

COMMUNITY RESILIENCE BUILDING WORKSHOPS- SUMMARY OF FINDINGS

TOWN OF WEBSTER
MUNICIPAL VULNERABILITY PREPAREDNESS (MVP)
PROGRAM



SUBMITTED TO

Town of Webster
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Section 1

Community Resilience Building Workshops

1.1 Overview

Similar to other communities in the Commonwealth of Massachusetts (the Commonwealth), the Town of Webster (the Town) is experiencing the impacts of climate change. In particular, the community has experienced severe weather related to inland flooding and extreme storm events. There have been 16 natural hazard incidents that triggered federal or state disaster declarations since 1991 that have affected Webster including:

- March 29, 2010 - Record rainfall (3-7 inches of rain) in the area caused widespread flooding, resulting in substantial impacts in Webster including multiple Town-owned roadways.
- August 2011 - Tropic Storm Irene caused devastating flooding and wind damage.
- July 2016 through March 2017 – A drought impacted the public water supply, businesses, and the public.
- March 2018 - Back to back Winter Storms Riley and Quinn resulted in the accumulation of 10-17 inches of snow on March 7, 2018 and 14-28 inches of snow on March 14, 2018.
- August 4, 2018 - An EF1 tornado touched down in Webster with maximum winds estimated at 110 mph, causing extensive damage, to roofs, buildings, windows, cars, trees, and utility poles resulting in power outages throughout Town. According to MEMA, at least three buildings were condemned and at least five were rendered uninhabitable. The Wireless Emergency Alert on cell phones alerted residents of the danger, playing a big role in preventing any fatalities.

In the future, the Town anticipates more severe and frequent weather events due to climate change such as increased flooding, substantial winds, winter storms, and drought. These extreme weather events will test Webster's ability to prepare for and respond to emergencies.

In 2017, the Commonwealth of Massachusetts inaugurated the Municipal Vulnerability Preparedness (MVP) program to assist municipalities in planning for and implementing strategies to adapt to predicted changes in our warming climate. The Executive Office of Energy and Environmental Affairs (EEA) oversees and implements the MVP program. Funds are awarded to municipalities under two categories of work: planning grants and action grants.

To proactively prepare for climate resiliency and begin to consider adaptation strategies, Webster applied for an MVP Planning Grant.

1.1.1 Overview of the Community Resilience Building (CRB) Process

The CRB methodology is an "anywhere at any scale" format that draws on stakeholders' wealth of information and experiences to foster a collaborative dialogue about the strengths and vulnerabilities within a community, identify potential resiliency actions, and advance the education, planning, and ultimately implementation of priority actions. An

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overview of this process from the CRB Workshop Guide is provided in Figure 1 and is available online at: <https://www.communityresiliencebuilding.com/>.

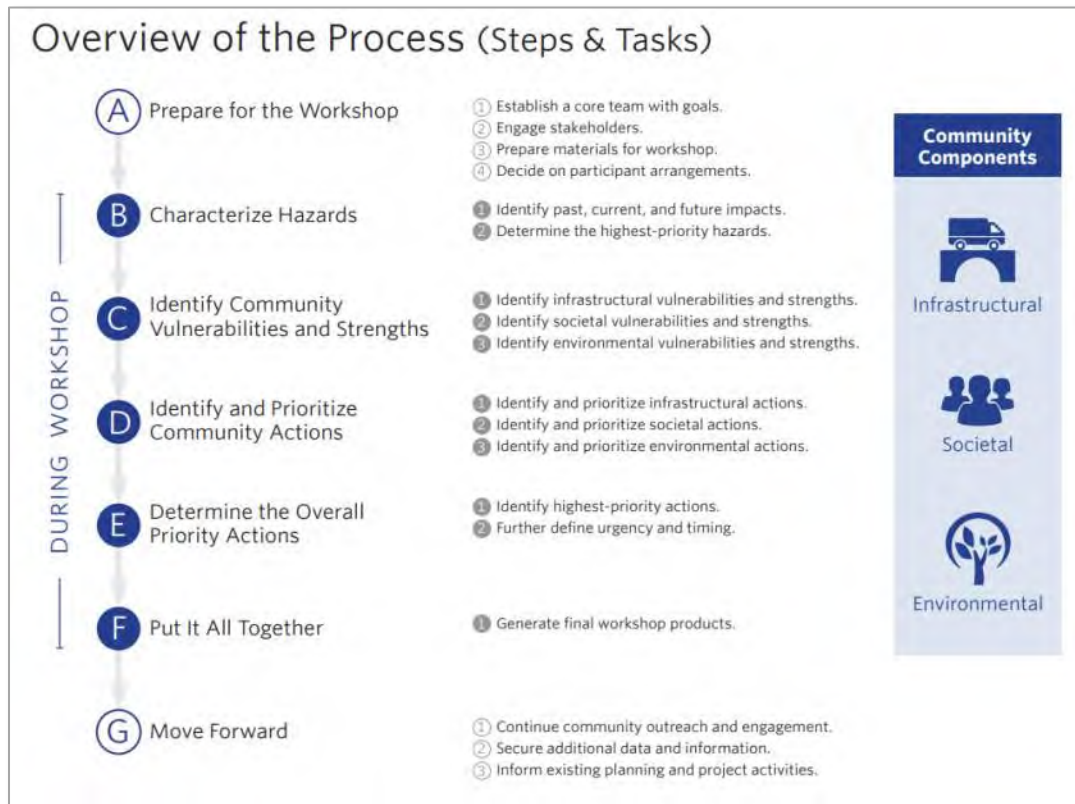


FIGURE 2: Overview of the CRB Process

During the workshops, participants interact in both small and large groups using an iterative process to gather input, synthesize ideas across groups, and ultimately develop a set of priority resilience and adaptation actions. The central objectives of the workshops are to:

- Provide community outreach opportunity for EJ and Climate Vulnerable Populations.
- Identify and map vulnerabilities and strengths to develop infrastructure, societal, economic and environmental risk profiles for the Community.
- Use the CRB Workshops to collaborate with local organizations, academic institutions, businesses, private citizens, neighborhoods, and community groups and neighboring communities to identify specific planning needs and priorities.
- Develop and prioritize actions that reduce vulnerabilities and reinforce strengths for Webster - create the CRB Natural Hazard Risk Matrix.
- Identify immediate opportunities to collaboratively advance actions that further reduce the impact of hazards and increase resilience in Webster.
- Prioritize projects for future funding.

1.2 Webster's CRB Planning Activities

Courtney Friedland, the Webster Assistant Town Administrator, served as the Local Project Manager for undertaking the integrated MVP planning process. The Town partnered with Tighe & Bond, a state-certified MVP Provider, to undertake the CRB process including holding the CRB workshops.

To complete Step A of the CRB Guide, the Town of Webster drew from multiple departments, boards, and commissions to form the Core Team for the MVP Planning.

The Core Team identified and engaged the community stakeholders to participate in the CRB workshops and the listening session. Community stakeholders included municipal staff, elected and appointed officials in Webster, representatives from abutting communities, environmental non-profits, local economic leaders, tribal groups, and the citizens involved in local planning such as the ongoing Open Space and Recreation Plan.

The following provides additional detail on the overall CRB planning process undertaken by the Town to obtain MVP Community Designation and support the ongoing town-specific HMP update.

1.2.1 Core Team Meetings

The following Core Team Meeting were completed as part of the MVP Program:

- **November 3, 2021** (MVP Kickoff Meeting #1) – Tighe & Bond presented an overview of EEA's MVP Program and Goals, reviewed the scope, schedule, and budget, discussed public involvement and outreach, reviewed the CRB process, and reviewed natural hazards from the 2018 Webster Hazard Mitigation Plan.
- **December 1, 2021** – The Core Team met to discuss hiring the outreach coordinator, confirm workshop goals, identify stakeholders, and plan for the workshops including logistics and outreach.
- **January 12, 2022** – The Core Team met to reevaluate the outreach efforts due to lack of finding any local coordinator and public meeting workshops dates due to changing of Town Administration.
- **March 16, 2022** - The Core Team met to bring the new Town Administrator up to speed on the project and to finalize the schedule for the public meetings in April and listening session in May.

Materials documenting the Core Team meetings are provided in Appendix A.

1.2.2 Webster Community Resilience Building Workshops

Community stakeholders were invited to participate in CRB workshops in-person at the Webster Senior Center on April 13, 2022 at and as a virtual meeting on April 14, 2022. The list of community stakeholders invited to the workshops is included in Appendix A.

The April 13th workshop was attended by 17 participants and the April 14th workshop was attended by 8 participants.

Gabrielle Belfit, Senior Environmental Scientist with Tighe & Bond, provided an introduction to the Town's MVP planning process and welcomed attendees to the workshop.

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Tighe & Bond provided a presentation of the MVP program, the CRB workshop process, outlined climate change projections for the Town and Commonwealth, and reviewed Webster's top natural hazards (Step B of the CRB Guide). Attendees were invited to discuss the top hazards and modify as needed.

Participants were asked to complete a series of three facilitated small group discussions to fill out the CRB Risk Matrix by:

1. Identifying important community assets most vulnerable to natural hazards in four categories: infrastructure, societal, economic, and environmental, and define if these are a vulnerability, strength, or both (Step C of the CRB Guide);
2. Determining mitigation actions to address vulnerabilities and protect strengths (Step D of the CRB Guide); and
3. Prioritizing and scheduling the mitigation actions (Step E of the CRB Guide).

Following this small group discussion process, each group reported to the full group on the top risks and strengths and mitigation actions based on the group's prioritization and scheduling. Collectively, the group voted to further define the priorities (Step E/F of the CRB Guide).

Workshop meeting materials including completed sign-in sheets, presentations, maps, notes, and completed matrices are provided in Appendix B. The compiled CRB matrix is provided in Appendix D.

1.2.3 Listening Session

To be completed after May 23rd.

A listening session to present the final report and review the high priority actions identified through the CRB workshops was held on May 23th, at the Webster Town Hall. Ann Morgan, Director of Planning and Economic Development, led the session with support from Tighe & Bond. [NUMBER] residents were in attendance.

Town staff facilitated discussion including resident input on the following:

- Discussion point
- Discussion point

Sign in sheets, meeting materials, and the presentation for the listening session are provided in Appendix E.

Section 2

Top Hazards and Vulnerable Areas

This section discusses Steps B and C of the CRB Process to characterize hazards and identify community vulnerabilities and strengths (a.k.a. community assets).

2.1 Natural Hazard Risks

2.1.1 State Identified Hazards

The 2018 Massachusetts State Hazard Mitigation and Climate Adaptation Plan (SHMCAP)¹ provides an in-depth overview of natural hazards in Massachusetts. The State Plan identifies 14 natural hazards that have an impact or have a history of impacting communities in the Commonwealth of Massachusetts. These hazards are as follows:



FIGURE 4: Hazards Identified in the SHMCAP

¹ <https://www.mass.gov/files/documents/2018/10/26/SHMCAP-September2018-Full-Plan-web.pdf>

Section 2 Top Hazard and Vulnerable Areas

2.1.2 Hazards that Apply to Webster

The SHMCAP includes coastal flooding, coastal erosion, and tsunamis; however, because Webster is not a coastal community, these hazards are not applicable and are not further discussed or evaluated in this report.

The Core Team reviewed the remaining natural hazards identified in the SHMCAP and identified natural hazards that have impacted Webster in the past or could impact Webster in the future. The hazards selection for Webster was made using local expertise from the Core Team, information from the 2018 Regional Hazard Mitigation Plan, the SHMCAP and other sources. All of the natural hazards presented in the SHMCAP except those applicable to coastal communities were considered.

The Core Team reviewed each natural hazard from the 2018 Plan relative to the history of occurrence in Town, hazard probability, and severity of impact. The Town modified Probabilities for several hazards. Modifications included changing drought from very low to moderate, flooding from low to moderate, and wildfire/brushfire from moderate to low. Impact for extreme temperatures was elevated from minor to major and the hazard risk index rating was raised from a four to a three. Table 1 below summarizes the updated Hazard Identification for Webster.

TABLE 1: Hazard Identification and Analysis for the Town of Webster²

Type of Natural Hazard	Geographic Extent	Probability of Future Events	Severity of Impact	Hazard Risk Index Rating
Dam Failure	Small	Very Low	Limited	4
Drought	Large	Moderate	Minor	4
Earthquakes	Large	Very Low	Minor	5
Extreme Temperatures	Large	Moderate	Major	3
Flooding	Medium	Moderate	Minor	3
Hurricanes	Large	Low	Limited	3
Severe Winter Storms Snow/ Ice/ Nor'easter/ Blizzards	Large	Very High	Limited	2
Severe Thunderstorms/ Tornadoes/ Wind	Small	Moderate	Minor	2
Wildfire/ Brushfire	Medium	Low	Minor	4

2.1.3 Top Hazards for Webster

Based on the evaluation of natural hazard risk ranking coupled with the history of occurrence, the geographic extent of impact, severity of impact, and consideration for climate change, the Core Team determined the highest ranked natural hazards for Webster consist of:

- Severe winter storms including blizzards, nor'easters, heavy snow and ice;

² Original source: Webster Hazard Mitigation Plan 2018, updated by Webster Core Team November 2021

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- Severe weather including high winds, thunderstorm wind, hurricanes and tornadoes;
- Inland flooding due to heavy rain and snow melt; and
- Extreme temperatures and drought.

