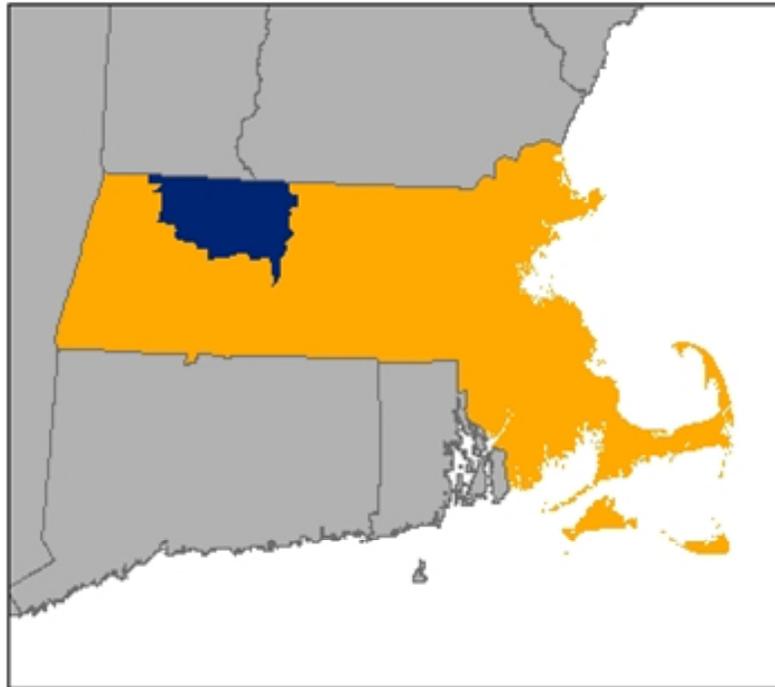


Franklin County Economic Recovery and Resiliency Plan (ERRP) and Framework



Prepared by:



Updated as of August 3, 2022

Franklin County Economic Recovery and Resiliency Plan and Framework

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- City of Greenfield
- Franklin County Chamber of Commerce
- Franklin County Community Development Corporation
- Franklin County CEDS Committee
- Franklin Regional Council of Governments
- MassHire Franklin Hampshire Career Center
- MassHire Franklin Hampshire Workforce Development Board
- Greenfield Community College
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Introduction

Economic resilience is described as the ability to recover quickly from a shock, the ability of a region or community to anticipate, withstand, and bounce back from a shock or disruption.¹ The concept and importance of economic resilience is better understood to community leaders and the public as the result of the global COVID-19 pandemic. This Plan lays out a framework for stakeholders in Franklin County, Massachusetts to use to work collaboratively when reacting to an economic shock. These actions are to support short-term recovery as well as position the region to be able to withstand and prosper over the long-term.

The stakeholders identified in this Plan each have a role in the economic development eco-system. This work ranges from business support, to workforce and training, to infrastructure development. The focus is on providing support for employers, employees, independent workers, and prospective entrepreneurs to be able to both withstand economic instability and pivot to opportunity.

Through a grant from the U.S. Economic Development Administration (EDA), the Franklin Regional Council of Governments has produced this county-wide plan. To inform the development of this plan, FRCOG retained the services of Hodge Economic Consulting to conduct a business impact survey and related interviews with key stakeholders in Franklin County in winter 2020-2021. In 2021, the FRCOG hired an Economic Development Special Projects Planner to conduct a second round of stakeholder interviews to assess ongoing impacts from the COVID-19 pandemic and capture pertinent thoughts on the status of economic recovery and resiliency in Franklin County. These interviews included conversations with business owners, economic development officials, state legislators, municipal officials, industry leaders, and additional experts in the greater Franklin County region. The Plan was presented to the Franklin County Comprehensive

What to do when disaster strikes?

When a disaster first strikes, the health and safety of people and the protection of property and the environment are paramount concerns. The emergency response to important public safety concerns are coordinated by state and federal agencies, and at the regional level through programs administered by the FRCOG (such as the Franklin County Regional Emergency Planning Committee, the Western Massachusetts Homeland Security Council, and the Western Massachusetts Medical and Health Coordinating Coalition), and at the local level by municipal departments.

The actions to be taken by public safety and emergency response entities are not included in this Plan. The framework in this Plan is focused solely on recovery and resilience as it pertains to the regional economy and business community.

¹ National Association of Development Organizations Research Foundation, Stronger CEDS Stronger Regions presentation, September 10, 2017.

Economic Development Strategy (CEDS) Committee on May 26, 2022 and the FRCOG Executive Committee and Economic Development Governing Board on June 9, 2022.

Beyond the COVID-19 pandemic, Franklin County has experience with recovery and resilience from extreme winter and ice storms to the devastation of Tropical Storm Irene in 2011. This plan builds upon the lessons learned to strengthen existing connections and manage resources efficiently and effectively.

Economic Recovery & Resiliency

Prior to the COVID-19 pandemic, the Federal Emergency Management Agency (FEMA) reported that 40% of small to medium sized businesses impacted do not reopen following a disaster and another 25% fail within one year. Also prior to the pandemic, the U.S. Small Business Administration (SBA) reported that over 90% of businesses fail within two years after being struck by a disaster. Fortunately, these statistics have not held true for businesses in Franklin County during the pandemic. However, it can be surmised that all businesses in the region were impacted and the vast majority were impacted negatively. The ability for businesses to recover quickly and foster resiliency can be greatly improved by advance planning by the businesses themselves as well as a coordinated system of services by economic development organizations and government entities.

Resiliency has become an extremely important concept for Franklin County and across the world since the COVID-19 Pandemic and even the Great Recession before it. The concept of individual resilience, family resilience, community resilience and our overall resilience have been tested in ways they have not been in generations. While not necessarily the easiest work, recovery and resilience planning is achievable with support. The National Association of Development Organizations (NADO) has produced a short animated video called “Resilience: The New Normal” to explain the basic concepts of economic resilience and its connection to regional economic development.



Video 1 – “Resilience: The New Normal”. National Association of Development Organizations, 2:52 video, <https://vimeo.com/226212331>

According to the U.S. Economic Development Administration (EDA), economic resiliency planning, as it pertains specifically to the context of economic development, should contain three key attributes:

- ✓ the ability to recover quickly from an economic shock,
- ✓ the ability to withstand an economic shock, and
- ✓ the ability to avoid the economic shock all together

The concept of this framework is that by working cooperatively as a county, assistance can be effectively provided to the businesses and workers in our community which will serve to sustain and improve the overall economic health of the region. Viewing regional economic development through this lens can help to ensure the county is in the best possible position to deal with unexpected economic challenges or disruptions.

Government Disaster Response

While this Plan focuses on economic response to economic shocks, such as natural disasters and other emergencies, it is important to have context for the federal, state and regional/local emergency response.

Federal Disaster Response:

Major disasters and consequential economic shocks often require a Federal Disaster Declaration to provide support and, most importantly, open up direct streams of federal funding and resources that can assist with economic recovery. All major disaster emergency declarations are made solely at the discretion of the President of the United States. To that end, the Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707 of 1988 states, in part, "All requests for a declaration by the President that a major disaster exists shall be made by the Governor of the affected State."

