



**Hubbardston**  
**Massachusetts**

**FISCAL YEAR 2023**

# **FINANCIAL SUMMARY**

**This report was prepared by Hubbardston Finance Management Team and the Office of the Town Administrator. If you have comments or questions regarding this report, please contact Nathan R. Boudreau, Town Administrator, at [admin@hubbardstonma.us](mailto:admin@hubbardstonma.us) or 978-928-1400 x200.**

# FISCAL YEAR 2023 FINANCIAL SUMMARY

Welcome to the Hubbardston Annual Financial Summary. In our ongoing commitment to fostering transparency and open communication with residents, we are pleased to present this summary as a concise and accessible overview of Hubbardston's financial landscape. Through the pages that follow, you will find key financial data drawn from various sources.

This AFS aims to provide you with a clear understanding of how tax dollars are being utilized, while offering insights into the Town's financial priorities. As we close out Fiscal Year 2023, we hope you will gain a deeper appreciation for the responsible management of our resources and the dedication to the betterment of Hubbardston's future.

We hope that you will find the AFS informative and helpful.. Upon receipt of the Comprehensive Audit for FY23, this summary will be updated into our first **Popular Annual Financial Report** and released in late-2023. We appreciate your interest in the town's finances and welcome your feedback.

Follow the links below to contact the Town Administrator



# Hubbardston

## COMMUNITY PROFILE

Hubbardston was originally part of Rutland until it became a town in 1767. It was named for Thomas Hubbard, one of the original proprietors. The first European settlers were recorded in 1737, and the community was sparsely settled and almost solely agricultural. By the 18th century, there were sawmills, potash works, and cottage industries, including making palm leaf hats, chairs, cabinets, shoes, and horse blankets.

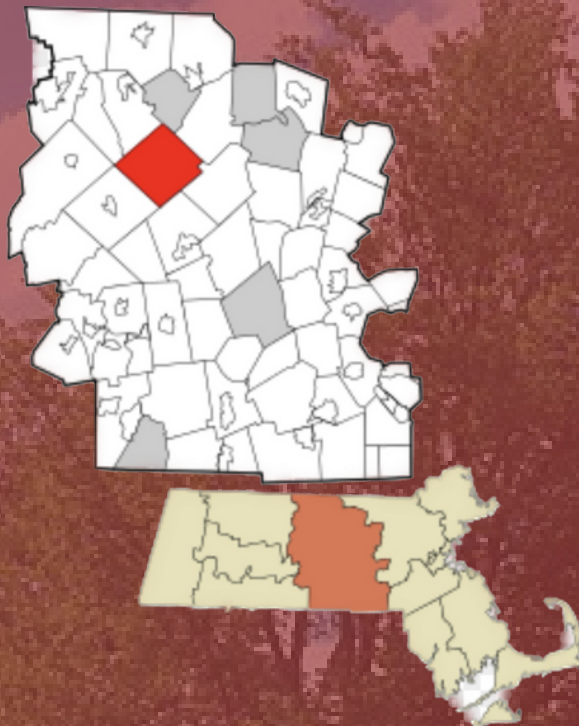
The town's early economy was based on agriculture and small-scale chair, boot, and shoe manufacturing. By the 19th century, dairy and berry farming and market gardening were significant enterprises, with immigrants from Ireland, France, England, Sweden, and Finland coming to work on local farms.

The town of Hubbardston is located 17 miles northwest of Worcester in Worcester County. It is bounded on the northwest by Phillipston and Templeton; the northeast by Gardner and Westminister; the southeast by Princeton and Rutland; and the southwest by Barre. It is home to 4,400 residents living in a rural community of 42 square miles, 2.19% of which is water. The town was incorporated in 1767.

Hubbardston's quality of life is improved by its open space, recreational opportunities, special events, and commitment to volunteerism. It is also committed to growing in a way that is good for the environment and history while ensuring its economy grows. This approach ensures that Hubbardston will continue to be a strong and healthy community for many years.

Hubbardston's general government services include police and fire protection, public works, parks and recreation, a senior center, and a library. Hubbardston is part of the Montachusett Regional Vocational Technical School region and the Quabbin Regional School District, which is made up of Hubbardston, Barre, Hardwick, New Braintree, and Oakham, for the education of its students.

For more information on Hubbardston, visit the official town website.



