

| row # | Goals, objectives, entities, evaluation metrics and priority ranking | | | | Comment | Status March 2023 | |
|-------|--|--|---|---|--|--|--|
| 2 | GOAL 1: A THRIVING COMMUNITY | | | | | | |
| 3 | Objectives | | | | | | |
| 4 | 1-1 | Create the physical and regulatory conditions that support job retention and growth and encourage new retail and services. | | | | | |
| 5 | 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. | | | | | |
| 6 | 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. | | | | | |
| 7 | 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. | | | | | |
| 8 | 1-5 | Strengthen social engagement by providing multigenerational programming | | | | | |
| 9 | 1-6 | Support educational resources for people of all ages and abilities | | | | | |
| 10 | 1-7 | Be a welcoming community that attracts and supports a diverse population. | | | | | |
| 11 | | | | Priority (I = Immediate; ST = Short Term; MT = Mid Term; LT = Long Term) | | | |
| 12 | ASSOCIATED TASKS | | Entities Responsible/Co-Responsible (lead entity is underlined) | Evaluation Metrics | | | |
| 13 | | Identify and encourage conditions that attract and support people of color | <u>Select Board</u> ; Administration; all entities | Are there instruments for identifying issues concerning people of color and for monitoring their experience of Town services? Are there mechanisms in place for identifying challenges and addressing them? Are there changes in Town demography and participation in civic life? | ST, MT | SHELD Input/feedback Nov.2022 SHELD is posting jobs on diversity.com and attending diversity training | SHELD has developed an intern Program which aims to encourage diversity and inclusion. SHELD is working with the South Hadley High School to launch this new program in 2023. |
| 14 | | Promote low cost reliable electricity, availability of fiber, and potentially offer incentives for business or industry to locate or expand in South Hadley. | <u>SHELD</u> , Redevelopment Authority, Administration. | track business inquiries, new businesses, expanded businesses, jobs. | ST | SHELD promotes our low rates in quartile newsletters and offers over \$100,000 in rebates annually for both business and | SHELD circulates newsletters and promotes services regularly |
| 15 | | Investigate offering town-wide Wi-Fi. | SHELD | Has it been investigated? Next steps determined? | ST | This is not feasible for SHELD, SHELD is investing over \$12 million in a full fiber deployment which will provide fiber to the home which is considered the "gold standard" of broadband | The Town of SH is installing/planning Wi-Fi in two locations (Town Commons) and Beach Grounds. SHELD will provide connectivity to the internet for these areas |
| 16 | | Facilitate public outreach events and forums around sustainability, to include public access TV, Know Your Town, mailed resource advertisements, and social media. | <u>Sustainability and Energy</u> , SHCTV, Know Your Town, SHELD. NOTE: this is also an "awareness" issue. What actions would need to take place in order to demonstrate that awareness led to action? | # events, # attendees, # other outreach. Depending on techniques being promoted (e.g. electric cars, recycling) track #s, other data. | ST | SHELD has actively participated in KYT and promotes many energy related topics and services through our Social media and bill inserts | SHELD has several new efficiency and sustainability focused customer programs which are communicated through newsletters, social media, MLB meetings and monthly bills |
| 17 | | Make use of college/university personnel and consultants to provide special expertise. | Administration, other entities as appropriate | #s used? Purposes? Products? | ST, MT, LT | SHELD works with MT Holyoke college on a number of matters i.e.- solar and attends functions at the college to support and foster positive rapport with the college | SHELD is working with local resources and is currently creating a intern program with the SH High School Development office for 2023 |
| 18 | | | | | | | |
| 19 | GOAL 2: CARING FOR OUR RESOURCES | | | | | | |
| 20 | Objectives | | | | | | |
| 21 | 2-1 | Protect the community's drinking water supply and ensure that it is adequate to meet the needs of the community in perpetuity | | | | n/a | |
| 22 | 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. | | | | n/a | |
| 23 | 2-3 | Protect agricultural land as a natural resource and support local agriculture as an economic enterprise and historic resource. | | | | n/a | |
