



To: Honorable Mayor and City Council

From: Shane Fineran, City Administrator

Date: February 26<sup>th</sup>, 2019

Re: Strategic Planning Discussion

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1. The City Council last spent some time in 2017 discussing and updating the mission, vision, values and goals statement of the organization. The redlined edits of the attached statement were a result of those discussions. The next step to developing an effective strategic plan, moving from development to deployment, is getting more specific in how we understand the goals statements, what objectives we would like to see based on our goals, and then measuring against those objectives. I see this working itself over a 5-step process, of which we have completed steps 1 and 2 with the mission, vision, values, and goals statement as presented. I would like for the Council to review the existing strategic statement for the organization and then discuss next steps.
  2. Discussion of cancelling 2<sup>nd</sup> March meeting on the 26<sup>th</sup> due to Spring Break.



## Vision

The City of Watertown is a ~~small-tightly-knit~~ growing city-community that is welcoming, business friendly, and supportive with a ~~vibrant downtown~~ thriving economy that enables neighbors, friends, and family to meet, socialize, and enjoy a high quality of life.

## Mission

The mission of the City of Watertown is to provide high quality public services that address community needs through strategic planning, sound fiscal management, and innovative thinking while preserving our proud history.

## Values

### Excellence and Quality in the Delivery of Services

-We believe that service to the public is our reason for being and strive to deliver quality services in a highly professional, cost-effective, and efficient manner.

### Fiscal Responsibility

-We believe that fiscal responsibility and the prudent stewardship of public funds is essential for citizen confidence in government and we strive for diverse sources of revenue.

### Ethics and Integrity

-We believe that ethics and integrity are the foundation blocks of public trust and confidence and that all meaningful relationships are built on these values.

### Fairness and Engagement

-We believe policies and decision making processes that are applied consistently across all parties is the foundation for fairness.

### Communication Transparency

-We believe that open, honest, and transparent communication ~~transparency, keeping our stakeholders informed through open and honest communication,~~ is essential for an informed and involved engaged citizenry ~~and fostering that fosters a positive working environment for employees collaborative environment for all~~ stakeholders.

### Professionalism

-We believe that continuous improvement is the mark of professionalism and are committed to applying this principle to the services we offer and the development of our employees.

### Visionary Leadership and Planning

-We believe that the very essence of leadership is to be visionary and to plan for the future.

### Small Town Atmosphere

-We believe that our City's small town atmosphere, vibrant downtown, and unique charm is what attracts people to our community and encourages their participation in our activities.

## Goals

1. To continue to provide quality services with minimal resources.
2. To appropriately invest and manage equipment and tools~~address the City's aging infrastructure and equipment needs.~~
3. To ensure the City's continued financial stability.
4. ~~To improve communication and increase the City's outreach with the City's stakeholders~~Facilitate community outreach and engagement.
5. To keep property ~~taxes~~taxes and fees ~~at a reasonable rate~~stable rates.
6. To address the City's long term transportation and infrastructure needs.
7. To ensure citizen safety and security.
8. To maintain a small town atmosphere.
- 8.9. To support investment in life cycle housing.