2.2 Areas of Concern

During the CRB Workshops, participants outlined areas of concern under three categories of community assets, consistent with the CRB Workshop Guide: infrastructural, societal, and environmental. Additionally, for consistency with future FEMA Hazard Mitigation Plan updates, participants included Webster's economic assets. The completed CRB Risk Matrix is provided in Appendix D.

2.2.1 Infrastructural (Built Environment)

Critical facilities necessary for a community's response to and recovery from emergencies, infrastructure critical for public health and safety, economic viability, or for critical facilities to operate.

The workshop participants identified the following categories of or specific infrastructural assets with vulnerabilities or strengths within the community (presented alphabetically):

- Bridges (Old Mill Bridges)
- Culverts (Mexacalis, Rt 12, Long Subaru, and LaPlant)
- Dams (East Village, Club Pond and Webster Lake)
- DPW/Highway Department Facility
- Fire and Police facilities
- Municipal roadways (Evacuation Routes I-395, MA-12, Upper Gore, Lower Gore, and Rawson Rd Intersection with Route 16)
- Power utilities (National Grid Substation and Gas Regulator)
- Public wells and water treatment facilities
- Stormwater drainage system (Lower Gore and Sutton Road)
- Town Hall
- Wastewater treatment plant and pump stations (38 Hill Street)
- Water supply and distribution

2.2.2 Societal (People / Vulnerable Populations)

Areas of greater population density, or population with unique vulnerabilities or less able to respond and recover during a disaster.

The workshop participants identified the following categories or specific societal assets with vulnerabilities or strengths within the community (presented alphabetically):

- Affordable housing (Golden Heights, Slater Estates, North Village/ Section 8);
- Churches
- Fynamore Campground

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- Food pantry/bank
- High School and Middle School
- Harrington Hubbard Hospital
- Indian Ranch Camping
- Life Skills
- Life Care Center Senior Center
- Mobile homes
- Public library
- Senior living communities (e.g. Brookside, Christopher Heights)
- Senior Center
- West Manor Rehabilitation

2.2.3 Environmental (Natural Environment)

Areas that provide protective function to reduce magnitude of hazard impact and increase resiliency. Areas of sensitive habitat that are vulnerable to hazard events, protection of areas that are important to community objectives, such as the protection of sensitive habitat, provide socio-economic benefits, etc.

The workshop participants identified the following categories or specific environmental assets with vulnerabilities or strengths within the community (presented alphabetically):

- Conservation lands and open space (e.g. parks, forests, country club, wildlife preserves)
- Major wetlands and waterbodies (e.g. French River, Webster Lake, Mill Brook)
- Sportsman Club
- Trees
- Trails (Town-wide) and Bridge to Nowhere
- Water supply (e.g. aquifer)
- Webster Lake.

2.2.4 Economy

Major employers, primary economic sectors and commercial centers where loss or inoperability would have severe impact on the community and ability to recover from a disaster.

The workshop participants identified the following categories or specific economic assets with vulnerabilities or strengths within the community (presented alphabetically):

- East Main Street businesses
- Industrial Packaging Manufacturing (Jeffco Fibers)
- Gas/heating oil companies (e.g. National Grid)
- Gas stations

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- Goya
- Grocery store
- Home improvement
- MAPFRE USA Corp
- Pharmacies
- Restaurants
- Town of Webster
- Tri-Valley

Section 3

Current Concerns and Challenges Presented by Hazards and Climate Change

3.1 History of Natural Hazards that have Impacted Webster

3.1.1 Results from Interviews

The following provides an overview of the general concerns about natural hazards as expressed by participants who were interviewed:

- Trees downed on street causing power outages and blocking access.
- Flooding and extreme precipitation impacting water and sewer distribution systems.
- Winter snowstorms impact the entire Town, plowing and clearing are slow, power outages are frequent.
- Flooding areas around Webster Lake, and lower income areas are a big concern, and flooding has increased over past 30 years.
- The August 2018 tornado touched down on Main Street and took out three buildings.
- Wind events occur more frequently, and there are more severe rain events each year.
- Winter temperatures are unpredictable, some are very snowy with extreme low temperatures, and others are dry and warm.

3.1.2 Results from Pre-Workshop Surveys

The following provides a summary of the concerns about current natural hazard frequency pulled from the pre-workshop survey:

Most Frequent Current Natural Hazards (occurs once a year or more often): Nor'easters, High Wind, Thunderstorms, Ice Storms and Extreme Temperatures

Occasional Occurrences (once every 3-5 years): Blizzards, Flooding, Drought, Tornado, Microburst, Hurricanes, Tropical Storms and Invasive Species

Least Frequent Current Natural Hazards (never or once in a lifetime occurrence): Dam Failure, Landslides, and Earthquake

In response to questions about future natural hazards, survey participants were most concerned about future impacts due to drought, extreme temperatures, high winds, microburst, hurricanes and tropical storms, and invasive species. Participants were not concerned with future impacts from landslides, earthquakes, or dam failure.

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These hazards are anticipated to be amplified by climate change as discussed in Commonwealth's resilient MA Climate Change Clearinghouse website (<http://www.resilientma.org/>)



Changes in Precipitation: Changes in the amount, frequency, and timing of precipitation—including both rainfall and snowfall—are occurring across the globe as temperatures rise and other climate patterns shift in response.



Rising Temperatures: Average global temperatures have risen steadily in the last 50 years, and scientists warn that the trend will continue unless greenhouse gas emissions are significantly reduced. The 9 warmest years on record all occurred in the last 20 years (2017, 2016, 2015, 2014, 2013, 2010, 2009, 2005, and 1998), according to the U.S. National Oceanographic and Atmospheric Administration (NOAA).



Extreme Weather: Climate change is expected to increase extreme weather events across the globe, as well as right here in Massachusetts. There is strong evidence that storms—from heavy downpours and blizzards to tropical cyclones and hurricanes—are becoming more intense and damaging, and can lead to devastating impacts for residents across the state.

The following table (Table 3) reproduced from the SHMCAP shows how climate change interacts with natural hazards.

TABLE 3: Climate Change Interactions

Primary Climate Change Interaction	Natural Hazard	Other Climate Change Interactions	Representative Climate Change Impacts
 Changes in Precipitation	Inland Flooding	Extreme Weather	Flash flooding, urban flooding, drainage system impacts (natural and human-made), lack of groundwater recharge, impacts to drinking water supply, public health impacts from mold and worsened indoor air quality, vector-borne diseases from stagnant water, episodic drought, changes in snow-rain ratios, changes in extent and duration of snow cover, degradation of stream channels and wetland
	Drought	Rising Temperatures, Extreme Weather	
	Landslide	Rising Temperatures, Extreme Weather	
 Rising Temperatures	Average/Extreme Temperatures	N/A	Shifting in seasons (longer summer, early spring, including earlier timing of spring peak flow), increase in length of growing season, increase of invasive species, ecosystem stress, energy brownouts from higher energy demands, more intense heat waves, public health impacts from high heat exposure and poor outdoor air quality, drying of streams and wetlands, eutrophication of lakes and ponds
	Wildfires	Changes in Precipitation	
	Invasive Species	Changes in Precipitation, Extreme Weather	
 Extreme Weather	Hurricanes/Tropical Storms	Rising Temperatures, Changes in Precipitation	Increase in frequency and intensity of extreme weather events, resulting in greater damage to natural resources, property, and infrastructure, as well as increased potential for loss of life
	Severe Winter Storm / Nor'easter	Rising Temperatures, Changes in Precipitation	
	Tornadoes	Rising Temperatures, Changes in Precipitation	
	Other Severe Weather (Including Strong Wind and Extreme Precipitation)	Rising Temperatures, Changes in Precipitation	
Non-Climate-Influenced Hazards	Earthquake	Not Applicable	There is no established correlation between climate change and this hazard

3.2 Massachusetts Climate Change Projections

Researchers from the Northeast Climate Science Center at the University of Massachusetts Amherst prepared projections for changes in temperature, precipitation, and sea level rise for the entire state, as well as each major watershed in recognition that there are differences regionally. EEA is encouraging municipalities, industry, non-government organizations, state government, and others to utilize this information as a standard, peer-reviewed set of climate change projections and is recommending these projections be included in MVP planning efforts. The Town of Webster is almost entirely included within the French River Basin watershed. The information presented in this section is specific to this watershed and was excerpted from Massachusetts Climate Change Projections, dated March 2018³.

3.2.1 Increasing Temperatures

Warmer temperatures and extended heat waves could have very significant impacts on public health in our state, as well as the health of plants, animals and ecosystems like forests and wetlands. Rising temperatures will also affect important economic sectors like agriculture and tourism, and infrastructure like the electrical grid. Even what seems like a very small rise in average temperatures can cause major changes in other factors, such as the relative proportion of precipitation that falls as rain or snow.

In Massachusetts, temperatures are projected to increase significantly over the next century. Winter average temperatures are likely to increase more than those in summer, with major impacts on everything from winter recreation to increased pests and challenges to harvesting for the forestry industry. Beyond this general warming trend, Massachusetts will experience an increasing number of days with extreme heat in the future. Generally, extreme heat is considered to be over 90 degrees F, because at temperatures above that threshold, heat-related illnesses and mortality show a marked increase. Residents in Massachusetts – especially those who are very young, ill, or elderly, and those who live in older buildings without air conditioning – will face greater risks of serious heat-related illnesses when extreme heat becomes more common. Extreme heat and dry conditions or drought could also be detrimental to crop production, harvest, and livestock.

While warmer winters may reduce burdens on energy systems, more heat in the summer may put larger demands on aging systems, creating the potential for power outages. The number of cooling degree days is expected to increase significantly by the end of the century adding to this strain. In addition, heat can directly stress transmission lines, substations, train tracks, roads and bridges, and other critical infrastructure.

The French River Basin is expected to experience increased average temperatures throughout the 21st century. Maximum and minimum temperatures are also expected to increase throughout the end of the century. These increased temperature trends are expected for both annual and seasonal projections. Seasonally, maximum summer and fall temperatures are expected to see the highest projected increase throughout the 21st century.

³ <https://www.mass.gov/files/ma-statewide-and-majorbasins-climate-projections-final.pdf>

Days with Maximum Temperatures

Due to projected increases in average and maximum temperatures throughout the end of the century, the French basin is also expected to experience an increase in days with daily maximum temperatures over 90°F and 95°F, and 100°F.

Days with Minimum Temperatures

Due to projected increases in average and minimum temperatures throughout the end of the century, the French basin is expected to experience a decrease in days with daily minimum temperatures below 32°F and 0°F.

Heating Degree-Days and Cooling Degree-Days

Due to projected increases in average, maximum, and minimum temperatures throughout the end of the century, the French basin is expected to experience a decrease in heating degree days and increases in both cooling degree-days and growing degree-days.

3.2.2 Changing Precipitation

Rainfall is expected to increase in spring and winter months in particular, with increasing consecutive dry days in summer and fall. More total rainfall can have an impact on the frequency of minor but disruptive flooding events, especially in areas where stormwater infrastructure (such as drainage systems, bridges, and culverts) has not been adequately sized to accommodate higher levels. Increased total rainfall will also affect agriculture, forestry and natural ecosystems.

More intense downpours often lead to inland flooding as soils become saturated and stop absorbing more water, river flows rise, and the capacity of urban storm water systems is exceeded. Flooding may occur as a result of heavy rainfall and snowmelt, but precipitation is the strongest driver of flooding in Massachusetts. Winter flooding is also common in Massachusetts, particularly when the ground is frozen.

The climate projections suggest that the frequency of high-intensity rainfall events will trend upward. Overall, it is anticipated that the severity of flood-inducing weather events and storms will increase, with events that produce sufficient precipitation to present a risk of flooding likely increasing. A single intense downpour can cause flooding and widespread damage to property and critical infrastructure. The coast will experience the greatest increase in high-intensity rainfall days, but some level of increase will occur in every area of Massachusetts.

Intense rainfall from developed areas can cause pollutants on roads and parking lots to get washed into nearby rivers and lakes, reducing habitat quality. As rainfall and snowfall patterns change, certain habitats and species that have specific physiological requirements may be affected.

Climate projections for Massachusetts indicate that in future decades, winter precipitation could increase, but by the end of the century most of this precipitation is likely to fall as rain instead of snow due to warmer winters. There are many human and environmental impacts that could result from this change including reduced snow cover for winter recreation and tourism, less spring snow melt to replenish aquifers, higher levels of winter runoff, and lower spring river flows for aquatic ecosystems.

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A small projected decrease in average summer precipitation in Massachusetts could combine with higher temperatures to increase the frequency of episodic droughts, like the one experienced across the Commonwealth in the summer of 2016. Droughts will create challenges for local water supply by reducing surface water storage and the recharge of groundwater supplies, including private wells. More frequent droughts could also exacerbate the impacts of flood events by damaging vegetation that could otherwise help mitigate flooding impacts. Droughts may also weaken tree root systems, making them more susceptible to toppling during high wind events.

