

**SELECTBOARD MEETING
TUESDAY, JAN. 19, 2021
VIRTUAL AGENDA
7 P.M.**

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<p>Note: Not all topics listed here may be reached for discussion. In addition, the topics listed are those which the chair reasonably expects will be discussed as of the date of this notice. This meeting may be audio and/or visually recorded.</p>
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1. Call to Order
2. Approval of Minutes: Draft minutes of Jan. 5, 2021 and Jan. 6, 2021.
3. Open Forum/Announcements
4. COVID 19 Update (S Hart)
5. 7:15 p.m. Public Hearing – Package Store Beer & Wine license for H&H Retail, Inc
DBA 3 Corners Package Store, 460 Amherst Rd.
6. MPIC Review
7. Other Business
8. Town Administrator’s Report
9. Adjourn

**SELECTBOARD MEETING
TUESDAY, JAN. 5, 2021
DRAFT MEETING MINUTES
VIRTUAL MEETING ROOM – 7 P.M.**

Present were Chair Jeff Cyr, Vice Chair Sarah Etelman, Member Chris Geraghty, Member Bruce Forcier, Member Andrea Miles, and Town Administrator Michael J. Sullivan.

CALL TO ORDER

Cyr called the meeting to order at 7 p.m.

APPROVAL OF MINUTES

Etelman motioned to approve the draft minutes of Dec. 15, 2020. Miles seconded. All in favor.

ROLL CALL VOTE

Etelman – Aye

Miles – Aye

Cyr – Aye

Forcier – Aye

Geraghty – Aye

ANNOUNCEMENTS

Executive Assistant Kristin Maher said nomination papers for Selectboard, School Committee, Board of Assessor, Board of Health, Planning Board, Municipal Light Board, Trustee for Free Public Library, Housing Authority, Town Moderator and Town Meeting Member are now available digitally until Feb. 19 at 5 p.m. The deadline to return papers is Feb. 23 at 5 p.m.

She said residents can bring Christmas trees to the transfer station with no reservation required on Jan 8 & 9 and Jan. 15 & 16 from 8 a.m. to 3 p.m. or leave trees curbside in the spring. Pick-up is not occurring in January to give a third spring yard waste pick-up to all residents, which is more equitable to all.

RESGNATION

Etelman moved to accept the resignation of Valerie Young from the Sustainability and Energy Commission. Miles seconded. All in favor.

ROLL CALL VOTE

Etelman – Aye

Miles – Aye

Cyr – Aye

Forcier – Aye

Geraghty – Aye

COVID UPDATE

Emergency Management and Public Health Director Sharon Hart said confirmed cases of COVID-19 continue to rise. Simply put, COVID-19 is going through South Hadley households. She predicted positive case numbers won't steady for a couple of weeks.

She said vaccinations of first responders – police, fire and EMS – have begun. Hart signed TOSH's health department up to dispense the vaccine in the same way it coordinates the flu shot.

There have been 40 South Hadley residents who have died as a result of COVID-19. Two thirds have been at long-term care facilities and almost all deaths were listed with a comorbidity.

Monasia Ceasar has been hired as a health department compliance officer to assist with COVID-19 compliance through town. The position is funded through the CARES Act and Ceasar will be a grant-funded employee of the town.

Forcier promoted the free COVID-19 testing site at UMass Amherst and encouraged residents to use it if necessary.

FY 21 & 22 BUDGETS

Sullivan said the FY21 budget has no surprises and is consistent with what other communities are seeing. TOSH is well within what was predicted for revenues this year.

He said the FY22 budget is going to be difficult because of the large number of unknowns. Retirement costs are going to rise but there likely will not be a rise in health care premiums. He has seven budget meetings in the next two days with departments and is asking department heads to stay close to 2019 figures. He noted some organizational moves may need to occur.

SUPPORT LETTER FOR WOODLAWN PLAZA APARTMENTS

Etelman motioned to allow a letter of support for Woodlawn Plaza Apartments to be signed by the chair on the selectboard's behalf. Miles seconded. All in favor.

ROLL CALL VOTE

Etelman – Aye

Miles – Aye

Cyr – Aye

Forcier – Aye

Geraghty – Aye

SMART GROWTH FUNDS

Miles moved to approve a \$30,000 transfer of Smart Growth Funds for the ADA Grant Match. Etelman seconded. All favor.

ROLL CALL VOTE

Etelman – Aye

Miles – Aye

Cyr – Aye

Forcier – Aye
Geraghty – Aye

TA REPORT

Etelman noted her appreciation for the work Sullivan has done for the town and Selectboard. Cyr agreed.

For the full town administrator's report, see the Jan. 5, 2021 Selectboard packet.

ADJOURN

Geraghty motioned to adjourn. Miles seconded. All in favor.

ROLL CALL VOTE

Etelman – Aye
Miles – Aye
Cyr – Aye
Forcier – Aye
Geraghty – Aye

The meeting adjourned at 7:37 p.m.

Respectfully submitted
Kristin Maher
Executive Assistant to Administration

**SELECTBOARD HEARING
WEDNESDAY, JAN. 6, 2021
DRAFT MEETING MINUTES
VIRTUAL MEETING ROOM – 7 P.M.**

Present were Chair Jeff Cyr, Vice Chair Sarah Etelman, Member Chris Geraghty, Member Bruce Forcier, Member Andrea Miles, and Town Administrator Michael J. Sullivan.

CALL TO ORDER

Cyr called the hearing to order at 6 p.m.

Cyr said the Selectboard was holding a public hearing pursuant to G.L. c. 140, 157 to determine whether two dogs owned by Joanna Lawless are dangerous dogs as defined by G. L. c. 140, 136A.

After Animal Control Office McClair Mailhott reviewed the incidents and Lawless' attorney Jeremy Cohen spoke, Selectboard members determined Lawless would need to follow an ordering stipulating when the dogs are outside they must be on a three-foot leash with supervision, an outdoor run must be inspected by Mailhott, if the dogs are outdoors for longer than half an hour they must have food and water, when the dogs are off premises they must be muzzled and on a three-foot leash managed by an adult, they dogs must undergo additional training, and Lawless must purchase a \$100,000 indemnity policy.

Etelman motioned to approve the stipulations. Miles seconded. All in favor.

ROLL CALL VOTE

Etelman – Aye

Miles – Aye

Cyr – Aye

Forcier – Aye

Geraghty – Aye

ADJOURN

Cyr closed the public hearing at 6:50 p.m.

**Respectfully submitted
Kristin Maher
Executive Assistant to Administration**



The Commonwealth of Massachusetts
 Alcoholic Beverages Control Commission
 95 Fourth Street, Suite 3, Chelsea, MA 02150-2358
 www.mass.gov/abcc

RETAIL ALCOHOLIC BEVERAGES LICENSE APPLICATION
 MONETARY TRANSMITTAL FORM

APPLICATION FOR A NEW LICENSE

APPLICATION SHOULD BE COMPLETED ON-LINE, PRINTED, SIGNED, AND SUBMITTED TO THE LOCAL LICENSING AUTHORITY.

ECRT CODE: RETA

Please make \$200.00 payment here: [ABCC PAYMENT WEBSITE](#)

PAYMENT MUST DENOTE THE NAME OF THE LICENSEE CORPORATION, LLC, PARTNERSHIP, OR INDIVIDUAL AND INCLUDE THE PAYMENT RECEIPT

ABCC LICENSE NUMBER (IF AN EXISTING LICENSEE, CAN BE OBTAINED FROM THE CITY)

ENTITY/ LICENSEE NAME

ADDRESS

CITY/TOWN STATE ZIP CODE

For the following transactions (Check all that apply):

- | | | | |
|--|---|---|---|
| <input checked="" type="checkbox"/> New License | <input type="checkbox"/> Change of Location | <input type="checkbox"/> Change of Class (i.e. Annual / Seasonal) | <input type="checkbox"/> Change Corporate Structure (i.e. Corp / LLC) |
| <input type="checkbox"/> Transfer of License | <input type="checkbox"/> Alteration of Licensed Premises | <input type="checkbox"/> Change of License Type (i.e. club / restaurant) | <input type="checkbox"/> Pledge of Collateral (i.e. License/Stock) |
| <input type="checkbox"/> Change of Manager | <input type="checkbox"/> Change Corporate Name | <input type="checkbox"/> Change of Category (i.e. All Alcohol/Wine, Malt) | <input type="checkbox"/> Management/Operating Agreement |
| <input type="checkbox"/> Change of Officers/
Directors/LLC Managers | <input type="checkbox"/> Change of Ownership Interest
(LLC Members/ LLP Partners,
Trustees) | <input type="checkbox"/> Issuance/Transfer of Stock/New Stockholder | <input type="checkbox"/> Change of Hours |
| | | <input type="checkbox"/> Other <input type="text"/> | <input type="checkbox"/> Change of DBA |

