

**TOWN OF CLINTON**  
**TOWN COUNCIL**



***LEADER'S GUIDE***  
***OCTOBER 2020***

A clear set of goals serves as the destination point for our efforts on both Council and the Administration. By assessing our current position, the Town Council should understand the foundation we have to build on to accomplish our goals.



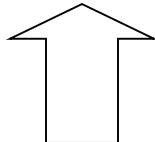
### STARTING POINT

- Our Mission
- Core Services
- Meaning for Residents and Employees
- Benchmarking



### OUR DESTINATION

- Goals
- Outcomes
- Identify Gaps
- Identify Opportunities
- Measuring success



### MANAGEMENT AGENDA

- Administrative Targets for Action
- Align Resources
- Adjust Programs, Services

A Policy and Management Agenda serve as the action steps necessary to reach our goals and succeed.

A good mission statement clarifies what the town provides, who we serve, and what our services do for the public. The purpose of a mission statement is to provide the town organization with a sense of common purpose and unified direction.

## **VISION STATEMENT**

Council Themes:

- Efficient and effective services
- Fiscal responsibility
- Stewardship – financial, resources, assets, environmental
- Safe environment – public safety
- Desirable location
- Public trust

## **VISION STATEMENT:**

*The Clinton Town Council is committed to providing quality, efficient and effective services for our citizens; serving as stewards of the Town's finances, assets and environmental resources; maintaining our desirable location by encouraging opportunities; and displaying honesty, respectfulness, and fairness in all relationships.*

## **INDICATORS OF SUCCESS**

Where do we need to succeed to fulfill the Vision? The Council identified the following areas in which the Town as a whole must be successful in order to fulfill the Vision Statement.

- Build professionalism
- Responsible budgets
- Public trust
- Public engagement
- Collaborative work environment for employees
- Inclusive government providing opportunities for involvement
- Providing quality public services – good value for tax dollar

## **CRITICAL ISSUES**

What keeps us from being a success and fulfilling the Vision? The Council identified the following areas which impact or prevent the Town from being a success.

- Uncertain financial environment
- Divergent opinions
- Growing the economy – economic development
- Follow-up on implementation – commitment to progress
- Business-friendly environment
- Investment in infrastructure

## **EFFECTIVE GOAL SETTING**

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### ***LOOK BEYOND TODAY***

A longer horizon – beyond current “crises” -- helps the Town Council move beyond today, to a point we have the ability to influence outcomes through choices, policy decisions and actions.

### ***OUTCOME-BASED GOALS – OUR DESTINATION***

A goal begins with a destination point in mind – what the Town Council would like the Town to be or to achieve at the end of five years. The destination should be a guide for short-term goals, effective decision making, and allocating resources.

### ***CONSENSUS ON DIRECTION***

During goal setting, there needs to be an opportunity to share ideas, to focus the issues and directions among the Town Council members and to strive for consensus through active discussion and debate. Goals will allow us to move from a single-issue agenda to an agenda for all as we work toward the Town’s future.

### ***LINKING ACTION TO OUTCOMES***

Today’s actions need to be links to our destination. A policy strategy helps guide policy decision making and actions by Town employees. Goals are the guideposts used by the Town staff and Council to steer our decisions and actions on a daily basis to keep on track for reaching our destination.

Goals should reflect our . . .

- Vision

Consensus for common community direction

- Destination

Outcomes for our community in 5 years

- Policy Agenda

Policy direction and action plan on major issues

Direction for next year and targets

Projects or issues to be addressed

- Philosophy

Mission – Who are we?

Expectations – What are the core services and their quality?

- Budget

Policy guidelines for budget development and allocation of resources.

Setting and using goals should result in . . .

- More effective use of our resources by serving as a guide from how to use time to how to spend money
- Improved meetings by focusing on the most important issues shaping our future
- Helping the Town Council define Clinton's future direction
- Building community partnerships with those necessary to successfully resolve issues and accomplish our objectives
- Assisting the Town Council in decision making

**GOAL DEFINITIONS:**

**GOAL 1:** Prioritize, evaluate and control expenditures to mitigate the impact on taxpayers and maintain a stable tax rate.

What does it mean to us?

- Financially sound government
- Strong bond rating for Town debt which controls debt service costs
- Manage with fiscal discipline
- Meet fiscal challenges

What is the value to our residents?

- Stable and affordable tax rate

**GOAL 2:** Provide the most cost effective services possible.

What does it mean to us?

- Prudent management
- Seek efficiencies and economies of scale to reduce costs
- Use of technology to improve efficiency and public access to services

What is the value to our residents?

- Good value for tax dollars

**GOAL 3:** Preserve and enhance the quality of life that makes Clinton a desirable location.

What does it mean to us?

- High quality education system
- Opportunities for all segments of the population
- Improve community appearance to attract high-quality development
- Environmental stewardship of coastal resources

What is the value to our residents?

- Good schools create opportunities for youth and support property values
- Support the Library as a community resource

**GOAL 4: Economic Development that enhances the community.**

What does it mean to us?

- Strengthen the local economy and tax base
- Retain jobs and encourage existing employers to grow
- Identify areas for growth or investment
- Plan for a type of development and steer it to targeted areas

What is the value to our residents?

- Employment opportunities
- Stabilize property tax rate

**GOAL 5: Better inform and engage our community and its stakeholders.**

What does it mean to us?

- Increase awareness of existing Town communications
- Identify other means to reach the public
- Identify opportunities for community engagement
- Public education and awareness

What is the value to our residents?

- Increase public understanding and awareness
- Ability to have their voice heard on local issues
- Involve a wider cross-section of the public in the process

**GOAL 6: Promote a town organization that is sustainable and maintains employee morale, productivity and effectiveness.**

What does it mean to us?

- Well-trained, professional workforce
- Cost effective services
- Anticipating and responding to changing community needs

What is the value to our residents?

- Responsive government
- Consistent response

**GOALS AND OBJECTIVES:**

- 1. Prioritize, evaluate and control expenditures to mitigate the impact on taxpayers and maintain a stable tax rate.**
  - a. Approve an operations and capital budget that is within the economic feasibility of the taxpayers and, to the extent possible, maintains levels of service that are acceptable to the majority of taxpayers
  - b. Initiate long-term financial planning
  - c. Update Financial Policies and Procedures to reflect current best practices
  - d. Strive to improve the Town's bond rating
- 2. Provide the most cost effective services possible.**
  - a. Provide responsive, efficient customer-oriented services
  - b. Maintain high quality town facilities and programs
  - c. Develop a system to monitor and collect data to improve government performance
  - d. Implement technology to improve efficiency
  - e. Provide public safety that focuses on prevention of problems
- 3. Preserve and enhance the quality of life that makes Clinton a desirable location.**
  - a. Support the enhancement of quality of life for all demographic groups
  - b. Provide public safety that focuses on prevention of problems
  - c. Evaluate infrastructure investments that bring value and improve the quality of life for residents
- 4. Economic Development that enhances the community.**
  - a. Identify areas for growth
  - b. Develop an economic development strategy to encourage desirable growth
- 5. Better inform and engage our community and its stakeholders.**
  - a. Use technology for enhanced communication
  - b. Increase awareness of all Town communication vehicles
  - c. Monitor effectiveness of communication tools
  - d. Explore opportunities for community partnerships
- 6. Promote a town organization that is sustainable and maintains employee morale, productivity and effectiveness.**
  - a. Recruit, develop and retain a highly skilled workforce
  - b. Support ensuring that employees are current on best practices within their areas of expertise