Agenda for Commissioners' Work Session on
Mission, Vision and Values
April 6, 2011

Topic	Method	Outcome	Materials	Who	Time
What makes for good discussions?	Discuss perspectives	Perspectives are shared		All	10:30
Why Mission, Vision, Values statements are useful	Data and discussion	Shared sense of when and how this can be useful	Common Purpose, Definitions sheet	All	10:40
Criteria for a useful statement	Discuss, make a list	Shared criteria for useful M,V,V, statements	Easel paper	All	10:50
Data Nibble #1	Values language	Discuss, prioritize	Proposals	All	11:00
Data Nibble #2	Vision	Discuss, prioritize	CD player, speakers. Easel paper Handouts	All	11:20
Data Nibble #3	Mission	Explore elements and vocabulary	Easel paper	All	11:40
Summary of today's work	Discuss the next steps			All	11:56
Adjourn			Easel paper	All	Noon

Why it's important to have
Mission, Vision, and Values Clarity

"Promote an atmosphere where the direction is clear and where you can translate the vision into action in an environment where people are accountable."

Joel Kurtzman: <u>Common Purpose</u>

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Vision Statements, Mission Statements and Values

Definitions:

Vision: The desired or preferred future in terms of its fundamental direction. "What do we want?" The Vision is aspirational and inspiring.

Mission: The fundamental purpose of an organization, succinctly describing why it exists and what it does to achieve its Vision. "What do we do? How do we do it? How are we unique?"

Values: Beliefs that are shared among the stakeholders of an organization. Values drive an organization's culture and priorities and provide a framework in which decisions are made. "What is most important to remember while doing our work?"

BOARD VALUES

Wisdom Achievement
Creativity Collaboration involvement
Repsonsibility-for-results Service-to-community
Sustainability Loyalty Stewardship Health
Well-informed-decisions
Integrity Economic-security
Community Equity Helpfulness
Social-Justice

Criteria: Conditions and Limitations

Examples

People. . . .
>   won't have to hire . . .we have the people we need to do this
>   our people have the skill to do this
>   supports health

Time . . .
>   can be successfully completed quickly
>   won't have a negative impact on schedules
>   is sustainable over time

Political Impact
>   will be supported by constituents
>   represents good stewardship of the public resources
>   is within regulatory and charter constraints
>   lets us achieve our goals

Cultural Impact
>   is equitable
>   demonstrates integrity
>   supports social justice
>   moves us towards economic security
>   uses a collaborative approach, involves the community

Organization Climate
>   will improve morale
>   will improve communication in the organization
>   will improve effectiveness
>   will not require capital expenditures
>   will help utilize little used space/equipment
>   will improve service
>   will be seen as positive by Stakeholders
>   uses creative thinking

Sample Mission Statements From Other Counties in Oregon

Board of Supervisors Mission Statement: To be leaders of goodwill, working and governing for the common good of the people in Linn County

Provide solution oriented services to the community through the application of professional skills, adopted plans, and standards which facilitate the growth of the local economy and enhance the quality of life and preserve the natural environment for current and future generations. Benton County

To provide user-friendly, cost-effective services that will create and maintain a safe, healthy, and economically strong county. Lincoln County

To maintain and enhance the livability and sustainability of Lane County's natural and built environments by providing safe and cost effective public infrastructure and related services. Lane County

Jackson County's mission is to provide public services that protect and enhance the quality of life in the County, as determined by the people, laws, and available resources.

- We shall provide services in an open, honest and efficient manner.

- We will encourage public involvement and co-operation to identify present and future needs and solutions.

