



# **Strategic Leadership Plan**

**February 04, 2014**

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## **1.0 Leadership Statement**

To be relevant in today's turbulent economy and to meet changing expectations, Upton's government and its associated services must continually strive to improve business practices, provide value, and be responsive to our stakeholders. Government, specifically a town government, is a service agency that needs to be aware of, understand, and offer services that stakeholders and customers need, want, and support. Upton government's executive leadership (leadership) understands that our customers and stakeholders are our taxpayers, residents, employees, service divisions, lending/bonding institutions, and State/Federal government. With strategic planning, leadership will leverage our workforce and technology to not only exceed expectations, but also to excel as a small town government.

Challenges faced by government organizations are not that different than those of business. Government needs to find resourceful ways to stretch resources, maintain assets, recruit and retain top talent, continuously improve operations and excel at customer services. To perform well, government needs to plan, measure performance, and achieve positive outcomes. Solid strategic planning starts by analyzing the current state of affairs, then proceeds to articulate key strategic themes, develop plans to achieve objectives, provide transparent measurement of progress, analyze results, and communicate those results to stakeholders. Leadership also understands Town government is not a business striving for profits or wealth. Town government cannot select a customer base derived from favorable demographics. Upton's government must service all of its residents in an appropriate and cost effective manner.

Throughout the years, leadership has had strategic initiatives such as: enacting the Department of Public Works Director Special Act, renovating and transforming of the Ball School into a Police Station, and the installation of a third municipal water source. In June 2007, leadership started a strategic planning process to streamline operations and improve services by a tactical restructuring of the organization by means of the Town Manager Special Act. These strategic initiatives have been reached and have met their

expectation. In June 2013, leadership realized a high altitude and better communicated plan was needed, which would outline steps to strengthen leadership relationships with stakeholders, improve internal business processes, attract and retain the best talent, and deliver financial stewardship to our customers and stakeholders.

Leadership is committed to Upton’s government becoming a provider of high performance municipal services for its stakeholders. This strategic plan is designed to be responsive and adaptive. The principle priorities identified in this plan will take our government to the next level of achievement. Even though leadership may change over the next few years, the strategic plan and its rationale will remain an ongoing focus, and we will realize the strategic themes in the coming years.

*“You got to think about big things while you’re doing small things, so that all the small things go in the right direction”*

❖ *Alvin Toffler*

Upton Board of Selectmen, CY2014

James Brochu, Chair \_\_\_\_\_

Robert Fleming \_\_\_\_\_

Ken Picard \_\_\_\_\_

## **2.0 Abstract**

This report walks the reader through the development of Upton's government strategic leadership plan (leadership strategy) and how the use of a balanced scorecard can be beneficial communicating strategy, measuring results, and increasing value for our stakeholders. Development information was primarily gathered from journals, books, blogs, and web pages. How the balanced scorecard will be used is discussed in section 4. The fundamental elements of this leadership strategy are core values, mission, vision, and themes, they are discussed in sections 5, 6, and 7. Leadership intends to create value for its customers and stakeholders through strategic perspectives, themes, objectives, initiatives, and measurement of outcomes and these topics are discussed in section 10. A balanced scorecard is illustrated in exhibit A. All leadership strategy input information is summarized in the exhibits B and C. Examples of objective rationale and an initiative tactical plan are illustrated in the exhibits D and E. The expectation is the implementation of this leadership strategy will bring value and positive impact to Upton government's customers and stakeholders.

## **3.0 Introduction**

Strategy is the science of planning that involves a program of action to attain a series of objectives. In developing this leadership strategy to improve Upton's government operations, leadership analyzed the current state of Upton's government, articulated its desired future state, and identified the case for change. Leadership will lead organizational change that builds on strengths and opportunities to create new synergies to become more value oriented by improving services and responsiveness to customers. Throughout the past year, the Board of Selectmen, Town Manager, service division managers, and elected officials performed Strength, Weakness, Opportunity, Threat (S.W.O.T) analysis, brainstorming and benchmarking to determine key elements that impact the organization. Through this feedback, leadership developed strategic themes and objectives concentrating on opportunities to make Upton's government a "signature experience" for our stakeholders.

Two key initiatives which leadership embraced are the use of a strategy map and the balanced scorecard process. While traditional business measurements are primarily financial, town government has different performance drivers and outcome measures. The strategy map will chart a course through four broad perspectives (customer, financial, internal business processes, and employee growth & learning) and connect them with associated strategic themes. The balanced scorecard provides a consistent view of organizational performance and enables the organization to measure the pertinent areas supporting the vision and mission of Upton's government. The balanced scorecard allows everyone in the organization to understand the linkages of performance, the importance of a strong strategy, and see the indicators of success across the organization. Successful implementation of the leadership strategy requires leadership to clearly communicate the organization's core values, vision, mission, and strategy themes to stakeholders and customers. With the leadership strategy clearly in mind and communicated to all stakeholders and customers, Upton's government will continue to improve value by managing resources, capability, and strengthening customer experience.

Leadership understands stakeholder and customer expectations have changed. Stakeholders and customers want their government to be more responsive, more accountable, and more transparent. Leadership is committed to steering that change with a strategic plan. Leadership is committed to developing and maintaining a high performance government, a signature experience, for its stakeholders and customers.

#### **4.0 Balanced Scorecard**

The balanced scorecard is a strategic planning and management system that is used extensively in business, government, and nonprofit organizations worldwide to align business activities to the vision and mission of the organization, and monitor an organization's performance against strategic objectives. It was originated by Dr. Robert Kaplan and David Norton as a performance measure framework that added strategic non-financial performance measures to traditional financial metrics to give leadership a more "balanced" view of organizational performance.

Kaplin and Norton describe the balanced scorecard as follows: “The balanced scorecard retains traditional financial measures. But financial measures tell the story of past events, an adequate story for industrial age companies for which investment in long-term capabilities and customer relationships were not critical for success. These financial measures are inadequate, however, for guiding and evaluating the journey that information age companies must make to create future value through investment in customers, suppliers, employees, processes, technology, and innovation.”

**Figure 4-1: Balanced Scorecard for the Public Sector**



**5.0 Situation Assessment**

Upton’s government is an organization making strides and is motivated for continuous improvement. Leadership distilled a series of S.W.O.T. analysis exercises and the resulting categories are summarized in figure 5-1.