The Federal Emergency Management Agency (FEMA) describes this process in a brief video titled "How Federal Assistance Reaches your Community After a Disaster." Once a disaster is federally declared, other agencies are also mobilized to provide assistance, such as the U.S. Small Business Administration (SBA). The SBA and its resources partners, like the Small Business Development Center Network, is prepared to make low interest financing available to businesses in impacted area. The U.S. Department of Homeland Security hosts the website [DisasterAssistance.gov](https://www.dhs.gov/disaster-assistance) to streamline access to federal resources for individuals as well as businesses impacted by federally declared natural disasters. Specific to the pandemic, the SBA hosts a website for COVID-19 relief options (<https://www.sba.gov/funding->

[programs/loans/covid-19-relief-options](#)), which has information about loans and other funds as well free business counseling.



Video 2: "How Federal Assistance Reaches your Community After a Disaster", FEMA, 1:28 video, <https://youtu.be/RPU2uGdq5A>

One very important thing to note about accessing federal disaster resources is to document the impacts of the disaster as clearly and completely as possible. This is true for municipalities as well as businesses. Documenting direct impacts to physical and human capital (i.e. building damages, job losses, etc.) as well as the indirect impacts (such as loss of productivity, loss of future customers on revenues, etc.) due to the event or disaster will help make the case for resources. Ensuring access to baseline information from before the event or disaster will demonstrate how severe the direct and indirect impacts will have on the business or community.

State Disaster Response:

In the Commonwealth, the Massachusetts Emergency Management Agency (MEMA) is the lead agency for coordinating federal, state and local government agencies and others to prepare, respond and recover from emergencies and disasters. Their website (<https://www.mass.gov/be-prepared-for-emergencies/need-to-know>) provides guidance and helpful resources for communities, individuals and families and businesses. These resources include, [signing up for emergency alerts](#), [getting connected with emergency preparedness in your community](#), and [guidance on preparing businesses for emergencies](#).

Regional and Local Business Response:

Federal law requires each state to have a statewide emergency response commission and to divide their state into Emergency Planning Districts that has a corresponding local emergency planning committee. In Franklin County, the FRCOG supports the [Franklin County Regional Emergency Planning Committee \(RPEC\)](#), which consists of Emergency Management Directors representing each of the 26 municipalities in the county. Franklin County RPEC members have expertise in emergency management, public health, public service, education, communications,

and more. In addition to the REPC, the FRCOG is the sponsoring organization for both the Western Massachusetts Health and Medical Coordinating Coalition (HMCC) and the Western Massachusetts Homeland Security Advisory Council (WMHSAC). The HMCC coordinates public health and emergency preparedness in the four counties of western Massachusetts. The WRHSAC works on region-wide emergency planning projects, for the same area of the Commonwealth.

Franklin County Economic Threat Assessment

An economic shock can be caused by natural forces, man-made circumstances or can reflect a significant shift in the existing economy. Every community is vulnerable and may benefit from advancing planning to mitigate impacts. Many of these vulnerabilities have the potential to significantly impact physical infrastructure in the region, which can disrupt normal business operations and lead to lasting impacts on the economy. The table below presents different types of vulnerabilities.

Table 1: Types of Vulnerabilities

Environmental/Natural	Human-caused/Technological	Economic
<ul style="list-style-type: none"> ▪ Dam failure ▪ Drought ▪ Earthquake ▪ Flood ▪ High heat ▪ Hail ▪ Hurricane ▪ Landslide ▪ Tornado or micro-burst ▪ Severe winter storm ▪ Virus pandemic ▪ Wildfire 	<ul style="list-style-type: none"> ▪ Biological threat ▪ Chemical threat ▪ Radiation and nuclear threat ▪ Hazardous materials ▪ Active threat, such as terrorism ▪ Infrastructure failure, such as to the power grid or broadband network ▪ Cyber-attack ▪ Civil emergencies, insurrections, and similar actions 	<ul style="list-style-type: none"> ▪ Major recession ▪ Significant decline in an industry or cluster ▪ Closure of a major employer ▪ Substantial decline in total labor force

Source: FEMA, NOAA National Centers for Environmental Information, and FRCOG

The disasters most frequently experienced in the region, according to the Federal Emergency Management Agency (FEMA) and the National Oceanic and Atmospheric Administration (NOAA), are flooding and severe winter storms. The most recent weather-related, federally declared disasters in Franklin County were: Tropical Storm Irene in August 2011 and a severe storm and snowstorm in October 2011. Since then, other weather related events have been more localized and not declared by FEMA, such as flooding and a tornado in Conway in 2017.

The severity, frequency and types of vulnerabilities are shifting over time. The weather-related events are becoming more intense and more frequent due to climate change as are other conditions, like an overall increase in temperature. These extreme events then impact the existing built out environment that was not constructed to accommodate these shifts. Both culverts and floodplains are good examples physical elements that are greatly impacted by weather events. As there are increases in the number of weather events with great amount of rainfall and in a short amount of time, culverts and floodplains need to be appropriately sized to handle the volume of water. When culverts are blocked, the water will redirect and flood roadways potentially preventing their use. Insufficient flood plain areas cannot store overflow and allows floodwaters to continue to go downstream and potentially cause damage.

While not weather related, the most recent federally declared disaster for Massachusetts and the nation was the COVID-19 pandemic. The pandemic was declared a national emergency on March 13, 2020. On March 24, 2020, the Baker-Polito Administration issued a stay-at-home advisory and an emergency order to temporarily close non-essential businesses. Over time, a phased strategy was used to reopen businesses and activities. Today, the COVID-19 virus is still active. However, fortunately, access to vaccines, shifts in policies and behaviors, and advances in medical care have served to mitigate the most dire risks of the virus which has allowed for re-opening of schools and businesses.

Prior to the COVID-19 pandemic, the typical economic shock had been site specific, such as areas of western Franklin County damaged by flooding from Tropical Storm Irene. Responding to such a crisis typically relies on the redeployment or redirection of resources to the targeted area. The pandemic was the first event that affected all sectors and areas uniformly. This shift in experience required new strategies for engaging with businesses and deploying services. A resurgence of COVID-19 or another pandemic in the future, or major systemic failures such as to power grid or a cyber-attack on broadband access, will require similar thinking in how to provide support in new ways.

With so much at stake, it is important for economic development related organizations and municipal governments to consider how vulnerabilities may impact the services they provide to businesses and workers. The key to a quicker economic recovery and maintaining economic resiliency in the region is planning.

[Lessons Learned](#)

During the COVID-19 pandemic, major impacts and disruptions to the region's workforce, local government services, and business development systems were experienced both regionally and in the Commonwealth. Existing infrastructure and system challenges were exacerbated. For example, existing broadband access limitations in areas created a significant disadvantage for remote workers, businesses and students. While there was significant progress in the deployment of broadband access in unserved communities since 2020, there are areas still

under construction and areas that may need more capacity to handle the continued shift in remote work and school that the original system was not built to accommodate. Another example, is having sufficient capacity to provide business assistance. Most existing economic development organizations rely on grants and fundraising to provide capacity. Having to increase services rapidly, requires additional resources that need to be secured quickly.

