

Strategic Planning for Governmental Agencies

Day 2: Laying the Foundation



***A presentation to the 2008 Pacific Emerging Issues Conference
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Guam Society of Certified Public Accountants
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Set your goals:

By 3:09 p.m.. I want...

By 11:49 a.m. Friday, I want...

Remember a goal is a change in condition for the better.

The Process

*Set Foundation
Mission, Vision,
Values, Guiding
Principles and
Performance
Measures*

*Scan, scan, scan,
SWOT
Identify Critical
Success Factors*

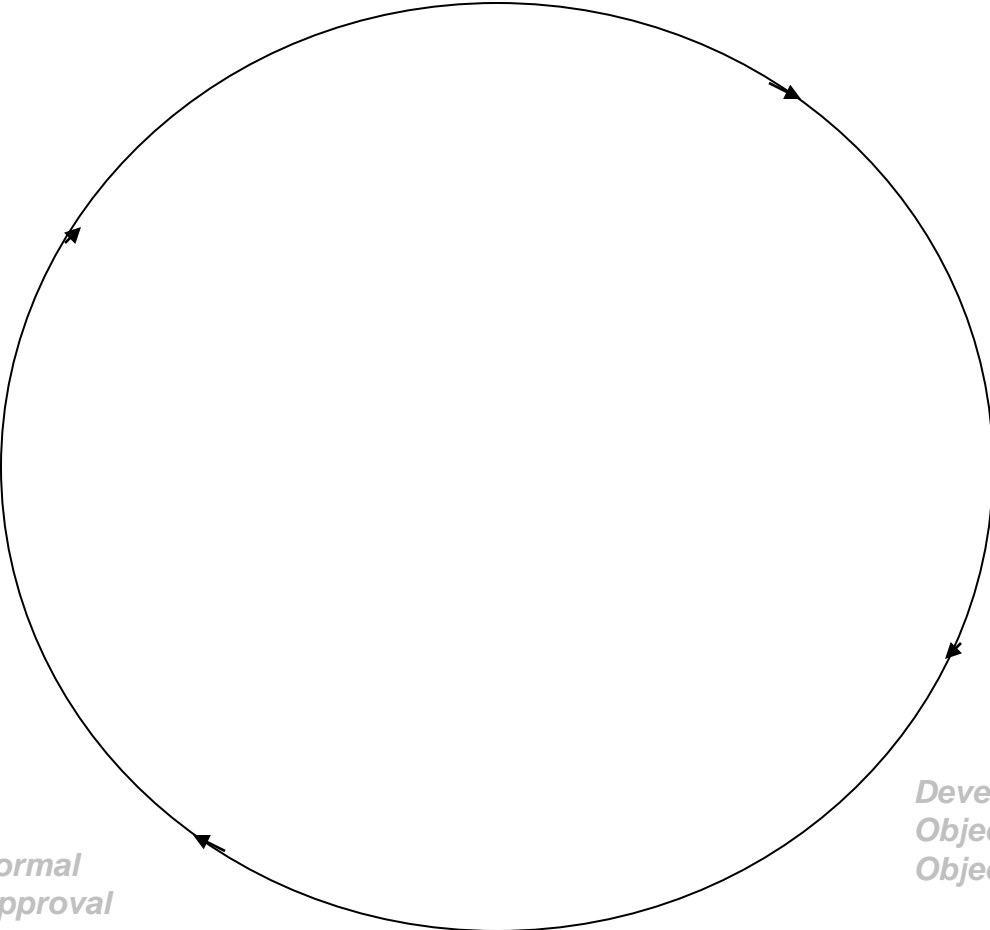
*Develop goals &
Objectives, Prioritize
Objectives.*

*Determine
Action Plans,
Budgets &
Timelines.*

*Formal
Approval*

Implement

*Assess,
Evaluate.
Modify.*



Folks tend to confuse mission & vision.



VISION

MISSION



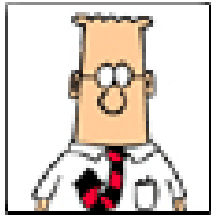
A couple of simple metaphors.

Good mission statements

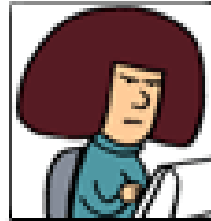
- *clear*
- *focused*
- *simple*
- *accurate*
- *memorable*
- *proprietary*
- *not cute*
- *no taglines*
- *no adjectives*
- *no adverbs.*

Stick to the knitting!