**Figure 5-1 S.W.O.T. Analysis**



## 6.0 Core Values

The core values of this organization are those values which we hold as foundational to performing our work, decision making, and evaluating our actions. Core values are the basic elements of our behavior, how we go about our work and how we treat our coworkers and customers. Core values are the guiding principles / practices we use, or should be using, every day in everything we do.

**Integrity:** do what's right – legally, ethically, and morally

- Uphold what is required by law, regulation, and policy
- Demonstrate accountability
- Treat everyone with respect
- Trustworthy
- Transparency, communicate openly and honestly

**Commitment:** an attitude to work very hard to do or support the mission and vision

- Follow through
- Competency
- Fulfill obligation
- Dependability
- Persistence

**Service:** committed to the action of supplying quality help or work for our customers

- Invest in leading edge technology
- Continuous improvement
- Trained and developed employees
- Triple bottom line - economic, social, sustainable
- Resourcefulness

**Fiscal Stewardship:** Wise and prudent in the handling of fiscal matters

- Encourage best business practices
- Improve quality and control cost
- Sustainability
- Embrace value

## 7.0 Mission, Vision, and Themes

### **Mission**

A mission statement is here and now. A mission statement should answer: Why does Upton's government exist? The mission statement should be directed to the town's workers, paid and unpaid.

#### **Upton's Government Mission Statement**

Upton's government will provide the public with the most efficient and effective level of service that is possible with the financial resources that are available. Upton's government will provide this service in a manner that exemplifies dependability, transparency, and integrity while honoring our history, promoting diversity, protecting our environment, and dutifully planning for our future.

### **Vision**

A vision of success is future based. A vision of success is meant to inspire and give direction to where we want our government operations to go or become. The vision statement is directed to the town's workers, paid and unpaid.

#### **Upton's Government Vision of Success**

We envision Upton's government embracing seven pillars of excellence: leadership, quality, dependability, knowledge, innovation, alignment, and attitude.

## **Strategic Themes**

Strategic themes are the principles and high-level strategies that form the basis for the organization's operation model. The strategic themes are very broad in scope. They apply to every part of the organization and define what major strategies the organization will pursue to achieve its mission and vision.

### ❖ Increase Involvement

Increase resident engagement, contribution, and volunteerism. Everyone can contribute their time, skills and knowledge through civic action and their combined efforts can be a significant force for achieving positive outcomes.

### ❖ Create Positive Impact

Customer and stakeholder outcomes that have impact by either reducing cost, improves quality, promotes sustainability, and Community well being. Promote solutions instead of stating what will not work. Think like an innovator and focus on solving problems.

### ❖ Increase Transparency

Transparency is about being honest and open about what actions are taken, by whom and on what grounds. It is about removing any barriers that hinder people from accessing information. It is about making people and their skills, knowledge and ideas visible, and readily accessible to the public.

### ❖ Clarify Responsibility and Accountability

Proactively align the organization to promote operational excellence, to ensure it will be accountable for its activities, accept responsibility for those actions, and to disclose the results in a transparent manner.

### ❖ Continuous Improvement

To support continuous improvement, leadership must continually examine their processes to discover and eliminate problems. Typically, they accomplish this by making small changes rather than implementing a large-scale alteration. Leadership will focus on

making things better without finding blame, taking actions to reduce defects and waste, removing activities which provide no value, and improving customer satisfaction.

❖ Develop Leadership Competencies

Leadership competencies are skills and behavior characteristics that contribute to superior performance. By using a competency-based approach to leadership, organizations can better identify and develop their next generation of leaders.

❖ Employee Skills and Training Enhancement

Leadership is dedicated to helping employees meet their personal education and career goals. Job enhancement occurs when an employee is given new responsibilities or tasks which give him or her the opportunity to develop their professional skills or abilities.

❖ Fiscal Accountability

Financial accountability results from holding the organization accountable for the effective performance of financial activities. A well-defined financial accountability structure serves as the foundation for establishing effective financial processes.

❖ Maximum Value and Utilization

This management philosophy maximizes the value for stakeholders and customers by following policies and practice that (1) minimize cost and waste while improving the quality of services, (2) offer programs and service that are utilized to the greatest extent possible, and (3) contribute to the well being of the community from which it draws its resources.

## 8.0 Strategic Planning Approach

Upton’s government mission statement and vision reflect a conscious decision to provide value through better service delivery to our customers and stakeholders. A key benefit of wrapping the strategic plan within a disciplined structure is it gives the organization a way to align the various components of the service division operations, employees, and customers. Through a strategic planning process, leadership developed themes, objectives, and measurements that could be used to track success while linking all initiatives.

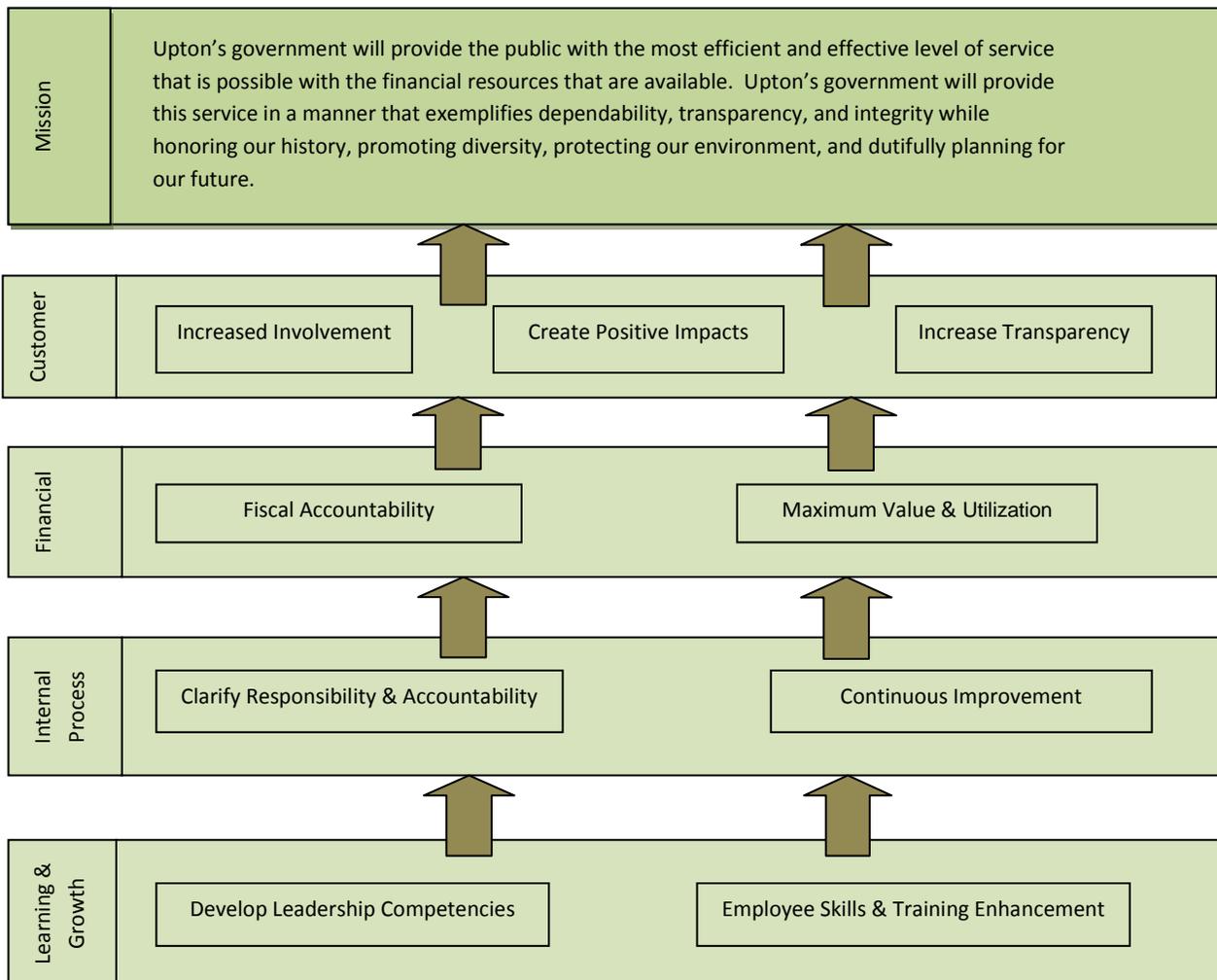
**Figure 8-1: Strategic Planning Pyramid**