THE LOCAL LICENSING AUTHORITY MUST MAIL THIS TRANSMITTAL FORM ALONG WITH COMPLETED APPLICATION, AND SUPPORTING DOCUMENTS TO:

Alcoholic Beverages Control Commission
 95 Fourth Street, Suite 3
 Chelsea, MA 02150-2358

To: Selectboard

From: Judy Gooch Dobosh, Master Plan Implementation Committee (MPIC)

Date: January 2021

Topic: Action Items for Boards, Committees and Departments in the draft Master Plan Update

With this memo are two spreadsheets: one that lists all the action items assigned to boards, committees or departments in the draft Master Plan Update, and another that breaks out action items assigned specifically to the Selectboard or to all entities. At the request of the Master Plan Update Advisory Committee, MPIC is seeking feedback from all entities regarding the action items.

The action items were developed with considerable input from the various boards, committees and departments and participants in the various community forums and meetings in a box.

You'll note that in some instances the Selectboard has full responsibility for a particular action item. Other times the Selectboard may be assigned to a primary role, meaning that it would be responsible for taking the lead in planning for and carrying out that particular action item. The Selectboard would also be responsible for reaching out to the other entities listed as having some responsibility for the action item and seeking their input and participation as appropriate. For some action items the Selectboard would not take the lead but would be expected to provide input and participation as appropriate.

Timing is also suggested for each action item: Immediate (I) short term (ST), mid term (MT) or long term (LT).

Please note that this list of action items is still a draft. We are currently seeking your feedback about several issues:

- 1) Are you comfortable with the action items assigned to the Selectboard? With the action items for which you have sole responsibility? Where the Selectboard has primary responsibility? Secondary responsibility?
- 2) Do you agree with the suggested timing of each action item?
- 3) Are there other action items on the full list that you think the Selectboard should be involved in?
- 4) Are there other action items that should be on the list that aren't there? This could include action items that the Selectboard should participate in, or that other entities should undertake.
- 5) Looking at the proposed evaluation metrics, what data do you already collect, and how? Are other suggested numbers available to you? Do you currently collect any qualitative data, for example user feedback? Are there other sorts of data that you think should be collected and examined, whether by your entity or some other body?

We look forward to discussing these issues with you on January 19.

TASKS ASSOCIATED WITH SELECTBOARD (INCLUDING ALL COMMITTEES)

#	Goal 1 Actions	Primary Entity	Subentity	Subentity	Subentity	Subentity	Subentity	Subentity	Evaluation Metrics	Priority
G1-38	Identify and encourage conditions that attract and support BIPOC population (black, indigenous and people of color).	Selectboard	Administration	All entities					Process for identifying issues concerning BIPOC population and for monitoring their experience of Town services. Process for identifying challenges and addressing them. Change in Town demographics. Change in diversity of people participating in civic life.	ST/MT
G1-39	Increase transportation options for members of the South Hadley community, including affordable options.	Selectboard	Administration	Commission on Disabilities	Council on Aging	School Department			Types of transportation available. Number of people taking trips. Change in routes. Change in number of routes. Fee for trips.	MT/LT
G3-8	Consider campaign to adopt Community Preservation Act (CPA).	Planning & Conservation Department	Conservation Commission	Appropriations Committee Board of Assessors	Redevelopment Authority	Selectboard			Date CPA adopted. Amount of funds generated. Use of funds.	ST/MT
G3-23	Monitor unfilled seats on boards and committees and, using inclusionary policies, identify people to fill those seats.	Selectboard							Number of candidates identified. Number of candidates appointed/elected. Change in demographics of candidates.	ST
G3-24	Work with boards and committees to produce videos to welcome new members and give them a brief overview of what they can and cannot do.	SHCTV	All boards						Number of videos. Number of boards and committees participating. Feedback from viewers.	ST
G3-25	Encourage ratepayers of diverse backgrounds to run for the SHELD board to ensure that all businesses and residents have access to Board functions.	SHELD	Selectboard						Number of candidates identified. Number of candidates elected. Change in demographics of candidates.	ST/MT
G4-1	Create working groups of staff and committee and board members to meet regularly around common priorities to identify and work together toward shared objectives.	All boards, committees, and departments	Administration	Selectboard					Date working group created. Number of shared priorities identified. Number of group actions being pursued. Number of actions completed.	ST
G4-7	Create a central resource on the Town website listing and linking to all current plans, reports and key data.	Administration	All boards, committees, and departments						Date resource created. Relevance of information provided. Use of information.	ST
G4-13	Prior to Town Meeting, review proposed bylaws as to legality, consistency with other bylaws, and alignment with the goals of this Master Plan Update and make recommendations for action (recommend or not recommend) to the Selectboard and Town Meeting.	Bylaw Review	All other boards and committees						Date(s) bylaws reviewed. Number of committees and/or proposers consulted. Recommendations made. Votes by Town Meeting.	ST/MT
G4-23	Post articles in Town Reminder, Town's website and social media.	All boards and committees							Number of articles posted. Number of responses or other feedback.	ST/MT
G4-26	Complete and have accepted by the Selectboard a new affirmative action policy.	HR/Administration	Selectboard						Date policy completed. Date policy approved. Accepted. Changes in demographics of new hires.	ST
G4-29	Work with boards, committees and departments to identify baseline data for impact evaluation and standard metrics.	Master Plan Implementation Committee	All boards, committees, and departments						Date baseline data identified. Schedule for collection of baseline data. Date(s) data collected.	I/ST
G4-30	Work with boards, committees and departments to monitor progress towards goals using metrics defined in this Master Plan Update.	Master Plan Implementation Committee	All boards, committees, and departments						Identify schedule and process for monitoring. Feedback from boards etc. as to usefulness. Dates of progress updates to Selectboard, Planning Board, and Town Meeting.	MT/LT

G4-31	Work with Town Administrator, Planning Board and Selectboard to determine whether there are additional reporting mechanisms that should be put in place, for example to flag an urgent issue.	Master Plan Implementation Committee	Administration	Planning Board	Selectboard	All departments		Date additional reporting mechanisms identified. Number of users. Feedback on effectiveness.	ST
G4-33	Create more user-friendly informational materials (mailings, website, SHCTV).	All boards and committees						Date materials available. Feedback. Change in user activity.	ST

Goal 1: A Thriving Community

#	Goal 1 Objective	Proposed Metrics
1-1	Create the physical and regulatory conditions that support job retention and growth and encourage new retail and services.	Change in physical and regulatory conditions. Number of jobs retained. New businesses generated.
1-2	Focus on economic development that provides well-paying jobs and attracts companies (including light manufacturing) that value South Hadley as a place for their employees to live and work.	Number of new jobs. Number of new businesses.
1-3	Support the development of housing at different scales and price ranges to meet the needs of people at all life stages and incomes.	Number of units created at different price ranges. Change in typology of housing produced.
1-4	Improve connections for all, including those with varied abilities, and especially to open space and recreational activities to support community health and engagement.	Number of new connections. Location of new connections. Change in typology of connections (sidewalks, paths, bike lanes). Change in what is connected (open space, recreational areas, commercial centers). Change in number of users. Demographics of users
1-5	Strengthen social engagement by providing multi-generational programming.	Amount and types of multi-generational programming. Change in attendance. Reactions of participants.
1-6	Support educational resources for people of all ages and abilities.	Change in availability. Change in types of educational resources by user type. Number of users.
1-7	Be a welcoming community that attracts and supports a diverse population.	Change in diversity of population.

