



Town of Leicester
OFFICE OF THE TOWN ADMINISTRATOR

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September 14, 2016
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TO: BOARD OF SELECTMEN

FROM: KEVIN J. MIZIKAR
TOWN ADMINISTRATOR

SUBJECT: Proposed Goals – September 30, 2016 – September 29, 2017

Annual Goal Development

The Board of Selectmen is responsible for setting the strategic direction for the Town of Leicester. Historically, the strategy was set on an annual basis. During Fiscal Year 2015 the Board of Selectmen developed a vision statement and established long-term strategic goals. This is a new approach for how the Board fulfills its responsibilities to the voters. The long term strategy will be formally reviewed by the Board of Selectmen again in 2017. The vision statement and goals that embody the Board's strategy are attached to this document for reference.

The Town Administrator is charged with implementing the strategic plan of the Board, while managing the day-to-day operations of the Town. In order to set reasonable expectations and measure progress, the Town Administrator and Board of Selectmen agree on annual goals based upon the Board's strategy. Change is expected over any twelve-month period, and the Board and Town Administrator will work together to modify plans and goals as needed.

The Board's strategy will be integrated by aligning departmental goals with the Town Administrator's goals. Departments have developed mission statements and will work with the Town Administrator to develop goals annually. The achievement of the goals will be limited by the resources that are allocated through Town Meeting.

Town Administrator's Proposed Goals

Selectmen Goal: *Bolster the Town's tax base by enabling commercial and residential development*

TA Annual Goal(s):

- Attract businesses to vacant commercial properties
 - Develop strategy for sectors to target along Routes 56 & 9

Develop a proposal to increase residential development options

Selectmen Goal: *Enhance communication with residents and stakeholders to help ensure insight into the operations of the Town, aid in community involvement and continue to build productive relationships*

TA Annual Goal(s):

Develop a resident survey that solicits feedback on the direction of the Town's services, initiatives and community engagement

Selectmen Goal: *Develop the infrastructure and services of the Town to improve the quality of life of residents and enable desired development*

TA Annual Goal(s):

Continue to work with the Water Districts to find operating efficiencies and help to ensure Town has the drinking water resources needed to ensure a high quality of life for its residents

Continue to manage the Town's major capital improvement projects including the Fire & EMS Headquarters, Library and Town Hall

Selectmen Goal: *Continually assess and improve the operations of the Town to ensure the most effective, efficient and modern practices are used in the delivery of services to residents and stakeholders*

TA Annual Goal(s):

Utilizing information from the Citizen Survey develop a prioritized list of business process improvements including and measurable return on investment and risks associated with not investing