### 9.0 Strategic Mapping

Building a strategy map typically involves understanding the key strategic themes and organizing them into four general perspectives: customer, financial, internal business process, and employee learning & growth. Developing a mapping strategy for local government typically would illustrate the need to satisfy and serve customers and stakeholders. Unlike our colleagues in the private sector, public organizations do not exist to produce wealth for shareholders. The ultimate goal for a public sector organization is to provide the best service for the least price and maintain public trust. Still financial objectives have a place in our mapping strategy, and financial measures will be part of our balanced scorecard. Financial objectives do not represent the final destination for which we strive. Our final destination is achieving the mission within our financial constraints.

**Figure 9-1: Upton’s Government Strategic Map**



## **10.0 Perspectives and Performance Linkage**

The balanced scorecard methodology recognizes that the customers and stakeholders view the organization from four perspectives; customer, financial, internal business process, and employee growth & learning. The point of the balanced scorecard is not to emphasize only finances, because this will lead to an “unbalanced” situation with respect to the other perspectives. Each perspective contains unique themes and objectives, which are linked together through core values, vision, and mission. Objectives are the actions leadership will measure for performance and ultimately how the strategic themes will be achieved.

### **Customer Perspective**

This perspective focuses on the organizational performance as perceived by the customer and/or stakeholders. The organization needs to answer the following questions: (1) Who are our customers? (2) What do our customers expect or demand from us? (3) What is the organization’s value proposition in serving them?

### **Financial Perspective**

This perspective provides traditional outcome measures associated with organizational fiscal performance. Timely and accurate funding and cost data will always be a priority, and leadership will do whatever necessary to provide it.

### **Internal Business Processes**

This perspective measures the internal business practices and system processes for efficiency, effectiveness, and to determine if our service conforms to the mission. The organization needs to identify the key process at which it must excel in order to continue to add value for the customers.

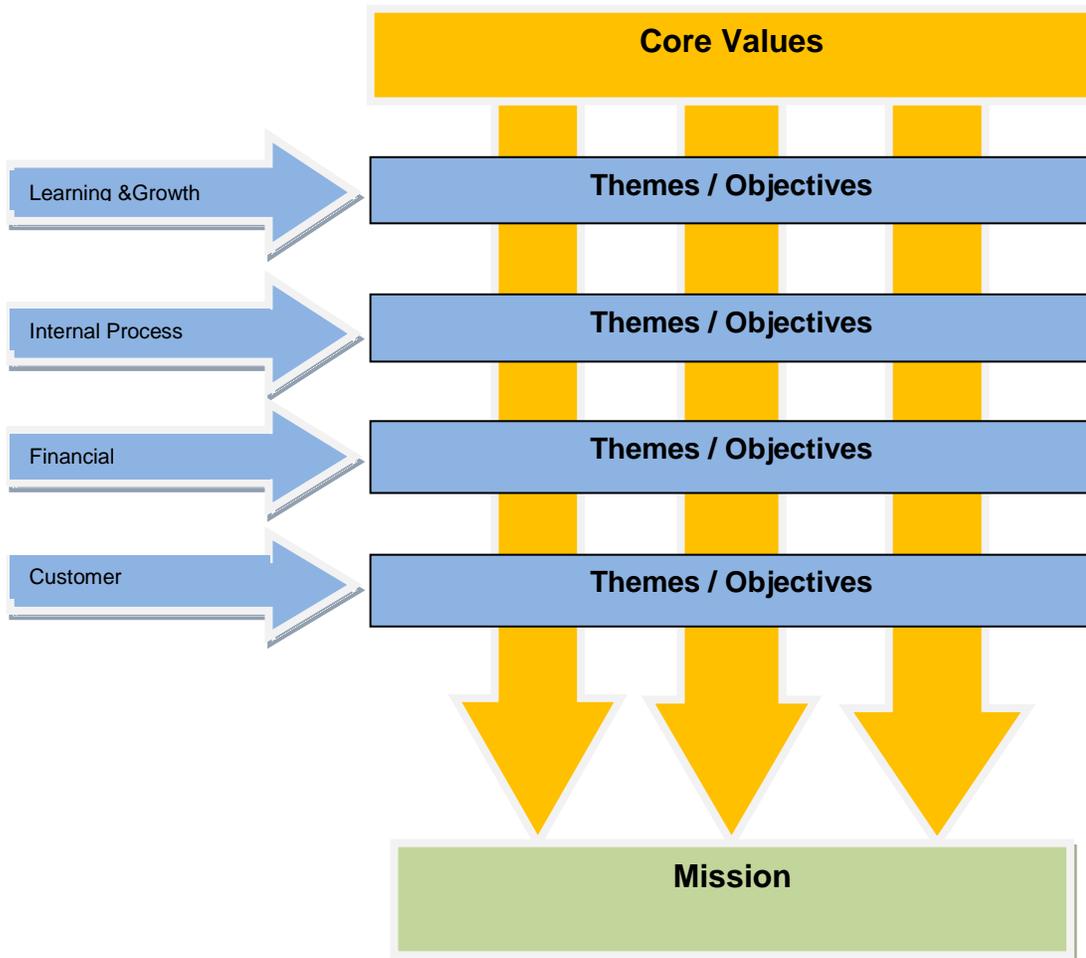
**Employee Growth and Learning Perspective**

