



Town of Hubbardston

FY19 Department Goals

Why Set Goals

Creates Unity of Effort

Empowers Department Staff

Ensures Accountability

FY19 Goal Structure

Professional Development

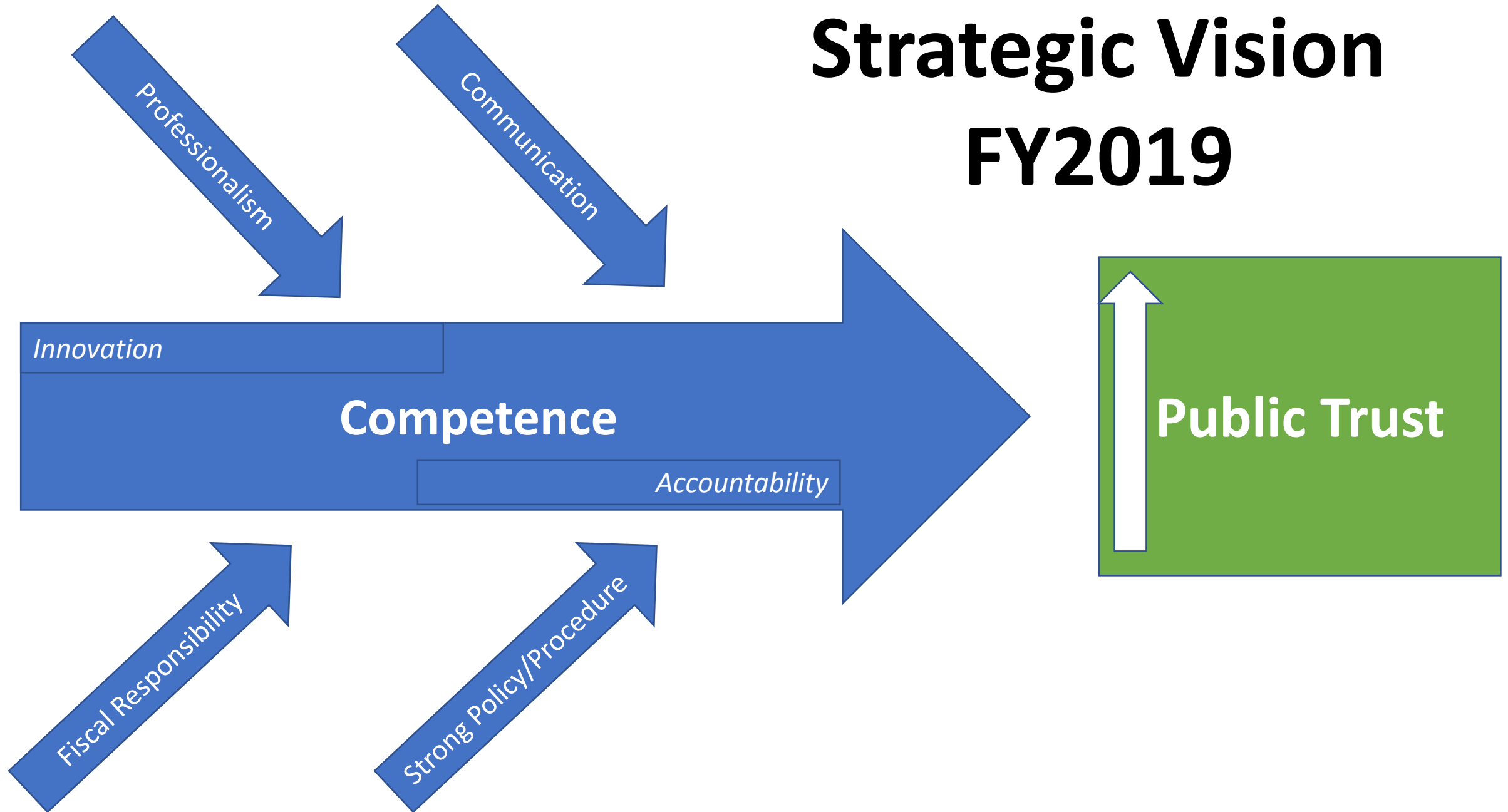
Overall Strategic Vision

Department Mission

Overall Strategic Vision

Increase and demonstrate department competencies in order to
increase public trust

Strategic Vision FY2019



SMART GOALS

Specific

Measurable

Achievable

Realistic

Time-Bound

Town Administrator

Ryan McLane

Professional Development

Complete three MCPPO courses by June 30, 2019 to solidify my standing as the town's chief procurement officer. Have executive assistant attend quarterly human resource classes to improve department operations.

Vision Goal

Review, edit and publish financial and human resource policies by November 1, 2018 to support the FY20 budget process and employee retention. Commit to regular staff development meetings and quarterly budget reviews.

