

Vision, Mission, and Values

from the Society for Human Resource Management

(<http://www.shrm.org/templatestools/hrqa/pages/isthereadifferencebetweenacompany%E2%80%99smission,visionandvaluestatements.aspx>)

June 20, 2014

Each statement—a mission statement, a vision statement and a values statement—has its own distinct function in the strategic planning process.

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.

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.

Using various combinations of online “word cloud” generators and the mission statements of various offices and departments we are able to see what elements are the most common throughout the organization and begin to distill them down into a town-wide mission statement. Initial examples used the departmental missions statements “as-is.”



The words “mission, department, town, and Windham” were then removed – since these would be common to all departments – to provide a clearer look at the elements of mission.



Not unlike the other 491 cities and towns in Maine it comes as little surprise, then, that the focus of the Town of Windham's mission should be on providing services to citizens and the public to maintain, support, and improve the quality of life in the community. This responds to the "what" of defining the town's mission, but the town also needs to answer the questions of "how," meaning how to describe the way the town carries out its mission in terms of quality, responsiveness, cost-effectiveness, and other values; and the "why," meaning the outcome the town is trying to achieve, i.e. its vision.

Mission: The mission of the Town of Windham, Maine is to provide services to 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, responsive, and cost-effective public services, and stewardship of public infrastructure, and the public process, in an environment that encourages civic engagement, openness, transparency, and accountability.

Values: The local government of the Town of Windham, Maine values, above all, honesty and integrity in the conduct of the public's business; respect, civility, and compassion in its engagement with all constituents; and openness, transparency, and accountability in the stewardship of the town's assets, infrastructure, processes, and reputation.

The following are mission statements of the town's offices and departments as they appear in the FY 2015 budget:

To represent the interests of the town's citizens and provide effective leadership and governance as defined by the town's charter, state and federal laws and constitutions.

The office of the town manager provides general oversight, management control, and support services to all other town departments, agencies, and offices. It serves as a resource and a focal point for both the public and the organization, and provides policy and administrative support to the Town Council.

The Collection and Registration Services Office maximizes the collection of current year and delinquent municipal taxes due on personal property, motor vehicles, and taxable real estate, providing superior customer service to taxpayers and the public at large, while managing nearly ten thousand taxpayer accounts and processing nearly twenty-five million dollars in financial transactions annually.

Information Services provides stable software and hardware platforms for town employees, meeting various departmental needs through user support, hardware and software support, installation, troubleshooting, maintenance, and repair for about 18 physical and virtual servers, 150 clients and devices, 10 wireless networks, 50 printers, and 6 firewalls with network infrastructure at eight fixed locations plus multiple mobile clients.

To encourage economic growth in a manner that supports increased prosperity in the Town of Windham and improves the quality of life for all our citizens.

To maintain and improve the town's infrastructure that we have been entrusted with by the people of this town – its roads, sidewalks, drainage systems, buildings, grounds, cemeteries, vehicles and equipment (including police and town office, but not fire-rescue) fleet required to do the work.

To maintain and improve the town's public infrastructure.

The mission of winter maintenance services is to maintain the roads during winter weather events as safe as possible for the traveling public.

The mission of the Buildings & Grounds Maintenance Division of the Public Works Department (accounts 2210 and 2220, respectively) is to maintain and improve the town's nine buildings, and grounds including the town's twenty-six cemeteries.

The Vehicle Maintenance division's mission is to maintain vehicles and equipment used by Public Works, Police Department, Recreation Department and the Town Office in safe and efficient operation.

The mission of the Windham Police Department is to provide the citizens of the Town of Windham a safe, secure community in which the protection of life and property are the highest priority. The members of the Windham Police Department pledge to offer the highest quality police services by working with the residents of Windham and by maintaining a highly professional, well trained staff.

The mission of the Windham Fire-Rescue Department is to assist residents and visitors with emergencies that they are unable to handle themselves.

The Windham Fire-Rescue Department provides fire prevention, emergency medical response, fire suppression, vehicle extrication, hazardous materials response, and water rescue response services.

The mission of the Windham Parks and Recreation Department is to enhance the quality of life in the town by providing recreational facilities, open spaces and programs to promote healthy lifestyles for its citizens.

The mission of the Windham Public Library is to provide a well-rounded and up-to-date collection offering informational, educational and recreational services to every age group, and to encourage a love of reading and learning for all.

To protect the life safety, health, and welfare of the citizens of the Town of Windham through consistent and fair enforcement of applicable federal, state and local codes and regulations.

The mission of the Planning Department is to assist the community's elected leaders, municipal officials and citizens in the creation of a vision and plans for future growth and stewardship, and to assist in implementing the community's vision and plans through the formulation of land use and transportation policies, attainment of funding, and application of the development review process.

The mission of the Assessing Office is defined by the Maine Constitution, which states: All taxes upon real and personal estate, assessed by authority of this State shall be apportioned and assessed equally according to the just value thereof."

The mission of the GIS Department is to maintain accurate GIS records and to provide geographic information and maps to the Town departments and to the public.

The Town Clerk's Office provides quality service and support to the public. We try to get people in and out as fast as possible while striving for accuracy in what we provide to them. Our office handles many services to the public and to the town.

It is the mission of Social Services to improve the quality of life for people in need who reside in the Town of Windham by promoting economic self-sufficiency and connecting people with those resources made available by the Town, the state and the federal government, in accordance with applicable laws and regulations.