**Incorporated:** 1767  
**Land Area:** 42 square miles  
**Elevation:** 993 feet  
**Public Roads:** 85.96  
**Population:** 4464  
**County:** Worcester  
**Government:** Open Town Meeting  
**FY23 Tax Rate:** \$13.03

### Town Charter and Bylaws

### 2023 SELECT BOARD

Jeff Williams, Chair  
Katie Young, Vice Chair  
Heather Munroe, Clerk  
Kris Pareago, Member  
Peter Walker, Member

## HELPFUL LINKS

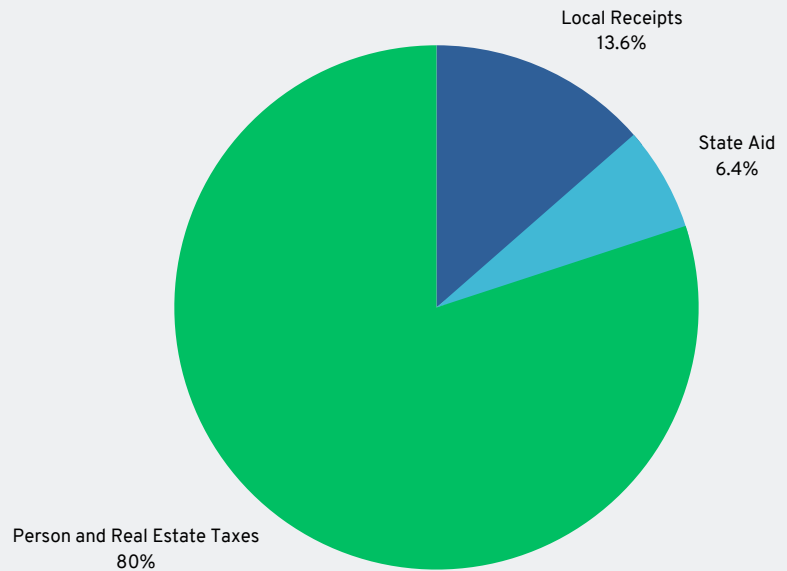


**Hubbardston**  
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# FY23 REVENUES & EXPENDITURES

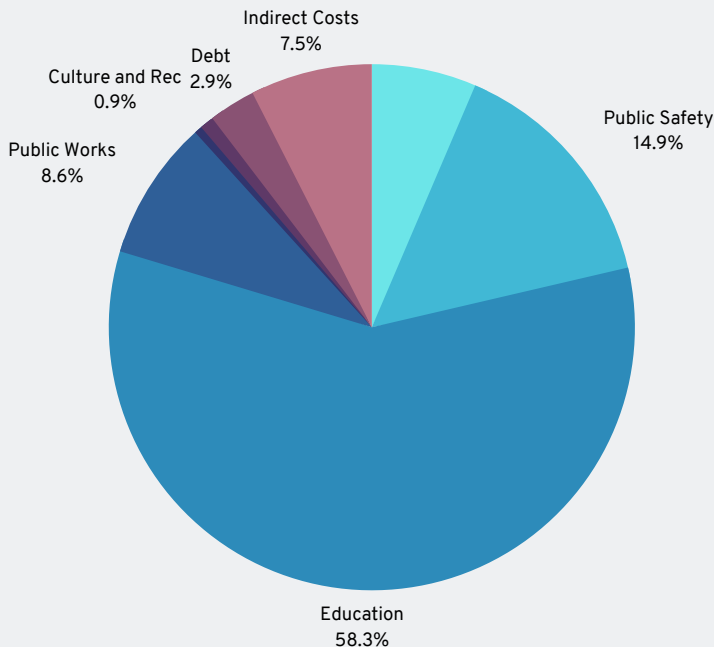
Hubbardston's fiscal year 2023 saw slight revenue growth, primarily driven by substantial property tax collections. The town's reliance on property tax as a primary revenue source has contributed to its financial stability. Additionally, Hubbardston has received Payment in Lieu of Taxes (PILOT) funding from various state-owned lands and solar arrays within its jurisdiction, further contributing to its revenue streams.

However, this financial landscape also highlights a critical need for diversification. While the current revenue influx is promising, there is an underlying recognition that continued dependence on one-time revenue injections to supplement the operating budget may only be sustainable in the short run. As Hubbardston plans for the future, the town is actively exploring avenues to expand its revenue base, seeking sustainable sources that will fortify its financial resilience and ensure the continued growth and prosperity of the community.



