



Town of Hubbardston FY24 Select Board Goals

- Explore ways to bring in new revenue for the Town of Hubbardston: This includes supporting the allocation of town resources to assist in obtaining funding for municipal projects and services, and collaborating with the Town Administrator and Finance Team to effectively generate revenue through real and personal property taxes.
- Support and implement a measure to eliminate the town's systematic deficit over time. The plan will identify the root causes of the deficit and develop strategies to address them. The plan will also be measurable, attainable, relevant, and time-bound. The town will develop a plan, seek public input, and communicate the plan to residents.
- Increase civic engagement in the town by creating a more accessible and transparent town government. Support measures that effectively promote town meetings more, making it easier for residents to volunteer, and researching new ways to communicate with residents.
- Attract and retain talented staff by implementing measures that support their professional development, compensation, benefits, and work-life balance. Provide opportunities for professional development, and create a positive work environment.
- Increase the efficiency and effectiveness of town by supporting measures that review town processes, automate tasks, invest in new technology, and creating a culture of continuous improvement.
- Support measures that update town facilities and make capital investments to ensure the long-term sustainability of the town.
- Support measures that increase opportunity for economic development in the town. Ensure processes and procedures are business-friendly by supporting the streamlining permitting processes, marketing the town to potential businesses, aiding them in finding the resources to succeed.

Based on the goals of the Select Board, the following SMART goals attempt to move each major goal in a positive direction during FY24. The goals will be managed by the Town Administrator who will work with employees and relevant boards and committees to implement them and provide the Select Board results, studies, policies, procedures, and measures, that support the town in a way rooted in their goals.

IMMEDIATE GOALS

- Improve the performance of town personnel through training and development.
- Identify opportunities to make municipal services more efficient and cost-effective.
- Perform a comprehensive compensation survey to ensure internal and external equity, promoting fairness and transparency in compensation practices.
- Implement a comprehensive revamp of the Capital Improvement Planning process to enhance efficiency, prioritize projects, and optimize resource allocation.
- Create a communications plan to increase voter turnout and engagement.

STRATEGIC GOALS TOWARD LONG-TERM OBJECTIVES

- Implement targeted measures to address and rectify the systematic deficit in the Town of Hubbardston.
- Study the feasibility of creating an OPEB trust and retiree healthcare plan for town employees.
- Strategize funding for shovel-ready plans with the Public Safety Building Committee to ensure efficient project progression.
- Increase resident engagement in town governance by the end of FY24.
- Review of Site Plan Review Process to Streamline and Attract Businesses

Goal: Improve the performance of town personnel through training and development.

Specific: To provide all town personnel with at least two relevant training session per year to enhance their skills and knowledge, leading to improved job performance and professional growth.

Measurable: Each employee will have attended at least one relevant training session by the end of the year, as recorded in individual training records and attendance logs.

Achievable: The town will collaborate with department heads and supervisors to identify and schedule relevant training sessions that accommodate the diverse needs of town personnel.

Relevant: Providing regular training opportunities aligns with the town's commitment to fostering a skilled and capable workforce. It empowers employees to perform their duties more effectively and contributes to the overall growth and efficiency of the organization.

Time-bound: All employees attended at least one relevant training session by the end of the year.

Deliverable: A comprehensive training plan that identifies and schedules relevant training sessions for all town personnel by department.

The deliverable of a comprehensive training plan will help to ensure that the goal is met. The plan will include the following information:

- The specific skills and knowledge that employees need to be trained on.
- The types of training sessions that will be offered.
- The proposed schedule for the training sessions.
- The training plan will be developed in collaboration with department heads and supervisors to ensure that it meets the needs of all town personnel. The plan should also be reviewed and updated on a regular basis to ensure that it is still relevant and effective.

By adding a deliverable to the SMART goal, we have made it even more specific, measurable, achievable, relevant, and time-bound. This will help to ensure that the goal is met and that the town is able to provide its personnel with the training they need to be successful.

Goal: Identify opportunities to make municipal services more efficient and cost-effective.

Specific: Conduct a thorough review of the current service and internal operations in our organization and identify areas where automation can be applied effectively. The review will involve studying potential vendors and developing a detailed plan to implement automation, one module at a time.

Measurable: Within the next 9 months, we will complete a comprehensive review of operations and identify at least three suitable vendors that offer automation solutions. The plan will outline a timeline for implementing automation modules, with the successful implementation of the first module as a key milestone.