Days with High Precipitation

The projections for expected number of days receiving precipitation over one inch are variable for the French basin, fluctuating between loss and gain of days.

Total Precipitation

Similar to projections for number of days receiving precipitation over a specified threshold, seasonal projections for total precipitation are also variable for the French basin.

Consecutive Dry Days

Annual and seasonal projections for consecutive dry days, or for a given period, the largest number of consecutive days with precipitation less than 1 mm (~0.04 inches), are variable throughout the 21st century.

3.3 Specific Categories of Concerns and Challenges

Workshop attendees identified 62 community assets that were either vulnerable to the impacts of climate change or strengths to the Town. Of that list, the following concerns are challenges were discussed:

- Water Treatment Facility has multiple tree hazards;
- Increase communication within the Town and all sectors of the public on available emergency services and how to use the CodeRed System;
- Ensure access to the food bank and shelters in event of an emergency including floods and power outages;
- Town buildings including Town Hall and the Fire Station experience basement flooding;
- High School and the Public Library need backup emergency power sources;
- Bridges and culverts need upgrades to mitigate flooding from storms and beavers, and prepare for more extreme weather events;
- Address accessibility and cooling issues for senior and affordable housing in Webster (e.g. one way access only, lack of backup power, and air conditioning);
- Citizen groups, such as the Webster Lake Association are critical to maintain natural resource preservation, particularly, water resources that critical to maintaining water supply, stormwater storage, habitat, open space and local and regional recreation. The French River watershed group is no longer active, to the detriment of the community; and
- Critical supplies in downtown area where loss of access would impact the community and their ability to remain self-reliant during a natural hazard event

(e.g. fuel, food, prescriptions, and supplies for repairs are difficult to obtain during power outages and other severe storm events).

3.4 Current Strengths and Assets

Webster officials, public works staff, and emergency response staff are actively engaged in preparing the community to respond to and adapt to current and future natural hazards. Collaboration, communication, and responsiveness of these staff is viewed as a strength in Webster. Additionally, Webster has an active and engaged Senior Center that helps facilitate outreach and education and provides resources for senior residents of Town. Webster's has a number of ongoing programs for education and outreach to its most vulnerable citizens including seniors, low income families and those with lower English speaking skills. The Town provides access to community resources through dedicated websites for each municipal department.

3.5 Top Recommendations and Strategies to Improve Resiliency

Eighteen Mitigation Projects were identified in the CRB workshops as priority resiliency actions for the Town. The top eighteen projects are listed from Highest to Lowest Priority according to voting by the workshop participants. The list prepared below is subject to change based on evolving conditions in the Town.

Highest Priority Projects (scored 9-14 votes)

- Communications - Increase communication within town and public education on emergency services, planning, needs between all populations, including but not limited to Town staff, public, vulnerable populations, private sector, critical infrastructure (both Town and privately owned), and education on how to use CodeRed system.
- Water Treatment Facility - Identify opportunities to develop/assess redundancies, update practices to reflect new changing regulations, and implement education/outreach.
- Wastewater Treatment Plant- Identify opportunities to develop/assess redundancies, update practices to reflect new changing regulations, and implement education/outreach,
- Webster Lake - Assess for climate change impacts (ecological impacts) and contamination, water quality, construct boat wash facilities, and prioritize acquisition of open space of tributaries to the lake.

Next Highest Priority Projects (scored 3-8 votes)

- Fire Station - Drainage improvements in parking lot and set-up secondary communications center in addition to police station (feedback from Day 2 indicates that there likely is no space to do this in the fire station).
- Senior Center - Prepare and plan for emergencies, meet criteria for Red Cross Certified Shelter, public education and communication on role as a shelter and use of CodeRed (education on CodeRed for citizens and town staff on usage),

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look to Red Cross to certify shelter, and develop shelter plan (i.e. which shelter can hold how many people).

- High School - Plan to meet criteria for Red Cross Certified Shelter, public education and communication on role as a shelter and use of CodeRed (education on CodeRed for citizens and town staff on usage), include Red Cross designation as a shelter into current rebuilding plans.
- Library - Seek fund sources to provide emergency backup power to the library.

Lower Priority Projects (scored 1-2 votes)

- Upper Gore, Lower Gore, Rawson Road Intersection - Investigate roadway improvement/redesign.
- Mill Bridges – Assessment of structural integrity and fish passage issues.
- Harrington Hubbard Hospital - Communicate services and emergency management to vulnerable populations in Webster.
- Mill Brook - Identify strategies for beaver mitigation. Identify where water level control devices could be implemented to mitigate flooding and allow beaver to exist.
- Trees - Establish tree management, develop urban forestry plan, add individual on staff to identify tree health and determine what is hazardous, install new utilities underground.
- Grocery Stores - Establish energy provision plans, maintain strong ongoing communications.
- Home Improvement Stores - Maintain strong ongoing communications.
- Goya - Maintain strong ongoing communications.
- Webster Lake Association- Maintain strong ongoing communications.

Section 4

Workshop Details

4.1 Workshop Participants

A list of those invited to participate in the workshops is included in Appendix B. The following provides a list of participants and affiliation. Members of the workshop project team that had a role are also documented.

4.1.1 Workshop #1 Attendance

Workshop Host: Richard LaFond, Town Administrator

Workshop Facilitators: Sharon Rooney, AICP (Tighe & Bond)

Table Facilitators: Gabrielle Belfit, CFM, Annaliese Keimel, and Kasia Kos (Tighe & Bond), Ann Morgan (Town of Webster)

Table 5: Workshop #1: April 13, 2022			
Name	Affiliation	Name	Affiliation
Gary Milliaro	Webster EMS	Ann Morgan	Planning and Economic Development
Earl Gabor	Selectman	Marc Becker	Town Assessor
Carol Cyr	Community Development	Kenny Pizzetti	Highway Superintendent
Hillary King	MVP Coordinator	Courtney Friedland	Assistant Town Administrator
Brian Hickey	Fire Chief	Rick LaFond	Town Administrator
Theodore Tetreault	Building Commissioner	Jean Travis	Senior Center Director
Jenna Gouin	Webster Public Schools		

4.1.2 Workshop #2 Attendance (via Zoom)

Workshop Host: Gabrielle Belfit, CFM, (Tighe & Bond)

Workshop Facilitators: Annaliese Keimel (Tighe & Bond)

Table 6: Workshop #2: April 14, 2022			
Name	Affiliation	Name	Affiliation
Sondra Murphy	Webster Library	Michael Shaw	Police Chief
Greg Robert	Webster Information Technology	Gregory Lynskey	Communications Center Director
Mary Hannah Smith	Central Massachusetts Regional Planning Commission	Michelle Smith	Chief City Planner for Worcester & resident of Webster

4.2 Workshop Project Team

The following individuals provided invaluable assistance with coordination and implementation of the workshops and listening session.

TABLE 7: Core Team

Name	Title/Department/Affiliation
Richard LaFond	Town Administrator
Courtney Friedland	Assistant Town Administrator & HR Director
Carol Cyr	Director of Community Development
Tom Cutler	Water and Sewer Superintendent
Ann Morgan	Director of Planning and Economic Development
Kenneth Pizzetti	Highway Superintendent
Shawn Anderson	DPW Assistant Director
Brian Hickey	Emergency Management Director

4.3 Acknowledgements

Funding for the CRB workshop was provided through a Massachusetts Executive Office of Energy and Environmental Affairs (EEA) Municipal Vulnerability and Preparedness Planning Grant during Fiscal Year 2022.

Many thanks to Richard LaFond and Courtney Friedland, Town Administrator and Assistant Town Administrator for serving as leads for the MVP Planning Process and to Ann Morgan for leading the Listening Session. Thank you to Jean Travis for providing a great meeting space at the Senior Center for the MVP workshop. Thanks to Ann Morgan, Jenna Gouin, and Lisa Prince from Tri-Valley for providing engaging stories about Webster's history and current needs in phone interview. A special thanks to all MVP Core Team members and everyone who participated in the CRB workshops, as presenters, facilitators, scribes and stakeholders.

4.4 Report Citation

Tighe & Bond (2022). *Community Resilience Building Workshop Summary of Findings*, Town of Webster, Massachusetts.



CRB Workshop Participant Worksheet

The following guidance is designed to help you and your core team identify a diverse, cross-section of participants for a Community Resilience Building Workshop(s). Ultimately, the participants will be representatives of and vested in a resilient future for your community. The final list of participants is yours to create and will depend largely on the goals and intended outcomes that are right for your community (refer to Step A1 and A2 of the CRB Workshop Guide). Review attached list of participant affiliations from previous Workshops.

Guiding Questions to Help Surface Workshop Participants:

- A. Who are the key decision makers in your community? (leadership)
- B. Who is directly responsible for implementing decisions? (staff/volunteers)
- C. Who has influence on decisions in your community? (boards, commissions, etc.)
- D. Which entities will be impacted by decisions? (community members)

CRB Core Team (refer to Step A1 of the CRB Workshop Guide):

Name	Affiliation
Greg Balukonis	Acting Town Administrator
Courtney Friedland	Assistant to TA (MVP Lead)
Carolyn Cyr	Community Development
Tom Cutler	Water & Sewer
Ann Morgan	Planning & Econ Development
Ken Pizzetti	Highway Dept
Brian Hickey	Emergency Management

Participants:

Categories - Positions	Name	Affiliation	Vantage Point (State, Regional/County, Local)
LEADERSHIP (Mayor, President, Elected Council Members, Provost, State/US Representatives, CEO, etc.)			
State Rep	Joseph McKenna		Regional
BOARDS, COMMISSIONS, FORMAL COMMITTEES (Planning and Zoning, Finance/Budget/Capital Plan, Conservation, Economic/Community Development, Education, etc.)			
ZBA/Planning Board	Jason Piader		Local
WLA/Planning Board	Paul LaFramboise		Local
Webster Lake Association	Renee Gordon	President	Local
Chamber of Commerce	John Milas	Director	Local
Conservation Commission	Joey Wigglesworth	Chairman	Local
Conservation Commission	Michelle Sherillo	Vice Chairman	Local
Water Sewer Commission	Earl Gabor	Chairman	Local



PUBLIC SAFETY - HAZARD MITIGATION (Police/Fire/Ambulance; Safety Officer, Homeland Security, Port Authority, CERT, Campus Security, etc.)			
Police	Michael Shaw	Police Chief	Local
Emergency Medical Services	Gary Milliard	Chief of EMS	Local
Hubbard Regional Hospital			Regional
COMMUNITY PLANNING (Municipal/Campus Planner, Economic Development, Long Range – Regional Planner, Neighborhood Association, Land Trusts, Faith-based/Civic Organization, etc.)			
Historic Commission	Ted Avlas		Local
Historic Commission	Elaine Davies		Local
Webster Historical Society	Curtis Cleaves		Local
Recreation Department	Carole Marchand	Director	Local
Senior Center	Jean Travis	Director	Local
Assessor	Marc Becker	Assessor	
CMRPC	Janet Pierce	Director	Regional
CMRPC	Trish Settles/Andrew Loew		
OTHERS (Finance, Administration, Operations, Neighborhood Associations, Chamber of Commerce)			
Large Employer	Tony Diaz	Goya	
Large Employer	Carl Hartworth	National Grid	
Large Employer		Mapfre	
Large Employer	Mike O'Brien	Galaxy	
Environmental Specialist	Glenn Krevosky		Local
School Department			Local
Veteran Organizations			
Churches			
Lanessa (Nursing Home)			
Webster Manor (Nursing Home)			
Brookside (Nursing Home)			
Christopher Heights (Assisted Living)			
Indian Ranch/Slater Experience/Indian Princess			Chris Robert/Suzette Raun
	Richard Young	Curaleaf	

**Elected Officials (or equivalents):**

City/Town Council Members – (other appointed boards/commissions)

State Representatives and Senators

U.S. Representatives and Senators (or state-based aids/liaison)

Corporation Leadership: CEOs/Board Chair/President (or equivalent)

Federal Government: Secretary/Director/Division Head (or equivalent)

Academia: Provost/President (or equivalent)

Municipal Departments (or equivalents):

Emergency Management & Homeland Security

Engineering Department

Finance Department

Fire Department

Grants Office

Health & Social Services Department

Land Use, Construction & Review Department

Legal Affairs Department

Neighborhood Revitalization Zone Coordinator

Office of Planning & Economic Development

Parks and Recreation Department/Conservation

Police Department

Port Authority

Public Facilities Department

Public Library

Small & Minority Business Resource Office

Special Service Districts

Water Pollution Control Authority

Zoning Department

Corresponding Volunteer or Appointed Boards and Commissions

Key Stakeholders:

Water/Power Utility

Museums and Zoos

Sustainability Groups/Committees

Residential/Commercial Real Estate Agencies

Local Chapters of Professional Organizations: (APA, ASLA, PWS, etc.)