Hubbardston's fiscal year 2023 expenditures were carefully scrutinized and managed to maintain fiscal responsibility while addressing the community's diverse needs. Education was the town's largest expense, reflecting its commitment to providing quality education to its residents. However, this emphasis on education also prompted a need for strategic budget adjustments.

Facing limited resources, Hubbardston navigated its financial landscape with prudence and accountability. This led to difficult decisions, such as making targeted cuts to certain budget areas to ensure that the essential education assessment could be met.



Meanwhile, other essential services within the town have remained level funded for several years. This demonstrates Hubbardston's commitment to maintaining consistency in vital public services, even amidst financial challenges.

As Hubbardston continues to navigate the evolving financial landscape, it remains dedicated to responsible fiscal management. The town is vigilant in its pursuit of optimizing resources, seeking innovative solutions, and fostering collaboration between community stakeholders to ensure a sustainable financial framework that benefits all residents now and in the future.

# FISCAL YEAR IN REVIEW

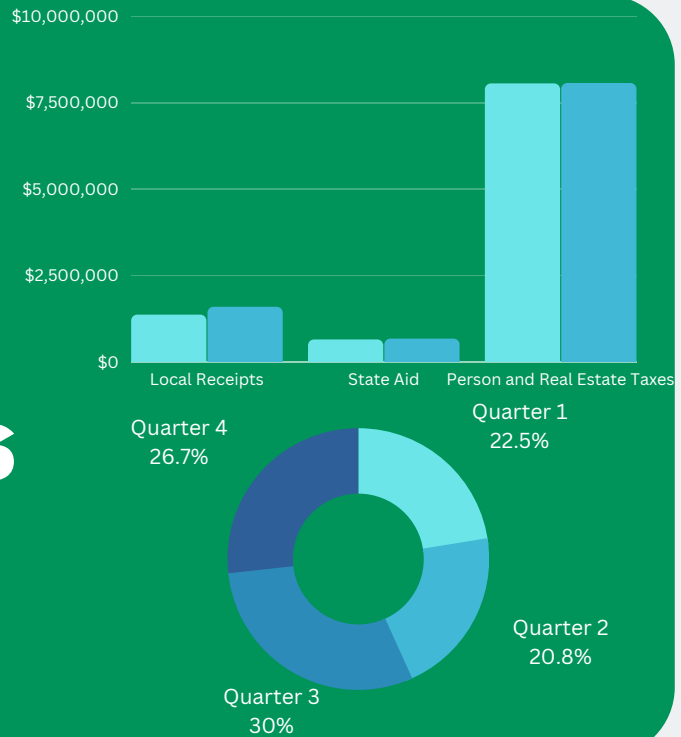
## FY23 REVENUE



TOTAL ESTIMATED  
**\$10,063,294.81**



TOTAL COLLECTED TO DATE  
**\$10,325,526.16**



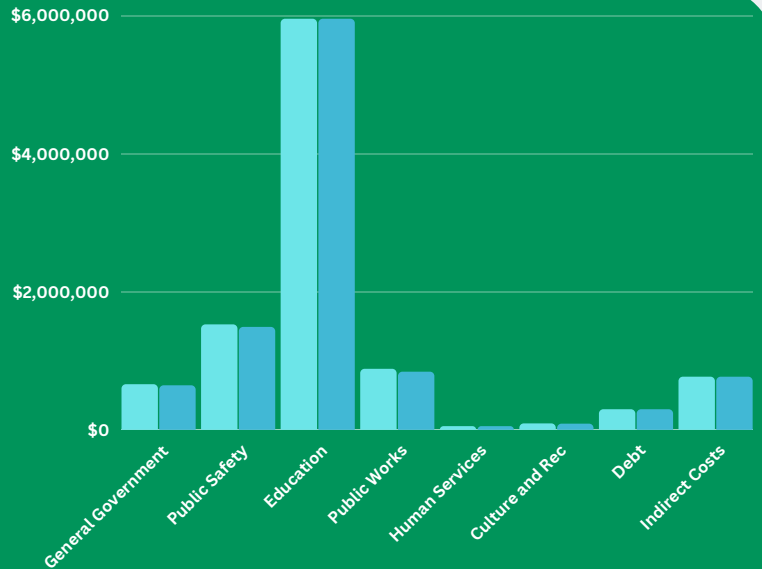
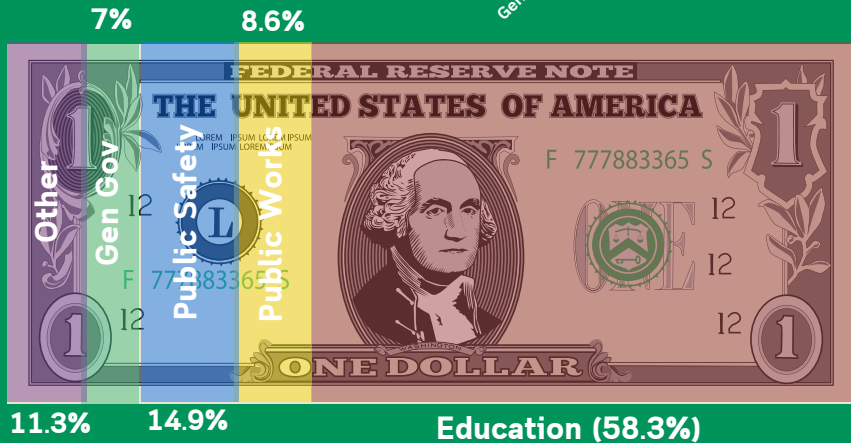
## FY23 EXPENSES



