



Massachusetts
Municipal
Association

Part One: July 8, 2026
Part Two: July 30, 2026

STRATEGIC ORGANIZATIONAL ALIGNMENT

— WEBINAR —

Liz Hartsgrove, MPA
Town Manager, Great Barrington



HOW IS “GOVERNMENT” DEFINED?



The leading organization representing the values and direction of a community



July 8, 2026



WHO DO WE SERVE?

Resident vs Visitor

Ages

Experiences

Identities

Languages

Abilities

Internal vs External



July 8, 2026

REDEFINING SERVICE DELIVERY



amazon

TESLA

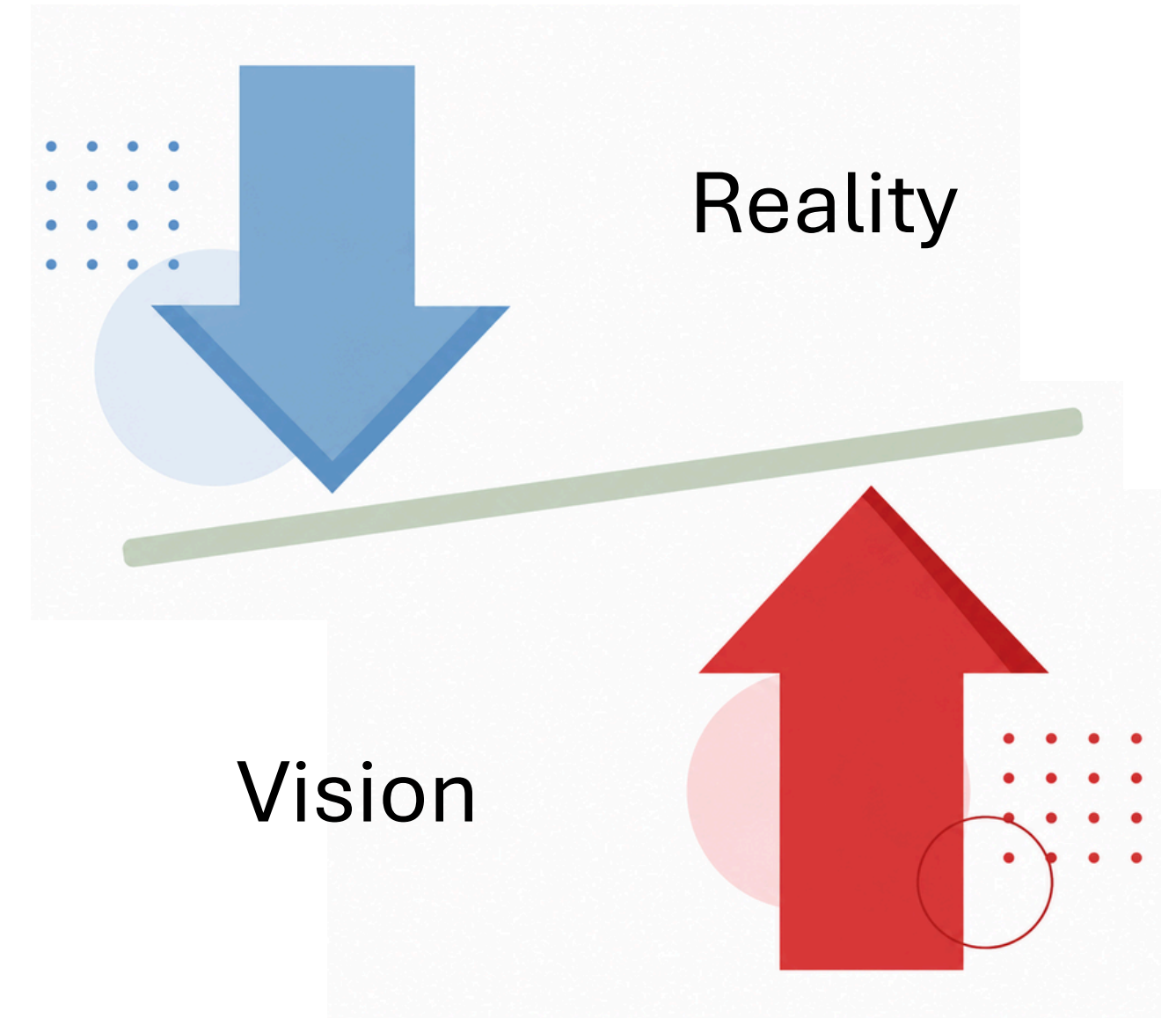


July 8, 2026

REFLECTIVE REPRESENTATION?

“The system’s not broken.
It’s working exactly
how it was designed”

~ Brene Brown





Government = The **leading** organization **representing the values and direction** of a community.



**FIVE
PRACTICES OF
EXEMPLARY
LEADERSHIP**

**THE
LEADERSHIP
CHALLENGE**

**KOUZES &
POSNER**

1

Model the Way



2

Inspire a Shared Vision



3

Challenge the Process



4

Enable Others to Act



5

Encourage the Heart



ORGANIZATIONAL ALIGNMENT

I PURPOSE

I VALUES

I RESPONSIBILITY



July 8, 2026

How is Public
Service
defined
TODAY?

Needs

Wants

Emotions

Stereotypes/Barriers

PURPOSE ALIGNMENT

July 8, 2026

Needs

Essential services residents expect government to reliably provide.

- Public Safety
- Infrastructure
- Housing
- Education
- Public Health
- Financial Stability
- Responsive Service
- Community Stability

Wants

Enhancements that improve quality of life and community experience.

- Recreation & Community
- Community Character (Historic Preservation, Small-Town Feel, Welcoming Downtown)
- Convenience
- Economic Growth
- Lower taxes
- Affordable living
- Transportation options

Emotions

How residents often feel when interacting with government.

- Negative Emotions

- Frustration
- Anger
- Distrust
- Mistrust
- Confusion

Positive Emotions

- Gratitude
- Appreciation
- Pride in the community
- Confidence
- Excitement

Barriers

Perceptions that reduce trust in government.

About Government

- Government is slow
- Government is inefficient
- Government doesn't care
- Government isn't transparent
- Government wastes money

About Employees

- Lazy
- Overpaid
- Underworked
- Only there for a paycheck
- Ineffective

MISSION STATEMENT

MODEL THE WAY



“To **protect** the Town of Barnstable’s quality of life and unique character, **engage** our citizens, and **enact** policies that respond to and anticipate the needs of our community”