Achievable: A cross-functional team will lead the review process. The team will research and assess various automation vendors, considering factors such as compatibility, cost, and scalability. They will collaborate to develop a practical implementation plan with achievable milestones.

Relevant: Automating service operations is essential to enhance efficiency, reduce response times, and improve the overall quality of service provided to our constituents. This goal aligns with our commitment to continuous improvement and excellent customer service.

Time-bound: The review and vendor assessment will be completed within the first 3 months. The plan for implementing the first automation module will be finalized within 6 months, and the first module will be successfully deployed within 9 months.

Deliverable: The deliverable for this goal is a report that will identify opportunities for automation in municipal services and a plan for implementing those opportunities. The report will be comprehensive and will include the following sections:

By achieving this Smart Goal, our organization aims to modernize and optimize constituent service operations, resulting in improved response times and enhanced customer satisfaction. The incremental approach to automation will allow for a smoother transition and provide opportunities to learn from each implementation, ensuring the long-term success of the overall automation initiative.

Goal: Perform a comprehensive compensation survey to ensure internal and external equity, promoting fairness and transparency in compensation practices.

Specific: Conduct a comprehensive analysis of its current compensation practices, including salary structures, job classifications, and benefits packages. The analysis will identify areas where compensation practices can be improved and will develop recommendations for adjusting compensation practices to be fairer and more transparent. The report will be disseminated to all employees and relevant stakeholders.

Measurable: The study will be completed within 12 months. The report will identify areas where the town's compensation practices can be improved. The report will make recommendations for adjusting the town's compensation practices to be more competitive both internally and externally. The report will be distributed to all employees and relevant stakeholders within 6 months of the study's completion.

Achievable: The study will be conducted in collaboration with employees, managers, and union representatives. The study will use a variety of data sources, including surveys, interviews, and job market analysis. The town will research and apply for grants that could be used to fund the study.

Relevant: Employee retention and compensation are crucial aspects of maintaining a skilled and motivated workforce. This study aligns with the town's commitment to employee well-being and will enhance the town's reputation as an attractive employer. The study will provide data-driven insights that can be used to make informed decisions about compensation practices. The study will be relevant to the town's mission and strategic objectives.

Time-bound: The wage and classification study will be completed within 12 months from the start date.

The study will help to attract and retain talented employees, which is essential to the town's success. The study will help to promote transparency and accountability in the town's compensation practices.

Goal: Implement a comprehensive revamp of the Capital Improvement Planning process to enhance efficiency, prioritize projects, and optimize resource allocation.

Specific: The CIP process will be reviewed and revamped to include a clear and concise process for identifying, prioritizing, and funding capital projects, a robust data collection and analysis process to inform decision-making, and a transparent and collaborative process that engages all stakeholders. The CIP process will also be updated to include a 5-10 year plan and to ensure that capital projects are properly prioritized.

Measurable: The CIP process will be evaluated annually to assess its effectiveness in achieving the following measurable goals:

- **Prioritizing projects:** The CIP process will be evaluated to determine whether it has ensured that capital projects are aligned with the town's strategic goals and objectives. This will be measured by tracking the percentage of capital projects that are aligned with the town's strategic goals and objectives.
- **Optimizing resource allocation:** The CIP process will be evaluated to determine whether it has ensured that capital projects are funded in a way that maximizes their benefits. This will be measured by tracking the return on investment (ROI) for capital projects.

Achievable: The CIP process will be implemented by local department heads and board members with expertise in capital planning, project management, and financial analysis. The CIP process will be implemented in a phased approach to ensure that it is manageable and sustainable from FY25 onward.

Relevant: The CIP process is essential to the town's ability to maintain and improve its infrastructure and facilities, attract and retain businesses and residents, and achieve its strategic goals and objectives.

Time-bound: The updated CIP will be presented to within 6 months.

Deliverable:

- A comprehensive report that outlines the revamped CIP process, including its key elements, implementation plan, and expected benefits.
- An updated CIP with substantial additions, including a 5–10-year plan and a prioritization matrix.

Goal: Create a communications plan to increase voter turnout and engagement.

Specific: The goal is to develop a comprehensive communications plan for the upcoming town meetings and elections. The plan will include the timely release of key schedules and documents, a YouTube video featuring the Town Administrator, Town Clerk, and Moderator, a dedicated session at the senior center, multiple hybrid question and answer sessions, and a Code Red reverse 911 message ahead of the actual meeting, and at least one mailing.