This perspective includes employee training and developing a cultural attitude related to both individual and organization self-improvement. In the current climate of rapid technological change, it is necessary for employees to be in a continuous learning mode. To improve performance, it is essential for the organization to expand its knowledge of best practices and innovative uses of technology.

**10.1 Linkage of Strategic Plan Elements**

When selecting strategic themes and objectives, using core values is an essential part of the decision making process. To achieve the mission, each perspective’s themes and objectives are sewn together with the common thread of core values.

**Figure 10.1: Illustration of linkage among Strategic Plan Elements**



### 10.2 Linkage between Themes and Objectives

Each theme is further linked to respective objectives as outlined in this theme to objective matrix. A strong link between theme and objective is indicated by a “√”

**Figure 10-2: Linkage between Themes and Objectives matrix**

Themes	Customer			Financial		Employee Growth & Learning		Internal Business Process	
	Increase Involvement	Create Positive Impacts	Increase Transparency	Fiscal Accountability	Maximum Value & Utilization	Leadership Competencies	Skills & Training Enhancement	Continuous Improvement	Responsibility & Accountability
Increase volunteerism	√	√	√		√				
Increase technology use and capacity		√	√		√			√	
Develop standards for elected officials compensation	√	√	√	√	√			√	√
Develop policies and practices for annual employee training and leadership development		√	√		√	√	√	√	
Align government positions with respected to policy makers being elected and policy implementers being appointed		√	√		√	√	√	√	√
Increase regionalization & shared opportunities		√		√	√			√	
Scope out a plan to increase the opportunity for commercial development	√	√		√	√			√	
Scope out a plan to revitalize the Upton Common/Center and down town areas	√	√		√	√			√	
Improve communication between elected officials, appointees, and residents	√	√	√	√	√			√	√
Reduce annual energy consumption and cost for short term stability and long term viability		√		√	√			√	

## 11.0 Conclusion

The history of Upton's government demonstrates it has been fiscally prudent, adaptable, and service oriented. Leadership recognizes it must use a strategic plan as a navigation and communication tool in order to meet the challenges of our time. Leadership believes a strategy can only succeed through its successful implementation. In addition, unless the strategy is passionately articulated throughout the organization, it will not be actionable or measurable.

This leadership strategy describes how Upton's government will leverage its people, technology, and processes to achieve its mission. It confirms Upton government's unwavering focus on the customer and a dedication to providing value and quality services. It further describes how leadership intends to continue to find new and creative means of increasing value, consolidating redundant systems, eliminating unnecessary processes, and improving upon existing core functions. Upton's government will strive to incorporate the best practices from government and private industry to ensure success. This plan will serve as a catalyst for implementing specific actions and principles to achieve the mission and reach the vision. It will guide leadership and cascade down through service divisions toward improving employee competency, customer satisfaction, and operational effectiveness.

*“Preparation is everything. Noah did not start building the ark when it was raining”*

❖ *Warren Buffet*

## 12.0 Acknowledgements & References

This strategic plan would not be possible without the help and support of the following;

- Upton's Government Boards, Commissions, and Committees
- Upton's Government Management Team
- Milford Regional Medical Center, Senior Leadership
- Madelene Marie Picard
- Proof Readers

The following are source references for the information contained in this document.

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## Exhibit A, Leadership Impact Balanced Scorecard, CY2014

Balanced Scorecard Perspective	Input <i>Planned Work</i>	Activities <i>Planned Work</i>	Outputs <i>Intended Results</i>	Outcomes <i>Intended Results</i>	Impacts <i>Intended Result</i>
Strategic Themes and /or objectives	Resources (financial, human) invested in the activity	Concrete action of the organization	Tangible products from the activity	Changes, benefits, effects resulting from activity	Attributes of organizations activities to broader and create longer term outcomes
	<i>Number of people. Number of programs. Budgeted dollars.</i>	<i>Development and implementation of initiative.</i>	<i>Number of people reached. Number of programs reached.</i>	<i>Effects on target population. Increased level of service.</i>	<i>Take account of actions of other programs, flow over, unintended consequences.</i>
Customer Perspective					
Increase Involvement					
Create Positive Impacts					
Increased Transparency					
Financial Perspective					

## Exhibit A, Leadership Impact Balanced Scorecard, CY2014

Balanced Scorecard Perspective	Input <i>Planned Work</i>	Activities <i>Planned Work</i>	Outputs <i>Intended Results</i>	Outcomes <i>Intended Results</i>	Impacts <i>Intended Result</i>
Strategic Themes and /or objectives	Resources (financial, human) invested in the activity	Concrete action of the organization	Tangible products from the activity	Changes, benefits, effects resulting from activity	Attributes of organizations activities to broader and create longer term outcomes
Fiscal Accountability					
Maximum Value & Utilization					
Internal Process Perspective					
Continuous Improvement					
Responsibility & Accountability					
Growth & Learning Perspective					

## Exhibit A, Leadership Impact Balanced Scorecard, CY2014

<b>Balanced Scorecard Perspective</b>	<b>Input</b> <i>Planned Work</i>	<b>Activities</b> <i>Planned Work</i>	<b>Outputs</b> <i>Intended Results</i>	<b>Outcomes</b> <i>Intended Results</i>	<b>Impacts</b> <i>Intended Result</i>
<b>Strategic Themes and /or objectives</b>	<b>Resources (financial, human) invested in the activity</b>	<b>Concrete action of the organization</b>	<b>Tangible products from the activity</b>	<b>Changes, benefits, effects resulting from activity</b>	<b>Attributes of organizations activities to broader and create longer term outcomes</b>
<b>Leadership Competencies</b>					
<b>Skills &amp; Training Enhancement</b>					