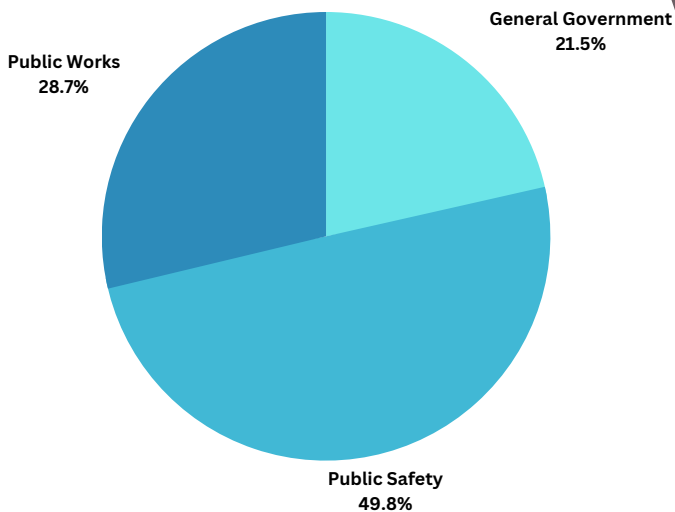
TOTAL BUDGETED  
**\$10,206,382**



TOTAL EXPENDED  
**\$10,108,813**  
(99.04% of allocations spent)



# GENERAL FUND EXPENDITURES



\$1,523,147



\$656,366



\$879,400



## Public Safety

Public Safety encompasses ensuring community well-being by coordinating police, fire, EMS, and dispatch services for emergency response and protection.



## General Government

The General Government oversees town services within a yearly budget, manages finances, land use, and collaborates with elected/appointed officials for town betterment.



## Public Works

Public Works involves managing and maintaining essential infrastructure like roads, utilities, and public facilities to enhance community functionality and quality of life.



The Hubbardston Select Board is seeking members of the community to get involved in our town's various boards and committees. These organizations play a vital role in shaping the future of our community, and your participation can make a significant difference.

Please click [here](#) to view a complete list of current availabilities. To be considered, please fill out either the [Appointment Request Webform](#) or the hardcopy paper form and return it to the Office of the Select Board. Don't hesitate to contact the Select Board, Chair of the entity you wish to serve, or Town Administrator Nathan Boudreau with questions.

