

Fire District #2 Action Items		Priorities: Immediate (I)=within 1 year; Short-Term (ST)=1-3 years; Mid-Term(MT)=3-5 years; Long-Term(LT)=5-10 years NOTE: Priorities may have two time frames and they may start in the shorter time frame, but take longer to complete.				
#	Goal Actions	Primary Entity	Subentity(ies)	Evaluation Metrics	Priority	Status July 2022
G1-26	Identify and encourage conditions that attract and support Black, Indigenous, and People of Color population.	Selectboard	Administration, All entities	Process for identifying issues concerning BIPOC population and for monitoring the experience of Town services across all demographics. Process for identifying challenges and addressing them. Change in Town demographics. Change in diversity of people participating in civic life.	ST/MT	
G1-31	Foster Town engagement with 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	
G2-17	Undertake a study of the Endorse Dry Brook aquifer to assess the extent of recharge and contributing factors.	Fire District #2, Water Department		Date of endorsement.	LT	
G2-25	Coordinate resources for protection against wildfire, given climate change such as physical improvements as well as public education.	Fire Districts #1 and #2	Conservation Commission, Department of Public Works, Planning Board, Police Department, 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	SHFD2 works closely with DCR to protect our Mountain Range and also teaches fire education in both our schools
G3-9	Support an investigation to re-delineate the District 2 Water Supply recharge area.	FD #1 and #2	Board of Water Commissioners, Conservation Commission, Planning Board	Date investigation completed. Date action plan adopted.	ST	
G3-25	Encourage people of diverse backgrounds to run for boards and/or apply for committees to ensure broad representation of all residents in government functions.	All boards		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	SHFD2 fully supports Town/District boards to meet more often and work together
G4-4	Improve inter-departmental communications within the municipality and to the public.	Administration	All departments	Number and types of communications. Feedback from residents and business owners.	ST/MT	
G4-5	Provide professional development for all departments and committees as appropriate to improve skills in website content development and presentation.	Administration	All departments	Date provided. Number of participants.	ST/MT	
G4-8	Create a central resource directory on the Town website for all 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/MT	
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	
G4-19	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	The sign in front of SHFD2 is used for public notification for town and
G4-20	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	We currently use the water bills for community outreach
G4-27	Work with boards, committees and departments to identify baseline data for impact evaluation and standard metrics, as appropriate.	Master Plan Implementation Committee	All boards, committees, and departments	Date baseline data identified. Schedule for collection of baseline data. Date(s) data collected.	MT	
G4-28	Work with boards, committees, and departments to monitor progress towards goals using metrics recommended in this Master Plan Update, as appropriate.	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	
G4-29	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/MT	

Goal 1: A Thriving Community		
#	Goal 1 Objective	Proposed Metrics
1-1	Create the physical and regulatory conditions that support business retention and growth, and attract new, well-paying jobs.	Change in physical and regulatory conditions. Number of jobs retained. New businesses generated. Number of new jobs. Number of new businesses.
1-2	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.
1-3	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). ADA accessible improvements. Change in what is connected (open space, recreational areas, commercial centers). Change in number of users. Demographics of users. Changes in public health. Changes in community engagement.
1-4	Strengthen social engagement by providing multi-generational programming.	Amount and types of multi-generational programming. Change in attendance. Reactions of participants.
1-5	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.
1-6	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 and the Mount Holyoke Range.	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	Protect 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.
3-2	Diversify the tax base to support the municipal budget in order	Number of new jobs.
3-3	Encourage participation on Town boards and committees by	Number of people recruited.
3-4	Develop a program to connect all residents and businesses to	Number of households and businesses connected.
3-5	Identify and use non-tax base revenue sources.	Date sources identified.
Goal 4: Excellent Communication		
#	Goal 4 Objective	Proposed Metrics
4-1	Support a strong and welcoming multi-ethnic and multiracial	
4-2	reate a consistent style of Town communication through	Date coordinated graphics package distributed for use.
4-3	Attract new business and residents through coordinated	Change in content, type, and media of message.
4-4	Develop a clear and consistent method of publicizing Town	Date publication plan developed.
4-5	Provide timely information about Town actions, services,	Date information is posted relative to date need (i.e. number
4-6	Function well and consistently in an emergency, with	Compare responses in an emergency with neighboring and/or
4-7	Communicate progress in reaching the goals of this plan.	Date data is collected.
4-8	Improve public access and ability for participation in Town	Number of people participating in virtual meetings.