## Exhibit B, Strategy Inputs, CY2013

<b>Strategic Plan Inputs and Feedback</b>			
The following data was gathered from interview sessions with the listed entities. The results of the interviews will be distilled by executive leadership. Executive leadership had the opportunity to define core values, a vision statement, and a mission statement for Upton's government strategy plan.			
<b>Entity</b>	<b>Core Values</b>	<b>Vision Statement</b>	<b>Mission Statement</b>
<b><i>Operations Management Team</i></b>	Respect, consistency, protect, integrity, transparency, fairness, serve, efficiency, resourcefulness, common sense, safety, striving for excellence, continuous improvement, commitment	Upton's government has a high level of responsibility for municipal services, transparency, prudent fiscal stewardship, and continuous improvement.  We are responsible for providing municipal services that are engaging, transparent, fiscally prudent, and are continuously improving.	Not discussed
<b><i>Board of Health</i></b>	Honesty, responsiveness, openness, integrity, transparency, protection, responsibility.	Upton government will strive to provide municipal services throughout the community, improving access to information, improving access to municipal facilities, and engage residents while maintaining an affordable tax rate.	To provide a safe, healthy environment where citizens of Upton and guests can reside with proper stewardship.
<b><i>Planning Board</i></b>	Transparency, accessible, integrity, stability, sustainability, safety, security, concerned about the welfare of the citizens, need to be open and available to citizens, low risk innovation	Not discussed	Not discussed
<b><i>Library Board of Trustees</i></b>	Listen, respect, responsive, safety, transparent, friendly, accessible, earned trust, equal access to information.	We envision our government to be an active listener, to be responsive to the health, safety, and welfare of its residents. Our government will strive to continuously improve accessibility of information and facilities, participation, and financial stewardship.	The government of the Town of Upton will serve the community with integrity, transparency, and accountability, while honoring the community's history, preserving our well-being, promoting diversity, and planning for our future.

## Exhibit B, Strategy Inputs, CY2013

<b>Strategic Plan Inputs and Feedback</b>			
The following data was gathered from interview sessions with the listed entities. The results of the interviews will be distilled by executive leadership. Executive leadership had the opportunity to define core values, a vision statement, and a mission statement for Upton's government strategy plan.			
<b>Entity</b>	<b>Core Values</b>	<b>Vision Statement</b>	<b>Mission Statement</b>
<b><i>Board of Assessors</i></b>	Transparent, open communication, fiscally responsible, available, no preferential treatment, consistency, responsive, fact based decision making,	As Upton's government moves forward it will implement best practices, improve services, and increase accessibility. Upton's government will use technology and innovation to create positive outcomes and impacts while providing fiscal stewardship.	The government of Upton will provide services to its residents that will insure their health, safety, and will provide a quality education to its children. Upton's government will be inclusive, accessible, and service oriented while maintaining a level of fiscal responsibility for the tax payer.
<b><i>Treasurer / Collector</i></b>	Efficient, restraint, respect, limiting, open for opposing views, Inclusive, limit to fundamental purpose for town government.	Upton Government will strive to maintain a fundamental level of service and have the lowest level of taxes as possible	Tax payers are our customer. We will treat our customers with respect and dignity. We will make services convenient and as accessible as possible in a cost effective manner.
<b><i>Finance Committee</i></b>	Transparency, inclusive, honest, thrifty, sustainability, trustworthy, integrity, commitment, service, proactive, efficient	We envision Upton's government will become a premier provider of accessibility and responsiveness that uses technology to increases value, and engagement of all its residents while increasing the opportunity for commercial development to reduce fiscal impacts to its residential taxpayers.	Upton's government will meet and exceed the service expectations of its residents. Upton's government will provide exemplary service by training and the development of its workforce, by implementing cost effective practices, through strong fiscal management, and increased engagement.
<b><i>Conservation Commission</i></b>	Honesty, integrity, ethical, fiscal stewardship, transparency, fairness, respect, tolerance, empathy, innovation, persistence, sustainability, open-mindedness	Upton government will continue to improve its fiscal stewardship, increase employee development, and utilize technology to improve efficiency and effectiveness. Upton government will measure its success by the amount of citizen participation and engagement.	Upton's government will be responsive and be financial stewards. It will strive to get citizens involved and engaged in their local government.

## Exhibit B, Strategy Inputs, CY2013

<b>Strategic Plan Inputs and Feedback</b>			
The following data was gathered from interview sessions with the listed entities. The results of the interviews will be distilled by executive leadership. Executive leadership had the opportunity to define core values, a vision statement, and a mission statement for Upton's government strategy plan.			
<b>Entity</b>	<b>Core Values</b>	<b>Vision Statement</b>	<b>Mission Statement</b>
<b><i>Town Moderator</i></b>	Ethical, Integrity, Honest, Duty, Ownership, Perspective, Prudent Innovation	Upton Government will find a way to effectively and efficiently deal with the continuously growing community.	Upton government will run an efficient and effective operation while maintaining the quality of life for its residents.
<b><i>Board of Selectmen</i></b>	Committed, open-minded, honest, Innovative, dependable, transparent communication, ethical, integrity, dedicated, duty, trustworthy	Upton's government will strive to provide all citizens with a quality of life that is achieved through honest and effective leadership with emphasis on maintaining an open and steadfast government.	Upton's government will provide the public with the highest, most efficient, and effective level of service that is possible with the resources available in a manner that exemplifies honesty, transparency, integrity while honoring our history, promoting diversity, protecting our environment and dutifully planning for our future.
<b><i>Distillation</i></b>	<b>Integrity</b> <b>Service</b> <b>Commitment</b> <b>Transparency</b> <b>Dependability</b> <b>Fiscal Stewardship</b>	<b>We envision Upton's government embracing seven pillars of excellence; leadership, quality, dependability, knowledge, value, alignment, and attitude.</b>	<b>Upton's government will provide the public with the most efficient and effective level of service that is possible with the financial resources that are available. Upton's government will provide this service in a manner that exemplifies dependability, transparency, and integrity while honoring our history, promoting diversity, protecting our environment, and dutifully planning for our future.</b>