Land Grant Universities, Private Universities/Colleges, Community Colleges

Local & Regional Community Foundations

Local/Regional/State Housing Authorities

Major Employers

Environmental/Conservation NGOs

Engineering and Design Consulting Firms

Independent Nursing/Hospice Providers

Animal Shelters

Neighborhood Associations/Partnerships

Chamber of Commerce/Business Councils

Webster MVP Contact	Affiliation	Contact: Phone	Contact: Email
TOWN STAFF STAKEHOLDERS			
Richard LaFond	Town Administrator	508-949-3800 ext. 4000	
Courtney Friedland	Assistant to TA (MVP Lead)	508-949-3800 ext. 1005	ctyrell@webster-ma.gov
Carolyn Cyr	Community Development	508-949-3800 ext. 1034	ccyr@webster-ma.gov
Tom Cutler	Water & Sewer	508-949-3865	tcutler@webster-ma.gov
Ann Morgan	Planning & Econ Development	508-949-3800 ext. 1002	amorgan@webster-ma.gov
Kenneth Pizzetti	Highway Dept	508-949-3862	kpizzetti@webster-ma.gov
Brian Hickey	Fire Chief/ EMD	508-949-3875	bhickey@webster-ma.gov
Joseph McKenna	State Rep	617- 722-2060	joseph.mckenna@mahouse.gov
Jason Piader	ZBA/Planning Board		
Paul LaFramboise	WLA/Planning Board		
Renee Gordon	Webster Lake Association - President		
John Milas	Chamber of Commerce - Director	508 943 9700	director@wdochamberma.com
Joey Wigglesworth	Conservation Commission - Chairman		joey.wigglesworth@macweb.org
Michelle Sherillo	Conservation Commission VC		Msherillo@webster-ma.gov
Earl Gabor	Water Sewer Commission- Chairman		
Michael Shaw	Police Chief	508-943-1212	michael.shaw@websterpolice.com
Gary Milliard	Chief of EMS	508-943-2218	Garymilliard@gmail.com
Jean Travis (intv)	Senior Center - Director	508-949-3845	jtravis@webster-ma.gov
Marc Becker, Chair	Webster Redevelopment Authority		Mbecker@webster-ma.gov
Michelle Boulay, Chair	Webster ADA Commission		mboulay@webster-ma.gov
Ted Tetreault	Building Inspector		ttetreault@webster-ma.gov
Sondra Murphy	Webster Public Library		smurphy@webster-ma.gov
COMMUNITY STAKEHOLDERS			
Hubbard Regional Hospital	Harrington Healthcare	508-943-2600	
Ted Avlas	Historic Commission		Tavlas@webster-ma.gov
Elaine Davies	Historic Commission		Edavies@webster.gov
Curtis Cleaves	Webster Historical Society		webdudhs@yahoo.com
Marc Becker	Assessor	508-949-3800 ext. 4009	Mbecker@webster-ma.gov
Janet Pierce	CMRPC - Director	508-459-3319	jpierce@cmrpc.org
Trish Settles	CMRPC - Deputy Director	508-459-3320	tsettles@cmrpc.org
Andrew Loew	CMRPC- Project Manager	508-459-3339	aloew@cmrpc.org
Tony Diaz	Large Employer - Goya	508-949-6100	
Carl Hartworth	Large Employer - National Grid	508-860-6000	
	Large Employer - Mapfre Insurance	800-221-1605	
Mike O'Brien	Large Employer - Galaxy	508-721-0005	mike@galaxydevelopment.net
Glenn Krevosky	Environmental Specialist	508-769-3659	glenn.krevosky@charter.net
Chris Robert	Indian Ranch	508-943-3871	info@indianranch.com
Jenna Gouin (intv)	School Department	508-943-0104	
	Veterans Services	508-949-3855	
	Nursing Homes/ Retirement Board	508-949-3800 ext. 4013	
Lisa Prince (intv)	Tri Valley		lisap@tves.org
	Christopher Heights (Assisted Living)	508-949-0400	
Richard Young	Curaleaf		

Additional stakeholders to contact:

Headstart Webster
Housing Authority
Webster Cultural Council
Webster Dudley Food Share
Webster Lifeskills Inc.

Webster MVP Core Team Kickoff Meeting Notes

ATTENDEES: MVP/HMP Core Team (see sign in sheet)
Hillary King (EEA), Tom Cutler, Courtney Friedland, Kenneth Pizzetti, Ann Morgan, Brian Hickey, Greg Balukonis, Kristin Dippold, Sharon Rooney, Gabrielle Belfit

DATE: Wednesday, November 3, 2021

TIME: 1:00 PM – 3:00 PM

1:00 PM Welcome & Introductions

1:05 PM Presentation

Background

MVP Grant and Workshop Goals and CRB Process

- *Need time to review workshop goals, identify stakeholders, and decide on a workshop format. CRB Guide was sent to all Core Team Members to help with project understanding.*

Guidelines/Guidance

More about the workshops

Deliverables

What does Webster get from this process?

Roles & Responsibilities

Schedule

1:30 PM Discussion Item: Stakeholders, Outreach and Workshop Details

- *Reviewed stakeholder worksheet, discussed expanded scope item for public outreach coordinator, briefly discussed workshop format and listening session requirements*

2:15 PM Discussion Item: Natural Hazard Risks

- *2018 Regional HMP natural hazard risk index was reviewed*
- *After a brief presentation on climate change impacts expected for Webster, the Core Team discussed each hazard and comments are below for recommendations to update the 2018 Natural Hazard Risk Index.*

Hazard Identification and Analysis for the Town of Webster - UPDATES

- *Move drought from very low probability to moderate.*
- *PFAS contamination affecting redundancy in water supply.*
- *Environmental impacts to lakes an issue.*
- *Extreme temperature should be moved from a 4 to a 3. This should be listed as a significant impact.*
- *Flooding should be moved from low to moderate.*
- *Wildfire/Brushfire should be changed from moderate to low, stay at a 4 rating*

2:40 PM Discussion Item: Community Asset Update

- *An explanation community asset definition was provided followed by an example of the MVP Community Asset Risk Matrix that will be developed during the workshops and is a key deliverable of the MVP planning process. The pros and cons of listing site specific versus generic assets was briefly discussed keeping in mind followup funding for projects under the action grants (i.e. Senior Center on 300 Min Street vs municipal buildings).*

2:50 PM Next Steps

- *Goal of 1-hour meeting once a month – the first Wednesday of the month from 1:00 – 2:00 PM. If we don't need to have the meeting, we will cancel it. We could send a doodle poll or have Courtney reach out to Carol and make sure she can be there at this time.*
- *Potential Dates for Workshops will be discussed at a following Core Team meeting.*
- *May 9, 2022 is the Annual Town Meeting, so let's have the Listening Session AFTER this meeting, as municipal heads will be focused on this meeting primarily. Recommend that the meeting be at a Planning Board Meeting. They meet the last Monday of the month.*
 - *Ann is going to check in the planning board meeting being on May 23, 2022.*
- *By June 15th, everything needs to be wrapped up and done to the MVP program.*
- *Anyone have an interest in hiring the planning coordinator? Ann feels like Greg and Courtney should lead this, but she can assist.*
 - *There is no human services department but there is Council on Aging. Perhaps someone there would be a good contact.*
- *Homework assignment – five names for each person on the stakeholder list and send them to Courtney.*
- *Schedule Core Team meetings for 1st Wed. of each month.*
- *Hold listening session @ Planning Board meeting.*
- *Outreach to Council on Aging for EJ outreach.*
- *Next meeting will be December 1st 1-2PM– should have outreach coordinator in hand, we will go over goals for the workshop, we will have deliverables with some of the mapping (community asset and natural hazard)*

2:40 PM Conclude

Webster MVP Core Team, Kickoff Meeting November 3, 2021

Name and Title	Mailing Address	Email	Phone	Sign-In
Greg Balukonis MVP Project Lead	Town of Webster 350 Main Street Webster, MA 01570	mailto:town.administrator@webster-ma.gov	508.949.3800 x4000	Attending via Teams
Courtney Friedland, Assistant Town Administrator/HR Director	Town of Webster 350 Main Street Webster, MA 01570	ctyrell@webster-ma.gov	508.949.3800 x1005 Fax 508.949.3888	Attending via Teams
Carol Cyr, Director of Community Development	Town of Webster 350 Main Street Webster, MA 01570	ccyr@webster-ma.gov	508.949.3800 x4004	Not Attending
Tom Cutler, Water & Sewer Superintendent	Sewer Department 38 Hill Street Webster, MA 01570	tcutler@webster-ma.gov	508.949.3800 x 4014	Attending via Teams
Ann Morgan, Director of Planning and Economic Development	Town of Webster 350 Main Street Webster, MA 01570	amorgan@webster-ma.gov	508.949.3800 x1002	Attending via Teams
Kenneth Pizzetti, Highway Superintendent	Highway Department 32 Cudworth Road Webster, MA 01570	kpizzetti@webster-ma.gov	508.949.3862	Attending via Teams
Brian Hickey, Emergency Management Director	Webster Fire Department 55 Thompson Road Webster, MA 01570	bhickey@webster-ma.gov	508.949.3875	Attending via Teams

Name and Title	Mailing Address	Email	Phone	Sign-In
TBD, Outreach Coordinator				Not hired yet
State Coordinator & MVP Provider Contact Information:				
Hillary King, MVP Coordinator Central Region	Executive Office of Energy and Environmental Affairs Municipal Vulnerability Preparedness (MVP) Program	hillary.king@mass.gov	617.655.3913	Attending via Teams
Jeff Faulkner Senior Project Manager/ Business Director	Tighe & Bond 120 Front Street, Suite 700 Worcester, MA 01608	JAFaulkner@tigheBond.com	978.335.6987	Attending via Teams
Gabrielle Belfit, CFM Senior Environmental Scientist (Project Manager)	Tighe & Bond 4 Barlows Landing Rd Pocasset, MA 02559	GCBelfit@tigheBond.com	508.367.5598	Attending via Teams
Sharon Rooney, AICP, RLA Principal Planner	Tighe & Bond 4 Barlows Landing Rd Pocasset, MA 02559	SRooney@tigheBond.com	508.221.6667	Attending via Teams
Kristin Dippold Yankauskas, Planner 2	Tighe & Bond 1 University Ave #100 Westwood, MA 02090	KDippold@tigheBond.com	814.335.0763	



CITY OF WEBSTER MUNICIPAL VULNERABILITY PREPAREDNESS

Core Team Kickoff Meeting

November 2021



Tighe&Bond

TODAY'S AGENDA

1. About the MVP Grant
2. Roles & Responsibilities
3. Workshop Goals
4. Public Outreach Coordinator
5. Identify Stakeholders
6. Workshop Logistics
7. Discussion
 - a) Natural Hazard Risks & Climate Change
 - b) Community Assets Discussion



BACKGROUND

EXECUTIVE ORDER 569 9.16.16

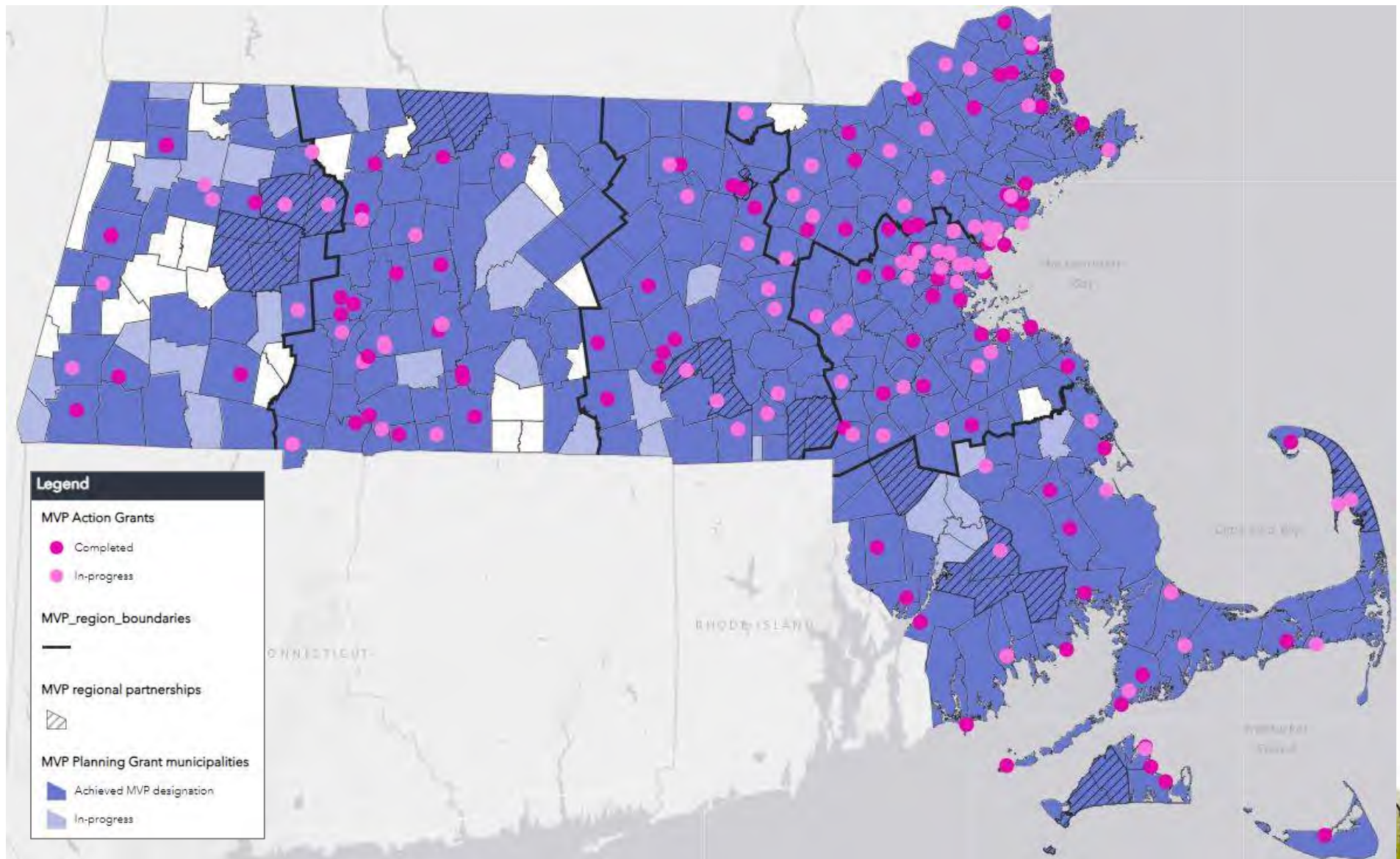


ENVIRONMENTAL BOND BILL 8.21.18



- \$2.4 billion bond bill with focus on climate change resiliency
- Over \$500 million authorized for climate change adaptation
- Codifies EO 569, including the MVP Program