- We are dedicated to providing positive leadership and quality service. Josephine County

All Black Everything

You would never know If you could ever be
If you never try You would never see
Stayed in Africa
We ain't never leave
So there were no slaves in our history
Were no slave ships, were no misery, call me crazy, or isn't he
See I fell asleep and I had a dream, it was all black everything
[Verse 1]
Uh, and we ain't get exploited
White man ain't feared so he did not destroy it
We ain't work for free, see they had to employ it
Built it up together so we equally appointed
First 400 years, see we actually enjoyed it
Constitution written by the W.E.B. Du Bois
Were no reconstructions, Civil War got avoided
Little black Sambo grows up to be a lawyer
Extra extra on the news stands
Black woman voted head of Ku Klux Klan
Malcolm Little dies as a old man
Martin Luther King read the eulogy for him
Followed by Bill O'Reilly who read from the Quran
President Bush sends condolences from Iran
Where FOX News reports live
That Ahmadinejad wins Mandela peace prize
Uh, and it ain't no projects
Keepin it real is not an understood concept
Yea, complexion's not a contest Cause racism has no context
Hip hop ain't got a section called conscious
Everybody rappin' like crack never happened
Crips never occurred no Bloods to attack them
Matter of fact no hood to attack in
Somalia is a great place to relax in
Fred Astaire was the first to do a backspin
The Rat Pack was cool group of black men
That inspired five white guys called The Jacksons
Eminem fitted in but then again he inspired a black rapper tryin to mimic him
And that's what really rose up out of Michigan, the sign of white rapper by the name of
50 Cent, ha!

Uh, and I know it's just a fantasy
I cordially invite you to ask why can't it be?
Now we can do nothing bout the past
But we can do something about the future that we have
We can make fast or we can make it last
Every woman Queenin' and every man a Kingin'
When those color lines come we can't see between
We just close our eyes 'til it's all black every-THING!   Lupe Fiasco

Mission Ideas (Electeds):
- We use our resources to take care of the most vulnerable citizens
- We care for people no one else does
- Deliver core services (need to be better defined)
- Provide leadership for our departments and for our communities – the naughty and the needy
- Make Multnomah County a good place for the people who live here

Vision ideas (Electeds):

- The Sellwood Bridge will be completed
- People will understand the relationship between early childhood education and crime prevention
- People are engaged in the community from cradle to grave
- Kids and adults can walk home safely through a neighborhood of concern
- This is a beloved community where there is true interdependence
- Multnomah County is the gold standard for all Counties for the state of Oregon and beyond.
- The county will be seen as a vital partner
- People will know and understand us – trust us to make decisions based on our mission
- We don't saw off the limb we're on when we prune
- County employees are equipped for the job they're doing
- We're aware of and responsive to what's upstream
- We act from our core values, in addition to constituents' interests
- We budget based on systems of service delivery, not just departments

Mission Ideas (Directors and other local Elected):
- We provide equity in human services in collaboration with the communities we serve
- We manage for results in a fair, efficient, and measurable way with integrity, so people will respect the outcomes
- Our benchmark is the community as a whole. Everyone needs protection, not just the vulnerable
- We do things nobody else is doing for people nobody else takes care of
- We have a problem-solving and education focus
- We strive to integrate services among departments, and government organizations, and the community
- We advocate for customers
- Follow core purpose (needs to be named)
- Perform regulatory responsibilities

- **Vision Ideas (Directors and other local Electeds):**
- We govern and lead in such a way that the community is well served
- There are agreed-upon process for decision making and communicating decisions.
- The community is included in each decision
- People know, and are proud of what their county government provides and want to pay taxes and vote
- Operate with transparency and efficiency; clear about outcomes and expectations
- We're grounded in indicators-- use data and performance to drive decisions
- The county is integrated with a common set of values and context
- Resources are distributed wisely
- Our core values are so strong that people who don't have those values won't apply to work here
- Our work force reflects the communities we work with
- Race is not a predictor of employee success; socially just world
- We demonstrate partnership and respect with communities of faith
- We live within our resources and have a diversified revenue stream
- We're one of the most progressive counties in the nation
- We follow best practices and hire the best people.
- County leverages resources well—fewer "issues du jour"
- We continue to re-interpret what systems we need to deliver service. We're responsive to change. We innovate and take risks
- Citizens feel safe and feel that they belong
- Everyone has access to healthy, sustainable food in neighborhoods
- Our community and our families are healthy
- People are civically engaged and eager to learn
- Sense of place and connected neighborhoods
- Citizens will be able to depend on stable core services day after day, year to year
- We're not just focused on subsistence
- We're not all things to all people