



Town of Hubbardston

FY2020 Department Goals

Why Set Goals

Creates Unity of Effort

Empowers Department Staff

Ensures Accountability

FY2020 Goal Structure

Professional Development

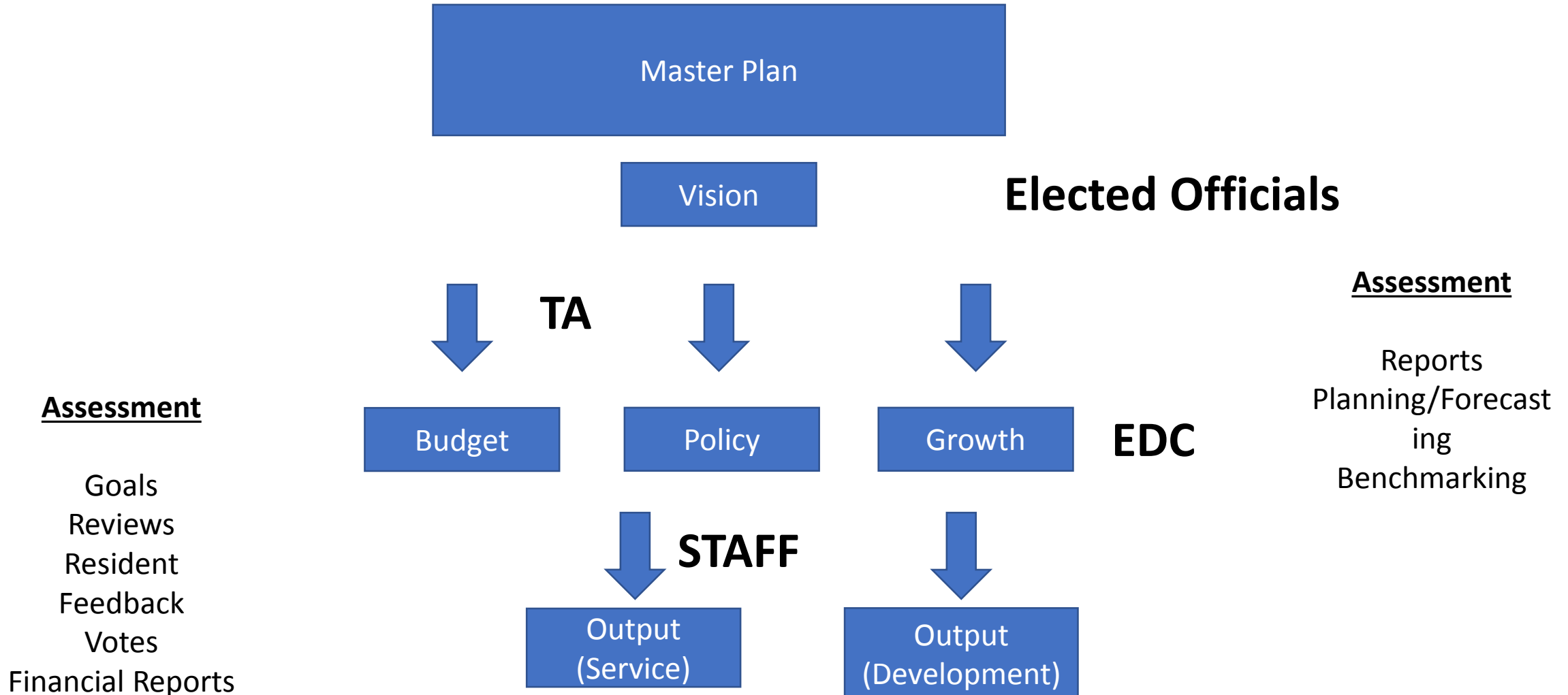
Overall Strategic Vision

Department Mission

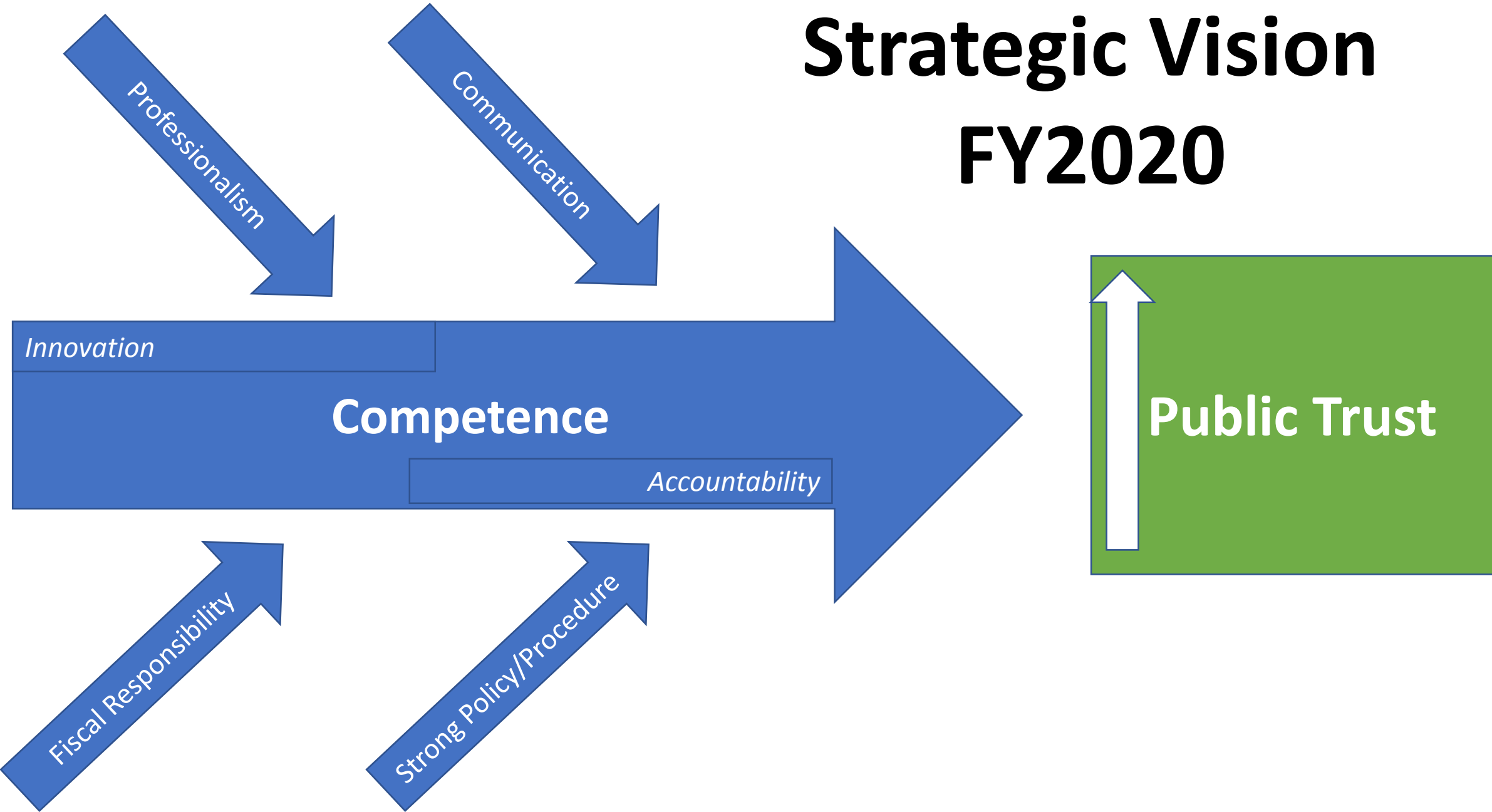
Overall Strategic Vision

Develop department competencies in order to increase public trust

Strategic Vision (Town) FY2020



Strategic Vision FY2020



Professionalism

Communication

Innovation

Competence

Accountability

Fiscal Responsibility

Strong Policy/Procedure

Public Trust

SMART GOALS

Specific

Measurable

Achievable

Realistic

Time-Bound

Town Administrator

Ryan McLane

Professional Development

Attend two professional conferences (MMA and STAM), meet with mentors (regional TAs) once monthly and attend at least three department trainings/conferences

Vision Goals

Review, edit and publish human resource policies by January 1, 2020. Continue to enhance budget and town meeting documents to GFOA standards.