PURPOSE ALIGNMENT

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STRATEGIC PRIORITIES

MODEL THE WAY



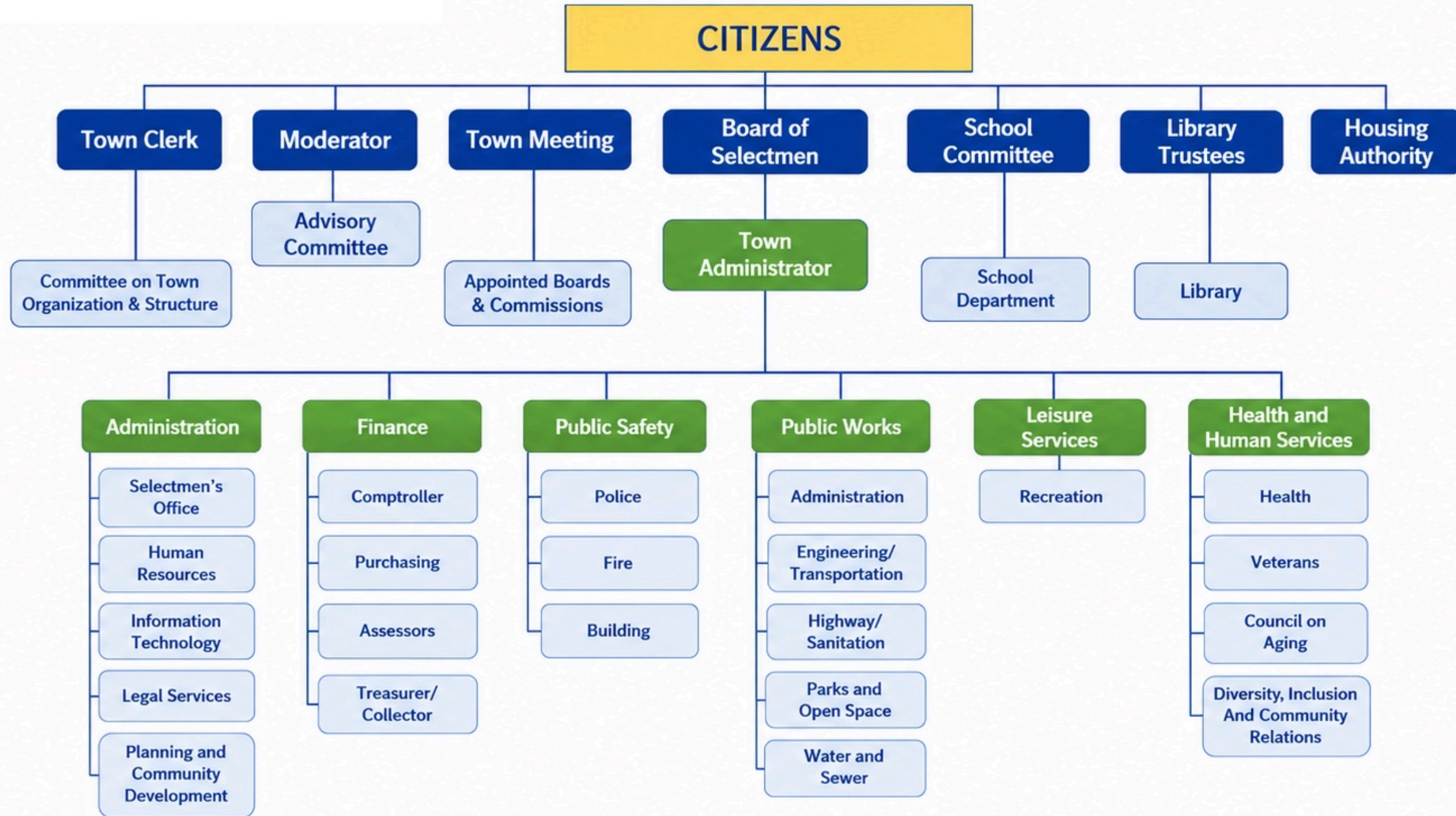
PURPOSE ALIGNMENT

July 8, 2026

PURPOSE ALIGNMENT

TOWN OF BROOKLINE Organizational Chart

MODEL THE WAY



AREAS SERVICES ARE DELIVERED

MODEL THE WAY

People

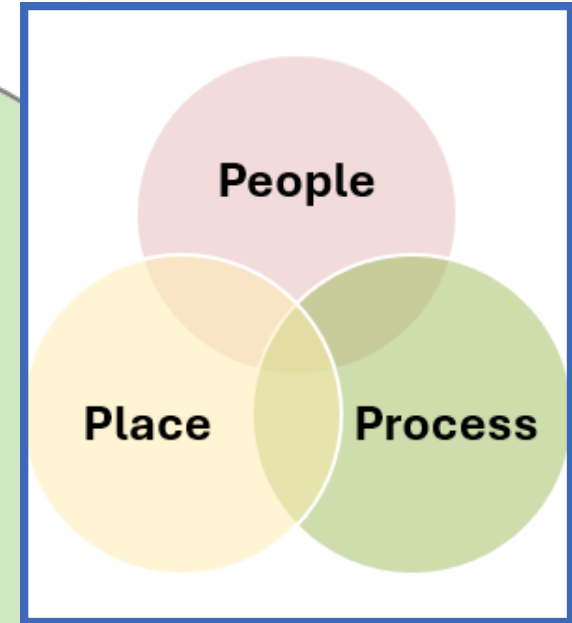
- Elected/Appointed
- Employees
- Volunteers
- Vendors

Place

- Buildings/Offices
- Streets, Public Places
- Vehicles
- Uniforms (or lack of)
- Produced reports, materials, correspondence, forms
- Virtual (webpages, Social)

Process

- Bylaws
- Policies
- Procedures
- Applications/Forms
- Contracts
- Training



VALUES ALIGNMENT

July 8, 2026

VALUES ALIGNMENT



City of Taunton



Open Space & Recreation Plan 2023-2030



*A 7-year Plan to maintain
and protect Taunton's natural
resources, and provide recreational
opportunities for its residents*



INSPIRE A SHARED VISION



TOWN OF MASHPEE

Housing Production Plan 2025-2030
In Compliance with 760 CMR 56.03(4)

June 2025

Planning Board Adoption: June 18, 2025
Select Board Adoption: June 23, 2025

Funding for the project is provided by:

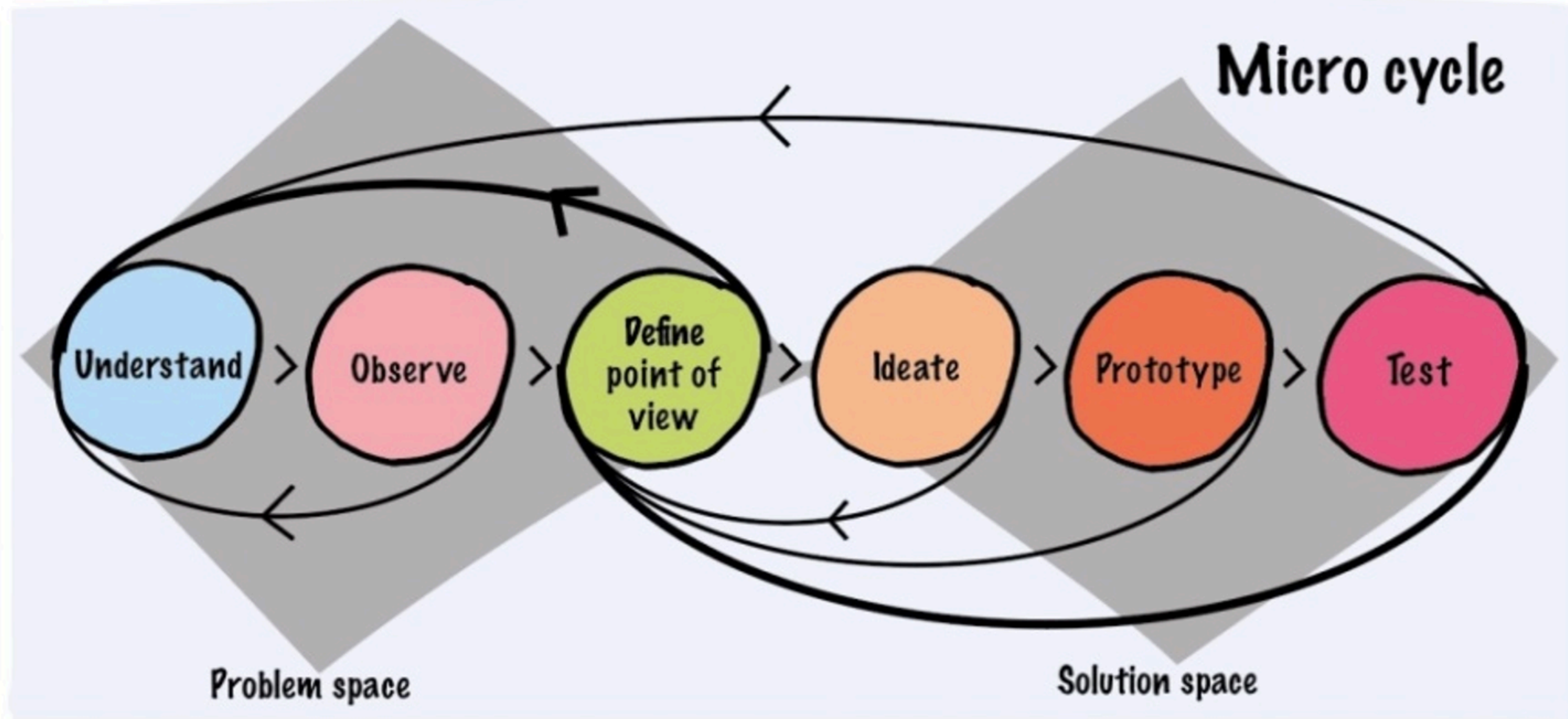
- The Commonwealth of Massachusetts Executive Office of Housing and Livable Communities' District Local Technical Assistance program through the Cape Cod Commission
- Mashpee Community Preservation Committee
- Barnstable County via its Shared Regional Housing Services Pilot Program