In winter 2021, a survey and interviews of selected economic development stakeholders were conducted by Hodge Economic Consulting and in winter 2022 a series of follow up interviews were conducted. Findings from these efforts have helped to inform the creation of this Plan. The following table is a summary description of worked well and did not work well for these entities in responding to needs of clients/constituents.

Worked Well	Did Not Work Well
<ul style="list-style-type: none"> ▪ Clear and frequent communications ▪ Transitions to online/remote work and meetings ▪ Emphasis on transparency, flexibility with stakeholders ▪ Technology enhancements, i.e. phones, laptops, Zoom account, etc. 	<ul style="list-style-type: none"> ▪ Too more information to process and frequency of updates/changes ▪ Some services (education, workforce training, co-work) and business cannot easily translate as a remote offer ▪ New costs incurred to quickly transition to remote service model

The impacts during the COVID-19 pandemic to businesses and organizations in the region were severe. Some of greatest challenges included:

- Quickly re-working the business model
- Transitioning to remote work
- Upgrading technology
- Asking for help
- Communicating with stakeholders
- Exacerbating regional issues of equity, access and low income

At the regional level, Franklin County faced significant challenges that included technology limitations, awareness of and access to the best resources and information, and quick access to state and federal resources. During the COVID-19 pandemic, one of the biggest challenges was access to the best and most helpful information, especially when important information was changing often by the hour. Noted during 2022 stakeholder interviews, the strengths of existing business communication networks and adaptability of the business community was a tremendous asset in the region. It was also noted that having in-person collaboration was important during the early days of the pandemic at the Emergency Operations Center in Greenfield. There was a similar experience after Tropical Storm Irene in 2011, when the Shelburne Falls Area Business Association had set up an informal business assistance center in a space provided by McCusker’s Market in the Village Center.

In addition, a review of municipal hazard mitigation and vulnerability plans found several common findings, including an increased need for emergency generators, to conduct a comprehensive assessment and repair of culverts, and to streamline municipal zoning and regulations. Major storms over the last decade demonstrated a need to take steps to reduce flooding and road washout, which would reduce vulnerabilities to the transportation system. Addressing culverts and providing more flood storage areas will reduce damage to the road system, which then improves the recovery-time and enhances resiliency.

Franklin County Economic Response Framework

Franklin County is fortunate to have a robust economic development eco-system of organizations with established programs and experience working cooperatively. These organizations have a front line position that provides direct support to entrepreneurs, employers, employees, dislocated workers and local governments. This Framework outlines the roles these Franklin County based organizations play in supporting the business community and economic development through their regular operations well as describes additional services that can be activated to specifically respond to an economic shock. Information in this section is intended to be dynamic and updated to reflect both changing conditions and lessons learned.

Action Items

Put on your oxygen mask first

It is important for economic development organizations to remember to take care of themselves, in addition to providing services to their constituent at time of emergency. Reviewing the advice and emergency preparedness guidance offered to the business community will often be applicable to these essential partner organizations.

When an event is about to happen or has happened that could negatively impact the business community in Franklin County, the following actions are to be initiated. By planning in advance the actions to be undertaken and understanding the different roles of organizations, an efficient process can be deployed to effectively support the business community.

Utilizing existing connections to maximum efficiency during times of economic challenge is paramount to working to increase economic resiliency in Franklin County. During the COVID-19 pandemic, this was one of the things that worked really well regionally. For example, the Franklin County Chamber of Commerce was well positioned to facilitate frequent communications to the business community due to the strength of these longtime connections.

It is likely that there will be a need to research, apply for, and secure supplemental funds, as well as advocate for resources and policies that benefit the Franklin County business

community and its workers. At different stages of a crisis, it is important to record conditions, gauge impacts and evaluate progress. This information can be valuable for making the case for determining appropriate resources before, during and after the event.

Depending on the type of event not all steps or potential tasks in this Framework may be necessary. For example, if the economic shock is related to the closure of a major employer or industry shift, the emergency management system will not be engaged. If the event is a localized natural disaster, there may be a greater need for a physical presence as opposed to during the pandemic when virtual engagement methods were necessary. This Framework is a guide for how to process an event, and should be adapted and changed as appropriate.

1. **Convene and Coordinate** – Framework partners will be invited to work collaboratively to address the situation. The initial convening will review the status of the event, discuss needs of the impacted area and prioritize tasks to be executed and confirm which entity will be responsible for it. The group will periodically reconvene to check-in on progress and adjust efforts, as appropriate. More partners may be included over time, as appropriate. After the event, the group will meet again to identify any long-term actions that are necessary and review lessons learned.

Key Takeaways:

Before a disaster strikes, identify stakeholders, establish a strategic plan for collaboration, and establish a communication plan to strengthen relationships over time.

Questions to ask at initial convening:

- *Who needs to be part of the discussion that is not already?*
 - *Does baseline data need to be collected? What information should be collected moving forward?*
 - *What resources are needed? What is the strategy to secure them?*
 - *How will the legislative delegation and state officials be engaged?*
 - *Who will be the primary contact with emergency management officials?*
 - *Who is the point person to maintain the clearinghouse of information and resources?*
 - *How will information be pushed out to the business community?*
 - *Who will be the primary spokesperson or contact for the media?*
2. **Inventory and Advocate** – Framework partners will review the resources available to direct to the impacted area. If more resources or changes in policy are needed, the partners will strategize how best to secure them. These actions could take the form of applying for grants, fundraising, and/or advocating to legislators and state officials.

3. **Prepare and Perform** – Implement the tasks as described in this Framework. These actions may include creating new programs or redirecting services or resources to the impacted area.
4. **Communicate and Collect** – Maintain communication among partners and share information about the resources available to the impacted business community. Maintain a clearinghouse of information that can be shared by service providers to the business community and local governments. While each Framework partner will have their own channels and audiences to communicate to, efforts should also be undertaken to coordinate communication to reinforce messaging. This coordination could entail agreeing on the same website to direct people to access resources or creating a hashtag (#) to help amplify a message.
5. **Deploy** – As appropriate, a shared space can be set-up to provide important information and referral to services to impacted businesses. Depending on the nature of the event, such a Business Recovery Center could be in a physical location or hosted online.

Business Recovery Center

One way the Framework’s partners can efficiently help impacted businesses after a significant disaster, is to set up a Business Recovery Center (BRC). It can serve as one-stop source for information for referrals to important services and resources. The BRC can be established at a physical location or online.

Establishing a BRC can also help with communications – specifically, helping to ensure messages are coming from the most accurate, informed, and vetted sources. In Franklin County, a regionalized BRC could provide a wide-scope of services and assistance to the business community who might be facing challenges after an economic shock.

During the COVID-19 pandemic, the FRCOG maintained an online listing of open funding opportunities and guidance for businesses and communities. The purpose of the FRCOG’s [Business Development Resources²](#) page was to collect useful resources in one, virtual space that could be shared with municipal governments and economic development organizations for use when talking to businesses. Reference to this page was included in other FRCOG communications about COVID-19, such as for public health guidance, COVID testing locations and vaccinations information.

