



Town of Hubbardston

FY2021 Department Goals

Why Set Goals

Creates Unity of Effort
Empowers Department Staff
Ensures Accountability

FY2021 Goal Structure

Professional Development

Overall Strategic Vision

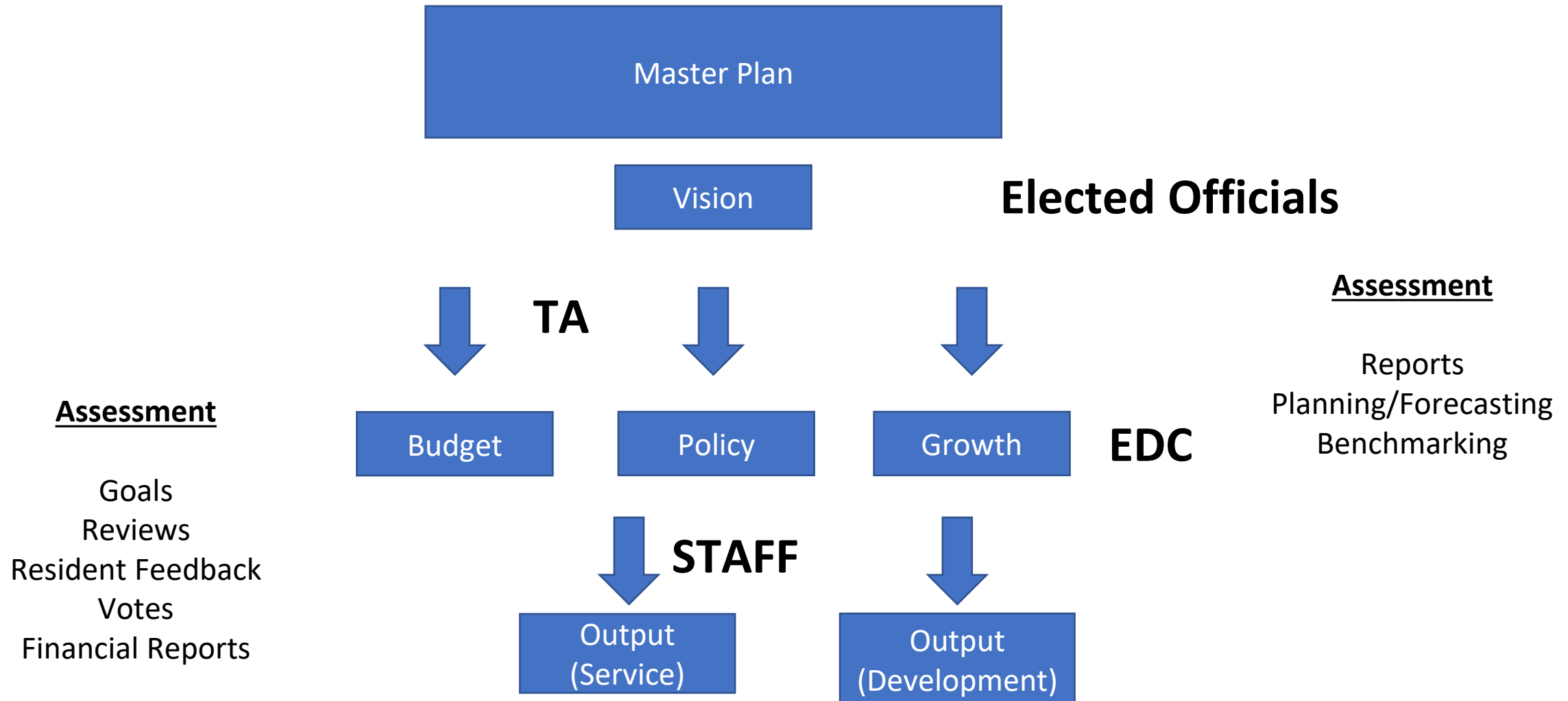
Department Mission

Overall Strategic Vision

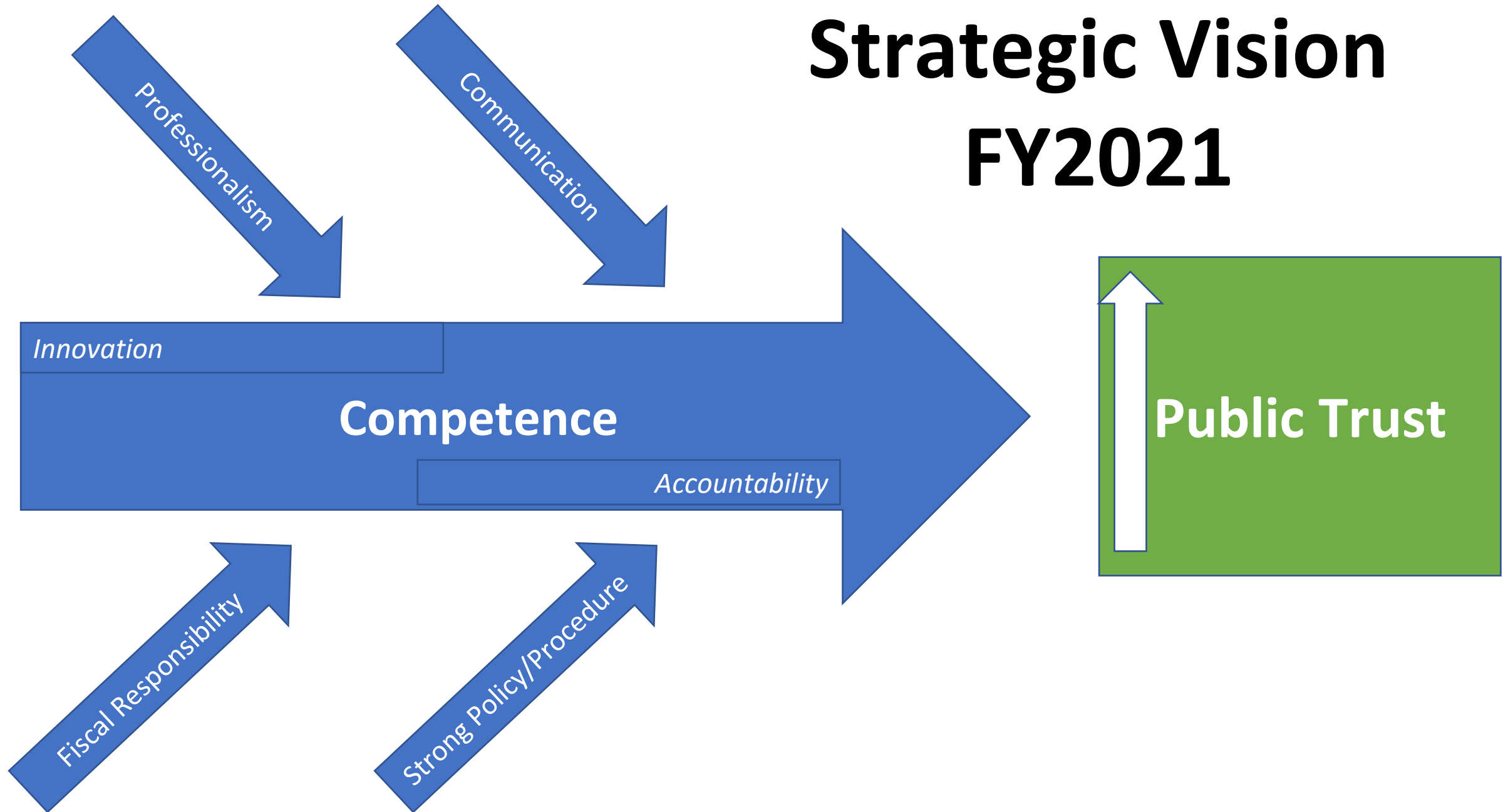
Develop department competencies in order to increase public trust

Strategic Vision (Town)

FY2021



Strategic Vision FY2021



SMART GOALS

Specific

Measurable

Achievable

Realistic

Time-Bound

Town Administrator

Ryan McLane

Professional Development

Complete all required trainings for the Small Town Administrator's Certificate (STAM) and apply for the certification in 2021.

Vision Goals

Create a Hubbardston 2030 committee to build goals and plans related to combining all long term efforts to include the Financial Forecast, Capital Plan and Master Plan.

Department Goal

Become fully HR compliant by the end of FY21 to include HR policies, employee folders and implementing best practices. Use existing grant funds to hire an intern or contractor to complete this work.

Department Improvement Plan

Town Administrator

Focus: Hubbardston 2030

Finalize the Master Plan

Hold a Hubbardston 2030 Workshop

Cost all “10-year” efforts to create a financial picture

Develop a framework for a Hubbardston 2030 Plan and Committee

Executive Assistant

Bobbie Thibault

Professional Development

Complete classes in order to improve efficiencies with the Microsoft Office Suite.

Vision Goal

Prioritize posting Board of Selectmen minutes directly following meetings and approvals in order to have an immediate and comprehensive record of proceedings. Additionally, post agendas well in advance of BOS meetings to give residents time to review and comment.

Department Goal

Streamline annual tasks to include BOS licensing, the annual report and annual appointments. Document the processes to create a sustainable manual for these functions.

Collector/Treasurer

Sandy Nason

Professional Development

Complete necessary courses to recertify as a Collector/Treasurer. This includes five required classes.

Vision Goal

Continue to address and eliminate all audit concerns including monthly cash reconciliations and bank transfers for Special Accounts and Trust Funds.