July 8, 2026

**“Culture = (Values + Behavior) x
Consistency”**

Garry Ridge, WD-40 CEO

DEVELOP PROCESS AWARENESS



The Design Thinking Toolbox.
M. Lewrick, P. Link & L. Leifer. (2020)

July 8, 2026

ORGANIZATIONAL CULTURE SWAB



1

SHARED VALUES



What beliefs and principles are truly shared across the organization?

2

WAYS OF WORKING



How do teams collaborate, communicate, and make decisions day to day?

3

ATTITUDES



What mindsets or emotional climates exist within teams?

4

BEHAVIORS



What observable actions reflect (or contradict) the stated culture?

VALUES ALIGNMENT

July 8, 2026

ORGANIZATIONAL CULTURE SWAB

INSPIRE A SHARED VISION

Shared Values

Duties / Responsibilities
Transparency / Accountability
Mission Statement
- Environmental Awareness
Caring / Compassion
Growth / Change / Improvement
Clear Communication
Desire to Serve Others

Ways of Working

Face to Face / Talking
Team Mtgs / Collab
Team / Interdept Support
Org-wide Collab / Support
Everyone is Equal
Training / Education
Respect / Care / Lift each other
Clear Standards / Goals

Attitudes

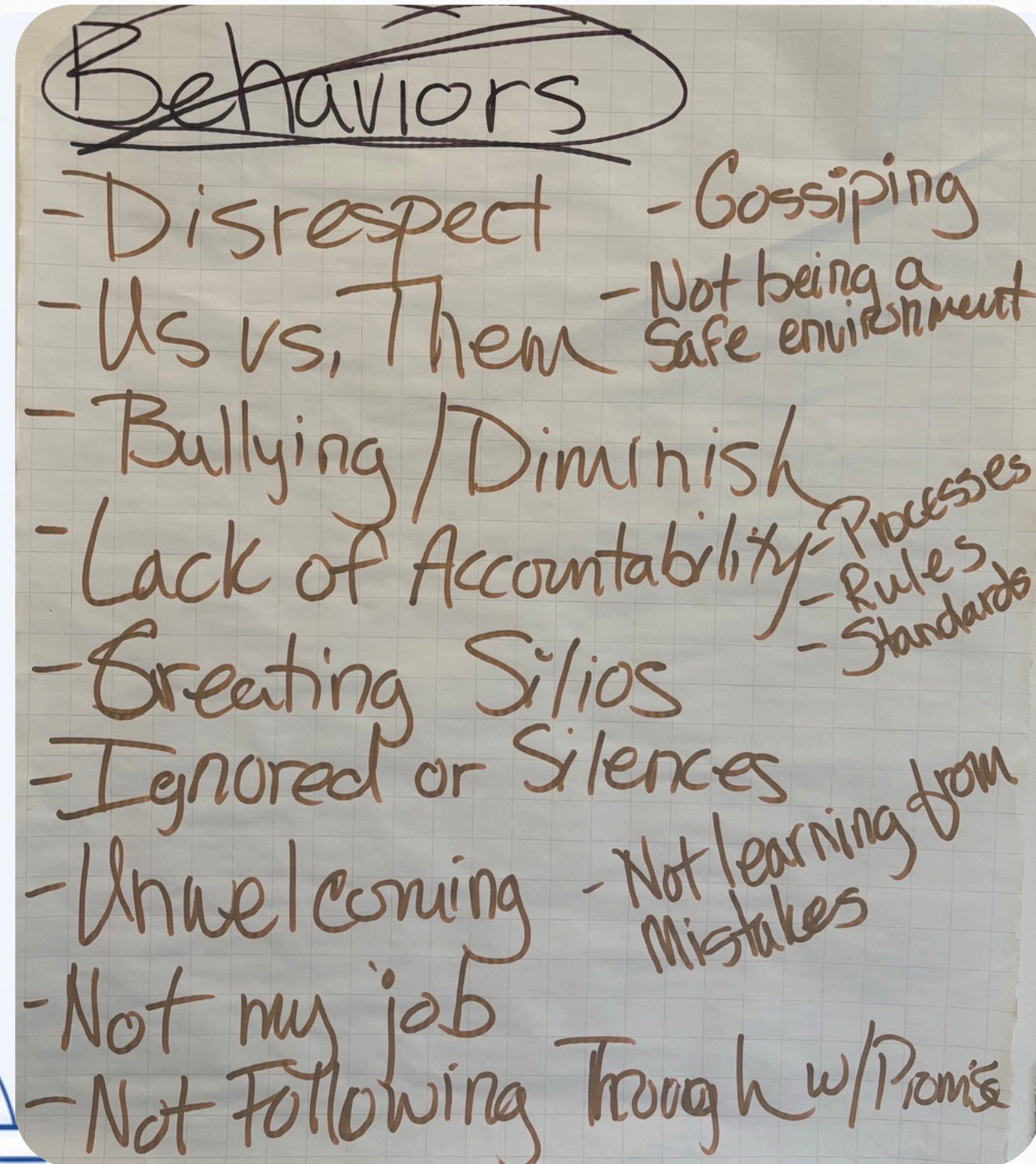
Positivity / Neg. is contagious
Social / Emotional Awareness
Gratitude / Respectful
- Experience / Contributions
Open Minded / Humour
Problem Solving "We Can"
All Human & "I can"
Empathy to Day-to-Day Demands

VALUES ALIGNMENT

July 8, 2026

ORGANIZATIONAL CULTURE SWAB

INSPIRE A SHARED VISION



VALUES ALIGNMENT



Town of Great Barrington Town Manager's Office

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Liz Hartsgrove
Town Manager

Chris Rembold
Assistant Town Manager

Organizational Shared Commitments

Date Affirmed: November 26, 2025

To ensure we remain aligned and intentional in how we work together, this document reflects the collection of our team's shared practices and commitments. These serve as our collective ground zero — the baseline for how we communicate, make decisions, and uphold the values that define Great Barrington's leadership culture.

They emphasize our shared responsibility, consistency, integrity, accountability, and commitment to excellence. Just as importantly, they clarify what we can expect from one another — collaboration, trust, and mutual respect.

Building upon the SWAB Analysis (Shared Values, Ways of Working, Attitudes, and Behaviors) we completed together on my first day as Town Manager (November 3, 2025), the list below will help us continually reflect honestly on who we are as a team in real time and what kind of culture we aspire to strengthen moving forward. Our practices that follow will aim to capture the essence of this "reset" conversation where we are dedicated on transforming reflection into action, setting a clear foundation for how we'll continue to grow, lead, and support one another.