# NAVIGATING PILOT PAYMENTS

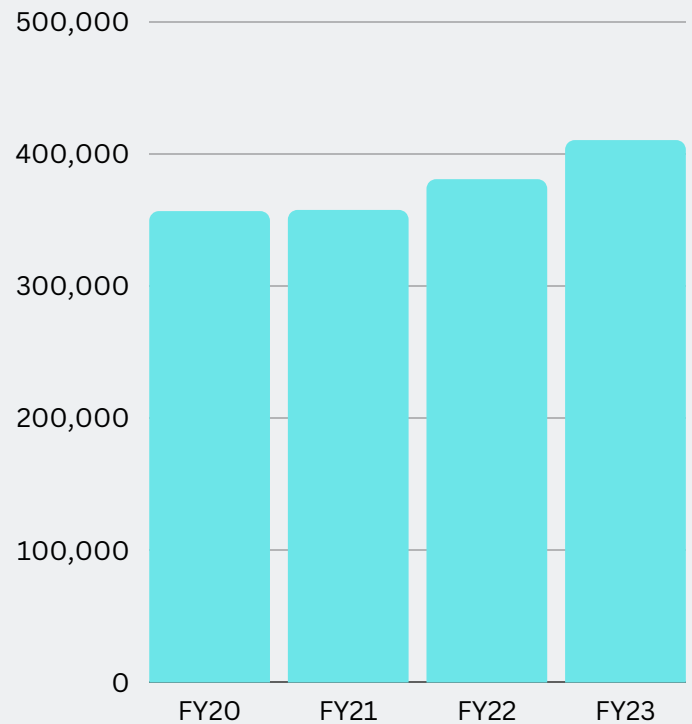
While it might not involve flying aircraft or piloting spacecraft, PILOT payments (Payment in Lieu of Taxes) present their own intriguing journey. Hubbardston has tapped into this financial stream, receiving PILOT payments from diverse sources, including solar arrays and watershed lands. The following section delves into the peculiarities, exploring how these unique revenue streams contribute to the town's financial landscape.

## WATERSHED PILOTS

The DCR Watershed PILOT Program provides Hubbardston with a stable funding source supporting our vital services. The program guarantees consistent and reliable payments to Hubbardston, which allows us to plan, develop, and sustain essential services that contribute to the well-being of our community.

The program also fosters collaboration between the DCR and Hubbardston. Hubbardston's Watershed Management PILOT amount is determined by multiplying the Department of Revenue (DOR) valuation of the DCR Division of Water Supply Protection land by the local commercial tax rate. Residents can learn more by visiting <https://www.mass.gov/info-details/watershed-payments-in-lieu-of-taxes-pilot#pilot-values->

*Calculated as part of Local Receipts*



## Solar PILOTS

Over the past 5-years, Hubbardston has worked with solar developers to develop Solar PILOT agreements. These payments exemplify the symbiotic relationship between innovation and responsible progress.

The solar pilots, aptly named, symbolize a partnership where solar arrays generate clean power while also contributing to the town's economic vitality. As the sun's energy is harnessed and translated into electricity and community support, This financial impact underscores the town's dedication to a cleaner future.

*Calculated as part of the Tax Levy*

Company	FY23 Amount
KS Solar	\$ 37,614.95
Sune Solar	\$ 48,328.52
Old Westminster Solar	\$ 21,500.71
Old Westminster Solar 2	\$ 20,725.00
Williamsville Road Solar	\$ 2,779.84

## Marijuana Community Impact Fees

The anticipation among residents regarding the Marijuana Community Impact Fees, slated for payment to the municipality as outlined in the Host Community Agreements (HCA), has been growing.

The Town of Hubbardston has yet to receive any revenue from this source. Notably, in November 2022, the State Legislature enacted a comprehensive series of marijuana reforms, currently undergoing thorough review by the Cannabis Control Commission. However, based on preliminary guidance before the official release, it appears unlikely that the town will witness substantial, if any, supplementary revenue. Further clarity is anticipated by November 2023, and for detailed updates, we encourage you to visit the CCC webpage.

# FISCAL YEAR 2023 ACCOMPLISHMENTS



The Town of Hubbardston is pleased to present **just a few** of our FY23 accomplishments in various areas, including infrastructure development, community engagement, and personnel management.

## **Town Center Project Initiation**

One of the town's most significant accomplishments of the year was the successful launch of the Town Center Project. This initiative aims to revitalize and enhance the heart of Hubbardston, creating a vibrant and welcoming space for residents and visitors alike. Completion in June 2024.

## **Support for Local Businesses, Infrastructure, and Capital**

With the allocation of funds from the American Rescue Plan Act (ARPA), Hubbardston made substantial investments in its infrastructure, local business, and capital projects. These allocations were strategically utilized to upgrade public facilities, enhance roads and utilities, and improve overall community amenities, ensuring a better quality of life for all residents. Additionally, Hubbardston prioritized local businesses in 2023, providing them with support and resources to thrive in a challenging economic climate.