| 24 | 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) the creation of new and protection of existing viewsheds (views of landscapes and/or natural and historic resources) especially those of the Connecticut river. | | | | SHELD is working with the town to support redevelopment efforts in the falls. SHELD has offered its 85 Main Street facilities to be used in a grant for redevelopment. | SHELD has cooperated and supported the towns redevelopment plans with a support letter as solicited from the planning dept. SHELD seeks new land to relocate its operations which is out of the 100 year flood zone. Until land can be found, SHELD's will be unable to vacate this location for redevelopment |
| 25 | 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. | | | | SHELD supports many town events and participates actively in these community events. SHELD also holds a board seat with the Chamber of Commerce in town. | SHELD is often the primary sponsor and attends key town events including July 4th Fireworks, The Chamber Christmas with Santa, Pickleball Court lighting and more. SHELD continues to support programs through active board participation with on the chamber of commerce |
| 26 | 2-6 | Identify state and federal programs and seek grants and other sources of funding. | | | | SHELD actively monitors and seeks grants where feasible. | SHELD monitors and seeks grants where feasible. Currently qualify, promote and facilitate multiple customer assistance programs i.e.- Broadband relief, fuel assistance, neighbors helping neighbors |
| 27 | 2-7 | Coordinate resources to ensure protection of woodlands and the built environment against wildfire, given climate change | | | | | |
| 28 | | | | | Priority (I = Immediate; ST = Short Term; MT = Mid Term; LT = Long Term) | | |
| 29 | ASSOCIATED TASKS | | Entities Responsible/Co-Responsible (lead entity is underlined) | Evaluation Metrics | | | |
| 30 | | If SHELD moves, consider redevelopment of existing building or removal to support river access. | <u>SHELD</u> | how is site being used? River access changed? | ST/MT | SHELD has engaged with the town administration to provide a focal point (85 Main Street) to draft plans for redevelopment. SHELD has also participated in the first redevelopment meeting. | SHELD supports the vision of redevelopment for this river front land however SHELD needs town support to relocate. |
| 31 | | | | | | | |
| 32 | GOAL 3: A RESILIENT COMMUNITY | | | | | | |
| 33 | Objectives | | | | | | |
| 34 | 3-1 | Address climate change and resiliency measures in all actions. | | | | SHELD currently exceeds the 2040 MA Clean Energy Standard goal with 90% of its energy sales from non carbon emitting sources through the year 2050 | SHELD has introduced a number of new programs in the recent two years which specifically help customers reduce carbon emissions, i.e.- green choice, NextZero connected homes, 0% home heating loans, EV and Electrification rebates |
| 35 | 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. | | | | SHELD has created jobs with the expansion of its fiber optic business offerings and provides PILOT payments to the town annually | SHELD is one of the largest investors of capital in town with the deployment of Fiber to the premise and Advanced Meter Infrastructure (AMI). These capital investments have injected millions of dollars into the South Hadley Economy, created several jobs and increase property values for residents and businesses. |
| 36 | 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 policies and actions. | | | | SHELD has rotating "elected" board seats | SHELD's commission is elected by and for the people of South Hadley. Commissioners can encourage others to run for office where appropriate. |
| 37 | 3-4 | Develop a program to connect all residents and businesses to the proposed fiber network. Provide appropriate training and devices for low income and/or elderly households. | | | | SHELD is in process of constructing the entire town of South Hadley. SHELD conducts regular training events to educate all of our customers on the benefits of streaming and fiber optic internet in the home. | SHELD is 85% Fiber constructed and will complete the entire town (minus Privately owned Multi dwelling Units) of SH by 2024. SHELD offers all customers who qualify the "Affordable Connectivity Program" which is designed to help low income customers receive assistance for their internet needs. |

| | | | | | | | | |
|----|-----|---|--|--|--|---|------------------|---|
| 38 | 3-5 | Identify and take advantage of non-tax base revenue sources. | | | | SHELD utilizes its no taxable legislative rights to fund capital projects including the Fiber Optic town deployment. | | SHELD is a no taxable entity and utilizes those legislative rights to benefit the town and customers. SHELD maintains a industry highest AA financial rating and over five years of clean audit opinions |
| 39 | | | | | Priority (I = Immediate; ST = Short Term; MT = Mid Term; LT = Long Term) | | | |
