



*Refreshments for the Council will
be made available at 8:30 a.m.*

**TOWN OF MANSFIELD
SPECIAL TOWN COUNCIL MEETING
SATURDAY, March 5, 2016**

**AUDREY P. BECK BUILDING
COUNCIL CHAMBERS
9:00 am**

AGENDA

Call to Order

New Business

1. Council Goal Setting Session (2016-2017)

Adjournment



**Town of Mansfield
Agenda Item Summary**

To: Town Council
From: Matt Hart, Town Manager *Matt*
CC: Maria Capriola, Assistant Town Manager
Date: March 5, 2016
Re: Council Goal Setting Session

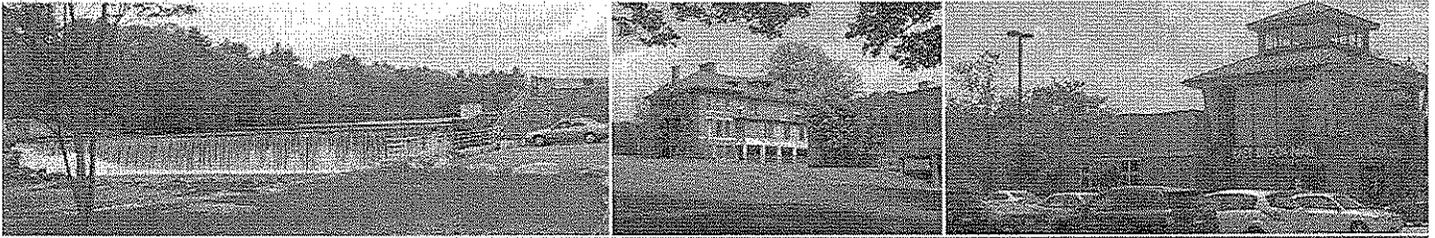
Subject Matter/Background

Attached please find the packet for this Saturday's Council goal setting session. In preparation for the session, please review the Mansfield Tomorrow goals summary, and pick 5-10 goals that are most important to you; please be prepared to share the goals of most importance to you at the session on Saturday. I understand that Council members may have suggested goals in addition to those outlined in Mansfield Tomorrow. However, I would encourage you to adhere as closely to the Mansfield Tomorrow document as possible, as you have endorsed it as the Council's strategic plan. For your reference, I would encourage you to bring your hard copy of the Mansfield Tomorrow plan with you.

Linda Painter and Maria Capriola will assist me in facilitating the goal setting session. Time permitting, once consensus is reached on the Council's goals, we will have you break into smaller groups to work on objectives related to the goals.

Attachments

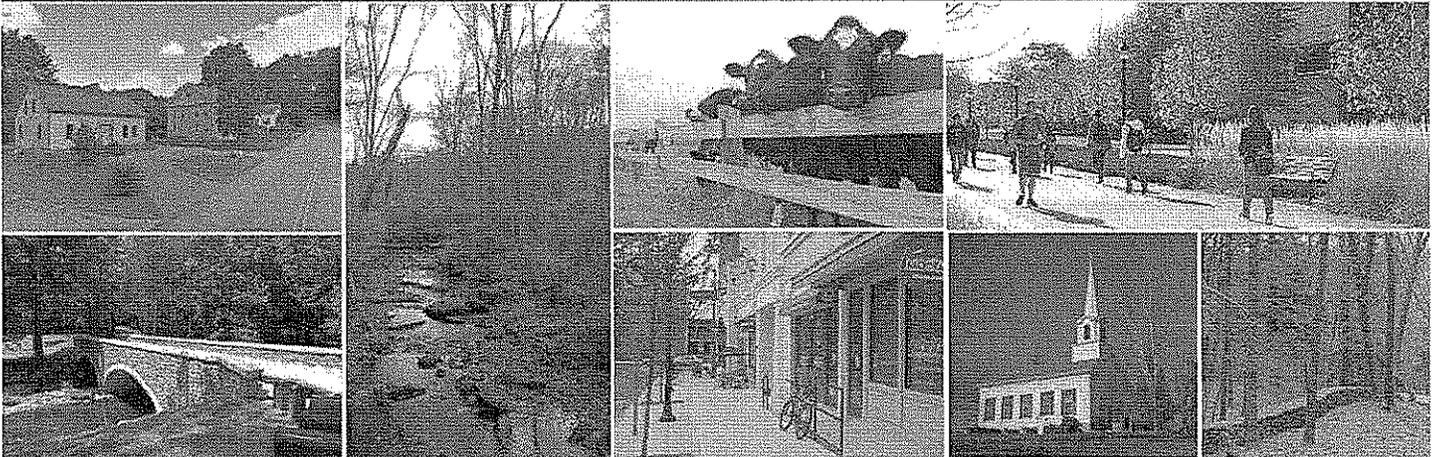
- 1) Mansfield Tomorrow Summary
- 2) 2014-2015 Mansfield Town Council Goals and Objectives
- 3) Town Manager's Goals for FY 2015/16
- 4) Excerpt From FY 16/17 Budget Preparation Guidelines