Goal 2: Caring for Our Resources

#	Goal 2 Objective	Proposed Metrics
2-1	Protect the community's drinking water supply and groundwater and ensure that the water supply is adequate to meet the needs of the community in perpetuity.	Acres of land formally protected. Adequacy of water supply for current and future needs. Quality of water. Enforcement of Water Supply Protection District (WSPD) regulations.
2-2	Expand resources by engaging community members in support of the acquisition and maintenance of strategic open space parcels to support community and wildlife needs.	Number of community members involved. Number of parcels acquired. Date maintenance plan(s) approved.
2-3	Protect agricultural land as a natural resource and support local agriculture as an economic enterprise and historic resource.	Change in amount of agricultural land protected. Change in types of agricultural activity.
2-4	Develop regulations and programs that support the reuse and rehabilitation of historic buildings, the retention of historic development patterns (the interrelationship of streets, building footprints and open spaces), and the creation of new and protection of existing viewsheds (views of landscapes and/or natural and historic resources), especially those of the Connecticut River.	Number of historic structures that have been rehabilitated or converted to adaptive reuse. Number of new streets constructed and location of relative to existing streets. Number of new and protected viewsheds.
2-5	Integrate cultural opportunities into the life of the town, including regular and seasonal community events, public art in appropriate areas of town, support for cultural and educational programs, events at Mount Holyoke College, and a variety of existing and future indoor and outdoor gathering spaces.	Number of and types of events. Change is the amount, type, and location of public art. Change in the number, type, and location of gathering spaces. Change in the use of the gathering spaces.
2-6	Identify state and federal programs and seek grants and other sources of funding.	Number and types of grant applications. Number and types of grants funded. Funding applied for and funding awarded.
2-7	Ensure protection of woodlands from threats associated with climate change such as wildfires, disease and pests through proper management.	Inventory of existing policies for the management of forest lands, resource sharing, regional coordination, emergency protocols. Change in that inventory.

Goal 3: A Resilient Community

#	Goal 3 Objective	Proposed Metrics
3-1	Address climate change and resiliency measures in all actions.	Identification of point person to monitor progress. Date of education campaign to boards, committees, and departments. Date(s) that change in policies/new policies adopted. Impact of change in policies.

3-2	Diversify the tax base to support jobs, manufacturing, goods, and services for residents and strengthen the municipal budget in order to increase capacity and services.	Number of new jobs. Number of new businesses. Number of expanded businesses. Change in tax revenue.
3-3	Encourage participation on Town boards and committees by people who are now or have been under-represented in the community, as demographics change over time, to ensure broad-based representation in decision-making and support for Town <u>policies and actions</u> .	Number of people recruited. Number of people appointed to Town boards and committees. Number of people new to board and committee service. Number of participants in town-wide forums and discussions about civic affairs.
3-4	Develop a program to connect all residents and businesses to the proposed fiber network. Provide appropriate training and devices for <u>low income and/or elderly households</u> .	Number of households and businesses connected. Number of people receiving devices and training.
3-5	Identify and take advantage of non-tax base revenue sources.	Dare sources identified. Amount and sources of funds applied for. Amount and sources of funds received.

Goal 4: Excellent Communication

#	Goal 4 Objective	Proposed Metrics
4-1	Support a strong sense of a multi-ethnic, multiracial community identity through coordinated visual presentation, including graphics and typefaces in all communications (reports, informational materials, signage and Town website, social media, <u>and other messaging</u>)	Date coordinated graphics package distributed for use. Feedback from residents and business owners.
4-2	Provide a consistent, positive message for members in the South Hadley community and beyond, including attracting new <u>businesses and residents</u> .	Change in content, type, and media of message. Number of new businesses. Number of new residents. Feedback from new <u>businesses and new residents</u> .
4-3	Develop a clear and consistent method of publicizing Town policies.	Date publication plan developed. Date approved. Consistency of publication across media. Feedback on communication methods. Feedback on policies post-announcement.
4-4	Provide timely information about Town actions, services, meetings and events.	Date information is posted relative to date need (i.e. number of days prior to a meeting that an announcement is made). Number of responses. Number of people using services. Type of services used. Number of participants at virtual and in-person events or meetings. Number of views of recorded meetings.
4-5	Function well and consistently in an emergency, with connections to regional resources.	Compare responses in an emergency with neighboring and/or similar community.
4-6	Communicate progress in reaching the goals of this plan using the metrics defined in the implementation plan to indicate success or a need to reorient Town efforts.	Date data is collected. Consistency of collection methods. Date data is shared with the Town. Change in how data is used (eliminate completed actions, shape ongoing actions, refocus as <u>necessary</u>).
4-7	Improve access by residents and business owners to information about and participation in Town governance, including by virtual means.	Number of people participating in virtual meetings. Number of boards and committees whose meetings are available. Number of elected and appointed officials with Town emails. Number of email accounts in use. Number of committees with webpages. Timeliness and relevancy of information of webpage.

Goal 1: A Thriving Community

#	Goal 1 Actions	Primary Entity	Subentity	Subentity	Subentity	Subentity	Subentity	Subentity	Evaluation Metrics	Priority
G1-1	Assist in development/distribution of brochures/simple trail maps, and provide support for improved wayfinding, volunteer trail efforts.	Bike/Walk Committee							Number of brochures developed. Number of brochures distributed.	ST
G1-2	Encourage young families and schoolchildren to use/enjoy our outdoor resources.	Bike/Walk Committee	School Department	Recreation	Conservation Commission				Change in numbers of young families/school children using outdoor resources.	I
G1-3	Support Town efforts to enhance connectivity, including long-range mapping to identify easements and routes for more direct walking/biking connections to schools, shopping, town/outdoor resources, and other amenities; provision of access routes in new <u>business/housing projects</u> .	Planning & Conservation Department	Bike/Walk Committee						Number of maps produced. Number of maps distributed.	MT
G1-4	Support Town efforts to provide access routes for pedestrians and bicyclists in new <u>business/housing projects</u> .	Planning & Conservation Department	Bike/Walk Committee						Change in numbers of young families/school children using outdoor resources.	MT
G1-5	Establish regular funding and volunteer base for stewardship of conservation areas and the trail network.	Planning & Conservation Department	Bike/Walk Committee						Amount of funds raised/available. Number of volunteers. Hours of volunteer time. Description of specific stewardship activity or trail work.	ST
G1-6	Increase awareness among residents about the value of natural resources through educational programming.	Planning & Conservation Department	Conservation Commission	School Department					Types of outreach. Number of people reached. Programs supported as a result of increased awareness.	ST
G1-7	Restore and protect the floodplain storage capacity of Buttery Brook as a component for redevelopment of South Hadley Falls.	Planning & Conservation Department	Conservation Commission						Date of restoration. Date of permanent protection. Number of square feet flooded and amount of property damage annually.	MT
G1-8	Advocate for senior housing, a wellness nurse, and licensed social worker.	Council on Aging							Number of senior housing units available. Number of seniors housed in dedicated units. Date of hire for nurse. Date for hire for licensed social worker. Number of individuals helped with health and social issues. Survey of quality-of-life metrics	ST
G1-9	Move to larger rooms to accommodate expanding Memory Café.	Council on Aging							Date of move.	ST
G1-10	Expand programming for seniors.	Council on Aging							Number of new programs. Number of people participating.	ST
G1-11	Provide and support inter-generational programming.	Library	Cultural Council	Council on Aging	Historical Commission	School Department			Number of offerings. Number of participants. Participant satisfaction. Ages of persons participating.	ST
G1-12	Raise awareness of the stigma of ageism and promote opportunities to highlight the wisdom and strength of aging.	Council on Aging							Types of outreach. Number of people reached. Actions taken as a result of increased awareness.	MT
G1-13	Share regional resource data.	Health Department							Data shared. Number of participants in program. Actions taken as a result of shared data.	ST
G1-14	Develop historic walks around town.	Historical Commission	Bike/Walk Committee	Commission on Disabilities					Number of walks developed. Number of maps downloaded. Feedback received.	ST
G1-15	Develop multi-generational projects in partnership with Cultural Council.	Historical Commission							Number of projects developed.	ST
G1-16	Promote the park adjacent to the Library to highlight South Hadley's historical, cultural and natural resources.	Library	Historical Commission	Cultural Council	Conservation Commission	Redevelopment Authority			Number of people using park.	MT