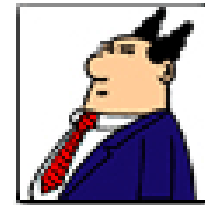
If you cannot resist writing bad mission statements,
Scott Adams the creator of *Dilbert* can help.



*It is our job to proactively
simplify resource-leveling
materials in order to
completely facilitate quality
opportunities to meet our
customer's*



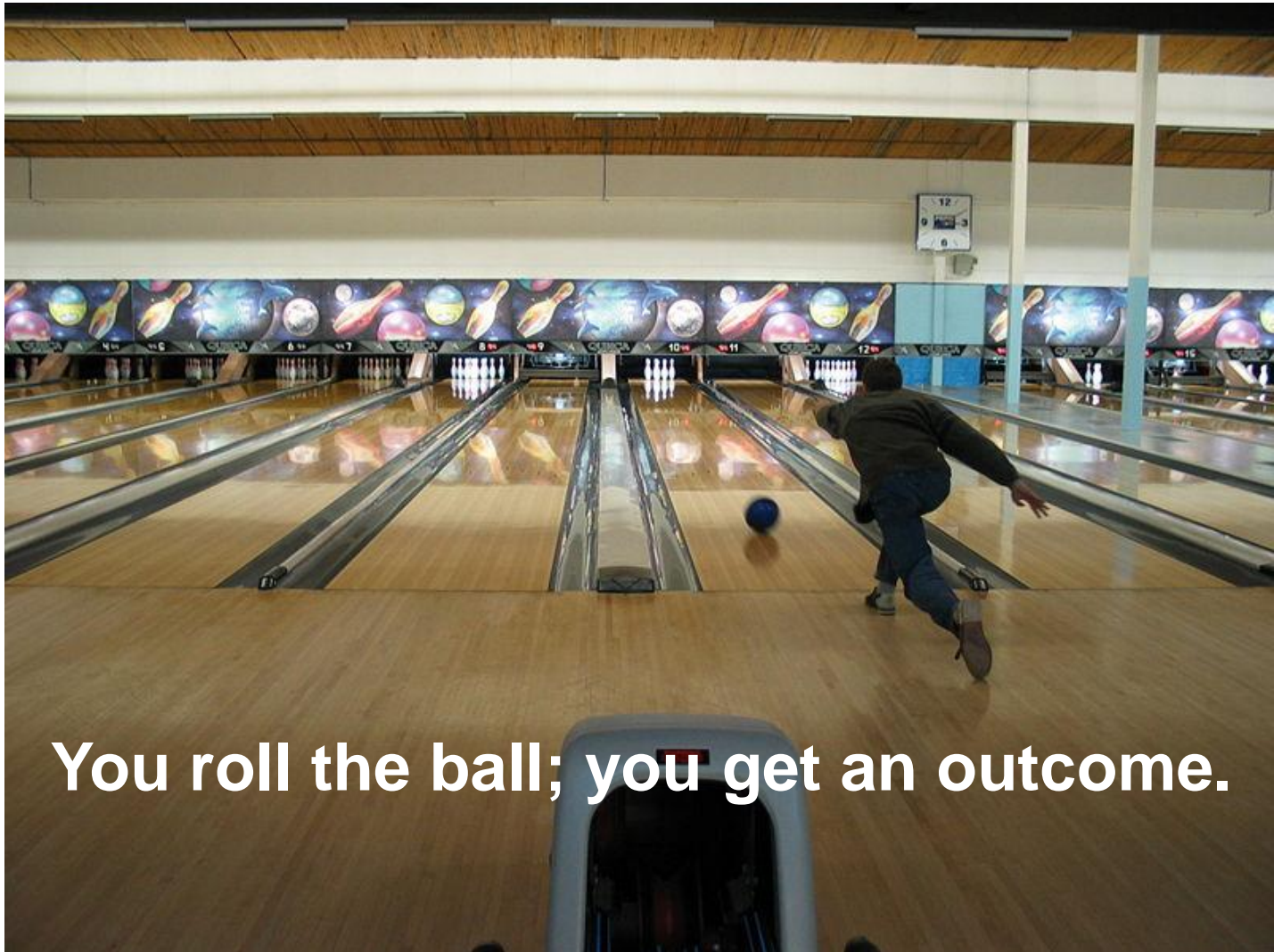
*Our goal is to assertively
initiate enterprise-wide
benefits in order that we
may collaboratively
revolutionize multimedia
based services while
maintaining the highest
standards*