| 40 | | ASSOCIATED TASKS | Entities Responsible/Co-Responsible (lead entity is underlined) | Evaluation Metrics | | | | |
| 41 | | Incorporate addressing climate change/resiliency into mandate. | <u>Planning Board</u> ; SHELD | is it incorporated? Impact(s)? | ST | SHELD welcomes any climate change tasks. SHELD has one of the lowest carbon footprints in the commonwealth with 90% of our energy supply from non carbon emitting energy sources. | | SHELD continues to maintain a 90% carbon free footprint. SHELD has introduced multiple supplemental programs to further carbon reductions in town. SHELD is committed to future reduction and efforts as mandated by the State's Roadmap to Net Zero by 2050 plan. |
| 42 | | 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. | <u>Planning Board</u> , Administration, SHELD, Sustainability, Tree | goals adopted? Impact? | ST | SHELD supports this goal and has been steadily increasing its renewable energy with solar power and rebates for electric charging stations. SHELD has also increased its distributed Generation policy caps and entered into a large scale Power Purchase Agreement for solar | | SHELD supports this goal and has been steadily increasing its renewable energy with solar power and rebates for electric charging stations. SHELD has also increased its distributed Generation policy caps and entered into a large scale Power Purchase Agreement for solar |
| 43 | | Install solar arrays on the South Hadley High School with battery storage in conjunction with SHELD. | <u>School Dept</u> , SHELD, Sustainability | arrays installed? Impact on energy costs? | MT | This requires town commitment first. SHELD has done preliminary analysis on battery storage and will likely resume those efforts once SHELD can complete its two large capital projects of AMI meters and Fiber. | | This would be a town decision. SHELD has been investigating battery storage projects as part of our power supply management process. Generation supply decisions are made in accordance with MGL Ch 164 |
| 44 | | Encourage ratepayers of diverse backgrounds to run for the SHELD board to ensure that all businesses and residents have access to Board functions. | <u>SHELD</u> , Select board | track diversity | ST/MT | SHELD board seats are elected and open to any town resident who wishes to run. SHELD's board can encourage others to run and participate. | | SHELD board seats are elected and open to any town resident who wishes to run. SHELD's board can encourage others to run. |
| 45 | | Incorporate renewable energy into our portfolio over time as load permits either through Department owned assets or other large-scale installations. | SHELD | track amount of renewable energy incorporated into portfolio | MT | SHELD's power supply portfolio is 90% renewable already. This will remain the case for 30 years. SHELD will need to decide when the timing is right to plan for 2050. SHELD will also need to monitor current generation license extensions as they will likely extend beyond the years of 2045 and 2050. | | SHELD's power supply portfolio is 90% carbon free already. This will remain the case for 30 years. SHELD will need to decide when the timing is right to plan for 2050. SHELD will also need to monitor current generation license extensions as they will likely extend beyond the years of 2045 and 2050. |
| 46 | | Provide internet connectivity to every household and business in South Hadley with a combination of broadband, fiber and wi-fi. | SHELD | track #s of households, businesses getting connectivity | MT | SHELD is currently executing this goal and is in year 2 of a town wide fiber deployment plan. | | SHELD is 85% complete with Wi-Fi and phone options available. Fiber service is a competitive choice for customers. SHELD continues to market and offer these services where constructed. Completion of the town-wide plan should be achieved in 2024. |
| 47 | | Establish a grant program to provide internet-enabled devices to low-income households. | <u>SHELD</u> , School Dept, Library, Council on Aging | grant program established? Track #s of devices provided | ST/MT | SHELD will need to assess this. | | SHELD administers "Affordable Connectivity Program" for qualifying low income households in need of assistance. |
| 48 | | Work with Council On Aging and Library to provide training for those unfamiliar with connecting to on-line resources. | <u>SHELD</u> , Council On Aging, Library, School Dept, Commission on Disabilities. Primary will depend on population to be served. | track # requests for help, #s getting training | ST | SHELD will gladly undertake this however COVID has halted all in person training for now. | COD added 1-2023 | SHELD conducts periodic public education sessions which are promoted throughout town to educate customers on streaming and on-line offerings. SHELD maintains a streaming device center which is open to the public. |
