



Hubbardston
Massachusetts

Entry Findings

December 2022 – May 2023

Town Administrator Nathan R. Boudreau, MPA

Entry Objectives

- **Learn about Hubbardston's internal process, values, and culture**
- **Cultivate relationships and build rapport through active listening**
- **Develop a written assessment of town operations and create initial goals**
- **Create department-specific operation plans**

How

- **Conduct document analysis**
- **Interview employees**
- **Meet with elected and appointed boards and committees**
- **Hold virtual and in-person public meetings to determine resident priorities**
- **Visit local businesses and organizations to understand their needs and potential partnerships**
- **Tour relevant town infrastructure to assess current state and plan for capital improvements**

Communications

- **Create a comprehensive communication plan**
- **Establish a citizen advisory committee**
- **Continue open office hours**
- **Publish regular reports**
- **Use targeted marketing campaigns for economic development**

Public Buildings

- **Prioritize restoring and refurbishing public safety facilities**
- **Allocate funds for modern equipment and technology**
- **Work with Public Safety Building Committee on a new Public Safety Building**

Economic Development

- **Complete the supplemental uses bylaw**
- **Invest in necessary infrastructure**
- **Develop a comprehensive marketing strategy**
- **Create new business experiences**
- **Collaborate with economic development partners**

Human Resources

- **Complete the supplemental uses bylaw**
- **Invest in necessary infrastructure**
- **Develop a comprehensive marketing strategy**
- **Create new business experiences**
- **Collaborate with economic development partners**

Budget

- **Increase transparency and engage residents**
- **Organize budgeting processes effectively**
- **Ensure budget decisions align with community priorities**
- **Utilize centralized budgeting software**

Financial Management

- **Prioritize staff training**
- **Increase accountability**
- **Reinforce financial policies**

2.5 Override

- **Addressing the structural deficit**
- **Increasing revenue streams**
- **Reducing costs and renegotiating contracts**
- **Engaging residents in decision-making**
- **Creating a municipal override committee**

Long Range Planning

- **Importance of updating long-range plans**
- **Infrastructure and public services improvement plans**
- **Economic development, job creation, and financial planning**
- **Revamp capital improvement plan**

Thank
You