*It is our mission to
enthusiastically create
market-driven data and
competently restore high-
quality content for 100%
customer satisfaction*

<http://www.unitedmedia.com/comics/dilbert/games/career/bin/ms.cgi>

*At it's simplest a mission is no more than a statement of what and organization must **DO** and **GET**.*



You roll the ball; you get an outcome.

The award for the best mission statement ever:



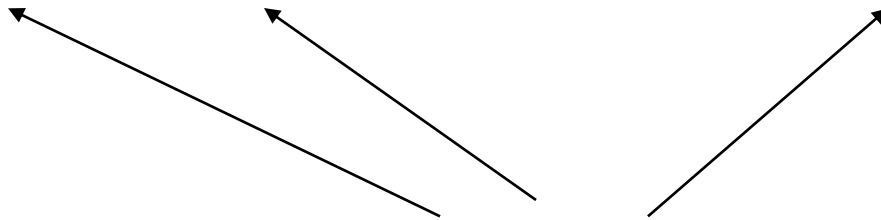
*President and
Chairman of
General Motors,
1923 – 1956.*



Mission Statement, General Motors, circa 1923:

We bend metal for profit.

We bend metal for profit.



Noun verb object.

And the power of the statement is in the verb
The value of the statement is in the object.

What precisely are we doing and what specifically do we expect?

These are investment decisions.

Let's look at some examples.

Fortune 500

You really have to be focused on quality to be in this club.

Inc. 500

Here's how you get to be the best of the best small businesses in America.

Credit Union

For the people, by the people. More money anyone?

Restaurant

Great food and service don't just happen by accident.

Technology

Riding the wave of the future. Surf's up!

Construction

Build your business through showing your people how to build your reputation.

Real Estate

Got Marvin Gardens and Atlantic Avenue? Show them how to get Ventnor as well.

Daycare

Kids need direction to grow up well. Your workers need direction to grow your business well.

Manufacturing

You build the stuff that's used for building everything else. Build your crew and you've got it made.

Legal

You advocate for your clients. Is your team advocating for your company? With a mission statement, they can.

Marketing / Public Relations

Your reputation is your boldest advertising move. And with a mission statement, everyone can make it a positive one.

Hospital

A cure for the wayward team.

What missionstatements.com thinks are good!

To be fair, I had a hand in a mission statement right here on Guam.

Office of the Public Auditor: *To improve the public trust we audit, assess, analyze and make recommendations to improve the accountability, effectiveness and efficiency of the government of Guam independently, impartially and with integrity.*

Closer to home:

At **Bank of Guam**, we are committed to being the leading financial services provider of the Western Pacific. Our markets are Guam, the CNMI, the other Islands of Micronesia, the Western United States and the Asia Pacific Rim. We offer a challenging work environment and growth opportunities for our employees. We provide the highest quality financial services to our customers. We are “The People’s Bank”, guided by the principle of delivering exceptional service and value to our customers and our shareholders.

Guam Community College is a public, open access secondary and post-secondary institution. We serve the diverse communities of Guam as a regional focal point for Micronesia within the Asia-Pacific rim. We provide education and vocational training that is premised on lifelong learning. GCC is committed to providing quality learning opportunities in occupational, vocational-technical, technological, academic and continuing education reflective of community and industry needs.

In accordance with the homeland security responsibilities imposed upon the Governor or by the President of the United States and federal law and regulation, the mission of the **Guam Homeland Security (HS)** shall be to develop and coordinate the implementation of a comprehensive plan to protect Guam and its people from terrorism, invasion, insurrection, rebellion, lawless violence or the threat thereof. In addition, the Guam HS shall compile a comprehensive analysis of all entities within the Executive Branch of the Government of Guam who have similar or overlapping responsibilities with the Office in order for the Governor to consolidate all such responsibilities

Guam Visitors Bureau: to efficiently and effectively promote and develop Guam as a safe and satisfying destination for visitors and to derive maximum benefits for the people of Guam.

I have a personal one, too.