BACKGROUND



MVP GRANT AND WORKSHOP PROCESS GOALS

Build Resilience and Preparedness:

- Understand community assets and vulnerabilities
- Plan for more frequent and intense weather events
- Improve pre-event planning, response & recovery, and identify long-term mitigation actions

A prepared and resilient Webster will be able to maintain functions, protect its residents, and be ready for future storm events and a changing climate



MVP GRANT AND CRB PROCESS

1. **Establish Core Team** ✓
2. **Complete MVP Evaluation/Assessment**
 - Natural Hazard Risks
 - Community Assets
 - Multi-Hazard Vulnerability Mapping
3. **Outreach to Stakeholders, EJ and Climate Vulnerable Populations**
4. **Hold One or Two workshops**
5. **Draft MVP Report**
6. **Hold Listening Session**
7. **Final MVP Report**



MVP PRINCIPLES



- **Community-led Process** that employs local knowledge & buy-in
- **Accessible**
- **Utilizes partnerships** and leverages existing efforts
- **Mainstreams** climate change
- Addresses **social equity**, vulnerabilities, and strengths
- **Frames** coordinated statewide efforts



Springfield MVP Workshop
www.communityresiliencebuilding.com



WHAT ARE THESE WORKSHOPS...?

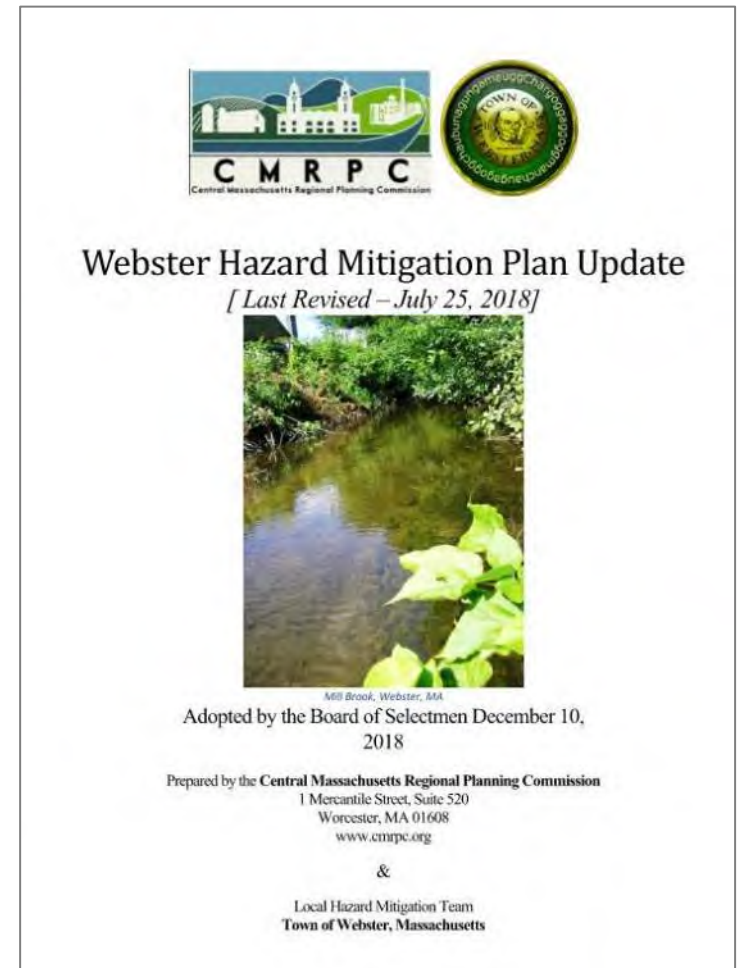


Quincy MVP Workshop



DISCUSSION ITEM: WORKSHOP GOALS

- **Review priorities and next steps in the 2018 Hazard Mitigation Plan (HMP).**
 - Further discuss, define, and strategize on how to accomplish the highest priority projects.
- **Focus on top natural hazard prioritized in the 2018 HMP to further define Webster's vulnerabilities and strengths.**
- **Use the CRB Workshops to identify next steps and/or augment specific planning needs and priorities already identified in the 2018 HMP.**
- **Examine how to integrate climate change planning into other Town plans and programs identified in the HMP Capabilities Assessment.**



Copies available

Community Resilience Building WORKSHOP GUIDE



www.CommunityResilienceBuilding.org

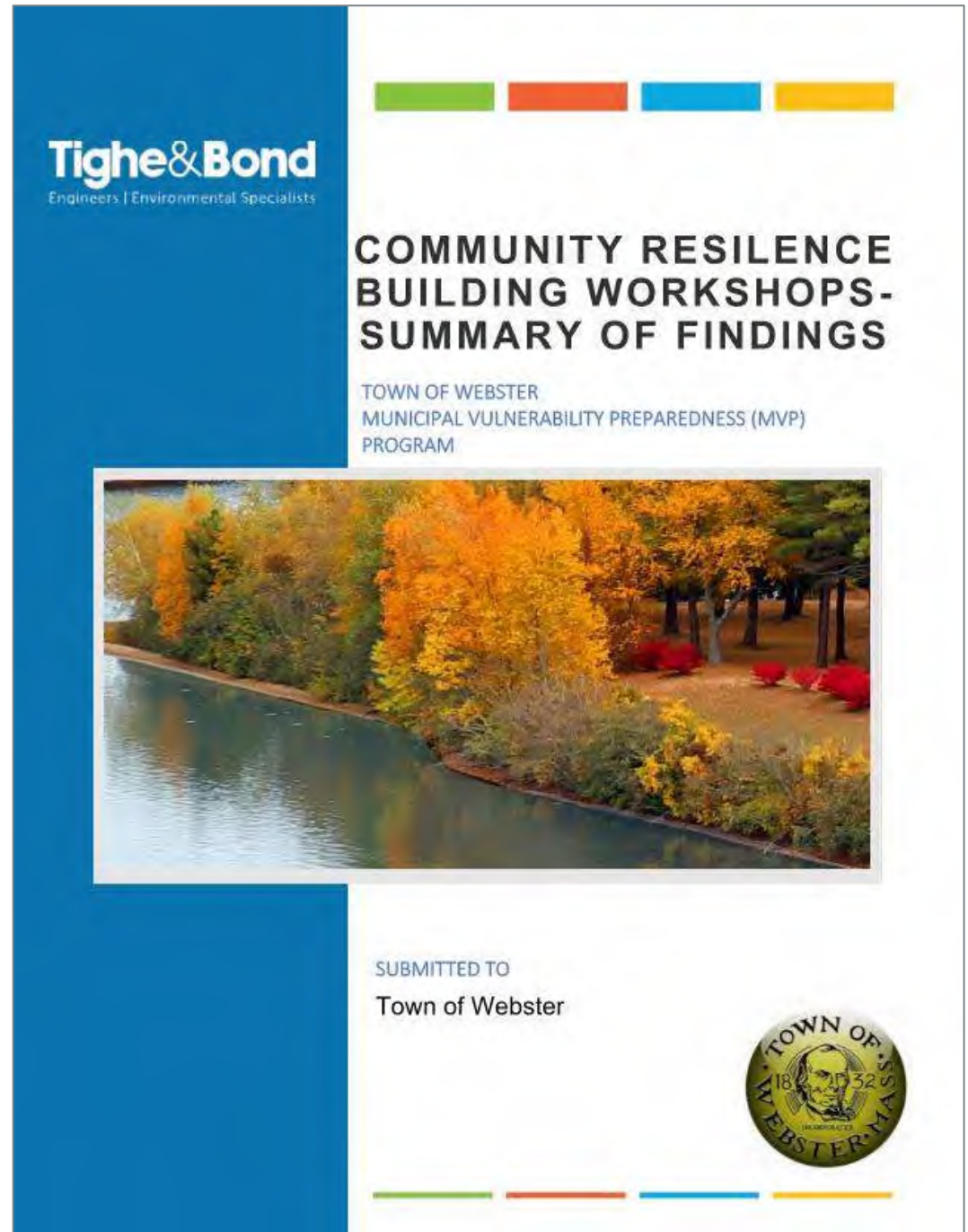
ResilientMA.org

Overview of the Process (Steps & Tasks)



DELIVERABLES

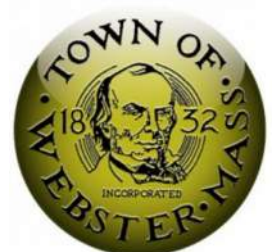
- **MVP Report**
- **Workshop Summary**
- **Top Natural Hazards**
- **Top Mitigation Project**



WHAT DOES WEBSTER GET FROM THIS PROCESS?

MVP Community Designation = Eligibility for MVP Action Grants

- \$25,000- \$2M per project
- \$10M available annually
- Implement priority actions identified through planning process



WHY ARE YOU HERE?

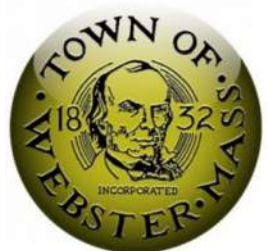
See roles & responsibilities handout

- **Kickoff Meeting**
- **Conference calls to review / provide input on work products**
- **Attend the MVP Workshop**
- **Review draft reports & provide comments**
- **Attend the final Listening Session**



SCHEDULE

Task	Date
1. Kickoff Meeting and MVP Focus	October 2021 (Core Team)
2. Engage Stakeholders	November 2021 – February 2022 (Interviews & Core Team Call)
3. MVP Workshops	March 2022 (Core Team Attendance)
4. Draft and Final MVP Report	April - June 2022 (Core Team Review)
5. Public Community Listening Session	May 2022 (Core Team to Present)



YOUR CHANCE FOR INPUT TODAY ON LOGISTICS...

