various laws and regulations. But how those things are done, to what degree, and what other things the town does without being mandated also define its mission, reflect its values, and should be oriented toward a shared vision.

From the Society for Human Resource Management:

*A mission statement explains the company's (or department's) reason for existence. It describes the company (or department), what it does and its overall intention. The mission statement supports the vision and serves to communicate purpose and direction to employees, customers, vendors and other stakeholders. The mission can change to reflect a company's (or department's) priorities and methods to accomplish its vision (See, [Company Mission Statement Examples](#)).*

*A vision statement describes the organization as it would appear in a future successful state. When developing a vision statement, try to answer this question: If the organization were to achieve all of its strategic goals, what would it look like 10 years from now? An effective vision statement is inspirational and aspirational. It creates a mental image of the future state that the organization wishes to achieve. A vision statement should challenge and inspire employees.*

*A values statement describes what the organization believes in and how it will behave. Not all organizations create or are able to uphold a values statement. In a values-led company, the values create a moral compass for the company and its employees. This compass guides decision-making and establishes a standard that actions can be assessed against. A values statement defines the deeply held beliefs and principles of the organizational culture. These core values are an internalized framework that is shared and acted on by leadership.*

As part of its goals for 2014 the Council expressed the desire to “create a timeline, resource inventory, and budget for completing an organizational strategic plan by November 2014.” The steps outlined below are based on “A Strategic Planning Process for Public and Non-profit Organizations,” by John M. Bryson, Long Range Planning, Vol. 21, No. 1, pp. 73 to 81, 1988. (copy attached)

Steps.

1. Defining the strategic planning effort. July
  - The purpose is to develop a strategic plan guide operational and budgetary decisions for the town's local government organization through June 30, 2018.
  - The manager will coordinate the effort with other staff and report to the Council in twice monthly manager's reports or other reports as needed.

Town of Windham  
Strategic Plan Process & Timeline DRAFT

June 24, 2014

2. Identification and clarification of mandates. July
  - The lists of required municipal functions from the MMA Municipal Officers Manual and task lists compiled by staff during the budget process will provide much of this information.
3. Development/clarification of mission and values. July
  - Departmental mission statements, where applicable, will be reviewed against identified mandates and updated or clarified as needed.
  - Other departmental and organizational mission statements will be developed.
  - Internal and external stakeholders will be engaged within time and resource constraints.
4. Environmental scan/SWOT analysis. July/August
  - External and internal environmental assessments.
  - Identification of strengths, weaknesses, opportunities, and threats.
5. Strategic issue identification. August/September
6. Strategy development. September/October
7. Plan adoption. October