Culture = (Values + Behavior) x Consistency

July 8, 2026



COMMITMENT TO SHARED VALUES

The Principles That Ground Us



COMMITMENT TO THE WAY WE WORK

The Practices That Bring Our Values to Life



COMMITMENT TO OUR ATTITUDE

The Mindset That Shapes Our Culture



COMMITMENT TO OUR STANDARDS OF BEHAVIOR

What We Uphold and What We Reject

OPERATIONAL STANDARDS

INSPIRE A SHARED VISION

Safety

Self
Team
Community

Courtesy

Building Trust
Building Relationships
Building Experiences

Presentation

1-1 Interactions
Surroundings
Work Produced

Efficiency

Accuracy
Anticipate
Eliminate

Teamwork

Be Aware
Be Reliable
Go Beyond

RESPONSIBILITY ALIGNMENT

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PURPOSE INTEGRATION

INSPIRE A SHARED VISION

	People	Place	Process
Safety			
Courtesy			
Presentation			
Efficiency			
Teamwork			

RESPONSIBILITY ALIGNMENT

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STAY TUNED!

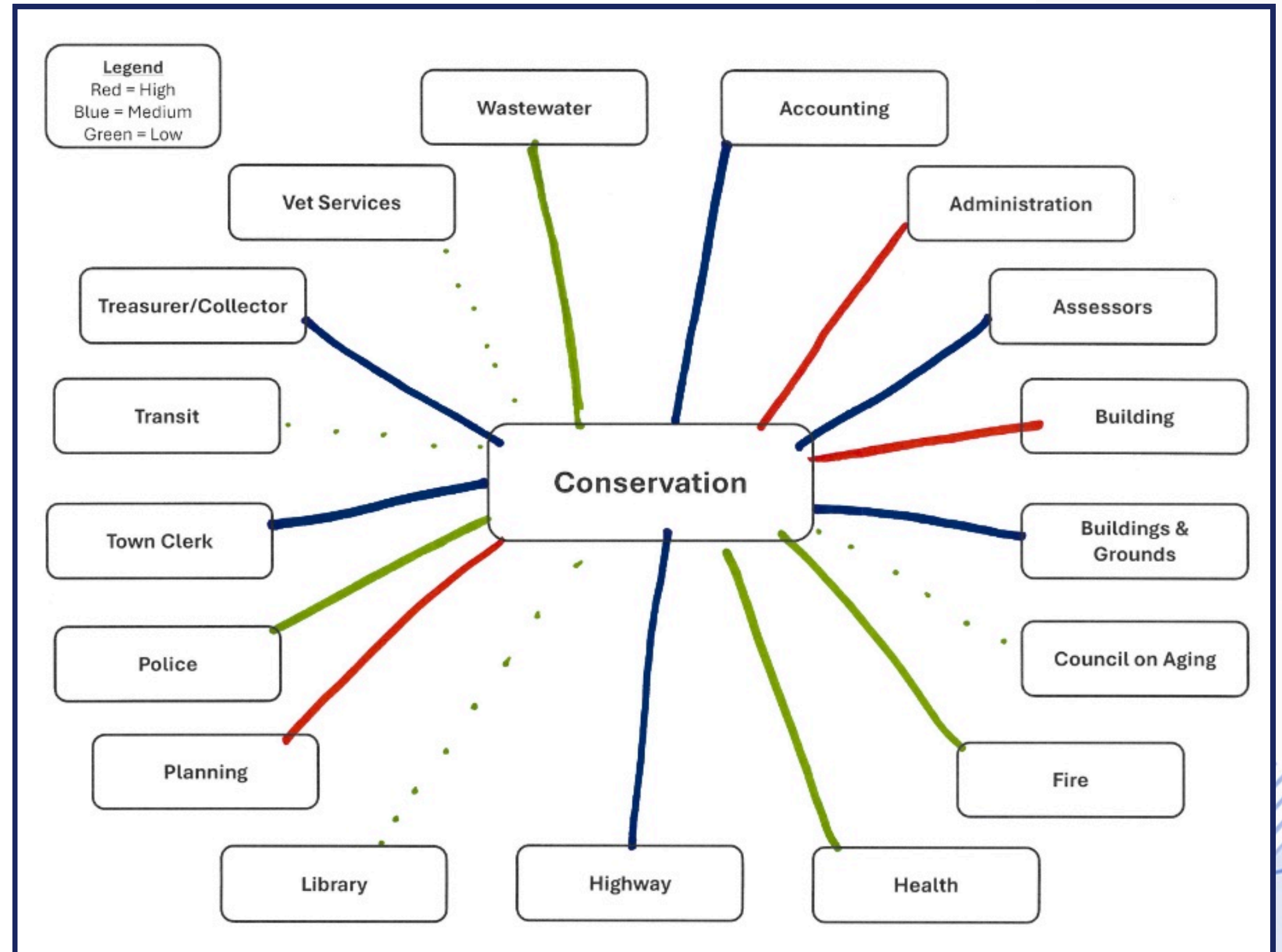
PART TWO COMING SOON



RELATIONAL MAPPING

	Conservation		
Department	High	Med	Low
Accounting	2		
Admin	1		1
Assessors		2	
BerkshireBuild	1		
Buildings & Grounds		1	5
Council on Aging			2
Fire		2	9
Health			1
Highway		1	4
Library			10
Planning		1	
Police	1	2	9
Town Clerk		1	1
Transit			1
Treasurer/Collector	1	2	1
Vet Services			
Wastewater	1	1	2