| 49 | | | | | | | | |
| 50 | | GOAL 4: EXCELLENT COMMUNICATION | | | | | | |
| 51 | | Objectives | | | | | | |
| 52 | 4-1 | Support a strong sense of identity through coordinated visual presentation of graphics and typefaces in all communications (reports, informational materials, signage and Town website, social media, and other messaging.) | | | | SHELD has rebranded itself in 2017 and has been producing many new identity collateral which promotes the brand and the services provided for the community. | | SHELD promotes both its electric SHELD and Fiberspring brands consistently. Annual reports, newsletter, customer surveys and more are regularly disseminated to promote SHELD's brand. |
| 53 | 4-2 | Provide a consistent, positive message for members in the South Hadley community and beyond, including attracting new business. | | | | SHELD has been doing this through our newsletters, inserts social media and news articles. SHELD will continue to maintain this effort. | | SHELD has worked hard at doing this through various collateral pieces and advertising. SHELD will continue to maintain this effort as best we can with recognition that we are a Municipal Light Plant and a new fiber optic provider. |
| 54 | 4-3 | Develop a clear and consistent method of publicizing Town policies. | | | | SHELD board and management have been working to develop and maintain clear polices. SHELD has a strategic plan with clear directives for the department. | | SHELD maintains clear policies for both its staff and the customers. The majority of which can be found on the SHELD website. |
| 55 | 4-4 | Provide timely information about Town actions, services, meetings and events. | | | | SHELD posts all its meetings in accordance with open meeting law requirements. All meetings are open to the public to attend. | | SHELD posts all its meetings in accordance with open meeting law requirements. All meetings are open to the public to attend. |
| 56 | 4-5 | Function well and consistently in an emergency. | | | | SHELD is measured on our power outage restoration times. We report on this monthly and annually. SHELD has received national recognition for exceeding utility industry standards. | | SHELD is measured on our power outage restoration times. We report on this monthly and annually. SHELD has received national recognition for exceeding utility industry standards. |
| 57 | 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. | | | | SHELD will gladly share progress or metrics for our goals. | | SHELD will gladly share progress or metrics for our goals. |
| 58 | 4-7 | Improve access by citizens to information about and participation in Town governance, including by virtual means. | | | | SHELD will continuously look for ways to improve town participation. | | SHELD posts all its open meetings in accordance with open meeting laws and includes public participation on every agenda. SHELD also did this for our strategic planning sessions ion the fall of 2022. |
| 59 | | | | | | | | |
| 60 | | | | | Priority (I = Immediate; ST = Short Term; MT = Mid Term; LT = Long Term) | | | |
| 61 | | ASSOCIATED TASKS | Entities Responsible/Co-Responsible (lead entity is underlined) | Evaluation Metrics | | | | |
| 61 | | Work with boards, committees and departments to identify baseline data for impact evaluation and standard metrics. | <u>Master Plan Implementation Committee</u> , boards, committees, | Baseline data identified? | I/ST | SHELD will work with others. | | SHELD will be able to track and share information from the increase in electricity sales due to electrification as the Town moves towards a greener future. |
| 62 | | Work with boards, committees and departments to monitor progress towards goals using metrics defined in this Master Plan Update. | <u>Master Plan Implementation Committee</u> , all boards, committees, departments | Is monitoring happening? Feedback from boards etc. as to usefulness; feedback to SB, PB, Town Meeting as to progress | MT/LT | SHELD works with other boards i.e.- the planning board, electrical inspector and other departments regular. SHELD conducts surveys of its employees and its customers for feedback. SHELD also monitored by the board of five elected officials who formally review managements performance publicly. | | SHELD works with other boards i.e.- the planning board, electrical inspector and other departments regular. SHELD conducts surveys of its employees and its customers for feedback. SHELD is also monitored by the board of five elected officials who formally review the departments performance. |