- **Plan for Communication & Workshops**

- Hire Outreach Coordinator

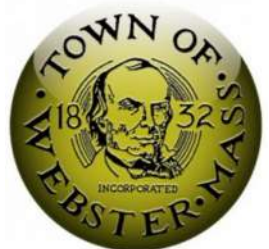
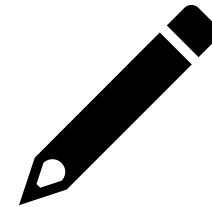
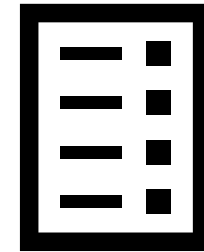
- Identify Stakeholders

- Public notification

- Town Website
- Press Releases
- Direct Email
- Direct Calls

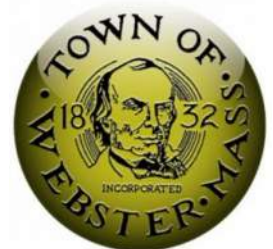
- Logistics:

- Location
- Size
- Facilitators and Scribes



DISCUSSION ITEM: NATURAL HAZARD RISKS

Hazard Identification and Analysis for the Town of Webster				
Type of Hazard	Location of Occurrence	Probability of Future Events	Impact	Hazard Risk Index Rating
Dam Failure	Small	Very Low	Limited	4
Drought	Large	Very Low	Minor	4
Earthquakes	Large	Very Low	Minor	5
Extreme Temperatures	Large	Moderate	Limited	4
Flooding	Medium	Low	Minor	3
Hurricanes	Large	Low	Limited	3
Severe Snowstorms / Ice Storms/ Nor'easter	Large	Very High	Limited	2
Severe Thunderstorms / Tornadoes / Wind	Small	Moderate	Minor	2
Wildfire / Brushfire	Medium	Moderate	Minor	4



DISCUSSION ITEM: CLIMATE CHANGE

Key Observed Climate Changes in MA

Temperature:



2.9°F
Since 1895



Growing Season:



11 Days
Since 1950



Sea Level Rise:



11 inches
Since 1922



Strong Storms:

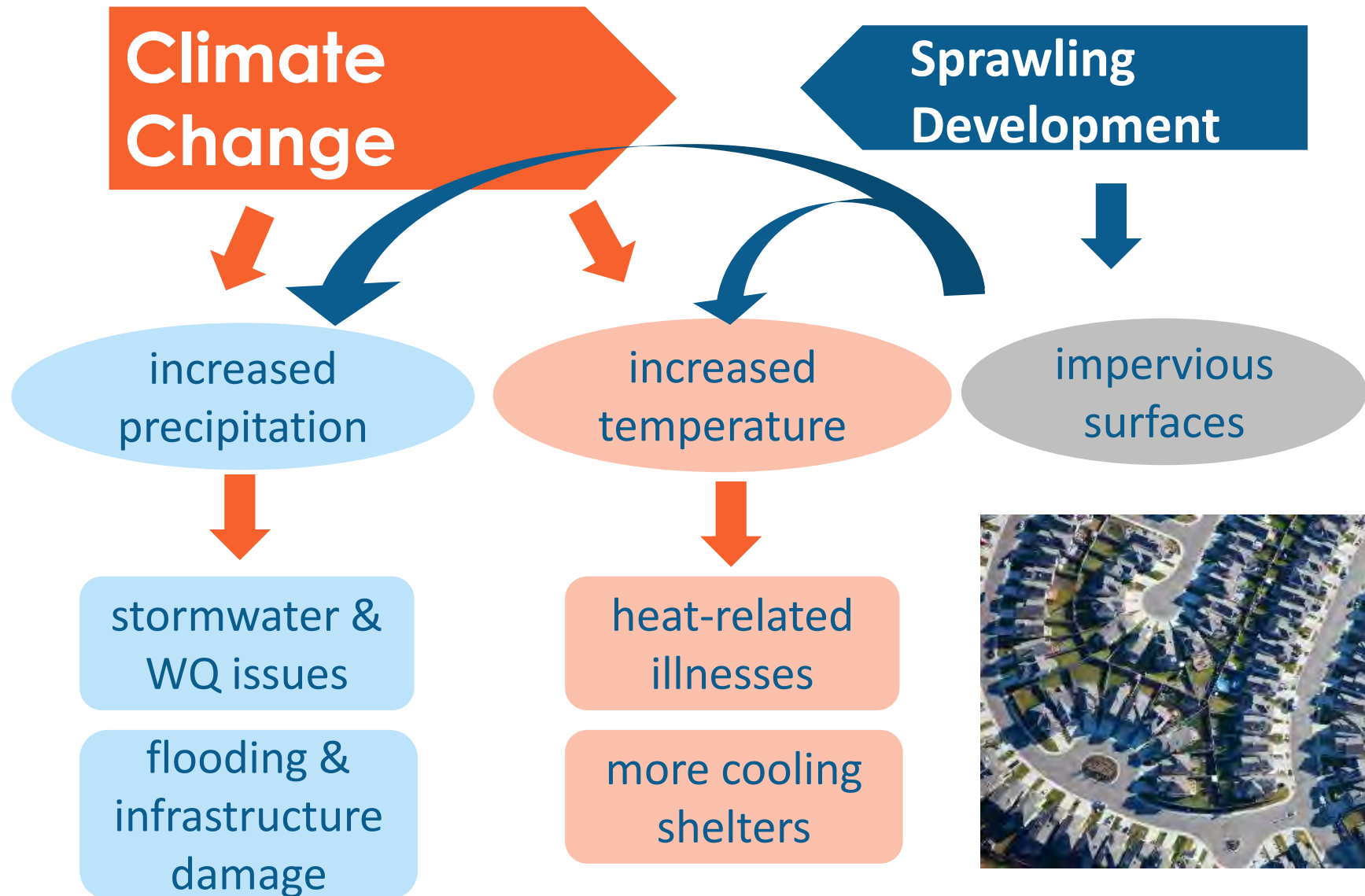


55%
Since 1958



Recommended resource: massaudubon.org/climate

DISCUSSION ITEM: CLIMATE CHANGE

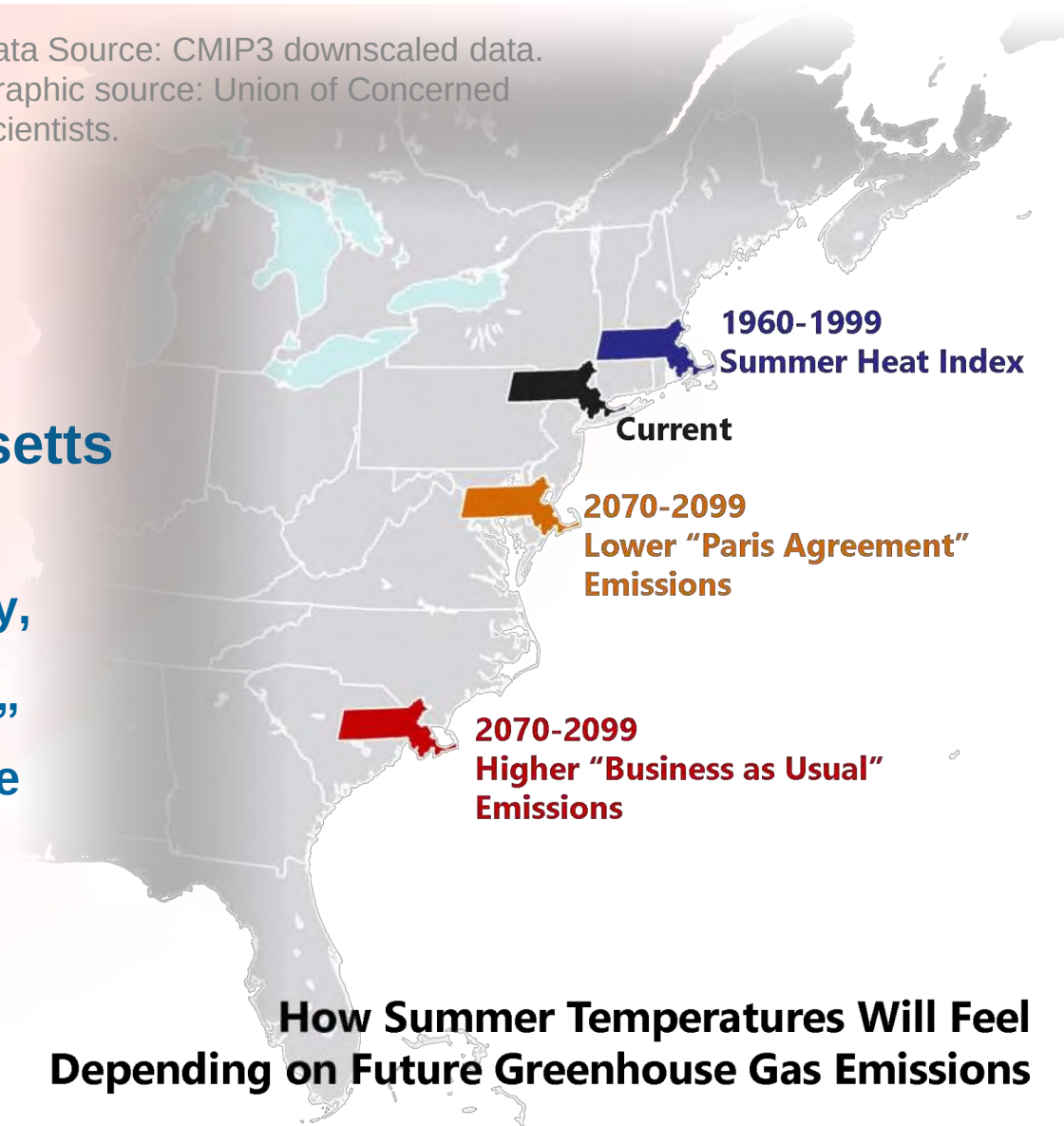


DISCUSSION ITEM: CLIMATE CHANGE

Data Source: CMIP3 downscaled data.
Graphic source: Union of Concerned Scientists.

Migrating Massachusetts

By the end of the century, summers in Massachusetts will “feel” more like summers in the South.

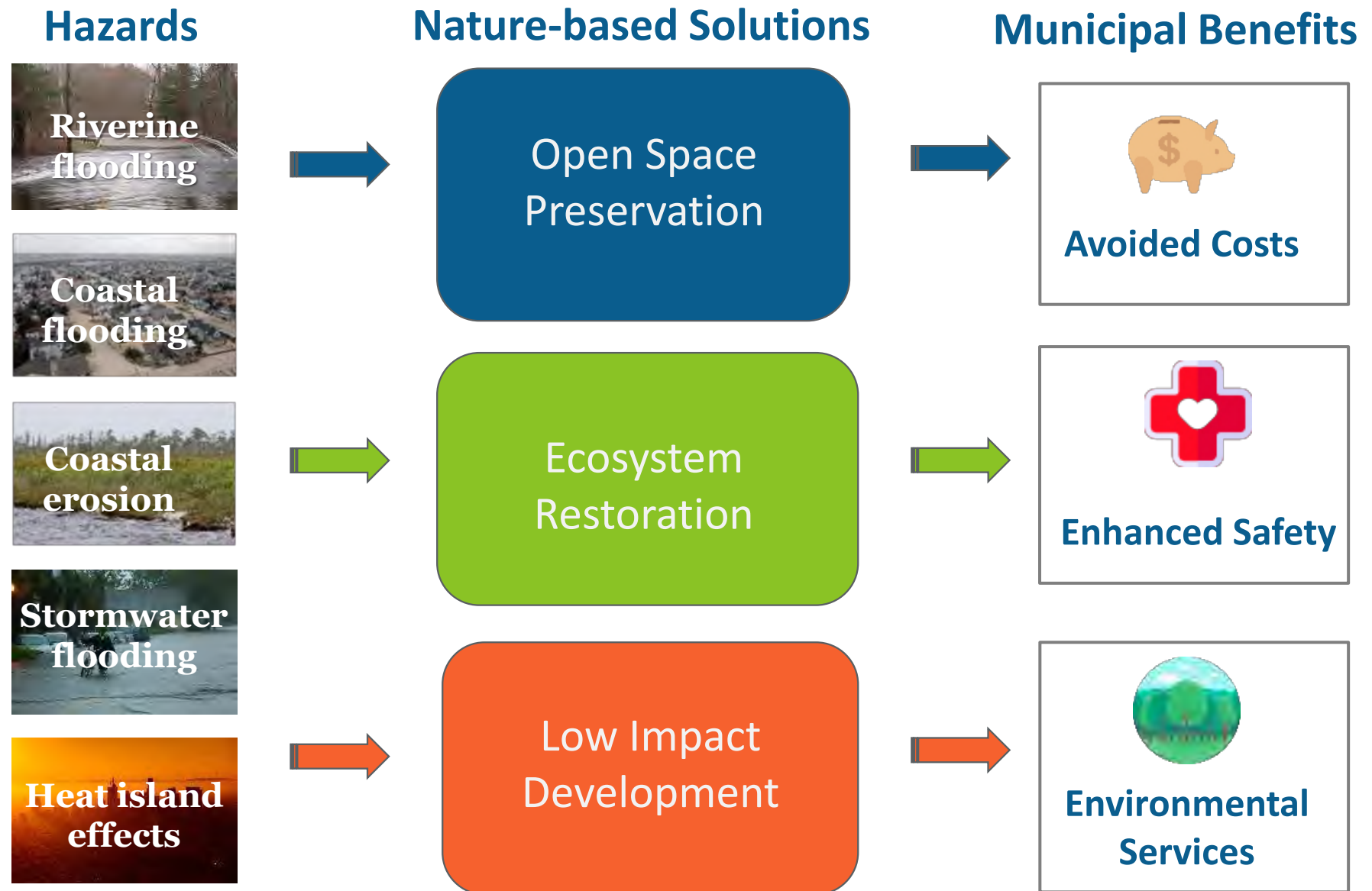


DISCUSSION ITEM: COMMUNITY ASSETS

FEMA COMMUNITY ASSET CATEGORIES	CRITICAL SECTORS	CHARACTERISTICS OF COMMUNITY ASSETS
People- Societal Assets	Schools, Vulnerable Populations, Cultural and Historical Facilities	Areas of greater population density, or population with unique vulnerabilities or less able to respond and recover during a disaster.
Built Environment- Infrastructural Assets	Critical Municipal Facilities, Water, Wastewater, Energy, Stormwater, Transportation	Critical facilities necessary for a community's response to and recovery from emergencies, infrastructure critical for public health and safety, economic viability, or for critical facilities to operate.
Economic Assets	Seaport, Business District, Food and Medical Supplies, Building Supplies	Major employers, primary economic sectors and commercial centers where loss or inoperability would have severe impact on the community and ability to recover from a disaster.
Environmental Assets	Natural Resources	Areas that provide protective function to reduce magnitude of hazard impact and increase resiliency. Areas of sensitive habitat that are vulnerable to hazard events, protection of areas that are important to community objectives, such as the protection of sensitive habitat, provide socio-economic benefits, etc.