CHALLENGE THE PROCESS



RESPONSIBILITY ALIGNMENT

FOCUS ON PEOPLE

CHALLENGE THE PROCESS

Journey mapping templates and checklists

performance.gov

playbook.usds.gov

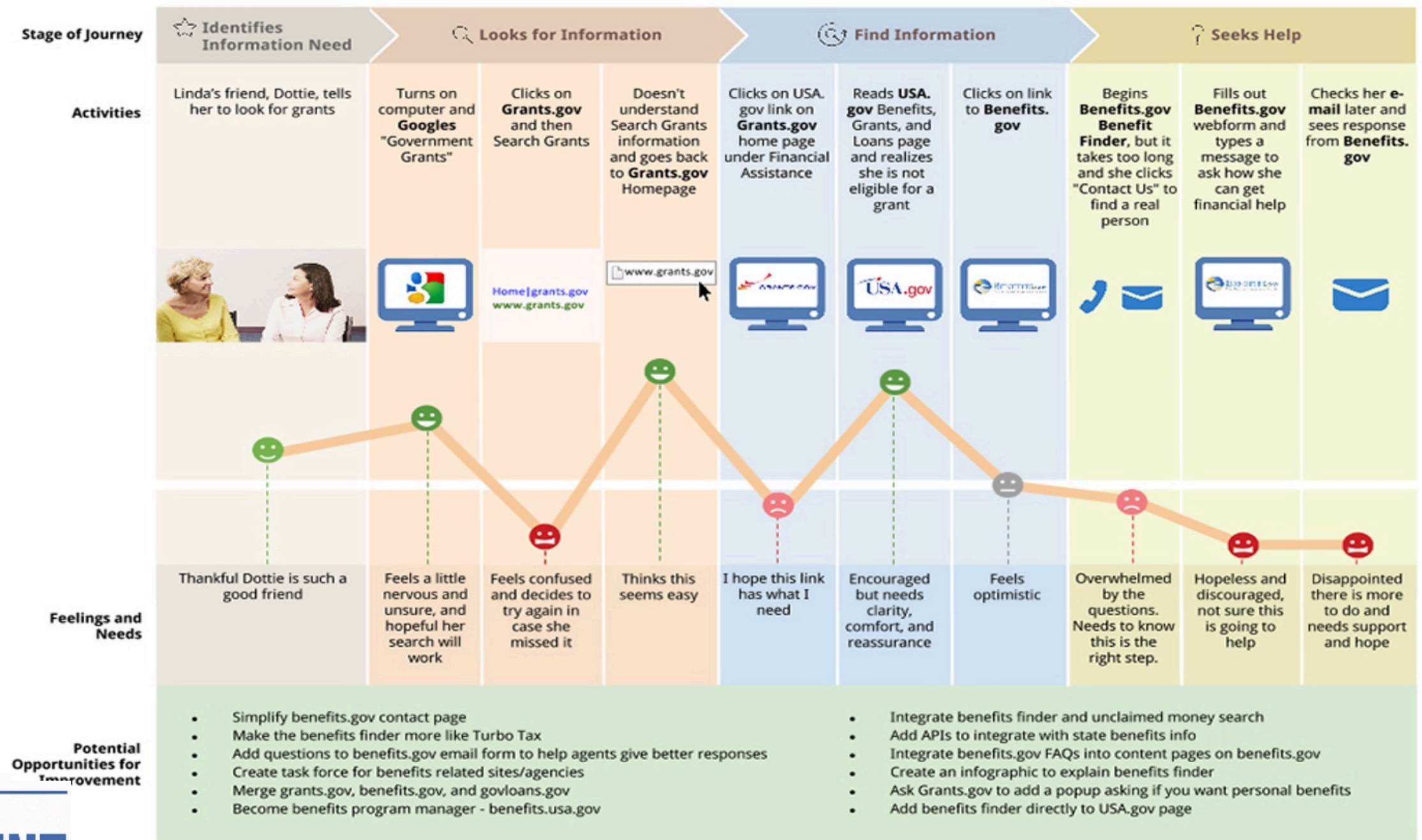
RESPONSIBILITY ALIGNMENT



Linda's Journey Map

Browse information or learn more on a general topic

USA.gov



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REPRESENTATION AWARENESS

CHALLENGE THE PROCESS



Unequal Career Opportunities

Gendered Perceptions of Work Responsibilities



Harassment

	2020 Census		2021				2025			
			Council/SB		Town Mgr/Assist		Council/SB		Town Mgr/Assist	
Town	Male	Female	Male	Female	Town Mgr	Assist TM	Male	Female	Town Mgr	Assist TM
Barnstable	48%	52%	7	6	Male	Male	8	5	Male	Male
Bourne	47.50%	52.50%	3	2	Male	Male	1	4	Female	Female
Brewster	49.90%	50.10%	2	3	Male	Female	2	3	Male	Female
Chatham	47.10%	52.90%	4	1	Female	-	4	1	Female	-
Dennis	48.30%	51.70%	4	1	Female	Male	4	1	Female	Male
Eastham	42.50%	57.50%	4	1	Female	Male	1	4	Female	Male
Falmouth	48.50%	51.50%	2	3	Male	Male	3	2	Male	Male
Harwich	49.10%	50.90%	3	2	Male	Female	4	1	Male	Female
Mashpee	47.80%	52.20%	4	1	Male	Male	3	2	Male	Male
Orleans	46%	54%	3	1	Male	Female	4	1	Female	Male
Provincetown	63%	37%	3	2	Male	Male	4	1	Male	Male
Sandwich	48.70%	51.30%	5	0	Male	Female	5	0	Male	Female
Truro	48.20%	51.80%	2	3	Male	Female	1	4	-	Female
Wellfleet	47%	53%	3	2	Male	Male	3	2	Male	Male
Yarmouth	46.60%	53.40%	4	1	Male	Male	1	4	Male	Male
MALE	48.50%		65%		80%	64%	59%		64%	64%
FEMALE	51.50%		35%		20%	36%	43%		36%	36%

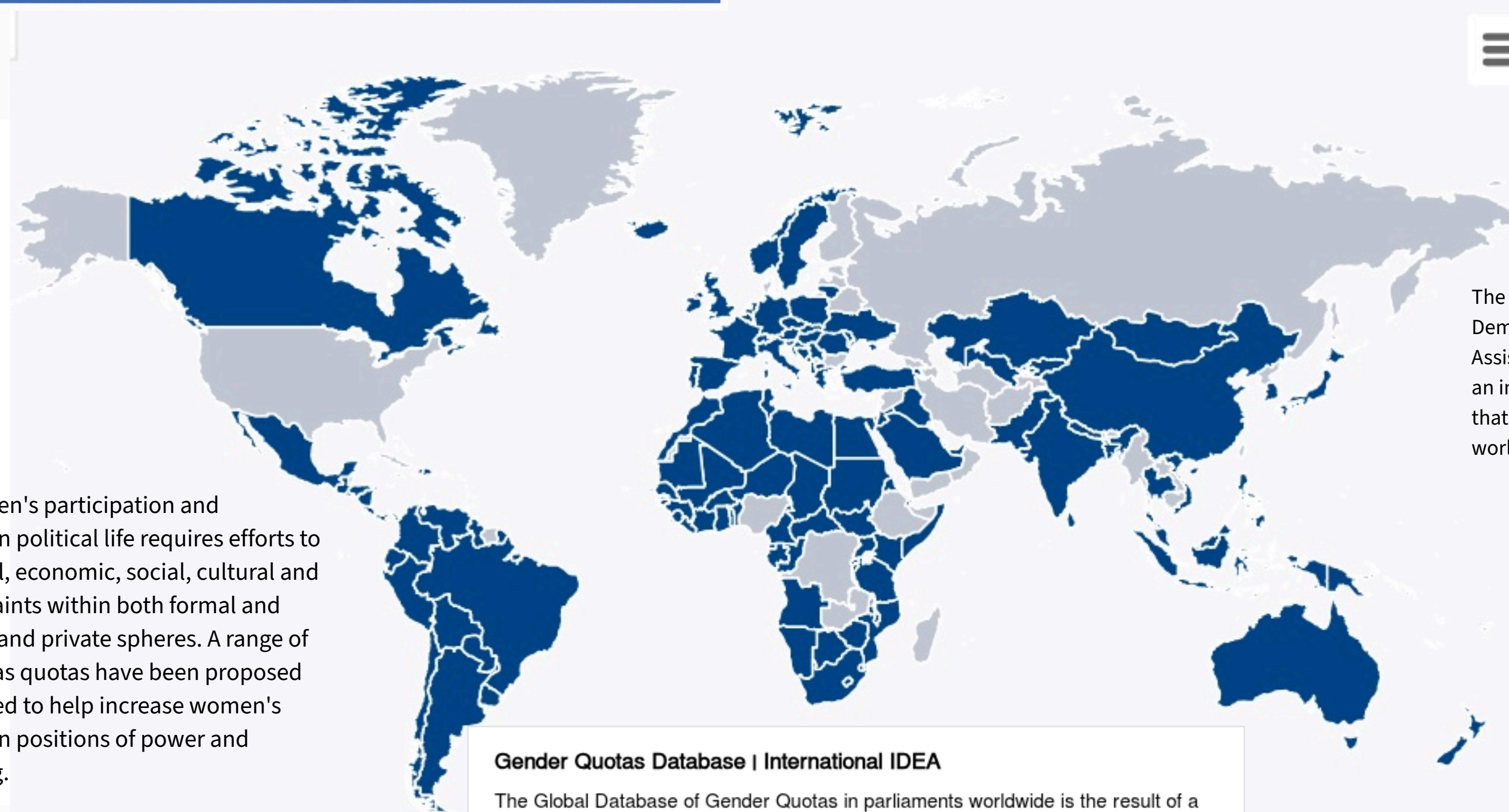
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PARTICIPATION & REPRESENTATION

ENABLE OTHERS TO ACT

Increasing women's participation and representation in political life requires efforts to address political, economic, social, cultural and religious constraints within both formal and informal public and private spheres. A range of strategies such as quotas have been proposed and implemented to help increase women's representation in positions of power and decision making.