Mansfield Tomorrow:

PLAN OF CONSERVATION AND DEVELOPMENT

TOWN OF MANSFIELD, CONNECTICUT | OCTOBER 8, 2015



SUMMARY OF PLAN GOALS

Each chapter of Mansfield Tomorrow includes an Action Plan for how to put the Plan to work and begin transforming ideas into action. Action Plans include:

- Goals that describe the outcomes our community hopes to achieve
- Strategies for advancing each goal
- Actions—specific steps the community can take over the short, medium and long terms

This summary identifies the goals and related measures of effectiveness for each goal. Refer to the action plans for recommended strategies and actions to achieve the goals.

MANSFIELD'S VISION FOR TOMORROW

In 2035, the Town of Mansfield will be a community of historic rural villages, flourishing farms, and protected open spaces, and the home of the University of Connecticut's flagship campus. Through a smart growth approach, Mansfield will accommodate growth in designated areas of compact development, avoiding sprawl and preserving rural character. The compact development areas include a vibrant town center and neighborhoods with diverse housing adjacent to campus, attractive mixed-use centers at Four Corners and in southern Mansfield, as well as room for new businesses at Perkins Corner and the Depot Campus area. These areas will provide compact and walkable locations for growth. Outside of these designated areas, Mansfield will promote rural character, agriculture, and natural open space, through preservation and stewardship.

We are committed to supporting diversity, sustainability, arts and culture, economic viability, an excellent public school system, and a high quality of life and sense of community for all residents. These commitments are reflected in our community institutions such as our library, public education system, recreational programs, and town events. We value our natural resources and our cultural and historic heritage. Our goal is to pass them on to future generations. As the University's host community, our town has a mutually beneficial and respectful relationship with the University as an institution, a campus and an academic community rooted in Mansfield. As we look to the future, we are guided by community values and aspirations:

- Principles of **sustainability**, including green building, energy- and resource-efficiency, and smart growth guide development and Town policies, making Mansfield a leader in Connecticut.
- We are a **resilient community**, safeguarding our values while adapting to the future challenges of climate change.
- We are good stewards of our **natural and cultural heritage**, working to preserve a clean, green and healthy community with open space lands that support wildlife, recreation, clean air and water resources in connected networks. We value the homes and other buildings built by previous generations and adapted to contemporary uses in order to preserve our historic heritage.
- Our **economic viability** is based on technology- and research-based businesses, local retail and services, a growing agricultural and recreational business sector, and university-affiliated activities. We welcome businesses that are aligned with Mansfield's smart growth development patterns and rural character, while helping to support Town services.
- We celebrate art and our diversity, taking pride in our **cultural offerings and amenities**.
- Our public education system, recreational opportunities, and community events offer unparalleled **quality of life** to residents.
- We promote **transportation alternatives** to connect people to destinations within Mansfield, surrounding communities and regional employment centers through increased access to public transportation, networks of walking and bicycle routes and innovative car sharing opportunities.
- We support **diversity** through a variety of attractive and affordable housing choices for people throughout the life cycle, from single young adults and couples to families, empty-nesters and retirees.
- Town residents who need **supportive services** to meet social, economic, and emotional needs find that Mansfield is a resource.
- Our **sense of community** on the neighborhood and town level is enriched by a variety of village, school, and joint town-university activities.
- We pursue **high standards of quality in design** and development.
- We work with our **neighboring communities and regional partners** to foster communication and collaboration.
- We value and promote **communication, transparency, and community participation** in town decision-making.
- We invest and take pride in our **municipal services and facilities**, providing our residents and taxpayers with excellent service and a strong return on their investment.
- We are **financially responsible**, ensuring that decisions made today do not burden future generations.