I help organizations improve their performance to
support my family.

(allows for the “guiltless no.”)

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|
o



BREAK!

Johnny Hodges with Duke Ellington
Day Dream

Time for you to work.

Case study: the Valley Regional Fire Authority



From their website:

The Valley Regional Fire Authority (VRFA) was officially established on January 1, 2007. The VRFA joins the existing resources from the Auburn and Pacific Fire Departments to provide fire services to the communities of Algona, Auburn and Pacific. With the possible addition of the Lea Hill and West Hill annexed areas, the Valley Regional Fire Authority will provide modern, progressive and professional services to approximately 70,000 citizens residing throughout the 34 square miles of Algona, Auburn and Pacific. The Valley Regional Fire Authority is comprised of 87 full time staff. It is expected that the VRFA will respond to over 10,500, 9-1-1 incidents yearly. The Valley Regional Fire Authority provides the following high quality fire, rescue and EMS services:

- Fire Protection and Suppression
- Emergency Medical Aid
- Hazardous Materials Response
- Specialized Technical Rescue Services
- Fire and Life Safety Inspections
- Public Fire Safety and Prevention Education
- Fire Investigation Services
- Community CPR and First Aid Training
- Construction Fire Code Plan Review
- Community Relations and Events
- Disaster Preparedness and Education

Write a mission statement for the Valley Regional Fire Authority.



To professionally respond to fire, rescue services and provide EMS for the communities of Algona, Auburn and Pacific to ensure public safety and public awareness.

We deliver fire, rescue and EMS services for the safety and protection of the community.

The VRFA provides a comprehensive array of fire, rescue, emergency and specialized services to protect and maintain the safety and well-being of the residents of the tri-community area.

We educate, investigate and protect the Algona, Auburn and Pacific communities with high quality, progressive and professional fire, rescue and EMS services.

To provide the community a fire safe environment and rescue services for sound living.

What they wrote:

We provide fire, rescue and emergency medical services to minimize the loss of life and property.





BREAK!

Benny Goodman
If Dreams Come True

Performance Measures

Where do performance measures come from?

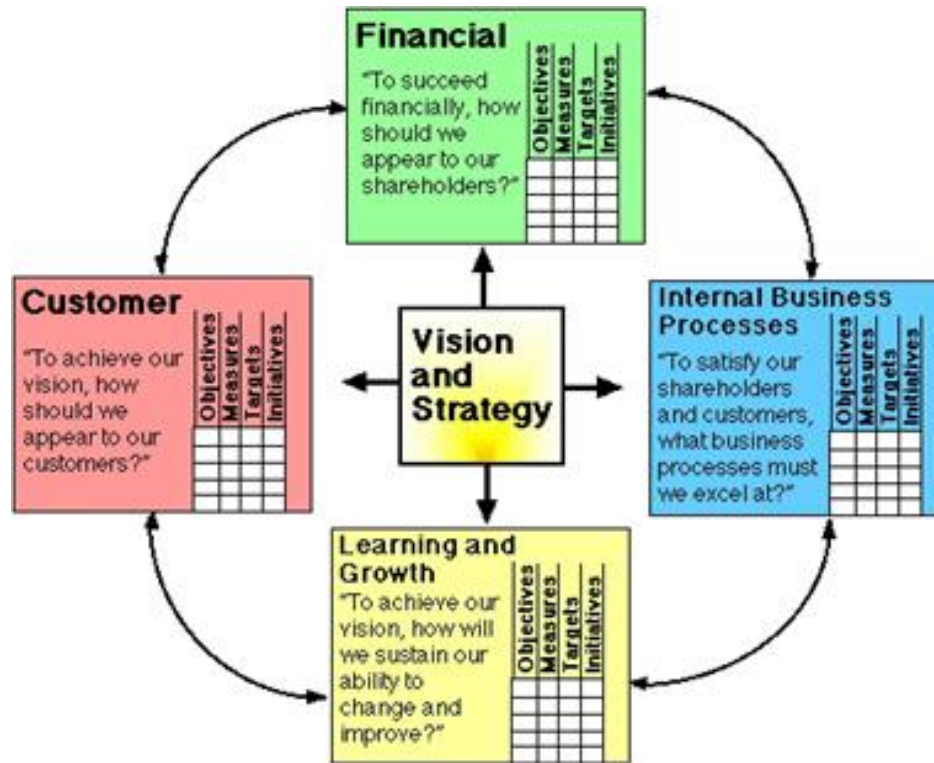
The MISSION of the organization.