RESPONSIBILITY ALIGNMENT



The International Institute for Democracy and Electoral Assistance (International IDEA) is an intergovernmental organization that supports democracy worldwide.

Gender Quotas Database | International IDEA

The Global Database of Gender Quotas in parliaments worldwide is the result of a joint project of International IDEA, the Inter-Parliamentary Union and the Stockholm University.



www.idea.int/data-tools/data/gender-quotas-database

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PARTICIPATION IN PRACTICE

Laws

- Government Performance and Results Act of 1993 (GPRA)
- President Clinton's Executive Order 12862 of September 11, 1993
- Office of Management and Budget (OMB) Circular A-11 Section 280 (2021)

Expectations

- Designing and delivering measured services with a focus on outcomes of the actual experience from the people whom meant to serve
- Use performance data in part to justify annual budget requests

Office of
Management
and Budget
(OMB)
Circular A-11
Section 280

Clarify guidance on ways to incorporate proven CX principles as a business discipline

Understand customers through **journeyed** strategic planning

Performance measurement and appraisals

Inter-agency support

Enhance technology utilization (databases, digital payments, webpages, social media, etc.)

Improve transparency and cost-savings

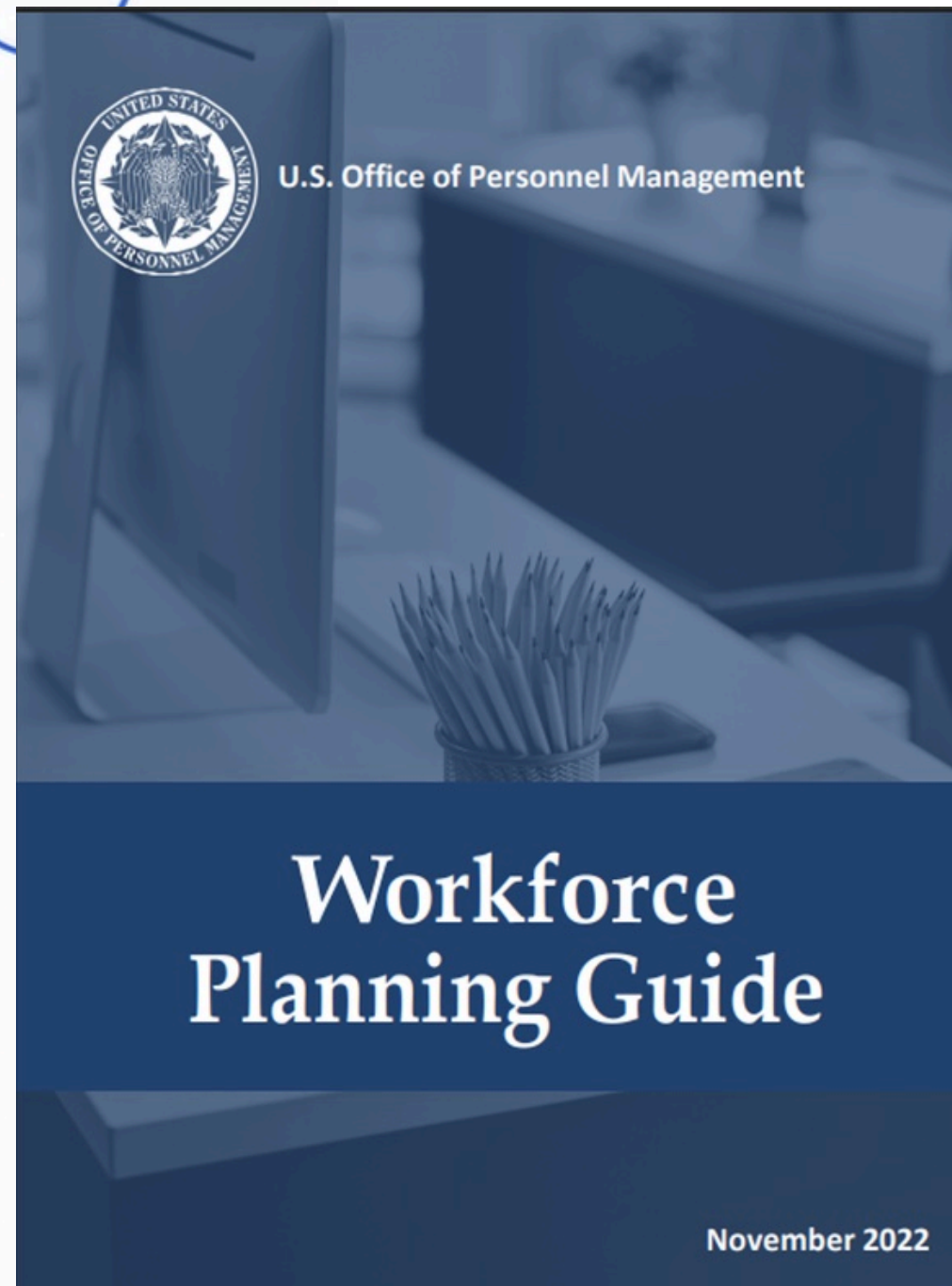
ENABLE OTHERS TO ACT

RESPONSIBILITY ALIGNMENT

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STRATEGIC WORKFORCE PLANNING

ENABLE OTHERS TO ACT



1 ALIGN WITH THE MISSION

Connect workforce decisions to organizational goals, priorities, and the future we are building.



2 UNDERSTAND YOUR WORKFORCE

Assess current talent, skills, strengths, and future workforce needs and risks.



3 BUILD FUTURE CAPACITY

Develop strategies to attract, retain, develop, and empower a workforce ready for tomorrow.



4 MEASURE & ADAPT

Monitor outcomes, evaluate progress, and continuously improve our workforce strategies.

