

ADMINISTRATION ACTION TASKS

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
G1-16	Engage an affordable housing developer to build new housing.	Planning & Conservation Department	Administration, Housing Authority, Redevelopment Authority	Date developer(s) engaged. Number of affordable units developed.	MT	Working with Planning on updating the Housing Production Plan - a consultant has been hired and an advisory committee will be finalized in mid July. This will help identify sites and strategies.
G1-25	Promote low cost reliable electricity and availability of fiber; consider offering or expanding 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	SHELD is working on this.
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	Waiting for the Attorney General's office to approve the new bylaw passed by Town Meeting to create a Human Rights Commission. Integrating this into the Performance Based Evaluation for Town Administrator and Departments.
G1-27	Increase transportation options for members of the South Hadley community, including affordable and accessible 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	Worked with COA to provide free transportation to seniors as of April 2022.
G1-29	Investigate offering town-wide wifi and/or wifi hot spots.	Administration	SHELD	Date plan approved. Date equipment installed.	ST	The Town is working on free mesh wifi in the public areas around Beachgrounds and the Village Commons.
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	The Town has reached out to the college to explore joint projects and attract college personnel to join local boards.
G2-24	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	The Town does this, most recently did testing in February 2022
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). Change in energy usage.	ST/MT	No update
G3-10	Consider alternative community heating and cooling sites and work to identify and map new potential sites.	Board of Health	Administration, Council on Aging, School Department, Library, Sustainability & Energy Commission	Number of sites. Date map available. Number of uses. Date of use. Reason for use.	ST	No update
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	Ongoing. Hiring additional public health staff in July to assist with local and regional issues.
G3-12	Update and maintain the 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	No update

G3-13	Create volunteer opportunities 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	Ongoing. Conservation has been active in volunteers to work on projects.
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, Tree Warden	Date goals adopted. Number of projects affected.	ST	No update
G3-20	Hire staff and recruit volunteers from a wide base in terms of diversity and educational backgrounds.	School Department	Administration, Commission on Disabilities	Change in demographics of new hires and volunteers.	ST	Ongoing
G3-22	Reach outside South Hadley for hiring purposes.	School Department	Administration	Residential location of hires.	ST	Ongoing
G3-27	Provide internet connectivity to every household and business in South Hadley with a combination of broadband, fiber and Wifi.	SHELD	Administration	Number of households connected. Number of businesses connected. Types of connections.	MT	No update
G3-33	Support charging stations in town, operated by private entities and the Town.	Sustainability & Energy Commission	Administration	Number of stations installed.	MT	No update
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	Create a Tri-Board monthly meeting with Selectboard, School Committee and Appropriations Committee leadership - started in December 2021.
G4-3	Create digital resources on various platforms a podcast or video campaign to hat 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	No update
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	Created a Weekly newsletter in November 2021. Held two community meetings prior to Annual Town Meeting at the Library and Gaylard.
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	No update
G4-6	Develop a professional communications position.	Administration		Date position approved. Date position filled.	LT	No update
G4-7	Develop uniform standards and set of content for the website presence of boards and committees.	Administration		Date standards created. Date standards approved. Date standards promulgated. Consistency of application of standards across webpages.	ST/MT	Ongoing
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	No update
G4-9	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	Began review of existing procedures. Will work with new Town Clerk on updatgng this.
G4-10	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	No update

G4-11	Provide clear communications standards and training 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	Began review of existing procedures. Will work with new Town Clerk on updating this.
G4-23	Focus on ways to improve the on-boarding process for new employees.	HR/ Administration		Feedback from participants.	ST/MT	Ongoing
G4-24	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	No update
G4-26	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	No update
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	Ongoing. Will integrate this into Performance Based Evaluations
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	Ongoing. Will integrate this into Performance Based Evaluations
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	Ongoing