## Exhibit C: Strategy Inputs, S.W.O.T., CY2013

<b>Strategic Plan Inputs and Feedback</b>				
The following data was gathered from interview sessions with the listed entities. The results of the interviews will be distilled by executive leadership. Executive leadership had the opportunity to define strengths, weaknesses, opportunities, and threats for Upton's government strategy plan.				
Entity	Internal		External	
	Strengths	Weakness	Opportunities	Threats
<b>Operations Management Team</b>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Political Environment</li> <li>• Employee retention</li> <li>• Employee recruitment</li> <li>• Employee experience</li> <li>• Professional affiliation</li> <li>• Team building</li> <li>• Reduced silos</li> </ul>	<ul style="list-style-type: none"> <li>• Financial constraints</li> <li>• Elected VS Appointed positions (worker VS policy maker)</li> <li>• Volunteerism</li> <li>• Employee advancement</li> <li>• Communication between boards and departments</li> <li>• Employee development</li> <li>• Manpower</li> </ul>	<ul style="list-style-type: none"> <li>• Expand municipal services</li> <li>• Technology</li> <li>• Using HS students as a resource</li> <li>• Regionalization</li> <li>• Shared services</li> <li>• Professional affiliations</li> <li>• Employee benefits/value</li> <li>• Business park development</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced State funding</li> <li>• Limited tax base</li> <li>• Keeping up with technology</li> <li>• Unfunded mandates</li> </ul>
<b>Board of Health</b>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Strong department heads</li> <li>• Reduced silos</li> <li>• Prudent spending</li> <li>• Debate issues</li> </ul>	<ul style="list-style-type: none"> <li>• Not enough services</li> <li>• Not enough leadership training</li> <li>• Employee development</li> <li>• Not enough cross training</li> <li>• Not enough FTEs to fill time away from office</li> <li>• Equity of stipend for elected officials</li> <li>• Resident engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Expansion of W/S for business growth</li> <li>• Railroad development</li> <li>• Additional Town services</li> <li>• Technology</li> </ul>	<ul style="list-style-type: none"> <li>• Public opinion</li> <li>• Taxes to high</li> <li>• Tax base diversity</li> <li>• Railroad impacts</li> <li>• Reduction of State funding</li> </ul>
<b>Planning Board</b> <i>Not Scheduled</i>	•	•	•	•

## Exhibit C: Strategy Inputs, S.W.O.T., CY2013

<b>Strategic Plan Inputs and Feedback</b>				
The following data was gathered from interview sessions with the listed entities. The results of the interviews will be distilled by executive leadership. Executive leadership had the opportunity to define strengths, weaknesses, opportunities, and threats for Upton's government strategy plan.				
Entity	Internal		External	
	Strengths	Weakness	Opportunities	Threats
<i>Library Board of Trustees</i>	<ul style="list-style-type: none"> <li>• Availability of officials</li> <li>• Well intentioned officials</li> <li>• Public services</li> <li>• Good employees</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of dialog on issues</li> <li>• Lack of citizen participation</li> <li>• Modern library</li> <li>• Stipends equity between elected boards</li> <li>• Dissemination of information</li> </ul>	<ul style="list-style-type: none"> <li>• More availability of information</li> <li>• Technology</li> <li>• Blog to inform public</li> <li>• More discussion about issues</li> <li>• Encourage small business growth</li> <li>• Adjustable tax rate for seniors</li> <li>• Cultural Center / Library</li> <li>• Use technology to vote at TM</li> <li>• Public Transportation</li> </ul>	<ul style="list-style-type: none"> <li>• Uninformed voters</li> <li>• Population growth</li> <li>• Reduction in State funding</li> <li>• Casino</li> <li>• Railroad</li> <li>• Roadway condition</li> <li>• Lack of affordable housing</li> </ul>
<i>Board of Assessors</i>	<ul style="list-style-type: none"> <li>• Management</li> <li>• Leadership</li> <li>• Web site</li> <li>• Provides opportunity for employee development</li> </ul>	<ul style="list-style-type: none"> <li>• Inconsistent operational hours – availability – every office should be open one night a week</li> <li>• Not good communication between major boards</li> <li>• Union vs nonunion equitable treatment</li> <li>• No merit based pay/wage system</li> </ul>	<ul style="list-style-type: none"> <li>• Technology</li> <li>• Grants</li> <li>• Employee education reimbursement program</li> <li>• Evaluate zoning for business growth</li> <li>• Create business park</li> <li>• Social media</li> </ul>	<ul style="list-style-type: none"> <li>• Single source tax base</li> <li>• Lack of utilities to support business</li> <li>• Current zoning districts</li> <li>• Dependent on State reimbursements; C70, C90, etc</li> </ul>

## Exhibit C: Strategy Inputs, S.W.O.T., CY2013

<b>Strategic Plan Inputs and Feedback</b>				
The following data was gathered from interview sessions with the listed entities. The results of the interviews will be distilled by executive leadership. Executive leadership had the opportunity to define strengths, weaknesses, opportunities, and threats for Upton's government strategy plan.				
Entity	Internal		External	
	Strengths	Weakness	Opportunities	Threats
<b>Treasurer / Collector</b>	<ul style="list-style-type: none"> <li>• Strong financials (AA)</li> <li>• Professional management (certifications and experience)</li> <li>• Modernized infrastructure (pump station, water wells, fire station, police station, schools, sewer plant)</li> <li>• T/C office fast response to all inquiries</li> <li>• T/C office reasonable charges for services fees</li> <li>• T/C office works out programs for delinquent tax payers</li> <li>• T/C office respect towards all taxpayers (our customers)</li> </ul>	<ul style="list-style-type: none"> <li>• No emphasis on reducing taxes, water bills, sewer bills, or fees</li> <li>• Authority being relinquished to committees (Sweet Williams Farm)</li> <li>• Lack of debate over issues</li> <li>• Poor attendance at Town Meeting(s)</li> <li>• Lack of Selectmen &amp; Treasure communication</li> </ul>	<ul style="list-style-type: none"> <li>• Potential to develop commercial base by extending utilities and planning for such growth.</li> </ul>	<ul style="list-style-type: none"> <li>• Agenda driven groups outnumber participation of average citizens at Town Meeting.</li> </ul>
<b>Finance Committee</b>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Public Services <ul style="list-style-type: none"> <li>○ Fire Department</li> <li>○ Police Department</li> <li>○ EMS Department</li> </ul> </li> <li>• School system</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteerism</li> <li>• Ability to raise taxes</li> <li>• Diversity of tax base</li> <li>• Communication of issues</li> <li>• Rationale of proposals</li> <li>• Citizen engagement</li> <li>• Visible organization chart</li> <li>• Reaching for growing business development</li> </ul>	<ul style="list-style-type: none"> <li>• Technology</li> <li>• Social media</li> <li>• Business Development</li> <li>• Public services for business</li> <li>• Town center development</li> <li>• Regionalization of positions / departments / services</li> </ul>	<ul style="list-style-type: none"> <li>• State &amp; Federal gov prospection</li> <li>• State funding reduction</li> <li>• Unfunded mandates</li> <li>• Uncontrolled business development</li> </ul>