Combining enjoyment of rural character and the benefits of a university community, Mansfield in 2035 will be a place of environmental stewardship, active farming, advanced learning, cultural enrichment, innovative businesses, walkable villages, rural settlements, natural beauty, and the best schools in the region.

CHAPTER 2: NATURAL SYSTEMS

GOAL 2.1 ▪ (PAGE 2.28)

Mansfield residents and officials actively participate in conserving and protecting the Town's resources.

Measures of Effectiveness:

- Number of participants in educational programs
- Number of conservation volunteers
- Number of interpretive signs
- Increase membership on conservation related committees and commissions
- Number of conservation and land management demonstration projects

GOAL 2.2 ▪ (PAGE 2.31)

Mansfield has healthy watersheds with high-quality ground and surface water resources and aquatic habitats.

Measures of Effectiveness:

- Reduction in number of water bodies on the Connecticut Impaired Waters List (303d List)

GOAL 2.3 ▪ (PAGE 2.33)

Mansfield's soil, plant and wildlife habitats are healthy and diverse.

Measures of Effectiveness:

- Acres of Town-owned land following a forest management plan
- Acres of continuous interior forest tract and grasslands/shrublands
- Reduction in number of Lyme Disease cases reported in Mansfield

GOAL 2.4 ▪ (PAGE 2.35)

The Town is taking steps to moderate or adapt to the impacts of climate change.

Measures of Effectiveness:

- Reduction in greenhouse gas emissions from municipal activities
- Acres of forest

GOAL 2.5 ▪ (PAGE 2.37)

Mansfield has increased community resilience and mitigated the impacts of natural hazards.

Measures of Effectiveness:

- Increase in number of dead, dangerous or diseased trees removed from Town rights-of-way
- Acres of land in flood hazard areas permanently protected from development
- Reduction in the number of properties suffering repetitive losses from flooding

GOAL 2.6 ▪ (PAGE 2.39)

Mansfield's land use regulations promote the protection and enhancement of natural systems.

Measures of Effectiveness:

- Acres of land preserved in natural state or in agricultural use as part of development approval process
- Increase in amount of impervious cover connected to green infrastructure/LID practices
- Increase in number of developers having pre-application meetings with Conservation Commission and OSPC

CHAPTER 3: OPEN SPACE, PARKS AND AGRICULTURAL LANDS

GOAL 3.1 ▪ (PAGE 3.24)

Natural resources within Mansfield's public and private open spaces are protected and well-managed.

Measures of Effectiveness:

- Number of properties with adopted management plans
- Number of properties with management plans that are implemented and updated
- Increase number of acres of permanently preserved open space to at least 21% of Town's land area

GOAL 3.2 ▪ (PAGE 3.28)

Mansfield has more land being used for agriculture.

Measures of Effectiveness:

- Number of acres actively being used for agriculture
- Number of acres of Town-owned land leased for agricultural use
- Number of acres of State and Federal land leased for agricultural use
- Number of acres protected by agricultural easements, including purchase of development rights

GOAL 3.3 ▪ (PAGE 3.30)

Mansfield's park and preserve system, including natural and active recreation areas, provides access to residents and meets the needs of the population.

Measures of Effectiveness:

- Number of Town-owned parks and preserves that include universally accessible elements
- Number of events in Town-owned parks and preserves
- Number of residents within 1/2 mile of a park or open space

GOAL 3.4 ▪ (PAGE 3.33)

Mansfield's land use policies and regulations for public and private open spaces protect natural resources, preserve scenic views, and expand opportunities for agriculture and active recreation.

Measures of Effectiveness:

- Increase in number of developers having pre-application meetings with Town advisory committees
- Increase in percentage of open space preserved through subdivision process

CHAPTER 4: COMMUNITY HERITAGE AND SENSE OF PLACE

GOAL 4.1 ■ (PAGE 4.26)

Mansfield honors and preserves its historic resources by protecting them for future generations.

Measures of Effectiveness:

- Number of alterations made in local historic districts without prior approval
- Number of appeals of Historic District Commission (HDC) action
- Number of historic buildings demolished

GOAL 4.2 ■ (PAGE 4.29)

Mansfield's land use regulations maintain rural character in the majority of town, protect historic resources and accommodate future growth in smart growth, compact patterns in designated Mixed Use Centers and Compact Residential areas.