RESPONSIBILITY ALIGNMENT

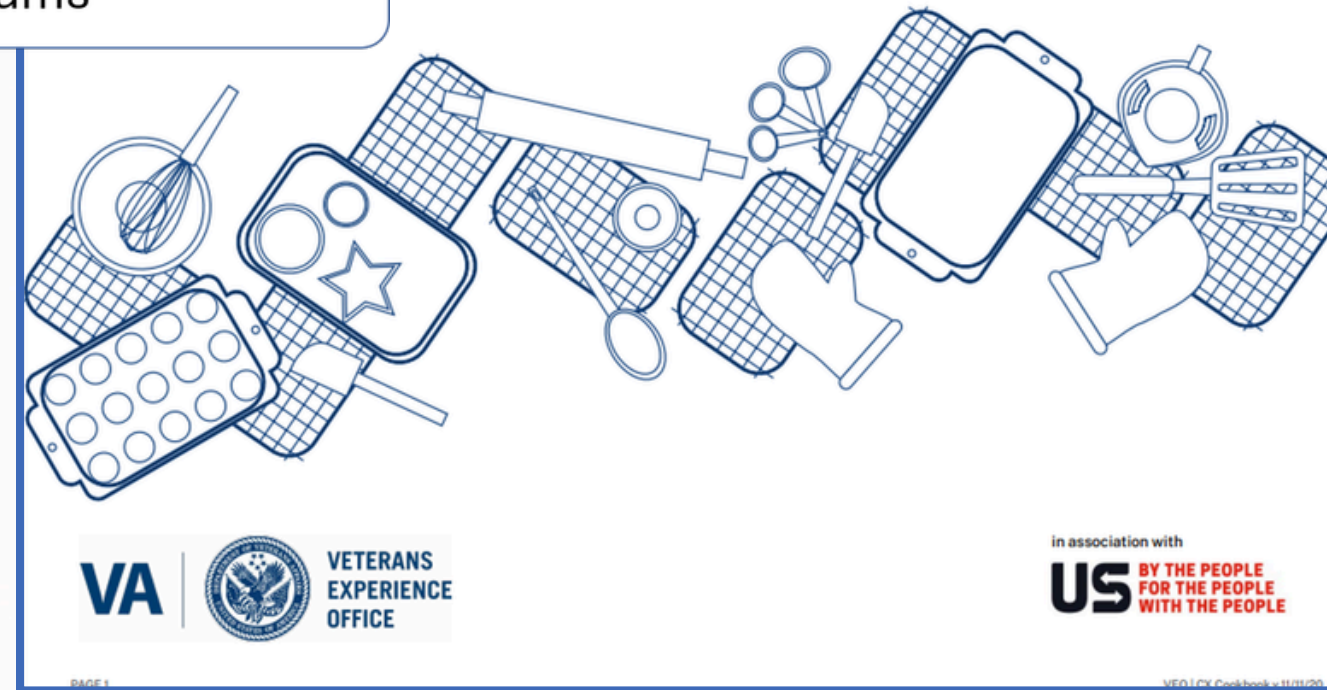
DESIGNING SERVICE EXPERIENCES

Duties & Responsibilities

Standards/Guidance
- CX Cookbook

Trainings

Service Awards Programs



The 8 CX Cooking Categories

By baking-in a variety of ingredients from within the **8 CX Cooking Categories**, agencies can achieve measurable results with positive impacts for the public.



ENABLE OTHERS TO ACT

Strategy: Utilizing Internal & External Levers in Government to Fold CX into the Organization

Operations: Folding CX into Governance, Performance Metrics, Human Resources & Acquisitions

Funding: Secure Funding to Execute, Scale, Sustain & Mature Agency's CX Program

Organization: Positioning CX Program in the Agency for Maximum Impact

Culture: Utilizing Agency Mission, Training & Leadership Development Programs to Drive CX Now & in the Future

Incentives: Reinforcing CX as a Core Business Discipline by Incentivizing CX Performance & Behaviors

Partnerships: Leveraging Partnerships Inside & Outside of Government to Meet Mission, Build Capacity & Bring in Cutting-Edge CX Practices

Capabilities: Implementing CX through Customer Understanding / Human-Centered Design (HCD), Measurement, Service Design & Delivery of Tangible CX Tools to Employees

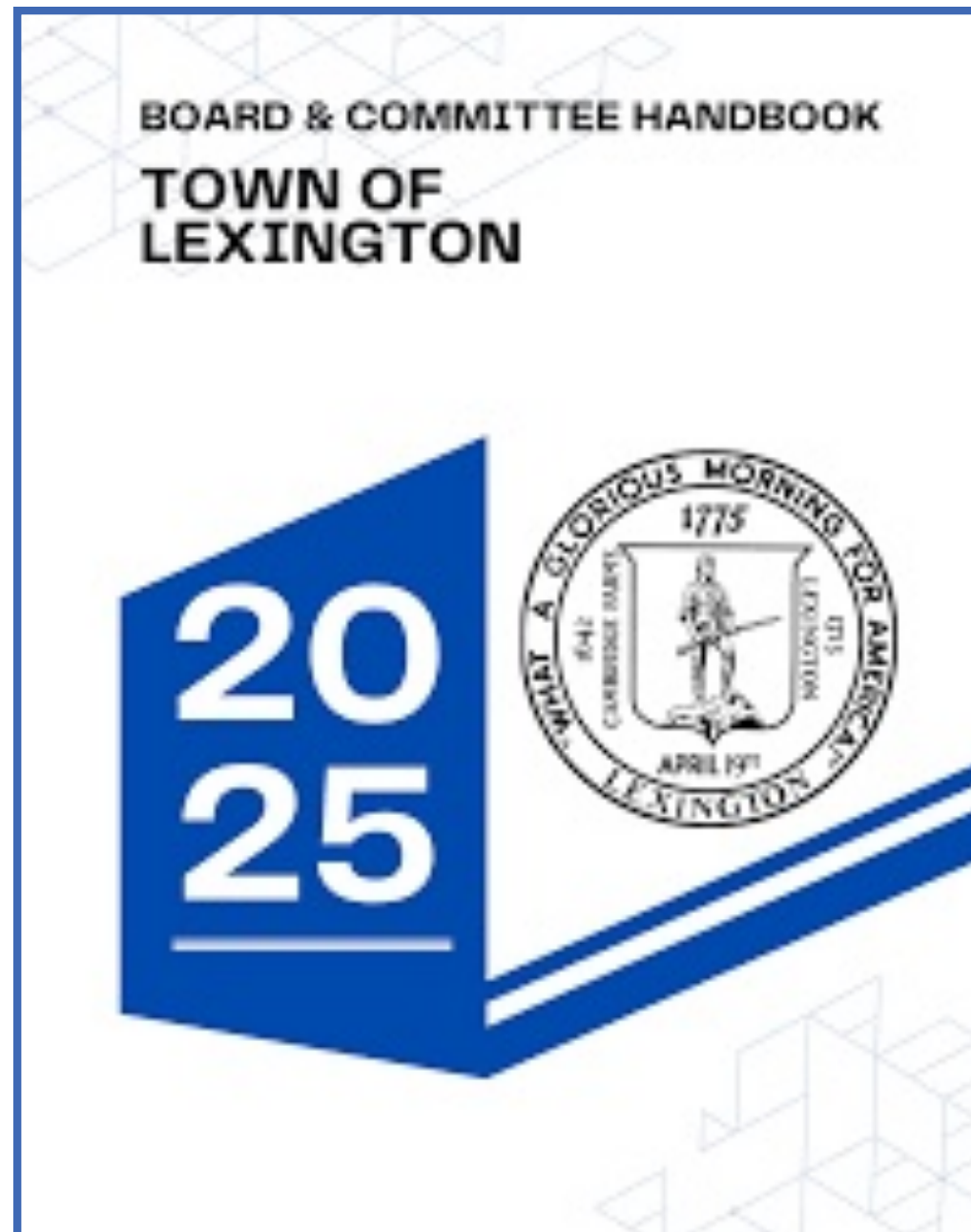
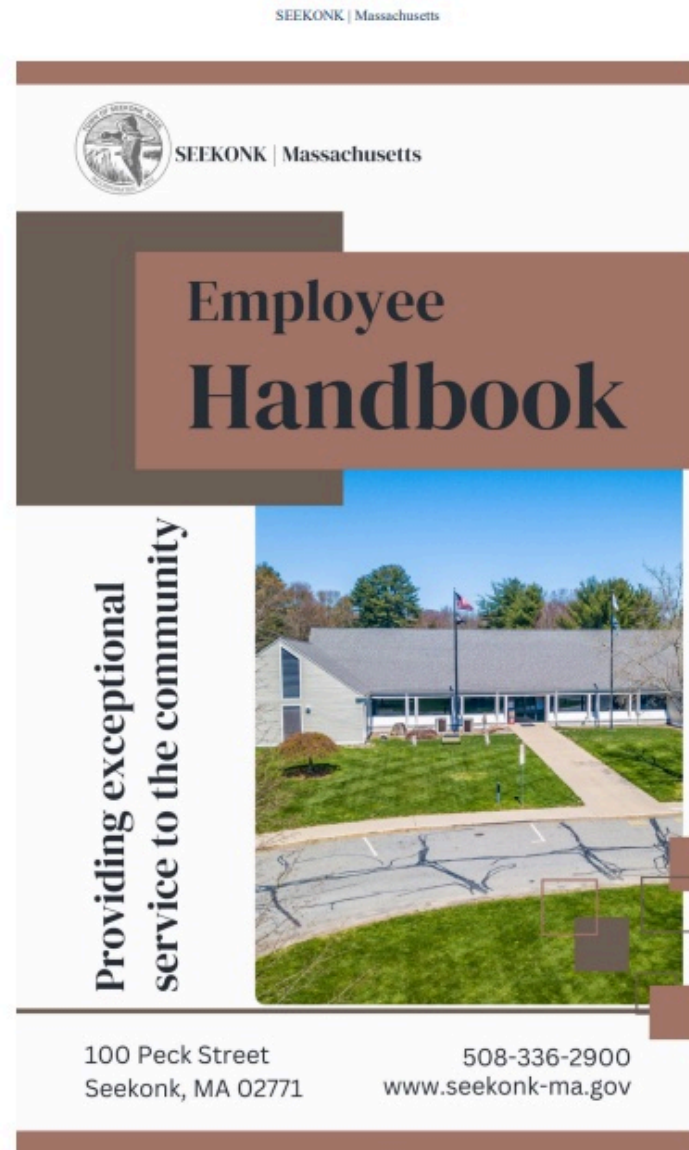
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<https://department.va.gov/veterans-experience/>