It all starts at the top.

Since the mission is simply a statement of what an organization does and what results, what it gets, from the effort.

*Doing and Getting is just another way of talking about **OUTPUTS and OUTCOMES.***

Useful guide, the balanced scorecard.



From the VRFA plan:

- *Delivery of Fire Services.*
- *Delivery of Emergency Medical Services.*
- *Delivery of Rescue Services.*
- *Public perception.*
- *Employee satisfaction.*
- *Reduction in loss of life and property.*

One final note on missions

It can be useful to supplement a mission statement with a list of:

*VALUES
GUIDING PRINCIPLES
BELIEFS.*

All add up to the same thing... a context in which to understand the mission.

Example, from the VRFA

*Guiding Values: Dedication, Professionalism,
Integrity and Compassion*

Good vision statements

- *inspiring*
- *idealistic*
- *challenging*
- *next level up, giant step forward*
- *unprecedented levels of performance*
- *breakthrough thinking*
- *BHAG... big hairy audacious goals*
- *stated as if already achieved*

Going from a winning team to
a Championship team!

Two approaches.

A. the “Perfect” mission statement. What we want to be when we grow up.

A. the “Crystal Ball.” A preferred forecast for the future.

People (staff, clients, stakeholders)

Processes (systems, operations, organizational structure) products

Products (programs and services)

Results

Resources (financial, human, information, physical)

A couple of examples:

Vision for a commercial real estate firm:

To provide the highest level of commercial real estate service to our clients, demonstrated by client results, recognition, market reputation and revenues.

The Olympia (Washington) Vision School District:

“To become a world-class school district.”

We envision a supportive environment which promotes student growth and achievement of the highest standards. We build our capacity for success through leading edge programs and operations based on continuous improvement. We have 100 percent commitment to quality and excellence in all things.

Mine:

I will sit in the Oval Office and advise the President of the United States. (Or bigger and better clients).

Write a vision statement for the Valley Regional Fire Authority.



We are firefighters committed to perfection with the highest standard to protect and serve the community.

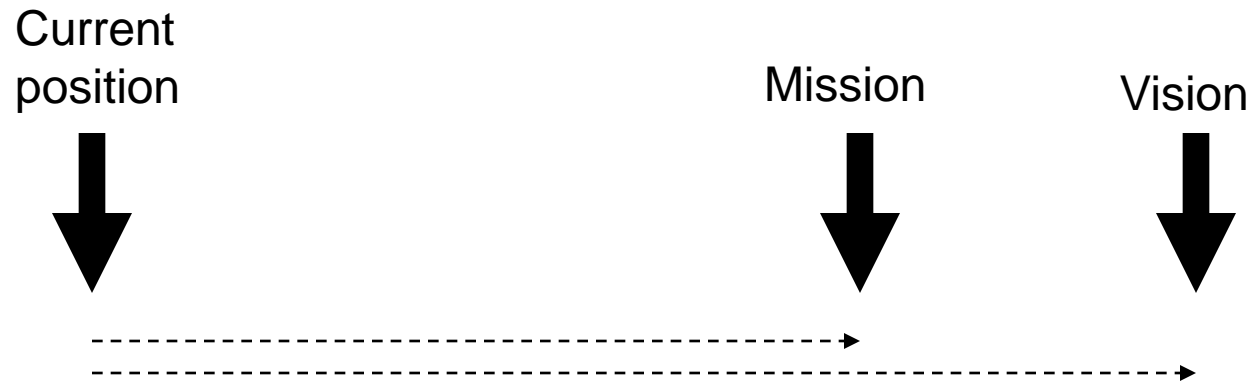
Our communities will consider us heroes even when we don't need to be.

We are committed to perfecting our array of services such that we can immediately mobilize emergency assistance to our surrounding neighbor states, as needed by incoming President Obama.

We strive to minimize the loss of life through the highest quality of prevention, training and rapid response for the welfare, safety and protection of the tri-community.

We envision immediate fire and emergency response to any threats to life and property.

You are now in a position to conduct a GAP ANALYSIS



You are finding goals... gaps to be closed.



Finis!

Red Holloway
Dream a Little Dream of Me