Measures of Effectiveness:

- At least 75% of new residential development is located within areas designated as Compact Residential and Mixed Use Centers
- Increase in percentage of open space preserved through subdivision process
- New residential subdivisions maintain rural character and include neighborhood place-making elements

CHAPTER 5: COMMUNITY LIFE

GOAL 5.1 ■ (PAGE 5.30)

Mansfield provides high-quality services that connect residents to each other and the community.

Measures of Effectiveness:

- Number of residents participating in town program and activities increases

GOAL 5.2 ■ (PAGE 5.34)

Mansfield is a lifelong learning community and continues to provide high-quality public education for children and youth.

Measures of Effectiveness:

- Student achievement based results on State and District assessments
- All Mansfield Schools student achievement levels are established at the State and Mansfield Board of Education
- A high school graduation rate established by the State and Regional Board of Education
- Evidence of student college and career readiness based on targeting standards and outcomes established by the boards of education

GOAL 5.3 ■ (PAGE 5.37)

Mansfield public safety services—police, fire and EMS—protect life and property through a robust program of education, enforcement and preparedness.

Measures of Effectiveness:

- Number of volunteer firefighters increases
- Number of fire investigations remains stable or declines
- Number of DUIs decreases
- Number of Nuisance Ordinance citations decreases
- Number of EMS calls related to substance abuse and preventable injuries decreases

GOAL 5.4 ■ (PAGE 5.43)

Mansfield is a healthy, active community.

Measures of Effectiveness:

- Increase in number of community gardens
- Increase in community fitness event participants
- Reductions in incidence of liver disease, lung disease and alcohol-related deaths

GOAL 5.5 ■ (PAGE 5.46)

Mansfield maintains high-quality public facilities that support town goals.

Measures of Effectiveness:

- Number of ADA accessibility issues in Town facilities decreases
- Increase in transit, bicycle and pedestrian access to Town facilities
- Decrease in municipal energy consumption

GOAL 5.6 ■ (PAGE 5.50)

Mansfield's polices, programs and land use regulations support community service and health/wellness goals.

Measures of Effectiveness:

- Increase in number of community gardens
- Increase in number of outdoor recreation facilities in developed areas
- Increase in miles of sidewalks, bikeways and walking trails

CHAPTER 6: DIVERSIFYING THE ECONOMY

GOAL 6.1 ■ (PAGE 6.31)

Mansfield has balanced economic development efforts with sensitivity to preserving the town's unique blend of rural character and college town amenities to create an attractive location for businesses, workers, and residents.

Measures of Effectiveness:

- Number of businesses locating on previously developed sites
- Increase in assessed value of taxable commercial and light industrial properties

GOAL 6.2 ■ (PAGE 6.35)

Mansfield has an entrepreneurial environment that supports business formation, expansion and retention.

Measures of Effectiveness:

- Increase in total number of businesses

GOAL 6.3 ■ (PAGE 6.39)

Mansfield has a growing and diversified economy that helps to maintain the high-quality services desired by residents.

Measures of Effectiveness:

- Increase in number of businesses in sectors identified as potential local and regional growth sectors
- Number of businesses related to UConn R&D or faculty expertise establishing operations in Mansfield
- Increases in, improvements to, or expanded access to tourism venues
- Number and square footage of new office, R&D and light industry establishments
- Increase in assessed value of taxable commercial, industrial and agricultural properties
- Increase in number and diversity of job opportunities

GOAL 6.4 ■ (PAGE 6.44)

Agriculture is valued by the community and expanding with increased acreage, higher production and growing market opportunities.

Measures of Effectiveness:

- Increase in agricultural acreage, managed forests, production and distribution
- Increase in average farm income
- Increase in number of full-time farmers
- Number of Mansfield farms supplying products to local schools, businesses and institutions

GOAL 6.5 ■ (PAGE 6.50)

Mansfield's land use regulations are farm-friendly and support business retention and expansion efforts while protecting community character.

Measures of Effectiveness:

- Increase in non-residential grand list
- Increase in number of new businesses
- Increase in agricultural production and distribution
- Increase in number and square footage of new office, R&D and light industry businesses on redeveloped sites

CHAPTER 7: HOUSING

GOAL 7.1 ■ (PAGE 7.22)

Mansfield's housing options include housing affordable to low and moderate income individuals and families.

Measures of Effectiveness:

- Number of housing units meeting affordability standards meets or exceeds 10% of overall units in 2020
- Decrease in percentage of households spending more than 30% of income for housing
- Decrease in percentage of households spending more than 50% of income for housing and transportation

GOAL 7.2 ■ (PAGE 7.24)

Mansfield's senior citizens have housing options that allow them to continue to age in their community.