## **Events & Happenings**

In 2023, Hubbardston held a number of great events and concerts to enhance community engagement and transparency. These events included the Hubbardston Outdoor Concert Series, Light Fight, Hubbardston Community Fair, Movie Nights in the Park, Book Clubs, and Community Service Projects. These events helped to bring residents together and create a sense of community.

## **Department Head Turnover and New Hires**

Despite the significant challenge posed by a near-complete turnover in department head-level staff, Hubbardston successfully navigated the transition period. The town demonstrated its commitment to maintaining excellence by appointing and training a new Police Chief, Town Clerk, Treasurer Collector, Land Use Clerk, Veterans Agent, and Town Administrator.

## **Community Engagement and Transparency**

Hubbardston dedicated substantial efforts to enhancing community engagement and transparency in 2023. New initiatives were launched to encourage open dialogue between residents and the local government, fostering a sense of collaboration and shared responsibility. Regular town hall meetings, online forums, and improved communication channels ensured that the community's voice was heard and considered in decision-making.



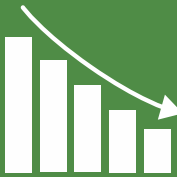
# FY24 STRATEGIC OBJECTIVES

Where do we go from here? Reports are not just about looking back, but also looking forward.



## Investing in Hubbardston's future

Explore ways to bring in new revenue for the Town of Hubbardston.



## Deficit-free Hubbardston

Support and implement measures to eliminate the town's systematic deficit over time.



## Your voice matters in Hubbardston

Increase civic engagement in the town by creating a more accessible and transparent town government.



## Building a strong team for Hubbardston

Attract and retain talented staff by implementing measures that support their professional development, compensation, benefits, and work-life balance.



## Building a better Hubbardston for tomorrow

Support measures that update town facilities, systems, services, and capital to ensure the long-term sustainability of the town.



## Hubbardston: Open for business

Support measures that increase opportunity for appropriate rural / agricultural friendly businesses and development in the town.

# FY2025 Budget Process

## July

- New Fiscal Year begins
- Finance Department closes out FY24

## September

- Select Board & Finance Committee establish FY 2025 Budget Goals.
- 
 • Departments, Boards, and residents submit all capital requests for consideration in the Five-Year Capital Plan.

## November

- Departments and Committees submit budget requests to the Town Administrator.
- Town Administrator estimates FY 2025 revenues.


## January

- Presentation Five-Year Capital Plan to Select Board and Finance Committee

## March

- Draft Budget submitted to Select Board.
- Select Board opens the Annual Town Meeting warrant.
- Budget sent to the Finance Committee.

## May

- Warrant completed and signed
- ATM Youtube / Cable Access Video
- 
 • ATM Public Hearing

### TERMS

CIP - Capital Improvement Plan  
 ATM - Annual Town Meeting  
 FY - Fiscal Year  
 DLS - MA Division of Local Services


## August

- CIP Process Begins
- Annual Financial Summary Released
- Budget Calendar Finalized

## October

- Budget request forms are sent to all departments and committees.
- Annual Comprehensive Financial Audit Initiated.
- 
 • CIP Public Info Meeting
- DLS Certifies Free Cash


## December

- Presentation of Five-Year Financial Analysis to Select Board and Finance Committee.
- 
 • Tax Rate Public Hearing
- Tax Rate Set

## February

- 
 • Pre Budget Release Public Hearing

## April

- Deadline for all articles. Warrant closed.
- Warrant draft review (Finance Committee invited)
- 
 • Public Budget Hearing (Joint meeting with Finance Committee).

## June

- Annual Town Meeting
- Annual Town Election
- Fiscal Year 24 Ends



## FY25-29

# CAPITAL IMPROVEMENT PROCESS

Jul

- Town Administrator (TA) works with department heads to secure contracts for approved projects
- Department heads begin spending funds on the approved projects



Aug

- Capital asset inventories are updated
- Town Administrator releases CIP Request Packet



Sep

- Capital requests due
- Town Administrator meets with department heads to review requests
- Capital Improvement Planning Committee (CIPC) process begins



Oct

- TA presents a draft CIP to the CIPC
- CIPC delivers a recommendation to the TA
- TA finalizes the CIP



Nov

- CIPC gives final recommendation



Dec

- TA presents CIP & Financial Forecast to Select Board & Fin Comm
- SB & FC vote on recommendations