G1-17	Offer more technology assistance for people trying to keep up with their devices.	Library	School Department					Number of people requesting help.	ST
G1-18	Develop goals for types of affordable and senior housing needed.	Planning Board	Commission on Disabilities	Council on Aging	Housing Authority			Date goals approved.	ST
G1-19	Support implementation of the 2016 Housing Production Plan with relevant regulatory strategies and update the plan in 2022.	Planning Board						Date regulatory strategies approved.	ST
G1-20	Work more closely with Council on Aging and other boards to foster more citizen discussion on types and locations of senior housing/affordable housing.	Planning Board	Commission on Disabilities	Council on Aging	Falls Neighborhood Association	Housing Authority	Redevelopment Authority	Number discussions. Number of participants. Results of discussions.	ST
G1-21	Work with other Town entities to engage an affordable housing developer to develop new housing.	Planning & Conservation Department	Administration	Housing Authority	Redevelopment Authority			Date developer(s) engaged. Number of affordable units developed.	MT
G1-22	Create a planning process that identifies the subareas in South Hadley.	Planning & Conservation Department						Date process developed. Description of sub-areas identified.	I/ST
G1-23	Develop neighborhood plans. Such plans should consider how future changes to each neighborhood help mitigate the impacts of climate change, looking at measures of neighborhood quality and what is missing from these areas.	Planning & Conservation Department						Date plans approved.	ST
G1-24	Work with other Town entities to create a plan for locating/developing outdoor gathering spaces and seating, and advocate for public outdoor seating/areas as a priority in all new business and housing projects. Develop and maintain a master map of all outdoor seating and gathering areas.	Planning & Conservation Department	Bike/Walk Committee	Commission on Disabilities	Conservation Commission	Department of Public Works	Planning Board	Number of gathering/seating areas created.	ST/MT
G1-25	Assess and map small lots to understand where they are located and the adjacencies to other land uses.	Planning & Conservation Department						Number of lots mapped.	I
G1-26	Identify funding sources and actions to increase affordable and senior housing.	Planning & Conservation Department	Redevelopment Authority					Number of sources identified. Actions taken. Amount of money raised.	ST
G1-27	Map current affordable housing that highlights areas/parcels with potential to be developed.	Planning & Conservation Department	Redevelopment Authority					Date map approved.	I
G1-28	Support Town efforts to enhance connectivity, including long-range mapping to identify easements and routes for more direct walking/biking connections to schools, shopping, town/outdoor resources and other amenities; provision of access routes in new business/housing projects.	Planning & Conservation Department	Bike/Walk Committee	Commission on Disabilities	Conservation Commission, Department of Public Works	Planning Board		Date map(s) completed. Number of new routes identified. Miles of new routes installed/provided. Number of places connected by routes. Number of people using new routes. Number of car trips replaced by routes.	MT
G1-29	Assist in development/distribution of brochures/simple trail maps.	Planning & Conservation Department	Bike/Walk Committee	Conservation Commission				Number of brochures developed. Number of brochures distributed.	ST
G1-30	Provide support for improved wayfinding and volunteer trail efforts.	Planning & Conservation Department	Bike/Walk Committee	Conservation Commission				Date wayfinding program approved. Number of signs installed. Number of volunteers participating in trail efforts. Miles of trail improved.	MT
G1-31	Assign employees more consistently in traffic enforcement role.	Police Department						Number of employees assigned to a consistent route schedule.	ST

G1-32	Work with Council on Aging to improve communication, education and programming to elderly population regarding fraud and scams.	Police Department	Council on Aging	SHCTV				Number of presentations or communications. Number of seniors reached. Number scams/fraud attempts reported.	I
G1-33	Distribute information about existing programs to assist residents of the Falls, e.g. CDAC Home Modification Loan Program, for housing rehabilitation for low income families.	Redevelopment Authority	Falls Neighborhood Association					Number of people reached. Number of people applying. Number of rehabilitation projects completed.	I
G1-34	Coordinate road construction projects with local businesses to maintain vehicular access to the Falls.	Department of Public Works						Number of communications with businesses. Number of projects in the Falls.	ST
G1-35	Develop a marketing and facilitation campaign for South Hadley to encourage more housing and small business for the Town, with a focus on the Falls.	Redevelopment Authority						Date plan for campaign approved. Change in business demand. Change in residential demand. Number of new businesses. Number of existing business that have expanded. Number of new jobs created. Change in tax revenues received.	ST
G1-36	Issue regular press releases and use social media to inform people about projects and programs supporting re-development of the Falls.	Redevelopment Authority						Number of press releases issued. Number of posts on social media.	I/ST
G1-37	Promote low cost reliable electricity and availability of fiber; consider offering incentives for business or industry to locate or expand in South Hadley.	SHELD	Administration	Redevelopment Authority				Number of inquiries from businesses. Number of new businesses. Number of existing business that have expanded. Number of new jobs created. Change in tax revenues received.	ST
G1-38	Identify and encourage conditions that attract and support BIPOC population (black, indigenous and people of color).	Selectboard	Administration	All entities				Process for identifying issues concerning BIPOC population and for monitoring their experience of Town services. Process for identifying challenges and addressing them. Change in Town demographics. Change in diversity of people participating in civic life	ST/MT
G1-39	Increase transportation options for members of the South Hadley community, including affordable options.	Selectboard	Administration	Commission on Disabilities	Council on Aging	School Department		Types of transportation available. Number of people taking trips. Change in routes. Change in number of routes. Fee for trips.	MT/LT
G1-40	Support changing demographics and changing student needs.	School Department	Library					Demographics of people served. Change in programs.	MT
G1-41	Investigate offering town-wide Wi-Fi.	SHELD						Date plan approved. Date equipment installed.	ST
G1-42	Encourage the high school to teach and encourage students in green jobs.	Sustainability and Energy Commission	School Committee	School Department				Green jobs skills being taught. Number of students participating. Number of students pursuing internships, part-time, or full-time green jobs.	ST
G1-43	Facilitate public outreach events and forums around sustainability, including public access TV, Know Your Town, mailed resource advertisements, and social media.	Sustainability and Energy Commission	SHCTV	SHELD				Number of events. Number of attendees. Number and type of other outreach attempts. Change as a result of increased awareness.	ST
G1-44	Make use of college/university personnel and consultants to provide special expertise.	Administration	Other entities as appropriate					Number of personnel used. Type and effectiveness of services provided.	ST, MT, LT

