

## Tony Plante

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**From:** Tony Plante  
**Sent:** Friday, September 12, 2014 11:55 AM  
**To:** TownCouncil  
**Subject:** FW: DRAFT Mission, Vision, and Values

**Importance:** High

<b>Tracking:</b>	<b>Recipient</b>	<b>Read</b>
	TownCouncil	
	David Nadeau	Read: 9/12/2014 12:11 PM

Thinking ahead to the planned discussion at the meeting of September 23 I wanted to give you a look at where we are with the discussion of mission, vision, and values statements for the town that will become the basis for an organizational strategic plan. Below is an email I sent to employees a week ago with the work so far, and asking for their input. Bear in mind that this is still a work in progress, and we'll talk about it more on the 23<sup>rd</sup>.

Have a good weekend.

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**From:** Tony Plante  
**Sent:** Friday, September 05, 2014 10:36 AM  
**To:** Everybody  
**Subject:** DRAFT Mission, Vision, and Values  
**Importance:** High

**\*\*\*\* DEPARTMENT HEADS – PLEASE PRINT/COPY AND SHARE WITH EMPLOYEES WHO DO NOT HAVE ACCESS TO EMAIL \*\*\*\***

**DRAFT MISSION, VISION, AND VALUES – INPUT NEEDED BY SEPTEMBER 17!**

Earlier this year the Council set goals for what it wanted to accomplish during this session (November to November). Among those goals was the development of an organizational strategic plan to guide the town for the next three years.

This strategic plan will establish broad goals and express the overall vision and values of the whole organization. It will then provide a way of orienting the missions of each of the town's offices, agencies, and departments so we're all

working more effectively toward the same set of outcomes for the benefit of the community. So each department or office will still have its own mission statement, etc., that is more specific and may go into more detail, but they should all be oriented toward the larger mission of the town as a whole.

There's still a lot of work to be done in evaluating the strengths, weaknesses, opportunities, and threats for all parts of the organization, identifying goals, and developing action plans and timelines for achieving them, but coming together on a common statement of our mission, vision, and values early on is a necessary part of the process, and I need your help.

In the budget, nearly every office and department provided a mission statement. A mission statement is about the "what," our purpose for being here, and broadly defines what we do. A vision statement answers the "why" of what we do, what outcomes we are trying to achieve and how we see the organization in the future if we achieve them. Values statements describe the qualities of how we do what we do, and express who we are as an organization and as individuals.

So far, department heads and I have taken all of the department mission statements, taken the key themes, and boiled them down to find what was common across the whole organization. We have also spent some time on creating a vision for the kind of organization we want to be and what that will look like, and finding ways to express our core values. Below is the result of the work on draft mission, vision, and values statements so far:

***Mission:*** *The mission of the Town of Windham, Maine's local government is to provide governance, services, and pursue policies responsive to the needs of its citizens and the public to maintain, support, and improve the quality of life in the community.*

***Vision:*** *The local government of the Town of Windham, Maine will be an example of progressive, prudent, goal-focused, and cost-effective public service, responsive to the changing needs of a growing community. It will be an example of conscientious stewardship of public finances, assets, infrastructure, and the public process. The town's local government will foster an environment that encourages civic engagement, openness, transparency, and accountability, to contribute to enriching, enlivening, and valuing every community member.*

***Values:*** *In its conduct of public business, the public process, the provision of public services, and the care and stewardship of community assets entrusted to its care, the local government of the Town of Windham, Maine will demonstrate and exemplify honesty and integrity, professionalism, respect, civility, thoughtfulness, and compassion in its engagement with all constituents, partners, employees, and stakeholders; and openness, transparency, accessibility, equity, and accountability in its stewardship of the town's finances, assets, infrastructure, processes, and reputation.*

- *Honesty – being truthful*
- *Integrity – being trustworthy*
- *Professionalism – being efficient and capable*
- *Respect – valuing others and others' viewpoints*
- *Civility – being polite and courteous*
- *Thoughtfulness – being considerate of others*
- *Compassion – being concerned with the well-being of others*
- *Openness – being sincere and direct*
- *Transparency – being clear and easily understood*
- *Accessibility – making things easy for others to use*
- *Equity – being fair and just*
- *Accountability – being willing to accept responsibility*

What I would like is for you to read through them, reflect on them, and, if you have any thoughts, comments, or ideas about them, please email them, or write them down and send them to me, or drop them by the office between now and

**September 17.** All contributions will be reviewed and these statements further refined in anticipation of the Council’s discussion of mission, vision, and values at its meeting the following week (September 23).

You might think of aspects of the mission that should be added or changed, parts of the vision statement or ways to express it, or core values we haven’t captured yet (or reinforcing the ones we have), or anything else that would help clarify and improve understanding about what we do, why, and how. You might think the statements are fine the way they are – if that’s the case, then it would be helpful to hear that, too, but be careful not to take that as the easy way out! Since the Council will ultimately approve mission, vision, and values statements, and we will continue the work of fleshing those out and putting together plans for the next three years, it’s important to take the opportunity to weigh in if you have anything to contribute.

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