Measures of Effectiveness:

- Number of units developed in close proximity to transit and other services
- Number of accessible units developed, including units friendly to an aging population such as single-floor units

GOAL 7.3 ■ (PAGE 7.26)

Mansfield maintains high-quality living conditions throughout the town.

Measures of Effectiveness:

- UConn houses an average of 70% of undergraduate students over each five year period
- Number of investor-owned single-family homes in neighborhoods close to campus decreases
- Number of properties with repeat nuisance violations decreases

GOAL 7.4 ■ (PAGE 7.29)

Mansfield's land use regulations support development of a wide range of housing options to meet the needs of residents at all ages of the life cycle, including singles, families, seniors and students.

Measures of Effectiveness:

- Percentage of new housing units developed that meet state affordability criteria
- Decrease in number of single-family homes on rental registry
- Increase in diversity of housing types available (lot and building sizes, building types)

CHAPTER 8: FUTURE LAND USE AND COMMUNITY DESIGN

GOAL 8.1 ▪ (PAGE 8.45)

Mansfield has maintained the low-density, rural character of the majority of town while accommodating growth in walkable Mixed-Use Centers, Compact Residential and Institutional areas.

Measures of Effectiveness:

- 80% of new housing units are located in Mixed-Use Centers, Compact Residential and Institutional areas
- Total acres of land redeveloped exceeds total acres of greenfield land developed
- Increase in percentage of land preserved as part of new subdivisions
- Number of businesses in Mixed-Use Centers

GOAL 8.2 ▪ (PAGE 8.49)

Mansfield's land use regulations and development review procedures help to achieve the vision and goals

CHAPTER 9: INFRASTRUCTURE

GOAL 9.1 ■ (PAGE 9.30)

Mansfield has a balanced, integrated transportation system that provides residents with viable options in getting from one place to another.

Measures of Effectiveness:

- Number of sidewalk/bikeway miles increases 20% by 2018
- Increase in miles of designated bicycle routes
- Town is designated as a Bicycle Friendly Community
- Bus routes have expanded to include the library
- Innovative transportation options have been developed to expand intra-town options
- New development includes Complete Streets
- Increase in lane miles of roadways in good condition
- Increased UConn and WRTD Transit ridership
- Reduction in traffic congestion on Route 195 and other major arterials

GOAL 9.2 ■ (PAGE 9.36)

Water and wastewater infrastructure improvements conserve natural resources and support smart growth patterns to help preserve rural character.

Measures of Effectiveness:

- Water and sewer service is available to Four Corners by 2020
- Installation of water and wastewater improvements remediates existing environmental conditions
- Town facilities have reduced potable water consumption
- New development is focused in areas with water and sewer infrastructure

GOAL 9.3 ■ (PAGE 9.39)

Mansfield is working toward carbon neutrality and reducing reliance on the grid by conserving energy and increasing use of renewable energy sources.

Measures of Effectiveness:

- 20% reduction in municipal energy consumption by 2018
- Reduction in greenhouse gas emissions
- Increase in percentage of municipal energy consumption from renewable sources
- Increase in number of Town fleet vehicles using hybrid, electric, LNG, or other alternative fuels
- 10% reduction in fuel used by municipal fleet
- Increase in number of private renewable energy installations

GOAL 9.4 ■ (PAGE 9.42)

Mansfield promotes waste reduction and resource conservation.

Measures of Effectiveness:

- Multifamily residential recycling rates increase to 30% by 2035
- Decline in volume of waste per household/per capita
- Reduction in municipal waste tonnage

GOAL 9.5 ■ (PAGE 9.44)

Mansfield's land use policies and regulations ensure that infrastructure systems support smart growth, protect rural character and promote resource conservation.

Measures of Effectiveness:

- Number of sidewalk/bikeway miles increases 20% by 2020
- New development includes Complete Streets
- Increase in number of renewable energy systems installed
- Increase in amount of open space preserved as part of new development

CHAPTER 10: STEWARDSHIP AND IMPLEMENTATION

GOAL 10.1 ■ (PAGE 10.12)

The Mansfield Plan of Conservation and Development is periodically reviewed and updated to address changing conditions and trends.