DISCUSSION ITEM: MITIGATION STRATEGIES



NEXT STEPS

1

Finalize Workshop Goals

2

**Finalize Dates for Workshop(s) and
Listening Session**

3

**Develop Stakeholders List
for Workshop**

4

**Assign Workshop
Support Staff**



OPEN DISCUSSION & QUESTIONS



Contact Information:

- **Gabrielle Belfit, CFM, Senior Environmental Scientist**
 - GCBelfit@tighebond.com
 - 508.304.6362
- **Sharon Rooney, AICP/ RLA, Principal Planner**
 - SRooney@tighebond.com
 - 508.221.6667
- **Kristin Dippold Yankauskas, Environmental Planner**
 - KDippold@tighebond.com
 - 814.335.0763



Webster MVP Core Team Meeting #2 Agenda

To: MVP Core Team
LOCATION: Teams Virtual Meeting
DATE: December 1, 2021
TIME: 1 PM-2 PM

1:00 PM **Update status on Community Outreach Coordinator**

1:05 PM **Discussion: Workshop Goals**

1:15 PM **Discussion: Stakeholders List**

- Review Homework Assignment #1

- Brainstorm additional key stakeholders that might be helpful to interview

1:30 PM **Discussion: Workshop Format and Dates**

1:45 PM **Community Asset Update- Homework Assignment #2**

1:55 PM **Next Steps**

2:00 PM **Conclude**

Webster MVP Core Team Meeting #2 Agenda

To: MVP Core Team (Refer to Sign In Sheet)
LOCATION: Teams Virtual Meeting
DATE: December 1, 2021
TIME: 1 PM-2 PM

1:00 PM Update status on Community Outreach Coordinator

- *Jean Travis – too much for the Senior Center just opening. The CoA does not have a very involved group. She is not able to fulfil the role as Outreach Coordinator.*
- *Reiterated that there is \$3,000 involved in this task. 60 hours at \$15/hour.*
- *Greg suggested bumping the fee up to \$20/hour.*
- *Timeline of hire: Now. Today we need to solidify Stakeholder List, set up a meeting with the Coordinator, lay out what needs done and by when. Work will happen in January/February, but they need to get started ASAP.*
- *Greg will make an announcement at the Selectmen's meeting to see if someone is willing to do this. Access to a computer, good communication skills, already a volunteer/heavily involved in schools, churches, community services, etc. Funds are already secured – have \$3,000.*
 - *Meeting is on Monday; Department Head meeting is on Wednesday. He'll reach out to both groups.*
 - *Kristin Yankauskas to send email to Greg Balukonis, CCing Gab Belfit on details of the position.*
- *Question to Hillary King – What if we don't find anyone? They have delt with contract amendments in the past, we can cross that bridge when we get there. Ideally, the application had the desire to find ways to connect with the local EJ Population and other climate vulnerable constituents that usually don't have involvement in local planning efforts. If there are other ways to figure out how to use this money to achieve the same goals, she can look into that and ask around to see if other communities have bumped into the problem and if there is anything creative they could come up with.*
- *Friday, December 17, 2021 – deadline to find a coordinator.*
 - *Kristin Yankauskas to email Greg Balukonis, Courtney Friedland, and Hillary King on this day to confirm if a coordinator was determined.*

1:05 PM Discussion: Workshop Goals

- *Finalized goals.*

1:15 PM Discussion: Stakeholders List

- Review Homework Assignment #1

- Brainstorm additional key stakeholders that might be helpful to interview

- *Established a robust Stakeholder List to CRB Core Team and Stakeholder list PDF document.*
- *Kristin Yankauskas to clean up list and distribute to Core Team.*

- *The future Outreach Coordinator will call through the list and add to it accordingly.*

1:30 PM Discussion: Workshop Format and Dates

- *We have an in-person budget and would prefer to hold it on one day for budgetary reasons.*
- *One 8-hour workshop is demanding and not many people have that much time during the week that they can give up on community planning efforts.*
- *The Town pointed out that a 4-hour session is also very lengthy. They could break it out into four 2-hour meetings, but then you would have four meetings that all stakeholders go to.*
- *Decided on two, 4-hour workshops. One in the morning for the Webster Town Hall employees/volunteers, and a second in the late afternoon to early evening for the bulk of Stakeholders.*
- *Listening Session Date: May 23, 2022 (Planning Board Meeting)*
- *Location: Senior Center*
 - *Courtney Friedland to coordinate with the Senior Center on what dates are available for late afternoon for the public session. The Town could have their session at the Library.*
- *Workshop Date will depend on the availability of the location (Senior Center/Library). We will need to find a date in February or early March. Not able to let this go into April. Looking at first/second week in February or first week of March. Wednesday late in the day (3-7), Thursday morning (8-12).*

1:45 PM Community Asset Update- Homework Assignment #2

- *Did not discuss*

1:55 PM Next Steps

- *Courtney Friedland/Greg Balukonis to check on availability on the week of February 7th (excluding the 8th) – Kristin to email them details on dates, location, time, agenda.*
- *Kristin sending packet with community assets and memo, have them reviewed and send back by December 17th.*
- *Kristin sending cleaned up list of stakeholders, also due on December 17th*
- *Kristin to draft email to Greg Balukonis/Courtney Friedland on outreach coordinator position.*

2:00 PM Conclude

Webster MVP Core Team, Core Team Meeting, December 1, 2021

Name and Title	Mailing Address	Email	Phone	Sign-In
Greg Balukonis MVP Project Lead	Town of Webster 350 Main Street Webster, MA 01570	mailto:town.administrator@webster-ma.gov	508.949.3800 x4000	Attended via Teams
Courtney Friedland, Assistant Town Administrator/HR Director	Town of Webster 350 Main Street Webster, MA 01570	ctyrell@webster-ma.gov	508.949.3800 x1005 Fax 508.949.3888	Attended via Teams
Carol Cyr, Director of Community Development	Town of Webster 350 Main Street Webster, MA 01570	ccyr@webster-ma.gov	508.949.3800 x4004	
Tom Cutler, Water & Sewer Superintendent	Sewer Department 38 Hill Street Webster, MA 01570	tcutler@webster-ma.gov	508.949.3800 x 4014	Attended via Teams
Ann Morgan, Director of Planning and Economic Development	Town of Webster 350 Main Street Webster, MA 01570	amorgan@webster-ma.gov	508.949.3800 x1002	Attended via Teams
Kenneth Pizzetti, Highway Superintendent	Highway Department 32 Cudworth Road Webster, MA 01570	kpizzetti@webster-ma.gov	508.949.3862	
Brian Hickey, Emergency Management Director	Webster Fire Department 55 Thompson Road Webster, MA 01570	bhickey@webster-ma.gov	508.949.3875	Attended via Teams

Name and Title	Mailing Address	Email	Phone	Sign-In
TBD, Outreach Coordinator				Not hired yet
State Coordinator & MVP Provider Contact Information:				
Hillary King, MVP Coordinator Central Region	Executive Office of Energy and Environmental Affairs Municipal Vulnerability Preparedness (MVP) Program	hillary.king@mass.gov	617.655.3913	Attended via Teams
Jeff Faulkner Senior Project Manager/ Business Director	Tighe & Bond 120 Front Street, Suite 700 Worcester, MA 01608	JAFaulkner@tigheBond.com	978.335.6987	
Gabrielle Belfit, CFM Senior Environmental Scientist (Project Manager)	Tighe & Bond 4 Barlows Landing Rd Pocasset, MA 02559	GCBelfit@tigheBond.com	508.367.5598	Attended via Teams
Sharon Rooney, AICP, RLA Principal Planner	Tighe & Bond 4 Barlows Landing Rd Pocasset, MA 02559	S Rooney@tigheBond.com	508.221.6667	Attended via Teams
Kristin Yankauskas, Planner 2	Tighe & Bond 1 University Ave #100 Westwood, MA 02090	KYankauskas@tigheBond.com	814.335.0763	Attended via Teams



TOWN OF WEBSTER MUNICIPAL VULNERABILITY PREPAREDNESS

Core Team Meeting #2

December 1, 2021



Tighe&Bond

1

TODAY'S AGENDA

1. Community Outreach Position
2. Workshop Goals
3. Identify Stakeholders
4. Workshop Logistics



Tighe&Bond

2

DISCUSSION ITEM: COORDINATION & WORKSHOPS

- Hire Outreach Coordinator
- Identify/ Interview & Engage Stakeholders
- Location
 - in person or virtual or combination
- Size
 - Target 20-30 participants
- Duration
 - one 8 hour or 2 four-hour sessions
- Facilitators and Scribes



Tighe&Bond

3

WORKSHOP GOALS OR FOCUS MUST BE IDENTIFIED

- Review priorities and next steps in the 2018 Regional Hazard Mitigation Plan (HMP).
 - Further discuss, define, and strategize on how to accomplish the highest priority projects.
- Focus on top natural hazard prioritized in the 2018 HMP to further define Webster's vulnerabilities and strengths.
- Use the CRB Workshops to identify next steps and/or augment specific planning needs and priorities already identified in the 2018 HMP.
- Examine how to integrate climate change planning into other Town plans and programs identified in the HMP Capabilities Assessment.



Tighe&Bond

4

DISCUSSION ITEM: WORKSHOP GOALS

- Provide community outreach opportunity for EJ and Climate Vulnerable Populations.
- Identify and map vulnerabilities and strengths to develop infrastructure, societal, and environmental risk profiles for the Community.
- Use the CRB Workshops to collaborate with local organizations, academic institutions, businesses, private citizens, neighborhoods, and community groups and neighboring communities to identify specific planning needs and priorities.
- Develop and prioritize actions that reduce vulnerabilities and reinforce strengths for your community - create the CRB Natural Hazard Risk Matrix.
- Identify immediate opportunities to collaboratively advance actions that further reduce the impact of hazards and increase resilience in the Community.
- Prioritize projects for future funding.



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5

MVP GRANT AND CRB PROCESS

1. Establish Core Team
2. Complete MVP Evaluation/Assessment
 - Natural Hazard Risks
 - Community Assets
 - Multi-Hazard Vulnerability Mapping
3. Outreach to Stakeholders, EJ and Climate Vulnerable Populations
4. Hold One or Two workshops
5. Draft MVP Report
6. Hold Listening Session
7. Final MVP Report



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6

SCHEDULE

Task	Date
1. Kickoff Meeting and MVP Focus	November-December 2021 (Core Team)
2. Engage Stakeholders	December 2021 – February 2022 (Interviews & Core Team Call)
3. MVP Workshops	March 2022 (Core Team Attendance)
4. Draft and Final MVP Report	April - June 2022 (Core Team Review)
5. Public Community Listening Session	May 2022 (Core Team to Present)



Tighe & Bond

7

NEXT STEPS FOR DECEMBER



Tighe & Bond

8

OPEN DISCUSSION & QUESTIONS



Contact Information:

- **Gabrielle Belfit, CFM, Senior Environmental Scientist**
 - GCBelfit@tighebond.com
 - 508.304.6362
- **Sharon Rooney, AICP/ RLA, Principal Planner**
 - SRooney@tighebond.com
 - 508.221.6667
- **Kristin Yankauskas, Environmental Planner**
 - KYankauskas@tighebond.com
 - 814.335.0763



Tighe&Bond

Webster MVP Core Team Meeting #3 Agenda

To: MVP Core Team (Refer to Sign In Sheet)
LOCATION: Conference Call Meeting
DATE: January 12th, 2022
TIME: 11-11:30 A.M.