Goal 2: Caring for Our Resources

#	Goal 2 Actions	Primary Entity	Subentity	Subentity	Subentity	Subentity	Subentity	Subentity	Evaluation Metrics	Priority
G2-1	Create and update master map for outdoor seating and gathering areas.	Bike/Walk Committee							Date map created. Date(s) map updated.	ST
G2-2	Develop and implement a forest management program on Town-owned forest lands.	Planning & Conservation Department	Conservation Commission						Date program approved. Effects of implementation on forests.	MT
G2-3	Develop internships with area colleges to assist the Commission in stewardship activities, including trail maintenance, and conduct ecological inventories of conservation areas.	Planning & Conservation Department							Number of interns. Tasks completed. Number of miles of trails maintained. Number of inventories completed. Number of students involved	MT/LT
G2-4	Expand funding for land conservation through regional partnerships to tap into new resources.	Planning & Conservation Department							Amount of new funding received.	MT/LT
G2-5	Identify an optimum amount of protected open space in South Hadley and work towards that goal.	Planning & Conservation Department							Identified amount. Change in number of acres protected relative to optimum amount.	ST
G2-6	Increase land protection in the Bachelor Brook watershed, including the Dry Brook Well Zone 2.	Planning & Conservation Department	Water District #2						Change in number of acres protected.	MT
G2-7	Permanently protect land in Zone 2 for aquifer recharge to public water supplies.	Planning & Conservation Department	Water District #2						Change in number of acres permanently protected	LT
G2-8	Restore Titus and Black Stevens Ponds (including Newton Smith Brook).	Planning & Conservation Department							Date restoration plan developed. Timeline of restoration actions. Date restoration completed.	LT
G2-9	Seek/support opportunities to pair land use conservation with culture/arts/historic preservation and uses	Planning & Conservation Department	Cultural Council	Historical Commission					Number of opportunities developed. Change in uses.	MT
G2-10	Identify and inventory existing Connecticut River viewsheds.	Planning & Conservation Department							Number of viewsheds identified.	ST
G2-11	Work with other Town entities to create and implement a plan to maintain views that currently exist.	Planning & Conservation Department	Board of Assessors	Department of Public Works	Historical Commission	Tree Committee and Tree Warden			Date plan approved. Number of views maintained.	MT
G2-12	Use student internships for development of cultural events and arts management.	Cultural Council							Number of internships. Number of events. Number of participants.	ST, MT
G2-13	Increase visibility of, communication with, and investment in the arts, education, and associated activities in the community.	Cultural Council	Historical Commission	Old Firehouse Museum	School Department	South Hadley Public Library			Changes in participation. Change in financial support. Primary entity would change depending on the project.	ST
G2-14	Monitor and safeguard water safety at point of delivery in all public buildings.	Administration	Health Department						Set standards. Monitor safety. Propose new regulations or appropriations as required.	ST
G2-15	Connect with Town of South Hadley Library and the Old Firehouse Museum to understand content of the Town's archives.	Historical Commission	Town Clerk's Office						Date connections made. Number and type of actions undertaken. Number of documents preserved	ST
G2-16	Create an inventory of historic structures and views.	Historical Commission							Date inventory created. Availability to others. Number and types of use of the inventory.	ST
G2-17	Develop multi-generational projects in partnership with each other.	Historical Commission	Council on Aging Cultural Council	School Department	South Hadley Public Library				Number of projects. Number and ages of participants. Feedback from participants. Primary entity would change depending on the project.	ST/MT
G2-18	Endorse aquifer study project.	Planning Board							Date of endorsement.	ST
G2-19	Explore other options for more aquifer protection.	Planning Board							Identify options. Date(s) options implemented.	MT
G2-20	Evaluate existing and propose new protections of the Mount Holyoke Range.	Planning Board							Date of evaluation report. Date(s) protections adopted.	MT
G2-21	Revise subdivision bylaw to limit clear cutting of trees, decrease impervious surface, encourage more communal open space, etc.	Planning Board							Date of bylaw revision.	ST
G2-22	Consider flexible development model and whether it should be allowed by right.	Planning Board							Date of report on model. Date bylaw change made.	ST
G2-23	Examine how farming may be encouraged via incentives/regulations.	Planning & Conservation Department							#REF!	ST
G2-24	Inventory/map parcels vulnerable to development in the Mount Holyoke Range.	Planning & Conservation Department							Date inventory and map complete. Uses and users of inventory and map.	ST
G2-25	Research options for conserving open space and agricultural parcels without access to CPA funds.	Planning & Conservation Department							Date options identified. Date of adoption/ approval of options. Number of parcels protected	ST
G2-26	Map current Open Space and agricultural lands and highlight areas/parcels with potential to be preserved.	Planning & Conservation Department							Date map created. Number of parcels preserved.	ST
G2-27	Create more publicity for cur-rent programs, including greater outreach online and using social media.	Recreation Department							Change in number of publicity campaigns. Change in number of participants in programs publicized.	ST
G2-28	If SHELD moves, consider redevelopment of existing building or removal.	SHELD							Date of move. Date building or site redeveloped.	ST/MT
G2-29	Investigate impacts of taxation of new asphalt installations for roads and driveways.	Sustainability & Energy Commission	Board of Assessors						Date of report of impacts. Date new policy adopted.	ST
G2-30	Coordinate resources for protection against wildfire, given climate change.	Fire Districts #1 and #2	Conservation Commission	Department of Public Works	Planning Board	Police Department	Tree Committee and Tree Warden		Date of inventory of current policies re: management of forest lands, resource sharing, regional coordination, emergency protocols. Date new policies adopted. Impact of new policies.	ST/MT

Goal 3: A Resilient Community

#	Goal 3 Actions	Primary Entity	Subentity	Subentity	Subentity	Subentity	Subentity	Subentity	Evaluation Metrics	Priority
G3-1	Change boilers in Town buildings to heat pump systems when the boilers need to be replaced.	Sustainability & Energy Commission	Administration						Date of inventory. Date boiler(s) replaced with heat pump system(s).	ST/MT
G3-2	Develop a campaign for residents to sponsor specific benches to increase seating areas for older pedestrians.	Bike/Walk Committee							Number of benches installed. Number of donors.	ST
G3-3	Conduct an annual joint meeting with other committees to share priorities.	Conservation Commission							Date meeting held. Number of entities participating. Resulting actions.	I
G3-4	Develop an urban forestry plan for public shade trees, including a management plan to improve the health of existing shade trees and a plan to increase the urban forest canopy.	Planning & Conservation Department	Department of Public Works	Tree Committee and Tree Warden					Date plan developed. Date plan adopted. Number of trees planted. Change in health for each tree.	ST/MT
G3-5	Develop program with South Hadley High School to have a youth member on the Conservation Commission.	Conservation Commission							Date of policy adoption. Date youth member appointed.	ST
G3-6	Adapt redevelopment to floodplain issues and management.	Redevelopment Authority	Planning & Conservation Department	Planning Board					Change in site plan and/or special permit review criteria. Number, type, and location of projects affected. Change in number of acres flooded. Change in amount of damage created by flooding.	ST/MT
G3-7	Develop set of best practices for addressing climate change through wetland permitting.	Planning & Conservation Department							Date of best practices report. Date best practices adopted. Number, type, and location of projects affected. Number of acres of wetlands and wetland buffers affected.	ST
G3-8	Consider campaign to adopt Community Preservation Act (CPA).	Planning & Conservation Department	Conservation Commission	Appropriations Committee Board of Assessors	Redevelopment Authority	Selectboard			Date CPA adopted. Amount of funds generated. Use of funds.	ST/MT
G3-9	Support the proposed investigation of the delineation of the Dry Brook watershed.	FD #1 and #2	Board of Water Commissioners	Conservation Commission	Planning Board				Date investigation completed. Date action plan adopted.	ST
G3-10	Consider alternative heating and cooling sites. Provide map of existing sites.	Board of Health	Administration	Council on Aging	School Department	South Hadley Public Library	Sustainability & Energy Commission		Number of sites. Date map available. Number of uses. Date of use. Reason for use.	ST
G3-11	Review Town regulations and regulatory authority concerning preserving and promoting public health.	Board of Health	Administration						Date new regulations proposed. Date new regulations adopted.	ST/MT
G3-12	Develop a current affirmative action plan.	HR/Administration	Commission on Disabilities						Date plan developed. Date plan adopted. Change in hiring process. Change in demographics of people hired.	ST
G3-13	Create a volunteer program for employees to give back to South Hadley.	HR/Administration							Date program created. Number of participants. Number of volunteer hours. Types of tasks completed.	ST
G3-14	Incorporate addressing climate change/resiliency into mandate.	Planning Board	SHELD						Date new mandate adopted. Changes to Zoning or subdivision regulations adopted. Impact on projects.	ST
G3-15	Work with Town administration and neighboring towns to consider adoption of Zero Net Carbon goals, tree planting, requiring energy efficiency standards with new construction (particularly municipal) electric charging stations, solar on existing structures, etc.	Planning Board	Administration	SHELD	Sustainability & Energy Commission	Tree Committee and Tree Warden			Date goals adopted. Number of projects affected.	ST
G3-16	Measure baseline climate data (carbon, number of trees, solar, etc.) and track these markers.	Planning & Conservation Department							Date of baseline measurement. Change in markers at set times (i.e. annual, biannual, seasonal).	ST/MT
G3-17	Train all Police Supervisors in Incident Command System #300 and #400 to improve response to an emergency within the community.	Police Department							Number of supervisors trained. Change in response time and actions at scene.	ST
G3-18	Seek charitable donations for work of the Redevelopment Authority. Mention at all presentations/public events that the Redevelopment Authority can accept donations. Enable online donations.	Redevelopment Authority							Amount raised.	ST
G3-19	Consider solar energy and install as feasible.	School Department	Capital Planning						Date of installation. Change in electricity purchases. Reduction in carbon footprint of power produced.	ST/MT
G3-20	Hire staff and recruit volunteers from a wide base in terms of diversity and educational needs.	School Department	Administration	Commission on Disabilities					Change in demographics of new hires and volunteers.	ST
G3-21	Install solar arrays on the South Hadley High School with battery storage in con-junction with SHELD.	School Department	SHELD	Sustainability & Energy Commission					Number of arrays installed. Change in cost of energy.	MT
G3-22	Reach outside South Hadley for hiring purposes.	School Department	Administration						Residential location of hires.	ST
G3-23	Monitor unfilled seats on boards and committees and, using inclusionary policies, identify people to fill those seats.	Selectboard							Number of candidates identified. Number of candidates appointed/elected. Change in demographics of candidates.	ST
G3-24	Work with boards and committees to produce videos to welcome new members and give them a brief overview of what they can and cannot do.	SHCTV	All boards						Number of videos. Number of boards and committees participating. Feedback from viewers.	ST
G3-25	Encourage ratepayers of diverse backgrounds to run for the SHELD board to ensure that all businesses and residents have access to Board functions.	SHELD	Selectboard						Number of candidates identified. Number of candidates elected. Change in demographics of candidates.	ST/MT
G3-26	Incorporate renewable energy into our portfolio over time as load permits either through Department owned assets or other large-scale installations.	SHELD							Change in amount of renewable energy incorporated into portfolio.	MT
G3-27	Provide internet connectivity to every household and business in South Hadley with a combination of broadband, fiber and Wi-Fi.	SHELD							Number of households connected. Number of businesses connected. Types of connections.	MT
G3-28	Establish a grant program to provide internet-enabled devices to low-income households.	SHELD	Council on Aging	School Department	South Hadley Public Library				Date grant program established. Number of devices provided.	ST/MT
G3-29	Work with Council on Aging and Library to provide training for those unfamiliar with connecting to online resources.	SHELD	Council on Aging	School Department	South Hadley Public Library				Number of requests for help. Number receiving training. Primary will depend on population to be served.	ST