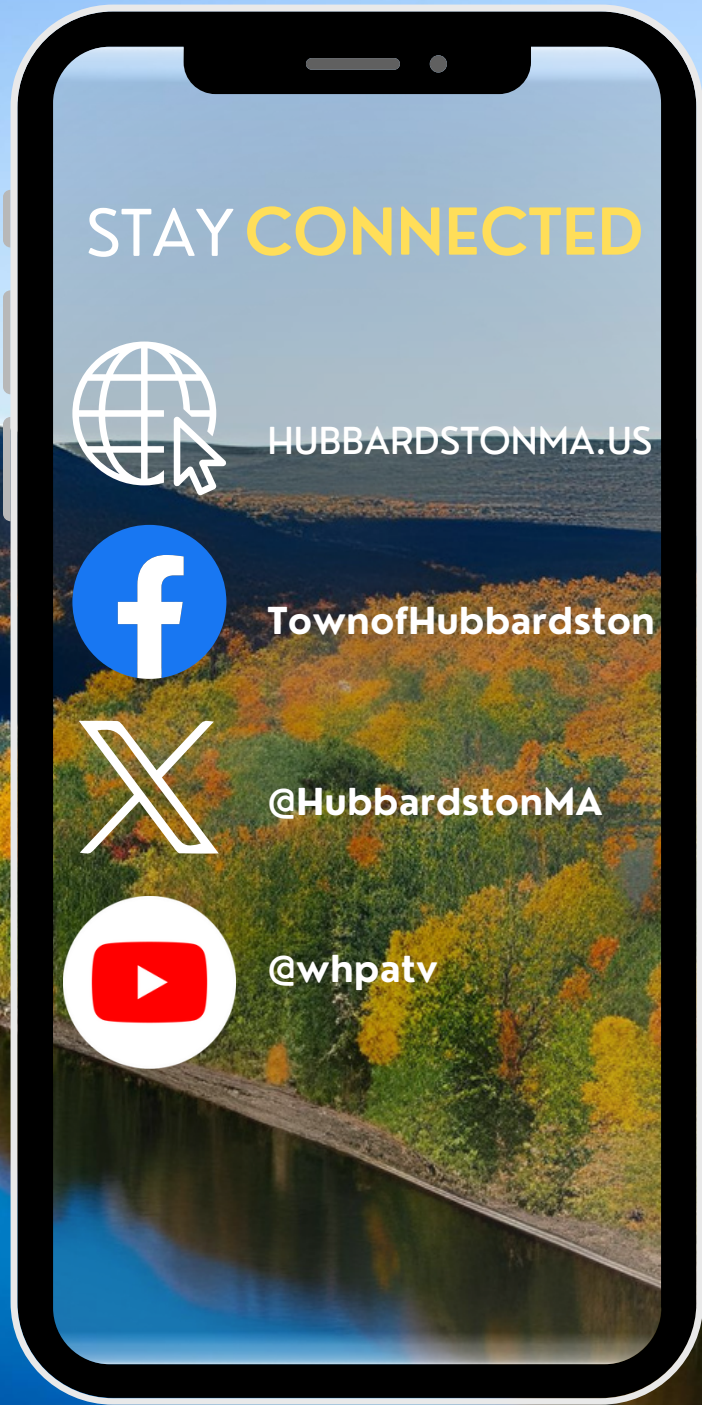
Jan

- Finance Team works throughout budget season to present balanced FY25 Budget and CIP to Town Meeting in the Spring of 2024



## Have Feedback?

Please contact the Town of Hubbardston via phone at 978-928-1400 or email us at [admin@hubbardstonma.us](mailto:admin@hubbardstonma.us) with questions, comments or suggestions regarding the information in this report. Additionally, you may review the Town's other Financial Reports on the Town website.



Thank you for taking the time to engage with this summary of FY23 in Hubbardston. Your interest is genuinely appreciated. We are excited to announce that we plan to expand this summary into the town's first Popular Annual Financial Report (PAFR) alongside the comprehensive audit. Our commitment to transparency and communication drives us to enhance our methods continually.

The PAFR will be valuable for our community, providing clear and concise financial health and performance information. It will be easy to understand for people of all backgrounds, regardless of their financial expertise.

We are grateful for your insights and feedback. Please don't hesitate to share if you have any ideas to improve our reach or innovative communication strategies. We value your input as we work to create a more transparent and accountable municipal government. Thank you again for your interest in your community.



Nathan R. Boudreau, MPA  
Hubbardston Town Administrator