² FRCOG, Business Development Resources webpage, <https://frcog.org/publication/view/business-development-resource-guide/>

Below is a list of considerations when establishing a BRC following an emergency or crisis. Each participating Framework's partner will need to assess their own capacity and available resources to engage in the BRC.

- Identify sources for guidance, financial resources, and a variety technical assistance.
- Determine if BRC is to be in-person or online. If in-person, select a primary location accessible to business people and workers from the impacted area. The site may be a temporary co-location within an existing business or facility. If online, determine if the site is to be part of an existing website or a stand-alone website developed for this purpose.
- Launch a regional business recovery hotline or dedicated email address.
- Align resources to rotate staff to engage in the BRC, which could take the place of doing a shift at a physical location or responding to hotline or email inquiries.
- Ensure there is an established protocol to record and track those seeking help and train the staff at the BRC on how to use this protocol and to pay special attention to encourage sensitivity and awareness of mental health needs and concerns.
- Launch marketing campaign to promote business recovery services, through traditional media, partners' email contact lists, and social media.
- Maintain communication with the Emergency Management Director or other emergency management system staff to inform them of the BRC, have the BRC included in their public messaging, and to receive pertinent updates.
- Create a space for partners to contribute their lessons learned in operating the BRC and their findings for how to support long term recovery and ongoing economic resilience in the region.

Framework Partner Organizations

Click on the organization title to go to contact information, a brief description of the business and economic development services regularly offered, and a list of potential additional services that could be activated (if funding and capacity allow) to assist with economic recovery.

[Community Action Pioneer Valley \(CAPV\)](#)

[Community Involved in Sustainable Agriculture \(CISA\)](#)

[Franklin County Chamber of Commerce \(FCCC\)](#)

[Franklin County Community Development Corporation \(Franklin County CDC\)](#)

[Franklin County Regional Housing and Redevelopment Authority \(HRA\) & Rural Development Inc. \(RDI\)](#)

[Franklin Regional Council of Governments \(FRCOG\) – Regional Planning Program](#)

[Greenfield Community College \(GCC\)](#)

[MassHire Franklin Hampshire Career Center](#)

[MassHire Franklin Hampshire Workforce Board](#)

[Municipal Governments](#)

<p>Community Action Pioneer Valley (CAPV), www.communityaction.us Clare Higgins, Executive Director, chiggins@communityaction.us, 413-774-2318</p>	
<p><i>Regular Services Provided</i></p> <ul style="list-style-type: none"> ▪ Operates a broad range of programs to provide direct support to individuals and families in need, including food pantries, fuel assistance, Head Start/early education and more ▪ Partners with social and human service organizations and coordinates the Franklin County Resource Network, a monthly meeting and email list ▪ Manages Look4Help (www.look4help.org), a comprehensive online resource directly 	<p><i>Potential Additional Economic Recovery Tasks</i></p> <ul style="list-style-type: none"> ▪ Work with partners to share the Look4Help online resource with employers in impacted area to pass along to their employees ▪ Work with partners to target services to impacted area

Community Involved in Sustainable Agriculture (CISA), www.buylocalfood.org

Phil Korman, Executive Director, phil@buylocalfood.org, 413-665-7100 x13

<i>Regular Services Provided</i>	<i>Potential Additional Economic Recovery Tasks</i>
<ul style="list-style-type: none">▪ Conducts marketing programs to connect farms and the community▪ Offers business assistance programs in marketing, financial and business planning, climate adaptation and labor▪ Provides outreach to farm businesses to provide relevant and timely information on available resources▪ Advocates for resources and policies that support the farm and food system	<ul style="list-style-type: none">▪ Develop topic-specific information materials or workshops to address needs of impacted farm businesses▪ With funding provided, develop and administer grant or loan program for impacted farm businesses▪ Assist farms in learning about and applying for emergency assistance▪ Direct outreach to farm businesses to collect information about needs and strategize with partners to provide assistance

Franklin County Chamber of Commerce (FCCC), www.franklincc.org

Jessye Deane, Executive Director, jd@franklincc.org, 413-773-5463

Lisa Davol, Marketing Manager, lisa@franklincc.org, 413-773-5463

<i>Regular Services Provided</i>	<i>Potential Additional Economic Recovery Tasks</i>
<ul style="list-style-type: none">▪ Manages network of businesses through events and newsletter▪ As the Regional Tourism Council, manages marketing of county outside the region▪ Provides visitor services to tourists▪ Provides services to member businesses, such as a membership directory, promotion on social media, certificates of origin and a gift card program.	<ul style="list-style-type: none">▪ Direct outreach to business community in affected area to share information about resources and guidance, and to distribute survey or utilize other method to collect information▪ Communicate status of local business community in impacted area over social media and to media outlets▪ Spread message of business re-openings▪ Sponsor or co-sponsor informative webinars or events for business community

Franklin County Community Development Corporation (Franklin County CDC),
www.fccdc.org

John Waite, Executive Director, johnw@fccdc.org, 413-774-7204 x102

Amy Shapiro, Business Development Director, amys@fccdc.org, 413-774-7204 x107

<i>Regular Services Provided</i>	<i>Potential Additional Economic Recovery Tasks</i>
<ul style="list-style-type: none"> ▪ Provides direct business technical assistance ▪ Hosts business planning and related workshops and info sessions ▪ Administers a lending program for financing pre-ventures and existing businesses ▪ Operates the Western Mass. Food Processing Center, a commercial kitchen for creating value-added food products ▪ Operates the Venture Center with office and light manufacturing spaces for lease ▪ Coordinates services with the Western Mass Business Technical Assistance Collaboration, including the Mass. Small Business Development Center Network 	<ul style="list-style-type: none"> ▪ Connect business owners with information and referrals specific to disaster recovery resources ▪ Provide business assistance and/or financing to overcome the economic shock's impact ▪ Provide temporary space for food businesses, or office or light manufacturing businesses ▪ In coordination services with other agencies in western Mass and the state, to leverage additional resources and services, such as topic-specific workshops to address needs of impacted businesses ▪ If funding provided, develop and administer a grant or loan program for impacted businesses and non-profits ▪ Become fiduciary agent for a partner to implement targeted program, as capacity allows

Franklin County Regional Housing and Redevelopment Authority (HRA) & Rural Development Inc. (RDI), www.fcrhra.org

Gina Govoni, Executive Director, ggovoni@fcrhra.org, 413-223-5201

Regular Services Provided	Potential Additional Economic Recovery Tasks
<ul style="list-style-type: none"> ▪ Operates the Housing Consumer Education Center (https://fcrhra.org/education/), which provides direct assistance and referrals to individuals and families seeking housing and housing assistance ▪ Manages public housing facilities ▪ Assists municipalities with applying for and implementing community development projects and housing rehab programs ▪ Manages the non-profit RDI, which develops housing projects for low and moderate incomes households 	<ul style="list-style-type: none"> ▪ Work with partners to share the Housing Consumer Education Center resource with employers in impacted area to pass along to their employees ▪ Work with partners to target services to impacted area