Measurable: The success of the communications plan will be measured based on the following key performance indicators:

- Timely release of schedules and documents to all relevant stakeholders.
- The YouTube video reaches a minimum of 100 views before the meeting date.
- The senior center session attracts at least 25 attendees.
- Each hybrid question and answer session achieves a minimum of 10 attendees.
- The Code Red reverse 911 message reaches at least 90% of the town's residents.

Achievable: The Town Administrator, in collaboration with the Town Clerk, Moderator, and relevant staff members, will lead the creation and execution of the communications plan. Resources such as video recording equipment, online meeting platforms, and access to the Code Red reverse 911 system will be utilized to ensure the plan's successful implementation.

Relevant: A strong communications plan is essential to ensure transparency, engagement, and participation in town meetings and elections. By providing accessible information and multiple avenues for residents to ask questions and seek clarification, the plan aims to enhance civic participation and empower the community in decision-making processes.

Time-bound: The communications plan will be created, finalized, and launched at least two months before the scheduled town meeting and elections. The plan will be in effect until the conclusion of the event.

Deliverable: A comprehensive strategic communications plan that outlines the goals, objectives, strategies, and tactics for increasing election and town meeting awareness and involvement.

The town will facilitate effective communication and engagement among residents by communicating a clear and concise message about the importance of elections and town meetings, engaging with all segments of the community, and evaluating the plan's effectiveness and making necessary adjustments. This comprehensive approach aims to foster trust and collaboration between local government and residents, ultimately leading to better-informed decisions that reflect the needs and preferences of the entire community.

Goal: Increase resident engagement in town governance by 15% by the end of FY24.

Specific: Increase resident engagement in town governance, which can be measured by the following metrics:

- Attendance at town meetings
- Number and diversity of volunteers
- Regular communication of SB activity to residents

Measurable: The goal is measurable by setting specific targets for each metric. For example, the goal could be to increase attendance at town meetings by 10%, increase the number of volunteers by 5%, and research and implement two new ways to regularly communicate SB activity to residents.

Attainable: The goal is attainable by setting realistic targets and allocating the necessary resources. For example, the goal of increasing attendance at town meetings by 10% is attainable if the town makes a concerted effort to promote the meetings and make them more accessible to residents.

Relevant: The goal of increasing resident engagement in town governance is relevant to the town's goal of creating a more participatory and inclusive community.

Time-bound: The goal has a specific deadline of the end of FY24. This will help to ensure that the goal is achieved in a timely manner.

Deliverables:

- Make it easier for residents to volunteer. The town can make it easier for residents to volunteer by providing clear and concise information about volunteer opportunities and by making it easy to sign up to volunteer.
- Research new ways to communicate with residents. The town can research new ways to communicate with residents, such as through social media, text messaging, and online surveys. They can also work with local businesses and organizations to promote town activities and events.
- Launch a civic engagement campaign to raise awareness of the importance of civic engagement and to encourage residents to get involved in town government. The campaign can use a variety of channels, such as social media, email, and print advertising.

Goal: Implement Targeted Measures to Address and Rectify the Systematic Deficit in the Town of Hubbardston

Specific: The goal is to eliminate the systematic deficit plaguing the Town of Hubbardston by proposing an override plan in the fall of 2023. The plan will focus on affording education, public safety, roads, and municipal services. Additionally, efforts will be made to work with regional and state partners to increase state funding, secure grants, and explore regional opportunities.

Measurable: Within the next year, the following objectives will be achieved:

- Develop a comprehensive override plan that addresses the specific funding needs of education, public safety, roads, and municipal services, aiming to eliminate the systematic deficit.
- Engage with regional and state partners to explore opportunities for increased state funding and secure grants to support town projects and initiatives.
- Present the override plan to the town residents for approval during FY24.

Achievable: The Town Administrator, in collaboration with the Finance Team, department heads, and relevant stakeholders, will lead the development and implementation of the override plan. Engaging with regional and state partners is feasible through established communication channels and partnerships.

Relevant: Addressing the systematic deficit is crucial to the financial stability and well-being of the town. The focus on education, public safety, roads, and municipal services aligns with the town's commitment to providing essential services to residents.

Time-bound: The override plan will be developed and presented to the town residents for approval during the fall 2023 election. The plan's implementation, including securing increased state funding and grants, will be completed within one year from the plan's approval.

Deliverables:

- A comprehensive override plan that outlines the goals, objectives, strategies, and tactics for addressing the systematic deficit.
- A public information campaign to educate residents about the override plan and its benefits.
- A process for working with regional and state partners to increase state funding, secure grants, and explore regional opportunities.