Department Goal

Provide greater support to economic development by strongly defining the role of the EDC/planner, meeting with local businesses once per month and exploring opportunities for growth, increased cell service and town owned land usage.

Department Improvement Plan

Town Administrator

Focus: Human Resources

Apply for third party policy/procedure expertise (grant)

Streamline and codify hiring procedures

Complete and track mandatory training

Create new-hire mentor system

Town Clerk

Laurie Reed

Professional Development

Attend trainings through the Worcester County Clerks Association and the Massachusetts Town Clerk Association to track Town Clerk Certification

Vision Goal

Work with the Assistant Town Clerk and election workers to update and publish election policies and procedures prior to the four elections in 2020.

Department Goal

Purchase and implement Board and Committees software to modernize the office and to help stay compliant with mandatory trainings and notifications.

Department Improvement Plan

Town Clerk

Focus: Elections

Purchase, implement and train a new voting machine for 2020.

Assessing

George Bourgault

Professional Development

Assessing Assistant will attend two annual workshops, Microsoft Excel classes and complete Assessment Administration 101.

Vision Goal

Increase awareness about tax assessment services through public outreach and use of social media. Keep communication lines open with the public by committing to an open door policy in the assessor's office.

Department Goal

Create space within town offices for people to interface with assessing materials and provide self-help.

Department Improvement Plan

Veteran Services

Focus: Office Improvements

Move office to the Slade Building to further integrate with the finance team; provide cross training for employees

Veteran Services

Sara Wyman

Professional Development

Complete VSO certification within six months. Begin a new degree program in December that will enhance job-related skills. Attend all available VSO training and become more involved with veteran organizations.

Vision Goal

Restructure entire filing system to eliminate waste and improve accessibility of documents, handle all cases according to directives and correct any errors immediately. Process all veteran payments before the first of each month to ensure timely delivery of funds.

Department Goal

Work with the Council on Aging and other community organizations to improve outreach efforts. Set up a meet and greet with town residents by the end of September. Reach out to veterans by mail and with flyers around common areas on a consistent basis. I will check each location monthly to ensure my contact information is still available.

Department Improvement Plan

Veterans

Focus: Monuments

Investigate and execute a plan to introduce veteran friendly parking spots at municipal building(s) in Hubbardston.

Council on Aging

Claudia Provencal

Professional Development

Host a Massachusetts Council on Aging (MCOA) training for current and prospective Hubbardston COA members.

Vision Goal

Update all senior benefit application materials and contacts to ensure all seniors have access to the latest information.

Department Goal

Actively recruit new seniors for current programming through social media, newsletters and town communication tools.

Department Improvement Plan

Council on Aging

Focus: Building Improvements

Renovate the Senior Center kitchen area to make it more user friendly for events like senior luncheons and town functions.

Department of Public Works

Travis Brown

Professional Development

Continue to have quarterly trainings and seminars to improve knowledge, managerial skills and departmental function. Examples include – leadership classes and group management. Additionally, gain a stronger understanding of budget procedures and town budgeting.

Vision Goal

Execute the FY20/21 Road Maintenance Plan as planned. Continue to improve Hubbardston's Infrastructure by advocating regionally for Hubbardston's STRAP and TIP grants. Continue to provide responsive and successful winter operations.

Department Goal

Continue with department cross-training so all employees will have the knowledge and experience to operate all DPW equipment (sweeper, grader, etc) proficiently. Continue to build a strong and successful team.

Department Improvement Plan

Department of Public Works

Focus: DPW Garage Improvements

Add lean-to the salt shed to cover and protect DPW equipment. Additionally, reorganize and improve parking areas for better drainage, storage and maneuverability.

Police Department

Dennis Perron

Professional Development

Have Sergeant Couture attend Step Three of the FBI LEEDA Executive Police Training. Additionally, have Detective Chatigny attend Sexual Assault Investigation School to obtain certificates necessary for meeting state and DCF guidelines.

Vision Goal

Better serve the public and enhance community policing model through holding a Rape Aggression Defense (RAD) class led by Officer Don Blood. Additionally, the department will look to hold a Citizens Police Academy in FY2020.

Department Goal

Review/rewrite/reissue 30 policies in the next fiscal year. Policies become stagnant and out of date. This will continue the modernization of the departments policies and procedures, as prescribed by the Massachusetts Chiefs of Police.