Department Goal

Place FY19 unpaid tax properties in Tax Title by October 31st. FY20 Subsequent tax titles completed before December 30th. Work with Pinecrest Association to initiate a process of Land of Low Value on tax title properties in that area.

Assessing

George Bourgault

Professional Development

Assessing Assistant will complete Assessing 101 training to better understand and anticipate the needs of the Board of Assessors.

Vision Goal

Update the Hubbardston Assessor's manual to include more step-by-step instructions on workflow, contact information and troubleshooting.

Department Goal

Complete a roles and responsibilities audit and checklist for the Assessing office to streamline workflow and properly gauge hours necessary to provide assessing customer service.

Town Accountant

Kelli Pontbriand

Professional Development

Complete the Accounting certification test and associated coursework.

Vision Goal

Continue working with the Town Administrator to label all existing accounts and eliminate accounts/funds that are no longer needed. Also work with the Town Administrator to update all financial policies.

Department Goal

Complete the tax rate process earlier in the year and reconcile all withholding accounts per the town's financial policies.

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

Revamp the Town Clerk's Web site page to include more information and self help options for voting and other Town Clerk functions.

Department Goal

Continue to transfer all data into new software platforms to create a sustainable process that is efficient and easy to access.

Land-Use Department

Mallory Seamon

Professional Development

Advance beyond an administrative role by cross-training in other municipal functions and taking management classes authorized by the Town Administrator.

Vision Goal

Solidify policy and procedures for the Conservation Commission and the Zoning Board of Appeals. Continue working on a “how to run the land-use department” manual for the Building, Board of Health, Zoning Board of Appeals, and Conservation Commission.

Department Goal

Provide trainings to elected/appointed officials through the Department of Environmental Protection (DEP) and Department of Conservation and Recreation (DCR) on board/committee functions and improving long-term planning.

Planning Department

Christina Sutcliffe

Professional Development

Provide and complete Community Planning Training Collaborative (CPTC) for all board members. Specific focuses include crafting bylaws and creating overlay districts.

Vision Goal

Finalize application checklists to assist applicants in planning board processes and improve department accuracy and efficiency.

Department Goal

Develop and approve a Planning Board calendar that standardizes meetings and increases the board's efficiency.

Department of Public Works

Travis Brown

Professional Development

Continue to have quarterly trainings and seminars to improve Director-level knowledge, This will include, but not be limited to, classes on drainage, pavement management, snow and ice removal and managerial skills.

Vision Goal

Improve Hubbardston's Pavement Preservation Score by introducing different types of maintenance coatings to preserve our stronger roads. This allows for preserving road miles for less money and allows for maintenance catch up.

Department Goal

Continue with department cross-training so all employees have the knowledge and experience to proficiently operate all the DPW equipment (Grader, Sweeper, etc).
Continue developing a strong team while keeping everyone safe from COVID-19

Police Department

Dennis Perron

Professional Development

Attend racial justice training with the command staff to keep the department up to date with the latest issues surrounding policing in America. I also intend to train officers in use of force and the de-escalation of situations. This is critical training in the current state of affairs.

Vision Goal

To better educate the public, pandemic conditions allowing, I would like to run a citizens police academy. This would give insight into the actions that officers are faced with on a day to day basis. This type of insight can help the public to understand the difficulty of the job.

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.

Fire Department

Chief Bob Hayes

Professional Development

Attend 3-day FCAM Professional Conference or COVID-equivalent to increase Fire/EMS Management skills.

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

Enroll all EMS staff into EMS Training platform as soon as possible to ensure continuity of staff professional education and certification compliance.

Council on Aging

Claudia Provencal

Professional Development

Improve proficiency with My Senior Center software to allow staff/volunteers to better communicate with Seniors virtually about programs, outreach and well-being.

Vision Goal

Engage with the State to assist Seniors at the Hubbardston House with their efforts to obtain an elevator and ventilation system.

Department Goal

Maintain safe and effective services in the COVID-19 environment to include outreach. Create an outdoor space to continue providing in-person services.

Library Department

Christine Barbera

Professional Development

Continue to work towards Bachelor's Degree with an anticipated graduation date of June 2023. Apply for membership with the New England Library Association for Rural and Small Libraries.

Vision Goals

Continue to implement the Library's Strategic Five Year Plan. Approach the Montachusett Opportunity Council to work with the Library to offer more programming for Children, when it is safe to do so.

Department Goals

Begin offering STEM kits to Children every other week. Prepare more "Blind Dates" with a book. Research programming for Young Adult and Adult's.

Veteran Services

Sara Wyman

Professional Development

Become a certified Supplemental Nutrition Assistance Program (SNAP) advocate.

Vision Goal

Finalize plans for installing a Vietnam Memorial on the Town Common by supporting the creation of a monument committee.

Department Goal

Attend no less than three outreach events in the coming year and reserve one town hall parking space for veteran use only.