Measures of Effectiveness:

- Number of residents participating in periodic updates

GOAL 10.2 ■ (PAGE 10.14)

The Mansfield Plan of Conservation and Development is integrated into decision making at multiple levels.

Measures of Effectiveness:

- Number of recommended actions completed

GOAL 10.3 ■ (PAGE 10.16)

Mansfield's long-term financial stability underlies implementation of this Plan.

Measures of Effectiveness:

- Bond rating increases to Aa1 or better
- Fund balance increases annually
- Increase in taxable grand list
- Stable or increasing intergovernmental revenues

GOAL 10.4 ■ (PAGE 10.20)

Mansfield advances Town sustainability objectives through Plan implementation, public education and partnerships

Measures of Effectiveness:

- Participation in sustainability efforts and practices has increased
- Mansfield is recognized as a sustainable community
- Ongoing collaborations between UConn and the Town have produced results

GOAL 10.5 ■ (PAGE 10.22)

Mansfield is a model of transparent, inclusive government.

Measures of Effectiveness:

- Number of subscribers to social media feeds increases
- Diversity (racial, ethnic, age, geographic locations, etc.) of residents serving on Town committees increases

GOAL 10.6 ■ (PAGE 10.25)

Mansfield collaborates with area communities and UConn to achieve common goals and develop regional service sharing models for mutual benefit.

Measures of Effectiveness:

- Number of grant applications filed jointly with other communities

2014-2015 Mansfield Town Council Goals and Objectives

Economic Development

Goal: Establish policies, procedures, relationships and infrastructure that support a vibrant, diverse and sustainable business community in Mansfield, in accordance with sound land use and Smart Growth principles. ♦

Objectives:

- Focus development and redevelopment efforts in areas designated as appropriate under Plan of Conservation and Development or zoning (e.g. Storrs Center; Four Corners; Perkins Corners; Eastbrook Mall area; Frontage Road).
- Make progress on Four Corners water and wastewater project.
- Increase tax base (new growth), including completion of Storrs Center, in a responsible manner.
- Leverage UCONN Tech Park for job and business growth.
- Participate in UCONN development plans.
- Provide quality customer service to the business community and implement a streamlined permitting process consistent with zoning and other regulations.
- Research the feasibility of allocating resources for a dedicated economic development staff member under Planning and Development.

Education

Goal: Maintain high quality, holistic education for all of Mansfield's youth while celebrating the individuality of each child. ♦

Objectives:

- Identify PreK-8 school infrastructure needs.
- Utilize enrollment projections, including anticipated impact associated with UCONN's expansion, to plan for infrastructure needs.

Financial Management

Goal: Responsibly manage available financial resources to maintain quality services that are responsive to community needs.

Objectives:

- Engage in responsible budgeting; balance service needs with revenue constraints.
- Diversify revenue base in response to declining state revenues.
- Identify replacement schedules for capital needs and allocate resources through the capital budgeting process.
- Review infrastructure needs for the Town and schools; identify capital maintenance needs and lifespan for major buildings and facilities and allocate resources through the capital budgeting process.
- Review financial, human resources, and other policies as needed.

Open Space and Agriculture

Goal: Work with stakeholders to preserve and maintain open space and viable working farms. ♦

Objectives:

- Preserve working farms and enhance agricultural opportunities.
- Acquire, preserve, and maintain open space.

Quality of Life

Goal: Improve quality of life for all residents and stakeholders regardless of (dis)abilities, gender, race, religion, ethnicity, or socio-economic status. ♦

Objectives:

- Reduce blight in neighborhoods town-wide.
- Review feasibility of expanding the rental certification zone town-wide.
- Build a community supportive of young children and families.
- Enhance and maintain athletic fields.
- Ensure Storrs Center owner occupied housing is built to community vision.

Service Delivery

Goal: Provide a range of quality services for quality living. ♦

Objectives:

- Re-define core services.
- Research and identify service sharing opportunities.
- Continue to improve positive Town-University relationships and partnerships.
- Continue to provide Human Services, with a focus on seniors and low to moderate income families.
- Provide support for recreation, health and wellness.
- Build organizational capacity for program evaluation, including a commitment to performance measurement.
- Continue review and implementation of the police services study, as resources permit.
- Evaluate service delivery for Fire and Emergency Services.
- Complete study of impact of Next Generation Connecticut and related UCONN initiatives on Mansfield.
- Consolidate and/or reduce the number of citizen advisory committees; review membership composition and engage residents aged 20's-40's.
- Review the Town's portion of the Storrs Center project to determine what lessons have been learned.