Franklin Regional Council of Governments (FRCOG) – Regional Planning Program, www.frcog.org

Linda Dunlavy, Executive Director, lindad@frcog.org, 413-774-3167 x103

Jessica Atwood, Economic Development Program Manager, jatwood@frcog.org, 413-774-3167 x123

Services Provided	Potential Additional Economic Recovery Tasks
<ul style="list-style-type: none"> ▪ Regional and local economic development planning ▪ Hazardous materials/ brownfields assessment resources ▪ Grant research and application preparation ▪ Online and printed GIS mapping services 	<ul style="list-style-type: none"> ▪ Convener of partners to clarify challenges, determine needs and monitor progress ▪ Prepare and execute a survey of affected area to clarify needs and document impacts ▪ Create and update online clearinghouse of funding programs, guidance and other resources for use by impacted businesses and communities to be used and shared by service providers and local governments ▪ Research and share grant opportunities to fund regional recovery programs

Greenfield Community College, www.gcc.mass.edu

Dr. Michelle Schutt, President, president@gcc.mass.edu, 413-775-1000

<i>Regular Services Provided</i>	<i>Potential Additional Economic Recovery Tasks</i>
<ul style="list-style-type: none">▪ Offers education and training on a variety of subjects through degree, certificate, and non-credit programs▪ Offers workforce development workshops to enhance general skills as well as industry specific training▪ Provides custom designed training for employers▪ Coordinates an internship program that matches students with local businesses▪ Fosters entrepreneurship through certificate program as well as the Take The Floor Pitch Events, which offers coaching to develop business ideas and showcases them at an event which awards the winner a cash prize	

MassHire Franklin Hampshire Career Center, www.masshirefhcareers.org

Maura Geary, Executive Director, maurageary@masshirefhcareers.org

413-774-7361 x322

<i>Regular Services Provided</i>	<i>Potential Additional Economic Recovery Tasks</i>
<ul style="list-style-type: none">▪ Provides individuals seeking employment with job search resources and access to training▪ Offers access to job search and career-readiness webinars▪ Provides employers with job posting and recruitment assistance▪ Coordinates job fairs and specialized hiring events▪ Works with employers to implement tailored training programs, including work based programs like apprenticeships▪ Refers companies to business assistance programs offered by the state▪ Engages the Rapid Response team, which offers alternatives to businesses facing facility closures and lay-offs, and provides support to workers	<ul style="list-style-type: none">▪ Engage the Rapid Recovery Team to work with impacted businesses▪ Quickly deploy access to existing programs or shift services to address specific needs and promote their access for dislocated workers and employers

MassHire Franklin Hampshire Workforce Board, www.masshirefhw.org

Rebecca Bialecki, Executive Director, rbialecki@masshirefhw.org, 413-773-1835

<i>Regular Services Provided</i>	<i>Potential Additional Economic Recovery Tasks</i>
<ul style="list-style-type: none">▪ Guides the regional workforce development system through initiatives focused on meeting the needs of employers, workers and jobseekers▪ Operates workforce programs specific to the healthcare, education, and manufacturing industries▪ Operates a youth program to support access to employment for teens and young adults	<ul style="list-style-type: none">▪ Direct the deployment of existing services and programs and/or develop new initiatives to address emerging workforce needs as a result of the specific event or disaster

Municipal Governments

See Appendix Table 2 for contact information

<i>Regular Services Provided</i>	<i>Potential Additional Economic Recovery Tasks</i>
<ul style="list-style-type: none">▪ In terms of the business community, municipalities issue business licenses, and establish zoning and other regulations▪ Provides state-mandated building, electrical and plumbing/gas inspection services and zoning enforcement.▪ Provides required health inspections and code enforcement▪ Provides services to maintain streets and public spaces, waste removal, public safety, and more	<ul style="list-style-type: none">▪ Has an Emergency Management Director that oversees the response to the disaster.▪ Provide referrals to business assistance programs▪ Work with partners to target services to impacted area▪ Gather information from impacted businesses and workers

Resources and Guidance for Economic Development Organizations and Business Community

Emergency Preparedness Planning

Emergency preparedness and business continuity planning increases the ability to respond and recovery more efficiently to an economic shock and contributes to the overall resilience and wellbeing of the region. There are multiple existing sources of emergency preparedness guidance for businesses. Small businesses are an integral part of the Franklin County economy and often the most impacted during unexpected shocks to the economy. According to the FEMA, prior to COVID-19, about 25% of businesses did not reopen after disasters³. Below are a list of preparedness resources that can be used by Framework partners and the businesses and organizations they serve. When using these resources, it would be beneficial for Framework partners to note any gaps or needs so that additional resources or new resources could be developed accordingly.

The Insurance Institute for Business and Home Safety (IBHS) website, [DisasterSafety.org](https://disastersafety.org), offers tips for emergency preparedness for homes and businesses. Tips include understanding your current insurance policies and having the cell phone and email address of your insurance company contact. Another tip is to have at least two years of backed-up, pertinent business documents saved on to a flash drive and saved in a location other than the at the business. The IBHS offers a toolkit and a master checklist for businesses to guide businesses in their preparedness planning at <https://disastersafety.org/business-protection/ofb-ez/>.

The U.S. Department of Homeland Security offers a series preparedness toolkits for businesses at www.ready.gov/business. Toolkits are designed to provide disaster-specific guidance on to assess vulnerabilities and plan to respond.

The Western Massachusetts Region Homeland Security Advisory Council's website has up to date alerts and readiness resources and the latest alerts applicable to this region and readiness resources for individuals, families and businesses at www.westernmassready.org.

Starting with Individuals and Families

Recovery starts with individuals and families being prepared to withstand a disaster and be self-sustaining for the first 72 hours. While the focus of this Framework is on economy, businesses rely on its employees and customers being safe and able to return to work or shopping. Employers are encouraged to share information with their employees that provide guidance on how to plan ahead for disasters in their households. A good resource to share is www.WesternMassReady.org.

³ FEMA, "Staying Business after a Disaster by Planning Ahead", 2018. <https://www.fema.gov/press-release/20210318/stay-business-after-disaster-planning-ahead>

Local Framework partners and other organizations offer programs and services to assist employers and entrepreneurs with business development and growth everyday. These offerings may be targeted, shifted or accelerated to address specific needs of a business community impacted by an emergency. Ensuring the business community has an understanding of the presence and range of these service providers and how they can request support not present is another emergency preparedness resource. For example, the [MassHire Franklin Hampshire Career Center](#) has an existing team to help employers find and provide training for prospective employees. When a business may be facing layoffs or closure, the Center can engage the Massachusetts Rapid Response Team, which provides direct support to the business and their affected workers. This service is offered at any time, but may be of particular importance after a disaster.

Crisis Communications

During times of economic shock or crisis, it is important to have consistent, informative, positive messaging to help audiences stay informed and safe. For organizations and businesses already addressing impacts brought on by a disaster, this added effort to find a reputable source can be challenging. Additionally, there can be misinformation, disinformation, and conflicting channels of communications that can exacerbate already challenging times. During the COVID-19 pandemic, the proliferation of disinformation and misinformation have had deadly public health consequences which has continued, as described by the U.S. Cybersecurity & Infrastructure Security Agency⁴.

