

To: Department Heads - Chris Barrineau, Recreation - Van Broad, Economic Development - Roger Case, Public Works - Tammy Finley, Judge & Clerk of Court - Steve Ivester, HR - Keith Morton, Police Chief - Mike Pitman, Gas Manager - Dan Powell, Planning - Anita Sleeman, Civic Center for Performing Arts - Dale Watson, Fire Chief - Sandra Woods, City Clerk & Treasurer

Re: 2011 Expectation Letter

***"No One Rises to Low Expectations"***

We live in an ever changing world full of economic and social stresses due to high unemployment, foreclosure rates and recession. Random acts of violence in our country and nationwide tragedies have transformed the way we live. The world has changed. The City of Fountain Inn has changed. Though our challenges are awesome, so are our strengths. The time has come to restructure and re-evaluate ourselves as effective leaders.

***If we don't come together – we too will be destroyed. Ex-Titans Coach Herman Boone***

Good leaders are made, not born. In order to be a good leader, we must set a good example and always strive to improve our efforts. Our city and staff deserve no less from us. You must, above all, be trustworthy and communicate a vision of where the City of Fountain Inn needs to go. Vision transpires in the mind of one and must be conveyed to the many to attain approval. Set the example.

***Integrity***

***...take a look at your work ethic, and see how you stack up in the things that add up to INTEGRITY. – Author unknown***

- Respect all citizens and Mayor/Council.
- Don't cut corners in performing your job.
- Don't take company property for personal use.
- Are you satisfied at the end of the day because you've given your best?
- Are you doing the right thing?

***Professionalism***

***...a professional is someone who can do his best work when he doesn't feel like it. – Alistair Cooke***

- Be a professional – project a professional image for our employees and community by dressing and behaving appropriately at all times.
- Always respond respectfully, professionally and courteously – even when we are not being treated with respect. Listen and show compassion.
- Be punctual – *Punctuality is the soul of business.* - **Thomas C. Haliburton**
- Ensure a safe and respectful work environment.
- Stay familiar with your dept. budget and manage it.
- It is important you do your best to "walk the walk" and not just "talk the talk".

## **Teamwork**

***...A joint action by a group of people in which each person subordinates his or her individual interests and opinions to the unity and efficiency of the group. - Webster's Dictionary***

*The most effective teamwork is produced when all the individuals strike harmony with their contributions and work towards a common goal. Teamwork and unselfishness create the backbone of a great team. Working as one cohesive unit will be the key to the City of Fountain Inn's future success. In order to ignite team spirit, each of us must:*

- Share goals.
- Encourage and support each other.
- Inspire and motivate staff – stimulate others to perform.
- Keep up with innovative technology.
- Know your role on the team.
- Show mutual respect.
- Utilize “we” instead of “every man to himself” mentality.
- Commit as a whole to improving performance.
- Be a “team player”.

## **Goals and Objectives**

**We are a little city, but we seek to do huge things. – Author unknown**

Nothing runs without a plan. In order for the City of Fountain Inn to be successful, we **must** achieve key objectives. This is the core of our success or failure. We **must** define our departmental goals. Goals are the “**what**” of the process and objectives are the “**how**” of the process. Our goals and objectives **must** be very specific and measurable. They should be project-oriented and allow for more employee involvement. Setting our goals prior to action is critical because:

- It gives us a target to aim for - allowing all actions to be focused on achieving the objective rather than being inadequately used.
- It lets our staff know where we are going and gives them a path to follow.
- It gives our staff a glimpse of where we are going.
- It motivates the team thereby increasing productivity and quality.
- It offers the foundation in measuring the success of an action or project.

## **Assignments and Projects**

***He that is good for making excuses is seldom good for anything else. –Benjamin Franklin***

Search for ways to guide your department to new heights. Analyze the assignment – take action. Follow through and be punctual with your response. Seek and utilize grant funding on all levels. Complete assignments and encourage your staff to perform. Focus and achieve by:

- Prioritizing.
- Motivating yourself and others.
- Setting Goals and Objectives.
- Beginning.
- Doing the assignment.
- Responding by the due date.

### ***Proactive versus Reactive***

***The windshield is bigger than the rearview mirror. – Tom Daschle, Former US Senator***

*Being proactive means being able to anticipate the future and to reacting accordingly before it actually happens. When we're in choppy waters, we must anticipate the waves. Stay in tune with them – don't desperately try to escape them. Dance with them!*

We need to constantly develop and strengthen our proactive skills:

- Ask yourself what is likely to happen.
- Look at the big picture and make the changes you need to make.
- Take a break and refocus on what you're doing and how you're doing it.

### ***Community Connection***

***For a community to be whole and healthy, it must be based on people's love and concern for each other. – Millard Fuller***

*This is the fabric that holds our community together. In order to positively change our society and workplace we **must** be involved with our community. Nothing bonds us with our citizens more than community involvement. Community Service is a vehicle for getting our city together, and addressing the grass roots problems that may have fallen between the cracks. The purpose may vary for each individual or group, but the importance cannot be ignored.*

- Engage in our community.
- Expand your positive influence on younger citizens.
- Help the elderly remain independent in their homes.
- Clean up our city.
- Offer professional skills to non-profit groups.
- Lend our talents and experiences to strengthen our community in any way needed.

### ***Keep the Fire Burning***

***Nothing great in the world has been accomplished without passion. – German Philosopher Georg Wilhem Fredrich Hegel***

No matter how many years of service we have given to the city, we must keep the fire ignited and the passion for our jobs resilient. If, over the years, the embers smolder, re-activate and re-ignite the fires of performance within yourself! Step back into time and rediscover the passion, interest and emotion that once fueled your job performance. Ignite your potential!

- Share a powerful vision, mission and goals.
- Create a department focused on its value and success.
- Define performance expectations for yourself and staff.
- Encourage staff to continually improve their skills thereby enhancing yours.
- Form stronger personal connections with your staff.

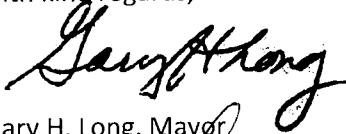
***We believe the “days of business as usual” must come to an end. We need to chart a new course. –  
Congressman Paul Ryan***

*Great Challenges lie ahead. We have much work to do. In order for the City of Fountain Inn to succeed – you must succeed by meeting expectations and performance standards. You are not only a coach, but also an educator. The world has changed; it is time to write a new story. This one has to be bolder, more engaging. Together – as one – we can seize and maximize every opportunity that comes our way to secure and enhance our city’s future.*

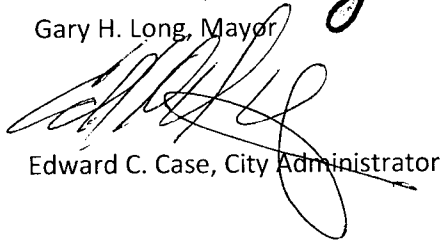
***“Make Work-Work Right”***

***“The worker is worthy of his wages” (Luke 10:7)***

With kind regards,



Gary H. Long, Mayor



Edward C. Case, City Administrator