G3-30	Advocate for all new residential and commercial buildings to be built with a solar-ready roof.	Sustainability & Energy Commission	Planning Board					Number of solar-ready roofs constructed. Number of new buildings constructed.	MT
G3-31	Advocate for all new Town buildings to be built as Net Zero.	Sustainability & Energy Commission	Planning Board					Number of town buildings built as Net Zero. Number of new Town buildings built.	MT
G3-32	Discuss with SHELD the long-term changeover away from nuclear power to renewables (planned for 2045).	Sustainability & Energy Commission	SHELD					Date discussion held. Identified next steps.	MT/LT
G3-33	Support charging stations in town, operated by private entities and the Town.	Sustainability & Energy Commission	Administration					Number of stations installed.	MT
G3-34	Assess tree health; prune or remove hazardous trees.	Tree Committee and Tree Warden	Department of Public Works					Number of trees removed. Number of trees replaced.	ST/MT
G3-35	Attend relevant meetings of Conservation Commission, Planning Board, the Bike/Walk Committee and other Town committees.	Tree Committee and Tree Warden						Number of meetings attended. Identified outcomes (e.g. shared information, joint projects).	I
G3-36	Develop an inventory of mature shade trees throughout the town. Record the location and status of each tree. Publish inventory on website to encourage appreciation of these assets.	Tree Committee and Tree Warden						Date inventory developed. Availability to others. Number and types of use of the inventory.	ST
G3-37	Develop an inventory of public shade trees throughout the town and evaluate each species for resiliency, determine where shade trees are missing, and develop a budget and source of funding for planting/replacement.	Tree Committee and Tree Warden						Date inventory completed. Date annual update completed. Number of trees replaced. Date budget developed. Number of sources of funds identified. Amount sought. Amount raised.	ST

Goal 4: Excellent Communication

#	Goal 4 Actions	Primary Entity	Subentity	Subentity	Subentity	Subentity	Evaluation Metrics	Priority
G4-1	Create working groups of staff and committee and board members to meet regularly around common priorities to identify and work together toward shared objectives.	All boards, committees, and departments	Administration	Selectboard			Date working group created. Number of shared priorities identified. Number of group actions being pursued. Number of actions completed.	ST
G4-2	Create a podcast or video campaign that answers basic questions about Town government and Town department procedures.	Administration	SHCTV				Number of podcasts created. Number of viewers. Feedback from viewers. Boards and departments involved in podcast creation.	ST
G4-3	Improve departmental communications within the municipality and to the residents and business owners.	Administration	All departments				Number and types of communications. Feedback from residents and business owners.	ST/MT
G4-4	Provide professional development for all departments to improve skills in website content development and presentation.	Administration	All departments				Date provided. Number of participants.	ST/MT
G4-5	Develop a professional communications position.	Administration					Date position approved. Date position filled.	LT
G4-6	Develop standards for the website presence of Boards/Committees with a basic set of information common to all pages.	Administration					Date standards created. Date standards approved. Date standards promulgated. Consistency of application of standards across webpages.	ST/MT
G4-7	Create a central resource on the Town website listing and linking to all current plans, reports and key data.	Administration	All boards, committees, and departments				Date resource created. Relevance of information provided. Use of information.	ST
G4-8	Develop "onboarding" protocols for new members of boards and committees and publicize the protocols online. This should include the charge of the board or committee and resources available to assist them.	Administration					Date protocols developed. Date protocols approved. Date protocols distributed. Use of protocols.	ST
G4-9	Create a shortened URL that each board, committee or department can use to drive visitors to their pages.	Administration					Date created. Date distributed. Consistency of use.	ST
G4-10	Provide clear communications standards for boards and committees, including timely posting of meeting minutes on the website and maintaining an up-to-date and informative presence on the Town website.	Administration					Date meeting minutes and/or videos are posted relative to date of meeting. Last set of minutes/video on site relative to last meeting held.	ST
G4-11	Provide and maintain a communications platform for boards and committees.	Administration					Date platform identified. Date platform approved. Date platform provided. Use of platform. Feedback from users.	ST
G4-12	Create a single repository of GIS data, adding dynamic layers and linking permitting data and tax data.	Board of Assessors					Date repository created. Number of downloads. Number of users. Type of information used. Purpose of use.	ST
G4-13	Prior to Town Meeting, review proposed bylaws as to legality, consistency with other bylaws, and alignment with the goals of this Master Plan Update and make recommendations for action (recommend or not recommend) to the Selectboard and Town Meeting.	Bylaw Review	All other boards and committees				Date(s) bylaws reviewed. Number of committees and/or proposers consulted. Recommendations made. Votes by Town Meeting.	ST/MT
G4-14	Increase awareness among residents and knowledge about what a wetland is and when work needs a permit.	Conservation Commission	Planning & Conservation Department				Number of applications. Number of approvals. Number of violations.	ST
G4-15	Increase the public's willingness to seek guidance from the Conservation Commission before doing work.	Conservation Commission	Planning & Conservation Department				Number of inquiries.	ST/MT
G4-16	Increase use of media and the Town website to promote and showcase good projects with outcomes in support of the values of the Wetlands Protection Act and the goals of this Master Plan Update.	Conservation Commission	Planning & Conservation Department				Number of articles. Types of media. Distribution of coverage. Number of projects shown.	ST/LT
G4-17	Promote the Town's age friendly initiatives.	Council on Aging					Number of requests for services. Number of participants in age-friendly programs. Number of programs offered.	ST
G4-18	Create a publicly available Cultural Resource Guide.	Cultural Council					Date guide created. Number of downloads.	ST
G4-19	Adopt the requirements that will be set by OSHA/DLS to create a safer working	Department of Public Works					Date requirements adopted. Number of injuries reported.	ST
G4-20	Use the District sign to better inform our customers of our activities.	Fire and Water Department District #2					Number and types of questions/concerns. Feedback.	ST/MT
G4-21	Use the water billing notice mailings to inform customers about water department activities and policies.	Fire and Water Department Districts #1 and #2					Feedback.	ST/MT
G4-22	Procure portable road signs for emergency use.	Health Department	Emergency Management Director				Number of times used. Locations at which signs placed. Feedback.	ST
G4-23	Post articles in Town Reminder, Town's website and social media.	All boards and committees					Number of articles posted. Number of responses or other feedback.	ST/MT
G4-24	Focus on ways to improve the on-boarding process for new employees.	HR/Administration					Feedback from participants.	ST/MT
G4-25	Look at ways to coordinate services with the School Department's Human Resources.	HR/Administration	School Department				Changes in coordination of services. Amount of time and/or money saved.	ST/MT
G4-26	Complete and have accepted by the Selectboard a new affirmative action policy.	HR/Administration	Selectboard				Date policy completed. Date policy approved. Accepted. Changes in demographics of new hires.	ST
G4-27	Review bylaw for Master Plan Implementation Committee and consider updating charge.	Master Plan Implementation Committee	Bylaw Review Committee				Date bylaw reviewed. Date changes approved.	ST
G4-28	Work with boards, committees and departments to develop a progress "dashboard" that the public can see.	Master Plan Implementation Committee	Administration	Information Technology			Date dashboard identified. Date dashboard approved. Date dashboard installed. Number of views. Feedback from users. Participation from boards, committees, departments in providing and updating content.	ST/MT
G4-29	Work with boards, committees and departments to identify baseline data for impact evaluation and standard metrics.	Master Plan Implementation Committee	All boards, committees, and departments				Date baseline data identified. Schedule for collection of baseline data. Date(s) data collected.	I/ST
G4-30	Work with boards, committees and departments to monitor progress towards goals using metrics defined in this Master Plan Update.	Master Plan Implementation Committee	All boards, committees, and departments				Identify schedule and process for monitoring. Feedback from boards etc. as to usefulness. Dates of progress updates to Selectboard, Planning Board, and Town Meeting.	MT/LT
G4-31	Work with Town Administrator, Planning Board and Selectboard to determine whether there are additional reporting mechanisms that should be	Master Plan Implementation Committee	Administration	Planning Board	Selectboard	All departments	Date additional reporting mechanisms identified. Number of users. Feedback on effectiveness.	ST