Department Goal

Increase public transparency and communication by developing and reporting goals (individual and department) on the town Web site, in meetings and through social media. Additionally, increase office professionalism by developing and creating monthly, quarterly and annual reports that inform residents of town projects such as infrastructure, budget and department/board performance.

Town Clerk

Joyce Green

Professional Development

Assistant Town Clerk to attend one mentoring class within the next six months

Vision Goal

Update bylaws on website as they are approved by Attorney General
(within one week of AG approval)

Department Goal

Train the Assistant Town Clerk on five additional department tasks by the end of September; include basic election training and how to operate voting machine

Assessing

Diane Peterson

Professional Development

Assessing Administrative Assistant to attend two annual workshops; department to investigate the efficacy of assistant attending Assessment Administration 201.

Vision Goal

Increase communication with the public by holding Senior Citizen Abatement Workshops, outreaching to the Senior Work-Off Committee and supporting the Town Administrator's outreach goals.

Department Goal

Convert Assessing Software (Vision) to expand capabilities.

Veteran Services

Jared Sharp

Professional Development

Complete the VSO certification test by the end of the fiscal year

Vision Goal

Correct deficiencies of the past, expand (quantity and quality) client base, properly evaluate department for additional needs to include staffing and document all policies and procedures for sustainability.

Department Goal

Outreach to different veterans in the community. Visit veterans who are unable to travel and assist with claims.

Council on Aging

Claudia Provencal

Professional Development

Emphasize trainings on first aid and Shine.

Vision Goal

Expand and improve program offerings to include fuel assistance, food pantries, farmer's market coupons, senior tax-work off, SHINE and veteran benefits.

Department Goal

Renovate the existing Senior Center to create a space that provides a warm and welcoming space for seniors to meet, socialize, grow and actively participate.

Department of Public Works

Travis Brown

Professional Development

Schedule no less than quarterly trainings and seminars to improve managerial skills, knowledge and departmental function.

Vision Goal

Execute the FY19-20 Road Maintenance Plan. Continue to advocate regionally for Hubbardston's TIP and STRAP projects to leverage non-town funds for infrastructure improvement. Continue to provide successful and responsive winter operations.

Department Goal

Increase department cross-training so all employees have knowledge and experience to run all DPW equipment proficiently.

Police Department

Dennis Perron

Professional Development

Have sergeants attend Step 2 of the FBI LEEDA Executive Police Training. Ensure all officers meet the training requirements as prescribed by the Massachusetts Police Training Council.

Vision Goal

Better serve the public and enhance community policing model through continuing, improving and expanding programming. This include activities like Field Day and Halloween in addition to adding ongoing police academies and women's self defense.

Department Goal

Review/rewrite/reissue 30 policies in the next fiscal year. Policies become stagnant and out of date. This would ensure the department is up to date on the latest laws and policies as prescribed by the Massachusetts Chiefs of Police.

Health Department

Kelly Parker

Professional Development

Become a subject matter expert on septic installation procedures and repair in order to support the Board of Health's mission

Vision Goal

Create and update department policies and procedures for inspection scheduling, permitting, records retention/storage and payments.

Department Goal

Create a sustainable tracking system for all new and outstanding health permits no later than August 31; develop customer packets for all permits and licenses no later than January 1.

Library Department

Jayne Arata

Professional Development

Attend at least two Central Massachusetts Library Directors Roundtable Meetings in this fiscal year

Vision Goal

Develop and publish the library's Strategic Five Year Plan

Department Goal

Add and execute a family book discussion event to the library's activity schedule

Collector/Treasurer

Sandy Nason

Professional Development

Obtain certification as a Mass. Municipal Treasurer by attending school in August to finish the required courses and take the certification test.

Vision Goal

Continue to identify, address and correct prior years' discrepancy issues and move forward with a more open, "taxpayer friendly" environment.

Department Goal

Finish the process of placing tax title liens on unpaid FY16 and FY17 unpaid properties as well as begin foreclosure on three properties in tax title for many years. Review and possibly change the bank we use for vendor checks. Reorganize the filing system in the office.

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

Fire Department

Chief Bob Hayes

Professional Development

Attend at least one Fire Ground 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

Hire a full-time firefighter/paramedic to join the department and fully expand coverage hours from 7am to 10pm six days a week.

Town Accountant

Eric Kinsherf

Professional Development

Accounting staff will attend the annual MMAAA school in March 2018.

Vision Goal

Assist in the effort to make financial information more publicly available to include audit documents, quarterly statements, budgets and capital plan.

Department Goal

Assist in the effort to create more efficient workflows to include entering vendor and payroll warrants remotely.