Department Improvement Plan

Police Department

Focus: Building Improvements

Investigate and execute a plan to improve the Slade Building exterior to include aesthetics and a permanent covering for police vehicles and equipment.

Health Department

Kelly Parker

Professional Development

Revisit and certify in the Open Meeting Law

Vision Goal

Reorganize the physical office space to put forth a more professional atmosphere for assisting customers. Improve agenda and meeting minutes writing by taking classes and standardizing the minutes form.

Department Goal

Update Title V Training Manual; Massachusetts Board of Health Guide Book; Sanitary Code Book and CMR Binder by end of FY2020.

Department Improvement Plan

Health Department

Focus: Business Relations

Build standardized, but customer-specific business packets to explain permitting, town resources, state regulations and additional contact information for each business/permit.

Library Department

Christine Barbera

Professional Development

Attend two Central Massachusetts Library Directors Roundtable Meetings in FY2020.
Work towards attaining Bachelor's degree.

Vision Goals

Implement aspects of the Strategic Five Year Plan. Complete annex roof repair. Get a firm understanding of the workings between the Town and the Library.

Department Goals

Complete CWMARS training for Interim Director and Staff. Add and execute a family book discussion event to the library's activity schedule. Research fundraising options for the library.

Department Improvement Plan

Library Department

Focus: Recruitment

Recruit more library patrons by participating in community events, holding library card drives and creating/publishing a “welcome to the library” video for the town Web site and social media.

Collector/Treasurer

Sandy Nason

Professional Development

Attend all three Worcester County Treasurer/Collector meetings.

Vision Goal

Continue to make paying taxes as pleasant an experience as possible, by providing pleasant, efficient customer service.

Department Goal

Place FY18 and FY19 unpaid tax properties in Tax Title by December 30th. Begin Land of Low Value process on some of the properties that have been in Tax Title for many years and meet criteria. Continue transition from Softright software to Vadar.

Continue reorganizing filing system in the office.

Department Improvement Plan

Treasurer Collector

Focus: Work Flow Organization

Create a sustainable system for tax title procedures to follow annually.

Building Department

Pati Burke

Professional Development

Take 1-2 classes that increase understanding of building codes and zoning laws.

Vision Goal

Create a “Welcome to Hubbardston” guide to permitting in order to help streamline processes and create a more user friendly department

Department Goal

Organize property files (separate commercial and residential); obtain stronger permitting software and commit to monthly permit tracking/reporting

Department Improvement Plan

Building Department

Focus: Work Flow Organization

Implement new software and look into online permitting for residents/applicants.

Planning Department

Christina Sutcliffe

Professional Development

Increase the technical expertise of the Planning Board by providing monthly training opportunity updates from state and local planning organizations.

Vision Goal

Develop a series of checklists by February 2020 to assist applicants in planning board processes and improve department accuracy and efficiency.

Department Goal

Develop and approve a policy document that ensures continuity of appropriate uses of Planning Board accounts. Create summary sheets of current long-term planning board projects to ensure long-term sustainability for the board and town.

Department Improvement Plan

Planning Department

Focus: Office Organization

Organize town map collection. Create a directory and concept of organization to facilitate department and resident access to data.

Fire Department

Chief Bob Hayes

Professional Development

Attend at least one Fire Ground Management Course and one General Management Course through the Massachusetts Fire Academy by the end of the fiscal year.

Vision Goal

Increase call firefighter/EMT staff by recruiting, hiring and training two personnel. This will increase the coverage capacity of the department and ensure staffing levels despite decreasing availability of on-call personnel.

Department Goal

Provide all staff with the opportunity to attend in house Emergency Vehicle Operations class through a qualified training institute.

Town Accountant

Kelli Pontbriand

Professional Development

Attend the annual MMAAA school in March of 2019 and take the certification test.

Vision Goal

Work with the Town Administrator to get a page set up on the town website to show the monthly reports in both a summary and detailed version so that the public can see how all funds are spent.

Department Goal

Set up a new template so that the budgeting process for fiscal year 2021 will be easier for each department with the new set of account numbers.

Department Improvement Plan

Accounting Department

Focus: Financial Policies

Update all existing financial policies and procedures to match newly implemented accounting policies/procedures/software.