Having trusted, objective sources of communication following a disaster can be vital. The Framework partners should would collaboratively to identify reputable sources and then select the best option(s) to share with their constituent communities. Having a more singular voice, and providing pertinent, valuable information can have a beneficial impact on the local business community and help to improve our overall economic resiliency in the region.

⁴ U.S. Cybersecurity & Infrastructure Security Agency, “We’re in This Together. Disinformation Stops With You.”, https://www.cisa.gov/sites/default/files/publications/SLTTCOVIDToolkit_FINAL_508.pdf

According to findings from surveys and interviews conducted of Franklin County stakeholders in 2021 by Hodge Economic Consulting, “clear and frequent” communications was something that worked well as the region responded to the COVID-19 Pandemic. In the same report, “cohesive communications” was identified as a recommendation to assist during times of economic recovery and help strengthen economic resiliency in Franklin County. Crisis communications should be viewed through the lens of not missing an opportunity to provide positive commentary and provide helpful information.

The following is advice regarding crisis communications that can be used by the Framework partners as well as individual businesses and organizations that want to stay connected to their customers and their community.

Spreading the Message

It is advantageous to use existing, reliable sources of information that the community may already know. For example, Community Action’s [Look4Help.org](https://www.look4help.org) is a one-stop portal with a comprehensive directory of social and human services available to individuals and families. Information about resources could be added to specifically address impacted households.

Two key aspects of crisis communications is knowing who the intended audience is for the message and understanding that the multiple channels of communication reach different audiences. If the intended audience is constituents and existing customers, current email lists may suffice. However, if the intended audience is the general public or prospective customers - mass media or targeted social media may be more effective.

Channels of communication may include: local newspapers, local TV news, cable access, local radio, email lists, posters/flyers, mailings, posting on websites, YouTube, and various social media platforms, like YouTube, Facebook, Instagram, Twitter, TikTok, SnapChat, LinkedIn, and more. During a crisis, different or multiple channels may be employed that are not the typical outreach strategy used by the sender. The website development company CivicPlus has suggestions for consideration when crafting emergency-related messages and information about the different types of social media platforms in an article titled, “[The Importance of Social Media in Crisis Communications](https://www.civicplus.com/civicready/crisis-communications-guide)”⁵.

Advice from this article includes:

- The most important thing is to release the correct information. Even if it means a short delay, make sure all sources of information have been validated and there are no errors or inconsistencies in the message.

⁵ CivicPlus, The Importance of Social Media in Crisis Communications, <https://www.civicplus.com/civicready/crisis-communications-guide>

- Keep messages short and actionable. Give specific feedback such as the location of emergency shelters or road closure updates.
- Make sure the tone of all communications is calm and informative.
- Link to more detailed content, such as emergency evaluation maps or shelter lists.
- Include hashtags to amplify the reach of your message (e.g., #HurricaneMartha).
- Share and repost updates from other trusted organizational partners.
- Turn off scheduled social media posts that may be out of sync with the unexpected disaster, such as information about upcoming events that may not happen or may distract from the more critical messaging.
- Send updates frequently. One of the benefits of social media is its instant impact. Continual updates of valuable news, information, and instruction can be distributed frequently.
- Share updates consistently across relevant social media channels to mitigate the risk of mixed messages.
- Constantly monitor social media to stay in contact with impacted residents and maintain awareness of developing issues or needs.
- Continue to share updates even when an event has ended so to people up to date on recovery efforts.

Framework partners have an opportunity to provide leadership with crisis communications and can model the importance of having a unified message. Decisions will need to be made to determine the roles for partners when communicating during an emergency. This helps to ensure proper coordination of the messaging and that important, critical information is getting out in a timely fashion.

Relocation

Whether it's transitioning staff to remote work, utilizing virtual meeting resources to conduct official business, or setting up a second location, businesses and organizations in Franklin County can benefit from communication and coordination regarding workforce flow during an economic shock. Below, please see a list of important things to consider when thinking about business relocation or other potential workplace disruptions during an economic shock:

- What are your important technology needs?
- Do you have sufficient Personal Protective Equipment (PPE) to operate safely?
- Have workspace and furniture needs been met?
- Crucial power and electricity needs? Generator needs?

During the COVID-19 pandemic, local constituencies reported that a transition to online business, remote work and virtual meetings was something that worked well in Franklin County but there were challenges including new, incurred costs for conducting business online.

Reduction of Vulnerabilities and Resiliency

Franklin County's existing economic development ecosystem is experienced and well-positioned to provide assistance and guidance during an economic shock. Throughout the COVID-19 pandemic, the Franklin County CDC, MassHire Career Center, FRCOG, local municipalities and others played a major role in connecting individuals, local businesses and communities to technical assistance, potential sources of funding, and referrals for other services. Much of this Plan focuses on how businesses and organizations can make efforts to be prepared and mitigate impacts from a disaster. However, another key element of economic resilience is the ability to avoid an economic shock, if possible. Resilience at a regional scale also looks at how the economy can be strengthened and diversified over the long term to be less impacted by an economic shock. To strengthen economic resilience, three areas of focus are identified in this Plan: population, infrastructure, and private-sector business development.

Reverse Population Decline

Franklin County's peak level of population was in 2000. While some areas have seen increases in population, such as Greenfield, Montague and Whately, overall the county's population has seen a slight decline. According to 2020 Census Redistricting Data, there has been a -1% loss in total population since 2000 in Franklin County, compared to over 10% growth in the Commonwealth and 18% in the nation. Within this population shift there are two other trends of note for Franklin County: a population that is getting considerably older and moderate increases in the population who are people of color.

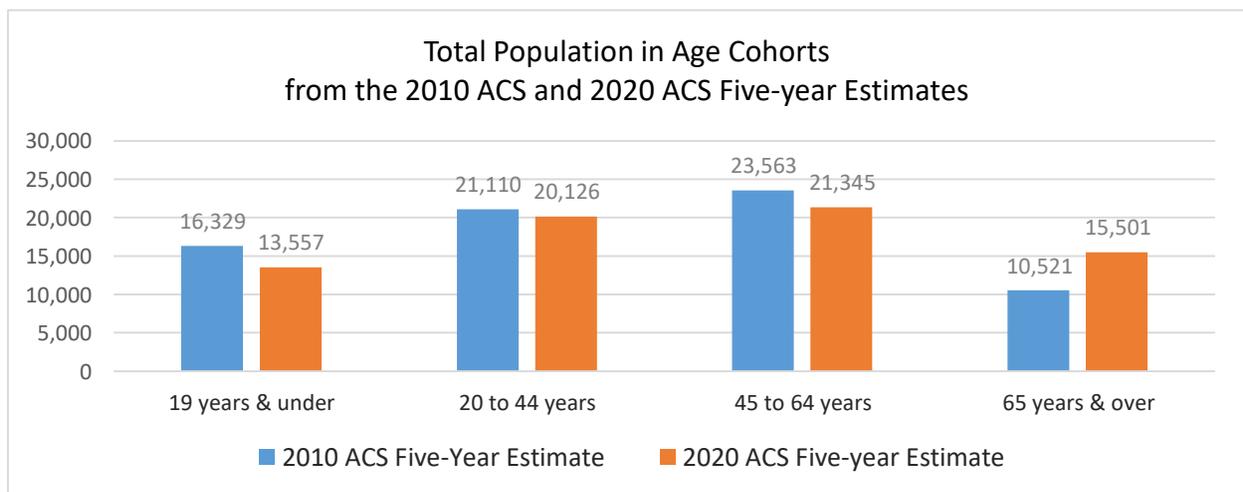
The percentage of the total population who are people of color (or who are of a race that is not White alone and/or are of Hispanic or Latino ethnicity) went from 5.6% in 2000 to 13.5% according to the 2020 Census Redistricting Data. While this increase is significant, this percentage is much smaller than compared to the state (32%) and the nation (42%).