G4-32	Assess public perceptions of quality of life in South Hadley on a regular basis, using standardized surveys.	Master Plan Implementation Committee					Date(s) surveys conducted. Date(s) information shared with Town government, residents, businesses. Times used to evaluate effectiveness of actions.	
G4-33	Create more user-friendly informational materials (mailings, website, SHCTV).	All boards and committees					Date materials available. Feedback. Change in user activity.	ST
G4-34	Update Police page on Town's website to include more relevant information.	Police Department	Information Technology				Date page updated. Date(s) of future updates. Number of users. Feedback from users.	ST/MT
G4-35	Issue regular press releases, supported by robust and current website content, about projects and programs supporting redevelopment of the Falls.	Redevelopment Authority					Number of releases. Number of inquiries.	ST/MT
G4-36	Use social media more broadly, as part of an overarching communications plan, to promote redevelopment efforts.	Redevelopment Authority					Number of postings. Number of inquiries.	ST/MT
G4-37	Communicate progress on goals twice a year to the entire community.	School Department					Date(s) of communications. Feedback.	ST
G4-38	Work with other Departments to create short videos on FAQs or "How Tos" for commonly asked services.	SHCTV					Number of requests. Number created. Number of views. Feedback from users.	ST/MT
G4-39	Create sustainability action sheets for residents, businesses and Town offices. These sheets would focus on sustainable acts that could be carried out in residential, commercial, industrial and municipal environments.	Sustainability & Energy Commission					Number of sheets created. Number of sheets and types of information distributed. Feedback from users.	
G4-40	Publish a running list of all green incentives throughout Town using flyers and social media/website.	Sustainability & Energy Commission					Date list published. Date(s) list updated. Number of people/businesses using incentives.	ST
G4-41	Collaborate with Tree Committee and Tree Wardens in other towns in the region to share information and form project partnerships.	Tree Committee and Tree Warden					Number of opportunities for collaboration. Number of joint projects completed. Impact of joint projects (e.g. more trees planted, cost savings, other)	ST/MT

Jeff Cyr, Chair
Sarah Etelman, Vice-Chair
Christopher Geraghty, Clerk
Andrea Miles
Bruce Forcier

Michael J. Sullivan
Town Administrator

Report to the South Hadley Selectboard for January 14, 2021

COVID 19 Update

There have been numerous requests about vaccine distribution in South Hadley. Presently we have applied and been approved by Massachusetts Department of Public Health to become or participate in a regional distribution program. We have ordered a freezer, but as anyone who has recently order any appliances the delivery date is months out. We also have not been assigned or have received any vaccines by the Commonwealth as of this writing.

The rules for a distribution site are significantly different than the “flu clinic” model. The requirement recently does not allow a one- or two-day operation. The standard to be met is a commitment by a ton or entity that it would be fully operational through June 30th. Suffice to say even if South Hadley was able to find enough qualified medical personnel to staff such a facility the cost would be extraordinary and not able to be covered by federal or state grant programs fully.

Health Director Hart is diligently working on the details, even as we await more guidance from the state, she is working with neighboring communities, area hospitals and local contact for national pharmacies about what partnerships may be forged so South Hadley residents can get a shot in the arm, safely, once community vaccinations are available. I am sure this will be a continual discussion at the Selectboard Meetings the first and third Tuesday of each month. We will also post information on southhadley.org COVID 19 page as it becomes available and I will include information in upcoming reports, specifically on vaccines.

We also would remind you of the testing opportunities, I have added some links below including the asymptomatic center at UMass. We believe testing is and important tool and should be utilized appropriately. However, we feel the most effective way to fight the virus is clear, wear a mask, practice social distancing, stay away from large crowds, wash hands and stay home as much as possible.

<https://www.umass.edu/coronavirus/communitycovidtest>

The link below provides additional testing options in our region and throughout Massachusetts.

<https://memamaps.maps.arcgis.com/apps/webappviewer/index.html?id=eba3f0395451430b9f631cb095febf13>

Below is a sampling of some of the data and information we use to try and stay informed about the direction the virus is headed. It is clear or see in every data set here and on the Commonwealth’s website it is in an upward trajectory.

Hospitals, including Holyoke Medical Center continue to see hopeful signs with staff vaccinations proceeding quickly. They also have increased the patient recovery rate precipitously through a greater

understanding of and better strategies for COVID 19. HMC has also offered vaccines to both FD1 and FD 2. Thank you, the SHPD is being offered vaccines through a regional effort at UMass.

SOUTH HADLEY

Percent positivity: 6.74%

Percent positivity: Percent positivity is calculated using molecular tests only. Percent positivity is calculated by dividing the number of positive tests by the total number of tests during the time period.

Report date: 1/7/2021

Time period: 12/20/2020 to 1/2/2021 [Copied from Mass.gov](#)

South Hadley Div. of Water Pollution Control

Sample collection date: **January 7, 2021**

SARS-CoV-2 virus in sewage

DETECTED

Virus concentration
(genome copies per liter of sewage)

211,188

Normalized* virus concentration
(genome copies per liter of sewage)

593,338

**Normalized virus concentration value is derived by adjusting the raw virus concentration to the PMMV fecal marker in order to account for dilution*

Above is the BioBot data, the most recent complete report is on our COVID 19 page of the website. It continues to show significant presence of COVID RNA in the South Hadley waste stream. If the trend mirrors previous data, it would suggest we are still weeks away from any lessening of the South Hadley surge.

Below is the most recent report on cases in South Hadley. It is hard to imagine that in a community of 17K plus we have broken through the 1,000 confirmed/suspected cases. We also had an additional death this week related to COVID 19 so we now have 41 since March 1. My condolences to those who have been lost to the pandemic

LBOH Count - Events Per Disease and Classification in Jurisdiction

Classification: confirmed,contact,probable,revoked,suspect

Event Dates from 03/01/2020 to 01/12/2021

Jurisdiction(s) selected: SOUTH HADLEY

Jurisdiction(s) used for report: SOUTH HADLEY

The report contains confidential information. The data are current as of 01/12/2021 and are subject to change.

Disease	Status	Num of Cases	1/5/2021	12/30/2020	12/22/2020	12/15/2020
Novel Coronavirus (SARS, MERS, etc)	CONFIRMED	641	582	524	467	415
Novel Coronavirus (SARS, MERS, etc)	CONTACT	514	496	454	419	376
Novel Coronavirus (SARS, MERS, etc)	PROBABLE	36	34	25	23	21
Novel Coronavirus (SARS, MERS, etc)	REVOKED		4			
Novel Coronavirus (SARS, MERS, etc)	SUSPECT	18	18	18	17	17

As you can see from the data in the next chart we have joined the red brigade and have increased our positivity rate to 6.7%. This is particularly concerning given the high number of seniors who live in South Hadley.