Sustainability

Goal: Embrace sustainability as a principle in decision making. ♦

Objectives:

- Embrace sustainability and energy conservation as part of economic development strategy.
- Reduce municipal government's carbon footprint.

♦ Denotes accomplishment, goal or objective links to the Town's following strategic vision points: *Education; Historic Character, Open Space & Working Farms; Housing; Public Safety; Recreation, Health and Wellness; Regionalism; Senior Services; Sustainability; Town-University Relations.*

Approved by the Mansfield Town Council on March 24, 2014
Added to the Mansfield Town Council Policy Index



**Town of Mansfield
Town Manager's Goals for FY2015/16
November 16, 2015**

General Government

- 1) Prepare Proposed FY 2016/17 Operating Budget and CIP consist with Council policy objectives
- 2) Complete Financial Controls Assessment and implementation of financial policies and procedures
- 3) Negotiate successor shared service agreement with boards of education
- 4) Continue to assist town council with review of fire department staffing and structure
- 5) Continue to assist town council with review of police services
- 6) Assist Council with review of codes and ordinances regarding rental housing.

Organizational Development and Performance Management

- 1) Prepare quarterly scorecard for performance measures
- 2) Introduce web-based OpenGov budget and financial analysis program
- 3) Conduct leadership retreat for supervisory staff and commence development of comprehensive employee orientation program, with focus on customer service

Infrastructure

- 1) Complete EIE and prepare bid package for Four Corners sanitary sewer project
- 2) Complete pavement management study
- 3) Complete community playground project
- 4) Select consultant and initiate facility needs assessment
- 5) Complete negotiation of UCONN sewer agreement
- 6) In consultation with Superintendent of Schools, develop process to conduct facility needs assessment for Mansfield Public Schools

Storrs Center

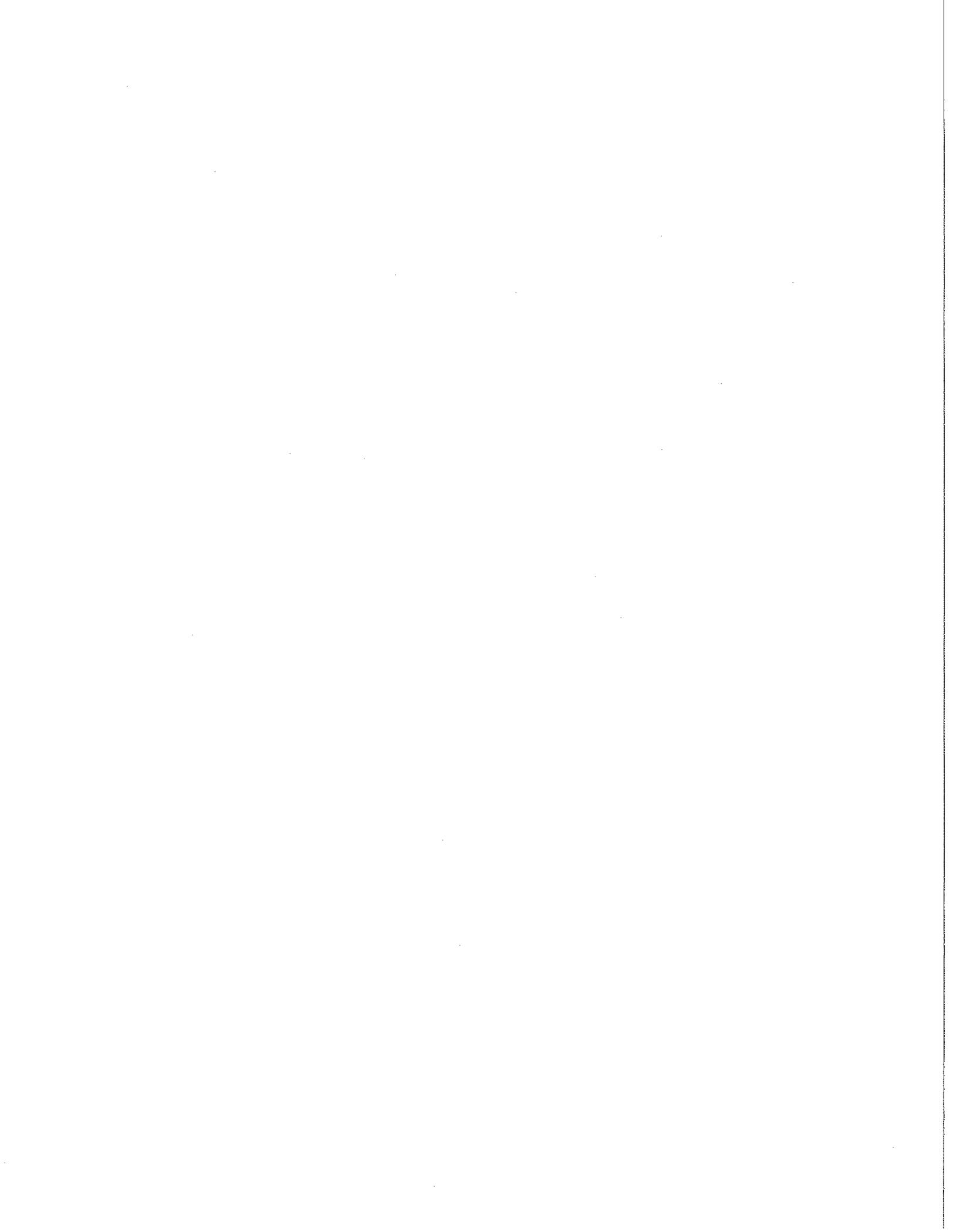
- 1) Coordinate municipal resources needed to complete Phase II of project