## Exhibit C: Strategy Inputs, S.W.O.T., CY2013

<b>Strategic Plan Inputs and Feedback</b>				
The following data was gathered from interview sessions with the listed entities. The results of the interviews will be distilled by executive leadership. Executive leadership had the opportunity to define strengths, weaknesses, opportunities, and threats for Upton's government strategy plan.				
Entity	Internal		External	
	Strengths	Weakness	Opportunities	Threats
<b>Conservation Commission</b>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Open town meeting</li> <li>• Town manager</li> <li>• Public Services</li> <li>• Employee commitment</li> <li>• Continuity in government and management</li> <li>• Respect between departments</li> <li>• Implementation of Technology</li> </ul>	<ul style="list-style-type: none"> <li>• Homogeneous tax base</li> <li>• Lack of local business employment opportunities</li> <li>• Zoning for business</li> <li>• Not enough volunteers or people involved</li> <li>• Community event notification</li> </ul>	<ul style="list-style-type: none"> <li>• Social media</li> <li>• Technology</li> <li>• Interactive involvement</li> <li>• Regionalization / shared services</li> <li>• Improve utility services (natural gas distribution, cable service, ugrd lines)</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic</li> <li>• Roadway condition</li> <li>• Don't have a diverse community on multiple levels</li> <li>• Rely on residential tax base</li> </ul>
<b>Town Moderator</b>	<ul style="list-style-type: none"> <li>• Respect Town meeting process</li> <li>• Respect between other Boards &amp; Committees</li> <li>• Open dialog</li> <li>• Fiscal prudent</li> <li>• Management Team</li> <li>• Leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Not enough opposing opinions</li> <li>• Not enough devils advocates</li> <li>• Easy access to information, not enough venues</li> <li>• Equity of stipends between boards &amp; committees</li> <li>• Elected staff vs Professional staff</li> <li>• Lack of training for staff</li> </ul>	<ul style="list-style-type: none"> <li>• Grants</li> <li>• Regionalization</li> <li>• More citizen engagement</li> <li>• Technology</li> </ul>	<ul style="list-style-type: none"> <li>• Change of open town meeting format</li> <li>• Not enough attendance at Town meeting</li> </ul>

## Exhibit C: Strategy Inputs, S.W.O.T., CY2013

<b>Strategic Plan Inputs and Feedback</b>				
The following data was gathered from interview sessions with the listed entities. The results of the interviews will be distilled by executive leadership. Executive leadership had the opportunity to define strengths, weaknesses, opportunities, and threats for Upton's government strategy plan.				
Entity	Internal		External	
	Strengths	Weakness	Opportunities	Threats
<i>Board of Selectmen</i>	<ul style="list-style-type: none"> <li>• Respectful</li> <li>• Communication</li> <li>• Leadership</li> <li>• Responsive</li> <li>• Address issues</li> <li>• Transparent</li> <li>• Accountable</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperation between elected boards</li> <li>• Infrastructure – DPW</li> <li>• Financial constraints</li> <li>• Capital funding</li> <li>• Equity of stipends between elected boards</li> <li>• Resident engagement</li> <li>• Diversity of tax base</li> </ul>	<ul style="list-style-type: none"> <li>• Regionalization</li> <li>• Outcomes of Multi-Board</li> <li>• More citizen engagement</li> <li>• Technology</li> <li>• Expand municipal services W/S</li> <li>• Business Development</li> <li>• Create a more diverse tax base</li> <li>• Realign town government</li> </ul>	<ul style="list-style-type: none"> <li>• Unfunded mandates</li> <li>• Reduced local aid</li> <li>• Regional school funding</li> <li>• Residential tax base</li> <li>• Infrastructure maintenance costs</li> </ul>
<i>Distillation</i>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Fiscally Prudent</li> <li>• Credibility</li> <li>• Employee Commitment</li> <li>• Value Based Public Services</li> <li>• Prudent Innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteerism</li> <li>• Lack of consistent staff development</li> <li>• Financial constraints</li> <li>• Lack of interdepartmental communications</li> <li>• Equity of compensation amongst elected officials</li> </ul>	<ul style="list-style-type: none"> <li>• Technology</li> <li>• Regionalization / Shared opportunities</li> <li>• Commercial development</li> <li>• Citizen engagement</li> <li>• Realign town government                             <ul style="list-style-type: none"> <li>○ Policy makers elected</li> <li>○ Doers appointed</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Lack of a diverse tax base</li> <li>• Lack of utilities to support commercial development</li> <li>• Unfunded mandates</li> <li>• Dependent on State reimbursements; C70, C90, etc</li> <li>• Infrastructure maintenance cost</li> </ul>