Massachusetts Department of Public Health COVID-19 Dashboard – Thursday, January 7, 2021

Count and Rate of Confirmed COVID-19 Cases and Tests Performed in MA by City/Town, January 1, 2020 – January 5, 2021

City/Town	Total Case Count	Case Count (Last 14 Days)	Average Daily Incidence Rate per 100,000 (Last 14 days) ¹	Relative Change in Case Counts ²	Total Tests	Total Tests (Last 14 days)	Total Positive Tests (Last 14 days)	Percent Positivity (Last 14 days)	Change in Percent Positivity ³
Somerset	1235	209	80.6	Lower	20131	1810	238	13.15%	Higher
Somerville	3394	417	39.4	Higher	266444	13594	477	3.51%	Higher
South Hadley	586	117	46.2	Higher	25545	2003	135	6.74%	Higher
Southampton	200	59	70.0	Higher	6367	640	64	10.00%	Higher
Southborough	283	50	36.9	Lower	17426	1392	50	3.59%	Lower
Southbridge	1015	168	71.6	Lower	17291	1638	197	12.03%	Lower
Southwick	310	57	41.5	Higher	8279	724	60	8.29%	Higher
Spencer	474	111	69.1	Higher	11930	1105	117	10.59%	Higher
Springfield	11944	1703	77.9	Higher	199662	17104	2071	12.11%	Higher
Sterling	434	96	87.3	Higher	11140	1051	103	9.80%	Higher
Stockbridge	38	10	41.9	Higher	2423	267	12	4.49%	Higher
Stoneham	1479	298	95.6	Lower	36007	4469	338	7.56%	Higher
Stoughton	1641	279	72.0	Higher	31479	2930	323	11.02%	Higher
Stow	144	26	25.6	Higher	7855	600	27	4.50%	Higher
Sturbridge	333	91	61.5	Higher	8953	844	97	11.49%	Higher
Sudbury	447	60	24.1	No Change	22670	2465	67	2.72%	Higher
Sunderland	95	11	21.1	Higher	13550	599	11	1.84%	Higher

If misery loves company, I think we can say we are in love. There is more information on mass.gov for your review. We also include the Governor’s weekly advisories on southhadley.org.

The next chart is something I do not believe I displayed before, but the state data on hospitals is very interesting as a trend. The is especially telling when compared to other states. I am sure there as many reasons why there is available beds in Massachusetts when other states are at or near a breaking point. Thank you to all those who are on the frontlines fighting this scourge!



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Hospitalizations

There are **2,219** patients hospitalized for COVID-19.

ICU & Intubated Patients

There are **451** patients in Intensive Care Units (ICU) and **271** patients are intubated.

Average Age of Patients

The average age of patients who were hospitalized for COVID-19 was **73** years old.

Select to switch hospital visualizations: Hospitalization Detail

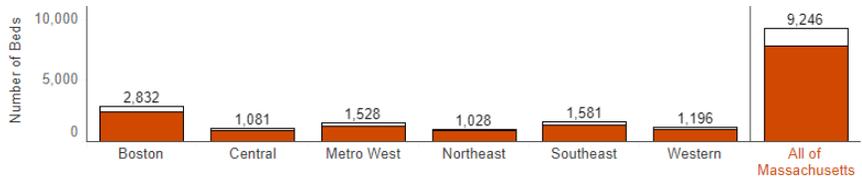
View availability by date
1/11/2021

Occupied beds

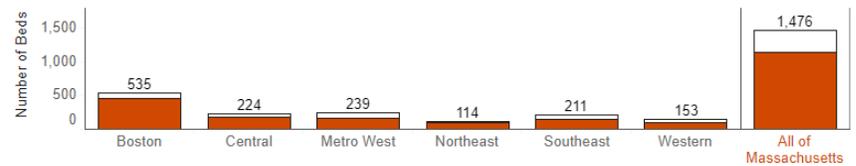
As of today, **84.9%** of medical/surgical beds are occupied and **78%** of ICU beds are occupied.

There are currently **50** beds occupied through alternate medical sites.

Available and **occupied** medical/surgical (not ICU) beds by region



Available and **occupied** ICU beds by region



For purposes of this reporting, "confirmed" are cases with a PCR test. All data included in this dashboard are preliminary and subject to change. Created by the Massachusetts Department of Public Health, Bureau of Infectious Disease and Laboratory Sciences, Office of Integrated Surveillance and Informatics Services.

Capital Projects FY 22

As we go through the FY 22 budget and start to review capital needs, it is readily apparent that even in these uncertain times there needs to be substantial investment in various projects and needs. The fear is if we get to far behind, especially considering the progress which has been made in the last five years the Town of South Hadley will suffer.

There are a number investments which need to be address and it is unlikely we will be able to meet all the needs. There is a number of these needs I would like to start to be addressed with greater focus.



The Michael E Smith Middle School pool has been on the list for at least five years; however, it had been pushed down in the batting order by other pressing school needs. That said this, I am not sure whether this should be a "school project". There was study done in 2014 which suggested the pool was in serious disrepair. I am not an engineer and I cannot swim (really), but if this 2014 picture of the underbelly of the MESMS pool is any indication, I will not be learning to swim at this location.

At the time of these photos, I believe the repair was a little less than \$300k, I suspect it is more now. If you recall, there was a need to increase security in schools and the turf at the High School a few years later which took precedent.

The questions remain as to what is the value of this pool to the community? How many people feel this is a needed investment, how much of the community is served by it, is there other more important/demanding investments needed which would take precedent? I would humbly suggest it should

not be solely up to the schools to answer those questions, as much of the use has historically been beyond MESMS.

There also will be a request for a critical upgrade of the communication system housed at the South Hadley Police Department, while this is primarily used for the PD and overseen by that department. It does also provide service to the FD's (FD#2 drops calls down to MHC) and the DPW. The price has fluctuated over the last few years, originally thought to be about \$1.8 million, but through some partnering with SHELD and use of a fiber backbone the price has been reduced to around \$1.3. We also are three cruisers behind on the replacement program which has saved us on maintenance through warranties. We now have three of the "new" police vehicles with over 125K miles.

We also have some equipment at the DPW which must be replaced, including a new loader which is estimated at \$315 K (and may take months to get). The older CAT has failed brakes and we will need to lease one in the spring if it cannot be repaired. There also is a pickup and trailer which is aging out up at the public works.

We also cannot lose sight of the sidewalk and street progress we have made, as there is a long list of roads in need of repair and falling behind on that will be catastrophic. I will likely recommend that we allocate the final \$600K from the rolling debt for sidewalks and use another \$700K (at least) of unreserved free cash along with Chapter 90 money for road repair.

I believe through a combination of borrowing and judicious use of unreserved free cash we can make it work and stay in a comfort zone financially. More to come....

Diversity and Inclusion

Thank you, South Hadley, for taking this issue serious and be willing to work to better understand it! We continue offer training and have undertaken some focus groups with all departments across the municipality

It was impossible to the painful images flashed across the television screen in the last week. Beyond the political animus there were so many signs of hate displayed by the insurrectionist it was heartbreaking.

I watched like so many in disbelief as Confederate Flags, "Camp Auschwitz" T Shirts and other disgusting oppressive signs were apart of this angry mob's collective persona. So many times, in early my public service career I wandered through the Capital office buildings and felt the greatness of our nation embodied in a building. I was there the day they were setting up for President Clinton to leave office and President Bush was set to take office. I remember walking through Union Station and actually seeing Joe Biden getting off the train to go to work, only the tourists paid him much attention for everybody else it happened every day. Never even considered he would be President of the United States in the future, just knew you could take the train to Delaware. I actually twice spoke to a Special Congressional Committee on Natural Resources about the need to fund wastewater treatment plants.... not that anyone listened, but I was on C-Span.

I cannot even begin to reconcile the Washington or "Walkington" as my youngest son referred to the nation's capital as the few times, he accompanied he had a different appreciation for Pennsylvania Ave then those who have never spent time in DC. "Appreciation" may be a misrepresentation though.

As we try to better understand each other locally it will be through education, understanding and tolerance. No matter what a person thinks, where they are from, who they love, their religion or their race we have accept we are all different and the only way we can survive a flourish is to expect that people have different views. We do not have to accept every person's view, just their humanity.

The events of last week saddened me and caused me to think if I would even know this place, Washington, its grandeur, its history, all desecrated by political vanity and misbegotten righteousness. It is my sincere hope the country will unite and discuss, debate, deliberate, contemplate all the issues we are facing as a nation ...in a peaceful and respectful manner. Please note, even though I wear a mask this and that are not a political statement. It is just a hope and it is just a mask.

Respectfully submitted.

Michael J. Sullivan
Town Administrator, South Hadley