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DESIGNING SERVICE EXPERIENCES

ENABLE OTHERS TO ACT



RESPONSIBILITY ALIGNMENT

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DESIGNING SERVICE EXPERIENCES

ENCOURAGE THE HEART

Job or Career?

Descriptions

Postings

Interviews

Onboarding

1st Day/Wk

1st Month/Qtr.

1st
Year/Beyond

Ongoing

Mentor

Reinforce

Recognize

RESPONSIBILITY ALIGNMENT

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TURN VISION INTO REALITY



ENCOURAGE THE HEART



Every position
has a purpose



Put people first -
show them you
care



Pay attention so
you know what
needs to be
improved



Be a
facilitator



Lead by
example



RESPONSIBILITY ALIGNMENT



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GIVE PERMISSION TO PROBLEM SOLVE

ENCOURAGE THE HEART



Every position
has a role



Don't pass the
buck if it can
stop with you



No one is too
high or too
low to pitch in



Be relentless
about details



See mistakes
as learning
opportunities

RESPONSIBILITY ALIGNMENT

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EVERYONE CONTRIBUTES



ENCOURAGE THE HEART



Every position
has a unique and
creative
perspective



Be thoughtful –
take time to
study the process



Be open to new
ideas on how to
solve problems



Find ways to
cut steps, not
corners



Encourage and
support creativity
and curiosity



RESPONSIBILITY ALIGNMENT



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YOU CAN'T DO IT ALONE

ENCOURAGE THE HEART



Every position
must contribute



We are here to
help each other
succeed



Focus on the total
service, from start
to finish – not just
your portion



Knock down
barriers



Ask questions and
LISTEN to the
answers – value
different views

RESPONSIBILITY ALIGNMENT

July 30, 2026



GO ABOVE AND BEYOND

ENCOURAGE THE HEART



Every position
is responsible



Continue to
challenge
yourself



We want the
community to
succeed



All of our behaviors
should match the
vision and values



Demonstrate
appreciation, recognition
and encouragement in
all you do and say.



RESPONSIBILITY ALIGNMENT



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RECOGNIZE THE DIFFERENCE



ENCOURAGE THE HEART

[Home](#) » [Departments](#) » [Town Administrator](#)

Making a Difference: Employee, Volunteer & Community Recognition

[Submit a Recognition](#)

[View Past Recognitions](#)

Making a Difference is a peer-to-peer recognition program. Each month there is an opportunity to recognize and celebrate the amazing work taking place within the Town Hall, and outside of Town Hall, to make a difference in our community. Our hope is that employees, volunteers, and community members will take the time to recognize an employee, a colleague, a volunteer member of a committee, or a supervisor that is making a difference in Dunstable. The criteria are simple – if you see someone going above and beyond the call of duty, if you see someone contributing positively to the work environment, if you witness a small act of kindness, or ANYTHING else that you think deserves recognition – fill out a form and send it in!

Recognitions will be displayed on the town website and the town's YouTube channel. Everyone recognized will be entered into a drawing each month to receive a small token of appreciation. For people to be included in the drawing, we need to receive your completed forms by the end of the calendar month. The drawing will take place in the first week of the month.



RESPONSIBILITY ALIGNMENT



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IMPLEMENTATION ROADMAP



1. ASSESSMENT – VISION VS REALITY
(MAP IT OUT)



DEFINE WHO YOU SERVE



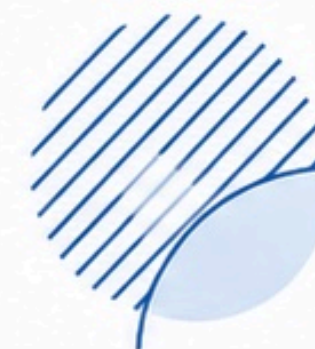
IDENTIFY THEIR NEEDS, WANTS,
EMOTIONS AND BARRIERS



COMPARE TO ORGANIZATIONAL MISSION,
PRIORITIES, AND SERVICES



Understand today. Align for tomorrow. Deliver together.



July 30, 2026





2. CREATE SHARED COMMITMENTS



WHAT WE **START**



WHAT WE **STOP**



WHAT WE **CONTINUE**



WHAT WE **IMPROVE**



WHAT WE **CELEBRATE**



Culture changes one shared commitment at a time.



July 30, 2026

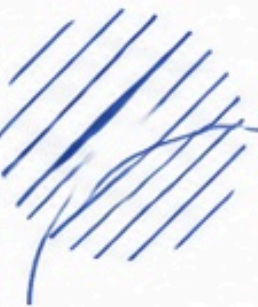


3. DESIGN THINKING QUESTIONS

	WHY	Why should change be made?	Clarify the purpose before changing the process.
	WHAT	What needs to change?	Define the experience—not just the task.
	HOW	How will it happen?	Design the process around people.
	WHO	Who needs to be involved?	Include every voice that improves the outcome.
	WHEN	When is the right time?	Sequence the work for sustainable success.
	WHERE	Where will it take you?	Measure whether the experience improved.



Better questions create better experiences.



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4. TURN INSIGHTS INTO ACTION

Put assessment insights into actionable steps across all areas of service.



ASSESSMENT

Gather. Listen. Understand.



PEOPLE

Build the Culture

- Align behaviors
- Clarify expectations
- Coach leaders
- Recognize success



PLACE

Shape the Environment

- Improve accessibility
- Remove barriers
- Enhance communication
- Create consistency



PROCESS

Improve the Experience

- Simplify workflows
- Eliminate waste
- Standardize service
- Measure results



Every improvement should strengthen People, Place, and Process.

July 30, 2026



STRATEGIC ORGANIZATIONAL ALIGNMENT



THANK YOU

CULTURE = (VALUES + BEHAVIORS) x CONSISTENCY



CALL TO ACTION

- ✓ *You set the tone.*
- ✓ *You inspire others.*
- ✓ *You drive success.*
- ✓ *Your leadership makes the difference every day.*



Like other community plans, intentional organizational alignment is critical for success with all the demands that are placed on a municipality.



Without planned alignment, the community is not a true reflection of the values and direction of the community.



As employees of the leading organization that represents the community, it is **our responsibility, our purpose.**



*Great organizations don't happen by chance. They happen **by design.***



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