## Exhibit D: Strategic Rationale Overview, Example

<b>Strategic Objective / Initiative</b> Describe specific objective / initiative related to BSC including improvements to processes and procedures, enhancing outcomes, etc. and the impact achieving these plans will have on your department, division or the organization.																				
<b>BSC Division / CY</b>	Board of Selectmen // CY2007			<b>BSC Perspective:</b> Internal Business Process																
<b>Strategic Theme:</b>	Clarify Responsibility, Accountability, and Improve process			<b>Objective Name</b> Town Manager																
<b>Objective Description:</b>	Change the executive structure of the town's operational management by creating a Town Manager position to supervise, direct and be responsible for the efficient administration of all officers appointed by the Board of Selectmen and their respective departments, and of all functions for which the Town manager is given responsibility, authority or control by bylaw, Town Meeting vote, or by vote of the Selectmen.																			
<b>Initiative Description:</b>	Same as above																			
<b>Initiative Rationale:</b>	Many boards of selectmen have administrative and management support to carry out their policies. There are about 200 out of 304 towns that employ professional administrators; town managers, town administrators, administrative assistants, or other titled positions. Typically, the strength of a professional management position can be measured by the role such a position plays in the appointment and budget processes and by a review of the entire charter or special act which clearly identifies the position as the chief administrative officer of the community, and responsible for the daily management direction. This objective if implemented will increase the operational efficiency of Upton's government systems and its structure.																			
<b>Measure / Unit:</b>	1. Process improvements that eliminate waste. // Each 2. Practices that improve financial stewardship. // Each 3. Initiatives that improve customer service. // Each			<b>Measure Description:</b> 1. Number of new process improvements that eliminate waste such as eliminating processing, motion, and inventory. 2. Number of new policies and practices that improve financial stewardship. 3. Number of implemented initiatives that improve customer service.																
<b>Formula:</b>	Actual positive outcomes in years: 1, 2, & 3.			<b>Data Source:</b> ❖ Handbook for Massachusetts Selectmen ❖ Massachusetts Municipal Association ❖ Auditors Reports ❖ Annual Town Reports																
<b>Target:</b>	<table border="1"> <thead> <tr> <th>Item</th> <th>Yr1</th> <th>Yr2</th> <th>Yr3</th> </tr> </thead> <tbody> <tr> <td>Process improvements that eliminate waste.</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Practices that improve financial stewardship.</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Outcomes that improve customer service.</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Item	Yr1	Yr2	Yr3	Process improvements that eliminate waste.				Practices that improve financial stewardship.				Outcomes that improve customer service.				<b>Baseline:</b> Measurements will start during the first fiscal year that the Town Manager was hired in.		
Item	Yr1	Yr2	Yr3																	
Process improvements that eliminate waste.																				
Practices that improve financial stewardship.																				
Outcomes that improve customer service.																				
<b>Target Rational:</b>	Illustrate increased efficiencies and operational improvements from hiring a Town Manager. The targets are measured outcomes and are therefore a lagging indicator.			<b>Objective Milestones:</b> 1. Research / Analysis / Recommendation. 2. Affirmative vote at Town Meeting and from Legislature. 3. Target measures of success. 4. Review outcomes.																

## Exhibit E: Initiative Tactical Plan Overview, Example

<b>Strategic Initiative Tactical Plan</b> Describe tactical plan related to the BSC specific initiative including processes and procedures, expected outcomes, and resource needed which include funding and manpower.			
<b>BSC Division / CY</b>	<i>Board of Selectmen // CY2007</i>	<b>Objective Name</b>	<i>Town Manager</i>
<b>BSC Perspective:</b>	<i>Internal Business Process</i>	<b>Initiative Name:</b>	<i>Town Manger // 2007-01</i>
<b>Strategic Theme:</b>	<i>Clarify Responsibility, Accountability, and Improve Process</i>	<b>Owner:</b>	<i>Selectmen Fleming</i>
<b>Initiative</b>	<b>Tactical Plan to Achieve initiative</b>	<b>Expected Outcomes</b>	<b>Resources Needed; Expected Timeframe</b>
<i>Change the executive structure of the town's operational management by creating a Town Manager position to supervise, direct and be responsible for the efficient administration of all officers appointed by the Board of Selectmen and their respective departments, and of all functions for which the Town manger is given responsibility, authority or control by bylaw, Town Meeting vote, or by vote of the Selectmen.</i>	<ol style="list-style-type: none"> <li>1. <i>Review previously approved and adopted compositions of responsibilities for Town Managers and Town Administrators.</i></li> <li>2. <i>Form an investigation committee.</i></li> <li>3. <i>Recommendation to Board of Selectmen.</i></li> <li>4. <i>Develop a scope of role, responsibility, and authority for Town Manager position.</i></li> <li>5. <i>An article on a warrant for an Annual Town Meeting.</i></li> <li>6. <i>Petition to the Mass. Legislature.</i></li> <li>7. <i>Form a search committee.</i></li> <li>8. <i>Recruit a professional Town Manager.</i></li> </ol>	<ol style="list-style-type: none"> <li>1. <i>Develop a mission statement for a study committee and appoint.</i></li> <li>2. <i>Study committee provides a recommendation to move forward with the proposal to the Board of Selectmen.</i></li> <li>3. <i>Board agrees with recommendation and moves the proposal forward.</i></li> <li>4. <i>Develop a formal scope of role, responsibility, and authority for Town Manager position at can be used as a Special Act.</i></li> <li>5. <i>Affirmative vote at a ATM.</i></li> <li>6. <i>Affirmative vote with the Legislature.</i></li> <li>7. <i>A search committee recommends a candidate for hiring.</i></li> <li>8. <i>Hire a Town Manager</i></li> </ol>	<ol style="list-style-type: none"> <li>1. <i>Town Counsel and MMA // 4 months</i></li> <li>2. <i>Volunteers // 12 months</i></li> <li>3. <i>Volunteers // 4 months</i></li> <li>4. <i>Town Counsel, MMA, BoS // 4 months</i></li> <li>5. <i>Annual Town Meeting</i></li> <li>6. <i>Petition Legislature // 6 months</i></li> <li>7. <i>Volunteers // 6 months.</i></li> <li>8. <i>Personality Assessment // \$2,500</i></li> </ol>

# Town Government Strategic Plan

## Input interview opening Statement

Core, Vision, Mission, S.W.O.T.

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### Scope: Meeting with input groups, opening statement

#### ❖ Introduction

- I want to thank you for providing me an opportunity to speak to this team.
- The Board has started an initiative to create a strategic plan.

#### ❖ Strategy

- The Board of Selectmen wants to move from an informal strategic planning model to a more formal strategic planning model. What do I mean by this statement?
- The Board has been using an informal strategy over the years, such as:
  - DPW Director special act
  - 3<sup>rd</sup> well fields
  - Town Manager special act
  - Reorganization of the Fire & EMS department
  - Town Hall renovation
  - Town Clerk special act
- Moving forward the Board wanted to create a formal strategy. What is the advantage of a strategic plan?
  - Listed strategic themes and objectives.
  - The objectives and rationale are more defined, better communicated, and transparent to the organization and our customers the taxpayer.
  - Alignment throughout the organization.
  - Measured outcomes.
  - Can be used regardless of organizational changes.

#### ❖ Before we develop a strategic plan the Board wants your input on the following strategy elements

- Core Values: Our guiding principles
- Vision: A word picture of the future
- Mission: Why we exist
- S.W.O.T.: Strengths, Weakness, Opportunities, Threats

#### ❖ Today I want to discuss with you as many elements as possible

- What are core values?
  - What are our core values with respect to our organization → Town Government?
- What is a vision statement?
  - What could be our vision statement with respect to our organization → Town Government?
- What is a mission statement?
  - What could be our mission statement with respect to our organization → Town Government?
- What are Strengths, Weakness (internal), Opportunities, and Threats (external)?