By achieving this Smart Goal, the Town of Hubbardston will take significant strides in eliminating the systematic deficit and improving essential services for its residents. The efforts to collaborate with regional and state partners will provide additional resources and support for town initiatives, fostering long-term financial sustainability and prosperity for the community.

Goal: Conduct a comprehensive feasibility study for the implementation of an Other Post Employment Benefits (OPEB) trust and retiree healthcare for tenured employees.

Specific: Collaborate with staff to conduct a thorough study and explore feasible ways to implement Other Post-Employment Benefits (OPEB) and offer retiree healthcare to eligible town employees.

Measurable: Over the next 6 months, assess the town's financial situation and projected budgetary constraints accurately to determine the affordability and sustainability of introducing OPEB and retiree healthcare options.

Achievable: By leveraging the expertise of the staff and forming a dedicated task force, we will ensure that we have the necessary resources and knowledge to conduct a comprehensive analysis and design a viable plan that meets the needs of the town and its retired employees.

Relevant: Offering OPEB and retiree healthcare is in line with the town's commitment to support and value its workforce, both current and retired. This goal is essential in fostering a positive work environment and attracting and retaining skilled employees.

Time-bound: Within the 9-month timeframe, we will complete the study and present the proposed plan to the Select Board. This deadline allows for adequate research, evaluation, and collaboration among staff members.

By pursuing this Smart Goal collectively with the town staff, we aim to ensure that the process of implementing OPEB and retiree healthcare is well-informed, transparent, and inclusive, promoting a sense of ownership and responsibility among the staff and resulting in a successful and sustainable outcome for the town and its employees.

Goal: Review of Site Plan Review Process to Streamline and Attract Businesses

Specific: The review of the site plan review process will assess the current process and identify barriers to business development. It will propose actionable solutions to streamline the process and attract more businesses to the area.

Measurable: The success of the review will be measured by the following metrics:

- The number of barriers to business development identified.
- The number of actionable solutions proposed.
- The level of satisfaction with the review process among land use departments, business stakeholders, and residents. This will be measured through surveys and interviews.

Achievable: The review will be conducted by a town administration, Land Use Staff, and members of the planning board.

Relevant: The review is relevant to the town's overall goal of economic development. By streamlining the special permit and site plan review process, the town will make it easier for businesses to start and expand in Hubbardston, which will lead to increased economic activity and job creation.

The review is also relevant to the town's specific goals of attracting new businesses and creating jobs. By identifying and addressing the barriers to business development, the town will make Hubbardston a more attractive place for businesses to locate.

Time-bound: The review will be completed within 12 months from the start date. This will ensure that the review is completed in a timely manner and that the recommendations can be implemented as soon as possible.

Deliverable: A comprehensive report providing an overview of the review process, the identified barriers, the proposed solutions. This information will be essential for making informed decisions about how to improve the special permit and site plan review process in Hubbardston.

Goal Strategize funding for shovel-ready plans with the Public Safety Building Committee to ensure efficient project progression.

Specific: The Public Safety Building Committee will work with the town administrator to develop a funding strategy for the shovel-ready plans. This will involve identifying potential sources of funding, such as state grants, private donations, and municipal bonds.

Measurable: The success of the funding strategy will be measured by the following metrics:

- The amount of funding secured for the shovel-ready plans.
- The number of shovel-ready plans that are completed.
- The time it takes to secure funding for the shovel-ready plans.

Achievable: The funding strategy will be developed within 12 months from the start date. This will ensure that the funding strategy is completed in a timely manner and that the shovel-ready plans can be implemented as soon as possible.

Relevant: The funding strategy is relevant to the town's overall goal of improving public safety. By securing funding for the shovel-ready plans, the town will be able to improve the efficiency of the police department and the fire department, which will lead to increased public safety.

The funding strategy is also relevant to the town's specific goals of improving the efficiency of the police department and the fire department. By securing funding for the shovel-ready plans, the town will be able to improve the efficiency of these departments, which will lead to increased public safety.

Time-bound: The funding strategy will be developed within 12 months from the start date. This will ensure that the funding strategy is completed in a timely manner and that the shovel-ready plans can be requested as soon as possible.

Deliverable:

The deliverables of the funding strategy will include:

- A feasibility study that analyzes the cost of the shovel-ready plans and identifies potential sources of funding.
- An action plan that outlines the steps necessary to secure funding for the shovel-ready plans.