

Strategic Planning Session #2

July 6, 2011

Lane Community College Center for Meeting and Learning

Room 220

Agenda

Opening Comments---Board of Commissioners

Review of progress and today's agenda---Stan Biles

Discussion and Decision: Vision, mission and values---Board of Commissioners

Introduction to goal-setting---Stan Biles

Nomination of subjects for goal-setting---Small Groups

Discussion and Decision: Goal subjects---Board of Commissioners

Next Steps---Stan Biles

Adjourn

Draft Vision/Mission/Values

June 29, 2011

Lane County Vision 2016

“Lane County has become a prosperous community through wise stewardship of its human and natural resources. It is a community that is ambitious in its hopes, creative in its leadership, and accountable for the health and welfare of its current and future generations of residents.”

Mission of Lane County Government to Accomplish the Vision 2016

“Lane County Government will help to create a prosperous community by providing collaborative leadership, fair and inclusive decision-making, and excellent, sustainable service to the public.”

Values

- Stewardship
- Respect
- Empathy
- Integrity
- Accountability
- Public engagement
- Prevention
- Transparency
- Valued Employees
- Responsiveness

MEMORANDUM

TO: Board of County Commissioners

FROM: Stan Biles

CC: Liane Richardson, Alicia Hays, Jennifer Inman

RE: Information for your July 6 Strategic Planning Session

DATE: June 29, 2011

Dear Commissioners:

Attached to this cover memorandum is the packet for your second strategic planning session next week. The meeting is scheduled to begin with lunch at 12:30. The meeting will be in the same location as the first meeting, room 220 in the LLC Center for Meeting and Learning. Included in this packet you will find:

- A proposed vision statement
- A proposed mission statement
- A proposed list of guiding values
- A meeting agenda

After preparing the draft vision, mission and values I circulated copies to Liane and Alicia for comment and any proposed revisions. Both were pleased with this draft.

Vision/Mission/Values

I have tried to incorporate the concepts that were reported out last week by the small groups while keeping the language short and to the point. Among the concepts included are:

- Stewardship
- Human and natural resources
- Community
- Health and welfare
- Intergenerational equity

A vision statement should describe the condition you wish to achieve by the close of the strategic plan, or roughly five years. It is necessarily general and often ambitious. I believe this draft reflects the discussion, conforms to standard formatting practices and creates an aggressive expectation that will function as a foundation for the goals you will soon set. I sensed guarded optimism and aggressiveness during most the small group presentations and

subsequent discussions. I have tried to capture those feelings and transfer them into these statements.

Mission statements are the first place in a strategic plan where leaders begin to define how the organization will contribute to accomplishing the vision. Although it is shorter than the vision statement, the mission statement begins to carve out the role Lane County Government will assume over the life of the plan. I have tried to tie the mission to the vision using “prosperity” as a very positive and inclusive concept. Too many mission statements seem disconnected from the vision. In this instance the mission-related comments from the small groups are a good accompaniment to the vision.

I borrowed a bit from your current mission statement, but for the most part the concepts here are those that came from the small groups:

- Collaboration
- Inclusiveness
- Sustainable services (a nod to financial realities)

While there is not a magic number for values, the more values you identify the less emphasis is placed on them by a reader or. I limited myself to ten in this draft. As I thought through the entire list of nominees I found that once I listed this group, most of the rest were sub components of at least one of these. You may wish to add a few or eliminate a few, but I think this list is inclusive of almost all that came from the small groups.

Goal Setting

Once the vision and mission and values have been decided, we will move into the first step of goal setting. Normally goals are the core of a strategic plan. In a more detailed way, goals set forth the high priority accomplishments to be achieved during the life of the strategic plan. Every approved goal should make a major contribution toward accomplishing your vision and should be consistent with the mission you have set forth for Lane County Government. Your vision and mission become criteria to use when evaluating all goal nominees. If a nominated goal is not consistent, or will only make a minor contribution to your vision, it should become a lower priority than one that does make a major contribution.

What is the right number of goals for a strategic plan? How many are too many or too few? This is a common question at this point of a strategic planning process and there is no formula answer. There is an old saying that if you have too many “high” priorities you have no priorities. I have never seen an organization propose too few goals. Please consider there are many levels of goals in an organization. In a strategic plan you will identify those goals that will best move the community and the organization toward your vision. At the same time, individual departments have goals and some have their own department strategic plans. If a subject or program does not appear in your final set of goals for this plan it may be well-covered elsewhere. Often I refer to goals in a strategic plan as “Special Emphasis Areas.” This does not mean that other work will not be done. If a program or department does not have a “goal” in

the final list it does not mean the program is in jeopardy or that it is somehow unappreciated by the Board of Commissioners. It does mean you, as the policy makers of Lane County Government, have selected a small number of goals at this particular point in time as "special." How you determine what is special will vary from individual to individual. It should be helpful to refer to your vision, mission and values. It may be helpful to reflect on the "factors to consider" discussion. It may be useful to look at your current context and be opportunistic. Is there a goal that makes great sense at this point in Lane County Government's evolution?

When I was an elected official asked to nominate goals in a strategic planning process I found the process to be both exciting and difficult at the same time. For me I found it helpful to ask myself a few questions. Maybe this will be helpful for you:

- What prompted me to announce and campaign for the office? Usually there was a change or several changes I thought would improve the community and I wanted to try and make them happen.
- If I could contribute to one positive change in the community during my tenure, what would it be?
- Is there a proposed change I have learned from my constituents, from my family, from my colleagues, from conferences, from my inter-jurisdictional committee assignments, or from another jurisdiction that would make Lane County a better place?
- When I am an elderly man reflecting on my life, what improvement could I accomplish through the strategic plan that would bring a smile to my face and maybe a tear to my eye?

Next week will be an opportunity for you to advocate for a dream or dreams and possibly place them into a goal and thus begin to move the Lane County Government organization in a way that could make that dream a reality.

Strategic planning is about making great things happen for your community. The discussion last week reflected an organization with a great deal of executive agreement on elements for your vision, mission and values. I saw an executive group confident and wanting to be aggressive. Next week we shall move to a more specific level of decision-making that will capture those attitudes and apply them to goals to improve the community.

If you wish to talk in advance of the meeting feel free to call me at 541-822-1001. I will contact your office with a call on Thursday or Friday to check in and respond to any questions. If we do not speak before the weekend, have a great Fourth of July.

Attachments