Sustainability

- 1) Complete open space acquisitions as approved by town council
- 2) Continue efforts to reduce Mansfield's carbon footprint, including progress on *near zero waste* initiative

Town-University Relations

- 1) Complete NextGenCT impact study
- 2) Conduct review of Community School of the Arts



EXCERPT FROM FY 16/17 BUDGET PREPARATION GUIDELINES

What's a goal? What's an objective?

IV. FY 16/17 GOALS & OBJECTIVES

Please develop a set of goals for your department. **Goals are concepts for desired long-term outcomes that departments strive to achieve¹.** Generally, goals are written as broad statements.

Where applicable, goal statements should also support:

- Mansfield Tomorrow strategic vision points
- Town Council goals and objectives
- Town Manager's goals

Goals can provide a rational means to determine the direction of a department's work. Without goals, there is no way to evaluate performance or accomplishments. Actual achievement may be impossible, but the goal is a standard against which to measure progress toward ideal conditions. There can be many influences on goals such as equity, responsiveness and efficiency of services provided.

- ❖ Please limit your goal statements to no more than three. Goal statements should be no more than one sentence.

Please develop a set of objectives that correspond to each of your department's goal statements. **Objectives should be more specific than goal statements; they are short-term goals that identify steps towards achieving long-term goals.** Objectives should be measurable, either with quantitative or qualitative data.

The objective should begin with a verb or word that reflects a statement of results to be achieved or maintained such as "ensure," "maintain," "increase," "decrease" etc. The following are some guidelines to follow when drafting objectives:

- **Suitable:** The objective's achievement must support the department's basic purposes and mission as expressed in the goal statement;
- **Measurable Over Time:** To the extent practicable, objectives should state in concrete terms what is expected to happen and when. Objectives can be quantified in dollars or terms such as quality, quantity, time costs, ratio, percentage or specific steps to be followed;
- **Feasible:** Objectives should be possible to achieve;
- **Motivating:** Objectives that are a little aggressive and a little bit higher than likely to be reached have motivating power;
- **Understandable:** Objectives should be stated in as simple and understandable words as possible;
- **Flexible:** Objectives should be easily modified to accommodate changes in prior year's actual performance data as they become available. Statements using a percentage rather than actual number changes are one example of flexibility².

- ❖ Please try and limit your objectives to no more than three per goal statement. Objectives should be no more than one sentence.

¹ Understanding and Managing Public Organizations, H. Rainey, p. 205, 1997.

² 2006 Budget Preparation Manual, City of Savannah, GA, 2006.

Sample:

HEALTH INSURANCE FUND

Goal: Provide an employee wellness program that promotes healthy lifestyles. ♦

Objectives:

- Maintain or lower the five-year health insurance claims experience trend.
- Increase participation in the Be Well Rewards Program to 55% (or more) of eligible Town-MBOE-Region 19 employees.
- Increase percentage of Be Well Rewards Program participants receiving a reward to 60% (or more) of Program participants.
- Increase participation in the Be Well Fitness Program by 2% over the previous year.