The racial and Hispanic or Latino ethnic groups that grew the most from 2000 to 2020 were:

- Population of two or more races (increased 244% in Franklin County and 197% in the state),
- Hispanic or Latino population (increased 152% in Franklin County and 107% in the state),
- Asian race alone (increased 61.6% in Franklin County and 113% in the state), and
- Black or African American race alone (increased 62% in Franklin County and 44% in the state).

The only racial groups that experienced decline in population in both the county and the state during this period were White race alone and American Indian and Alaska Native race alone. Having a workforce with a more diverse cultural background has been reported to spur greater innovation and creativity within companies. Having a more racially and ethnically diverse community may bring opportunities for new businesses to be launched, encourage existing businesses to expand in to new markets, and broaden the customer base of new and existing businesses.

The 2020 Census Redistricting Data did not release age cohort information, so a comparison of 2000 and 2020 Census age group data is not available. Instead, using data from the most recent U.S. Census Bureau’s American Community Survey (ACS) Five-year Estimates program, the percentage of the population by age group can be compared for the 2006-2010 estimate and 2016-2020 estimate.



Using this data, the traditional workforce age groups (i.e. from 20 to 64 years of age) are declining as well as the number of youth (i.e. 19 years and younger). The population age 65 years and over is growing, as the Baby Boomer generation is aging and younger age cohorts (like the Millennials) are either not staying or not coming to the region. The percentage of the total population in traditional working age groups was 62% according to the 2010 ACS Five-year Estimates, and decreased to 59% by the 2020 ACS Five-year Estimates. Preliminary population projections indicate that this trend of shrinking traditional workforce age groups will continue into the future in Franklin County.

Recommended strategies to be employed to help reverse population decline as well as encourage more people of color and more younger people to stay or move to the region include:

- a. Develop and deploy a campaign to market the value proposition for starting new businesses in the region, with an emphasis on younger working-age adults and people of color.
- b. Expand upon ongoing efforts of the Welcoming and Belonging Franklin County initiative. This work could include initiating programs with a focus on business support and entrepreneurship for ventures led by people of color; and encouraging businesses and organizations to conduct an audit of their systems and culture using a diversity, equity and inclusion lens.
- c. Work with community partners to develop affordable options for housing.

Strategic Infrastructure Improvements

Strategic infrastructure improvements can help ensure the region has sufficient, appropriate spaces to accommodate business development and growth. These improvements can include access to high speed broadband service; connection to public water and wastewater systems in areas appropriate for development or redevelopment; and creating spaces that foster business innovation and economic activity.

Through years of work and significant public investment, the 13 municipalities in Franklin County without cable broadband service have access to last mile broadband or will have access within the next year or so. However, there is more work to do as there remain gaps in service areas and a greater need for more capacity in some of the existing systems. In addition to the infrastructure, the shift to more technology based methods for every aspect of business operations, government interaction and employment and training, requires greater access to personal devices and digital literacy.

The 2022 Franklin County Public Water and Wastewater Study evaluated existing systems in the region and identified immediate, short-term and long-term necessary projects for each of these systems. These projects range from administrative (such as better mapping or creating a Capital Improvement Plan) to major construction projects. Some common needs across multiple systems were also identified, such as the need to have more trained operators and a strategy to deal with sludge removal, as costs for hauling are increasing and there are limited facilities to accept the waste. In addition, the Study evaluated three village centers without public water and without wastewater systems that could benefit from them being created.

Implementing major infrastructure projects can be a challenge for many of the small Franklin County municipalities with limited resources. Many local town governments and water/wastewater districts have limited staff capacity to take on the additional work of advancing projects. Also, many funding programs encourage a local match or predevelopment activities to be completed, which can be a factor when there are limited resources available.

Recommended strategies include:

- Expanding regional economic development capacity to provide more direct technical assistance to municipalities and infrastructure districts. Such assistance could help to implement recommendations from the 2022 Franklin County Wastewater and Water Study
- Support regional planning work and local technical assistance related to broadband access and digital equity, downtown revitalization, industrial park land development, and brownfields redevelopment.

Private Sector Business Development

According to U.S. Census Bureau’s American Community Survey, the 53% of employed residents in Franklin County are private for-profit workers, with 14% self-employed, 19% government workers and 13% working for not for-profit organizations. This percentage of private for-profit workers is much lower than the statewide level of 66%. Increasing the number of for-profit businesses who will have employees is another strategy to diversify the regional economy.

Private sector business growth can be fostered through programs that provide technical assistance and financing, and facilities like co-work spaces, makerspaces and business incubators. Having an active village center or downtown business community that attracts residents and visitors also encourages new business development. This growth can be generated by direct to consumer economic activity or by developing a dynamic atmosphere that entices people to want to work or live there.

The experience gained from the COVID-19 pandemic highlighted the need for businesses to be more aware of the potential for emergencies. Having back-up systems prepared and ready access to important business information are two examples of preventive work that can be done in advance. Also important is having the ability to assess needs and take action, even when a new direction is necessary. As there are many different sources of information, ensuring that the local business community knows what regional Framework partners offer and curating best practices that meet the needs of busy business owners are tasks that can be accomplished through cooperative efforts and existing resources.

Best Practices and Templates

The Cape Cod Commission created a series of business recovery and resiliency planning toolkits that targeted specific industries, like food service and restaurant businesses, and service-based businesses (capecodcommission.org/our-work/business-recovery-planning/). Each toolkit includes a workbook that can be printed and corresponding workshop videos.

According to some stakeholders interviewed, there are gaps with regard to efficiently serving entrepreneurs or enticing new, for-profit businesses to establish in Franklin County. Increased

support for new business and entrepreneurship and a strategic, marketable push to make Franklin County welcoming for new business and young entrepreneurs were identified.

Recommended strategies to support private sector business growth include:

- Inventory existing and emerging services, and identify potential gaps or new opportunities to better foster entrepreneurship and pathways to economic self-sufficiency, such as through the efforts like GCC's digital economy exploration or engaging expertise in the development of worker-owned cooperatives.
- Curate and develop general and industry-specific toolkits to support business recovery, growth and resiliency
- Support the continued coordination and marketing of programs in the business development eco-system to ensure broad understanding of the programs and resources offered by Framework partners and other organizations.

Appendix: Municipal Government Contacts

The following is contact information by Franklin County municipality for the Town Hall, building inspection, health inspection and emergency management directors as of May 16, 2022. Specific contacts may change over time. FRCOG's Franklin County Cooperative Inspection Program (FCCIP), the contact information is <https://frcog.org/program-services/franklin-county-cooperative-inspection-program/>, 413-774-3167 x2. For the FRCOG's Cooperative Public Health Service (CPHS), the contact information is <https://frcog.org/program-services/cooperative-public-health-services/>, 413-774-3167 x106.

Town	Website, Telephone	Building Inspection	Health Inspection	Emergency Management Director
Ashfield	www.ashfield.org , 413-628-4441	FRCOG FCCIP	Ashfield Claudia Sarti, health.agent86@gmail.com	George Stephan emd@ashfield.org 413-628-1032
Bernardston	www.townofbernardston.org , 413-648-5401	FRCOG FCCIP	FRCOG CPHS	Chief Peter Shedd berneoc@townofbernardston.org 413-648-9757
Buckland	www.town.buckland.ma.us , 413-625-6330	FRCOG FCCIP	FRCOG CPHS	Chief Herb Guyette bucklandfire@gmail.com 413-625-6734
Charlemont	www.townofcharlemont.org , 413-339-4335	FRCOG FCCIP	FRCOG CPHS	Interim Chief Dennis Annear dennis.annear@townofcharlemont.org 413-339-4335
Colrain	www.colrain-ma.gov , 413-624-3454	Colrain Shawn Kimberly, buildinginspector@colrain-ma.gov , 413-624-4728	FRCOG CPHS	Jim Lyons colrainemd@gmail.com 413-624-6306
Conway	www.townofconway.com , 413-369-4235	FRCOG FCCIP	FRCOG CPHS	George Murphy geowmmurphy@comcast.net 413-684-9809
Deerfield	www.deerfieldma.us , 413-665-1400	Deerfield Robert Walden, Building Commissioner, 413-665- 1400	Deerfield Alex White, Health Agent healthagent@town.deerfield.ma.us , 413-665-1400 x109	Laurie McComb emd@town.deerfield.ma.us 413-665-1400

Town	Website, Telephone	Building Inspection	Health Inspection	Emergency Management Director
Erving	www.erving-ma.org , 413-422-2800	FRCOG FCCIP	Erving Betsy Sicard, Health Agent, 413-422-2800 x1101	Chief Phillip Wonkka, Wonkka1@gmail.com
Gill	www.gillmass.org , 413-863-9347	FRCOG FCCIP	FRCOG CPHS	Chief Gene Beaubien, gmbdab@comcast.net , 413-863-8955
Greenfield	www.greenfield-ma.gov , 413-772-1500	Greenfield Mark Snow, Building Commissioner, mark.snow@greenfield-ma.gov , 413-772-1404	Greenfield Jennifer Hoffman, Health Director, Jennifer.Hoffman@greenfield-ma.gov , 413-772-1404	Chief Robert Strahan, roberts80@greenfield-ma.gov , 413-774-4737
Hawley	www.townofhawley.com , 413-339-5518	FRCOG FCCIP	FRCOG CPHS	Dean DeNaris, you2dean@aol.com , 413-339-5518
Heath	www.townofheath.org , 413-337-4934	FRCOG FCCIP	FRCOG CPHS	Tim Lively Livelytim53@gmail.com 413-337-5307
Leverett	www.leverett.ma.us , 413-548-96990	FRCOG FCCIP	Leverett boardofhealth@leverett.ma.us 413-548-1022 x1	Jim Field jmfield@ehs.umass.edu 413-545-5122
Leyden	www.townofleyden.com , 413-774-4111	FRCOG FCCIP	FRCOG CPHS	Michael Aiken police@townofleyden.com 413-773-2396
Monroe	No website, 413-424-5272	413-424-5272	FRCOG CPHS	David Nash Monroe-01350@yahoo.com 413-663-1112

Town	Website, Telephone	Building Inspection	Health Inspection	Emergency Management Director
Montague	www.montague.net , 413-863-3200	Montague William Ketchen, Inspector of Buildings, BuildingInspector@montague-ma.gov , 413-863-3200 x114	Montague Daniel Wasiuk, Director of Public Health, healthdir@montague-ma.gov , 413-863-3200 x205	Chief John Zellmann chief@turnersfallsfire.org 413-863-9023
New Salem	www.newsalem-massachusetts.org , 978-544-6437	New Salem Phil Delorey, Building Inspector, 978-544-2236	New Salem Tim Newton, Health Agent, 978-544-9673	Chief Joe Cuneo, chief@newsalemfire.org , 975-544-3345
Northfield	www.northfield.ma.us , 413-498-2901	Northfield James Hawkins, Building Inspector, 413-498-2901 x122	Northfield , 413-498-2901 x117	Chief Floyd Dunnell, sdunnell@sandri.com , 413-223-1186
Orange	www.townoforange.org , 978-544-1100	Orange Jeffrey Cooke, Building Commissioner, 978-544-1105	Orange Matthew Fortier, Health Clerk 978-544-1107	Chief James Young, jyoung@townoforange.org , 975-544-7770
Rowe	www.rowe-ma.gov , 413-339-5520	FRCOG FCCIP	FRCOG CPHS	Chief Dennis Annear, Dennis.annear@rowe-ma.gov , 413-339-4001
Shelburne	www.townofshelburne.com , 413-625-0300	FRCOG FCCIP	FRCOG CPHS	Thomas Williams, thomas.a.williams@live.com , 413-824-2518
Shutesbury	www.shutesbury.org , 413-259-1214	FRCOG FCCIP	Shutesbury Catherine Hilton, boardhealth@shutesbury.org , 413-259-2122	Chief Walter Tibbets, shtsbyemd@yahoo.com , 413-259-1211
Sunderland	www.townofsunderland.us , 413-665-1441	Sunderland Thomas Quinlan, Jr., Building Commissioner, 413-665-1433	Sunderland Steve Ball, Health Agent, 413-665-1441 x6	Laurie Smith, emd@townofsunderland.us , 413-665-2465

Town	Website, Telephone	Building Inspection	Health Inspection	Emergency Management Director
Warwick	www.town.warwick.ma.us , 978-544-6315	Warwick , Phil Delorey, Building Inspector, 978-544-2236	Warwick Nancy Lyman, 978-544-6135	Chief David Shoemaker, police@town.warwick.ma.gov , 978-544-2244
Wendell	www.wendellmass.us , 978-544-3395	Wendell Phil Delorey, Building Inspector & Zoning Agent buildinginspector@wendellmass.us 978-544-2236	Wendell Elizabeth Swedberg, Health Agent, 508-922-4692	Lonny Ricketts, directorofemergencymanagement@crocker.com , 978-544-2066
Whately	www.whately.org , 413-665-4400	FRCOG FCCIP	Whately Mark Bushee, Health Director fhd.office@burgy.org 413-268-8406	Lynne Sibley townclerk@whately.org 413-665-4400