11:00- Discussion of Public Meeting Workshops

- Gab. B discussed pushing the meeting forward to the end of March do to extended work
- Due to Covid – is in person still an option – should decide ASAP- as well as define dates
- Greg B. Is leaving his role as Interim Town Admin
 - Richard Lafond coming into the role shortly (within next week)
 - Thinks hybrid model for meeting makes more sense and will increase the number of participants.
- Ann M. Suggested that there be communication between the Town's IT department before committing to Hybrid approach
 - Will follow up with Gab. B to confirm
- Gab B. suggested dates to be set, and to be set up in two sessions for the workshops.
- Ann M. Suggested to pool the group of town staff and see if Monday, the 28th of February from 8-12 time works for Town staff.
 - Tuesday the 1st of March from 3-7 P.M. is the second proposed workshop for community participants.
 - **Both Workshops can be Hybrid model – Fully Remote for Staff can work as well.**
 - Issue of having town staff as facilitators and working in "Over time hours"
 - Tricky for staff to schedule – as well as needing guidance as how to run breakout groups
- Ann M. Stated that she would volunteer as a breakout group facilitator.
 - Can identify direct staff members for additional facilitators.
 - Greg B agrees with this approach.
 - Needs to get answers from staff to move forward
- Hillary King – Is there a reason why it is not a combined process of Town Staff & Community Members?
- Gab. B. – Staff can attend either or meeting, the goal was to accommodate the workday schedule of the staff to increase attendance, while providing a time for people to attend who work and can not make the 8-12 timeframe.
- Ann M. – Having the staff all attend one session together will produce a greater knowledge due to their day-to-day nature of their work

11:36 – Conclude Meeting

Webster MVP Core Team, Meeting January 12th, 2022, 11:00AM-12PM

Name and Title	Mailing Address	Email	Phone	Sign-In
Greg Balukonis MVP Project Lead	Town of Webster 350 Main Street Webster, MA 01570	mailto:town.administrator@webster-ma.gov	508.949.3800 x4000	Present
Courtney Friedland, Assistant Town Administrator/HR Director	Town of Webster 350 Main Street Webster, MA 01570	ctyrell@webster-ma.gov	508.949.3800 x1005 Fax 508.949.3888	Not Present
Carol Cyr, Director of Community Development	Town of Webster 350 Main Street Webster, MA 01570	ccyr@webster-ma.gov	508.949.3800 x4004	Not Present
Tom Cutler, Water & Sewer Superintendent	Sewer Department 38 Hill Street Webster, MA 01570	tcutler@webster-ma.gov	508.949.3800 x 4014	Not Present
Ann Morgan, Director of Planning and Economic Development	Town of Webster 350 Main Street Webster, MA 01570	amorgan@webster-ma.gov	508.949.3800 x1002	Present
Kenneth Pizzetti, Highway Superintendent	Highway Department 32 Cudworth Road Webster, MA 01570	kpizzetti@webster-ma.gov	508.949.3862	Not Present
Brian Hickey, Emergency Management Director	Webster Fire Department 55 Thompson Road Webster, MA 01570	bhickey@webster-ma.gov	508.949.3875	Not Present

Name and Title	Mailing Address	Email	Phone	Sign-In
Hillary King, MVP Coordinator Central Region	Executive Office of Energy and Environmental Affairs Municipal Vulnerability Preparedness (MVP) Program	hillary.king@mass.gov	617.655.3913	Present
Jeff Faulkner Senior Project Manager/ Business Director	Tighe & Bond 120 Front Street, Suite 700 Worcester, MA 01608	JAFaulkner@tigheBond.com	978.335.6987	Not Present
Gabrielle Belfit, CFM Senior Environmental Scientist (Project Manager)	Tighe & Bond 4 Barlows Landing Rd Pocasset, MA 02559	GCBelfit@tigheBond.com	508.367.5598	Present
Sharon Rooney, AICP, RLA Principal Planner	Tighe & Bond 4 Barlows Landing Rd Pocasset, MA 02559	SRooney@tigheBond.com	508.221.6667	Not Present
Kristin Yankauskas, Planner 2	Tighe & Bond 1 University Ave #100 Westwood, MA 02090	KYankauskas@tigheBond.com	814.335.0763	Present
Alexander Ziter Planner 1	Tighe & Bond 53 Southampton Rd. Westfield, MA, 01085	AZiter@tighebond.com	413.207.1334	Present



**TOWN OF WEBSTER
OFFICE OF THE TOWN ADMINISTRATOR**

350 Main Street
Webster, Massachusetts 01570

Richard LaFond
Town Administrator

(508) 949-3800 Extension 1005
Fax (508) 949-3888
rlafond@webster-ma.gov

Dear Stakeholder,

Given previous and ongoing events like the recent Nor-easter on October 27th, 2021, with hurricane force winds and Winter Storm Riley in March 2018, which had record-setting high winds, heavy rain, and snowfall, we now find ourselves in a new era of more unpredictable and severe weather that can potentially cause more damage to the Town of Webster's residences, infrastructure, economy, and natural resources.

In order to be as proactive as we can in preparing and protecting our community, I would like to personally invite you to join me at a free, half-day, **Community Resilience Building Workshop**. To accommodate schedules and meeting preferences, the workshop will be offered on 2 different dates, either in-person or remote. You can sign up to participate in either, or both.

- On April 13th the workshop will be held in person only, at the Webster Senior Center from 8:00AM-12:00PM.
- On Thursday April 14th the workshop will be held from 1PM-5PM virtual meeting only. Access to the internet and video are the only requirements to participate in this live virtual event.

The Workshop will help Webster identify and prioritize steps to reduce risk and improve resilience across our community as the Town seeks Municipal Vulnerability Preparedness designation from the Commonwealth. The Workshop, supported by a recent grant award from the Massachusetts Executive Office of Energy and Environmental Affairs, will advance community resilience planning and hazard mitigation efforts.

The objectives of the Workshop are as follows:

- Hear from stakeholders like you who can help evaluate the strengths and vulnerabilities of our community's residents, infrastructure, and natural resources.
- Understand connections between natural hazards and local planning/mitigation efforts.
- Develop and prioritize resilient actions for the municipality, local organizations, institutions businesses, private citizens, neighborhoods, and community groups.
- Identify immediate opportunities to advance actions that reduce the impact of hazards and increase resilience in our community.

Please RSVP for either the April 13th in person workshop or the April 14th remote workshop to Alex Ziter aziter@tighebond.com.

I hope you or a designee can join me at this important Workshop. Thank you for your consideration!

Sincerely,

Richard LaFond
Town Administrator



Municipal Vulnerability and Preparedness Planning for the Town of Webster Public Engagement Information

Municipal Vulnerability and Preparedness Planning Background The Town of Webster was recently awarded a \$25,000 grant by the Executive Office of Energy and Environmental Affairs (EEA) Municipal Vulnerability and Preparedness (MVP) Planning Grant to complete a public engagement and climate resilience planning process before June 30, 2022. Webster Assistant Town Manager is taking the lead on the MVP program, with participation of a Core Team of Town Staff to plan for ways to better prepare and protect the City from natural and climate-related hazards. Once the plan is completed and approved by EEA, the Town of Webster will be designated as an MVP Community, joining 300 communities across Massachusetts that have been designated since the MVP program began in 2017.

Why plan for climate resilience? Climate resilience is the ability of a community to address the needs of its built, social and natural environment to anticipate, cope with, and rebound stronger from events and trends related to climate change hazards. Planning for climate resilience allows Webster to build capacity to reduce the impacts from future climate events rather than just react to events as they occur.

How will the public engage in MVP? MVP is a Community Driven Process to understand climate vulnerabilities and identify priority actions. MVP provides structured opportunities for public engagement through review of community specific mapping and climate data, participation in unique Community Resilience Building Workshops, and developing priority action plans to improve their community's resilience with an emphasis on nature-based solutions.

Webster is utilizing a number of public engagement methods including:

- Posting online resources that will be used in the workshops
- Conducting pre-workshop surveys
- Hosting in person and virtual workshops focusing on climate resilience within the context of Webster's societal, built infrastructure, natural resources and economic community assets
- Hosting a community listening session

Read More [About EEA Municipal Vulnerability Preparedness \(MVP\) here](#)

For our spot for the inperson or virtual workshops click on the dates below

Community Resilience Building Workshop Dates/Time

[#1 In person MVP Workshop](#) – April 13th – 8:00 AM-12:00 PM- Webster Senior Center

[#2 Virtual MVP Workshop](#) – April 14th – 1:00 PM -5 PM Zoom link will be sent on confirmation of registration

View the planning resources below, especially the video. You may wish to download the maps and data for easy reference during the virtual workshop and save these to your desktop. If you have already done so, please take the pre-workshop survey [clicking here](#). The results of the survey will be used in the workshops.

Workshop Planning Resources (click on link to view or download)

- [Introductory Video](#) - Municipal Vulnerability Preparedness and climate change impact on local assets
- [Community Asset Maps](#) - Distribution of Infrastructural Community Assets
- [Community Asset Maps](#) -Distribution of Societal Community Assets
- [Community Asset Maps](#) - Distribution of Economic Community Assets
- [Community Asset Maps](#) - Distribution of Environmental Community Assets
- [Natural Hazard Risk Index](#) - Ranking of Natural Hazards that impact the local community
- [Basin specific climate data](#) - Developed by Massachusetts Climate Adaptation Science Center

Webster MVP Contact	Affiliation	Contact: Phone	Contact: Email
TOWN STAFF STAKEHOLDERS			
Richard LaFond	Town Administrator	508-949-3800 ext. 4000	
Courtney Friedland	Assistant to TA (MVP Lead)	508-949-3800 ext. 1005	ctyrell@webster-ma.gov
Carolyn Cyr	Community Development	508-949-3800 ext. 1034	ccyr@webster-ma.gov
Tom Cutler	Water & Sewer	508-949-3865	tcutler@webster-ma.gov
Ann Morgan	Planning & Econ Development	508-949-3800 ext. 1002	amorgan@webster-ma.gov
Kenneth Pizzetti	Highway Dept	508-949-3862	kpizzetti@webster-ma.gov
Brian Hickey	Fire Chief/ EMD	508-949-3875	bhickey@webster-ma.gov
Joseph McKenna	State Rep	617- 722-2060	joseph.mckenna@mahouse.gov
Jason Piader	ZBA/Planning Board		
Paul LaFramboise	WLA/Planning Board		
Renee Gordon	Webster Lake Association - President		
John Milas	Chamber of Commerce - Director	508 943 9700	director@wdochamberma.com
Joey Wigglesworth	Conservation Commission - Chairman		joey.wigglesworth@macweb.org
Michelle Sherillo	Conservation Commission VC		Msherillo@webster-ma.gov
Earl Gabor	Water Sewer Commission- Chairman		
Michael Shaw	Police Chief	508-943-1212	michael.shaw@websterpolice.com
Gary Milliard	Chief of EMS	508-943-2218	Garymilliard@gmail.com
Jean Travis (intv)	Senior Center - Director	508-949-3845	jtravis@webster-ma.gov
Marc Becker, Chair	Webster Redevelopment Authority		Mbecker@webster-ma.gov
Michelle Boulay, Chair	Webster ADA Commission		mboulay@webster-ma.gov
Ted Tetreault	Building Inspector		ttetreault@webster-ma.gov
Sondra Murphy	Webster Public Library		smurphy@webster-ma.gov
COMMUNITY STAKEHOLDERS			
Hubbard Regional Hospital	Harrington Healthcare	508-943-2600	
Ted Avlas	Historic Commission		Tavlas@webster-ma.gov
Elaine Davies	Historic Commission		Edavies@webster.gov
Curtis Cleaves	Webster Historical Society		webdudhs@yahoo.com
Marc Becker	Assessor	508-949-3800 ext. 4009	Mbecker@webster-ma.gov
Janet Pierce	CMRPC - Director	508-459-3319	jpierce@cmrpc.org
Trish Settles	CMRPC - Deputy Director	508-459-3320	tsettles@cmrpc.org
Andrew Loew	CMRPC- Project Manager	508-459-3339	aloew@cmrpc.org
Tony Diaz	Large Employer - Goya	508-949-6100	
Carl Hartworth	Large Employer - National Grid	508-860-6000	
	Large Employer - Mapfre Insurance	800-221-1605	
Mike O'Brien	Large Employer - Galaxy	508-721-0005	mike@galaxydevelopment.net
Glenn Krevosky	Environmental Specialist	508-769-3659	glenn.krevosky@charter.net
Chris Robert	Indian Ranch	508-943-3871	info@indianranch.com
Jenna Gouin (intv)	School Department	508-943-0104	
	Veterans Services	508-949-3855	
	Nursing Homes/ Retirement Board	508-949-3800 ext. 4013	
Lisa Prince (intv)	Tri Valley		lisap@tves.org
	Christopher Heights (Assisted Living)	508-949-0400	
Richard Young	Curaleaf		

Additional stakeholders to contact:

Headstart Webster
Housing Authority
Webster Cultural Council
Webster Dudley Food Share
Webster Lifeskills Inc.

From:
Sent:
To:
Subject:

Lisa Prince <lisap@tves.org>
Monday, April 11, 2022 11:41 AM
Alexander Ziter
RE: Webster's Community Resilience
Building Workshops

[Caution - External Sender]

Thank you for reaching out and I apologize for the delayed response. I am unable to attend either scheduled meeting this week, but would be happy to participate in future meetings. I'm including a few of my thoughts below in response to your questions:

1. What are the prominent geographic features of your community/ etc.? Webster Lake, of course! Indian Ranch. The new Samuel Slater Museum. French River.
2. What are the most important/ influential institutions, organizations, or businesses in your community? MAPFRE. Indian Ranch. Webster Lake Association. The Vault.
3. What are the "Hot-button" social/ political/ leadership issues? Have these changed substantially over the past 5-10 years? Difficult to attract and retain businesses. Revitalization of Main Street—improvements made, but then businesses leave. New town administrator—unsure of agenda going forward. Need to improved school facilities at Bartlett—why they are renovating rather than reconstructing. Lack of access to transportation to access other areas. Need for increased housing to address homelessness.
4. What hazards have impacted you in the past? Ineffectual traffic management at corner of Main and School Street with increased volume due to closure of Hill Street. Need for traffic management at 395-Route 16 interchanges, where many accidents occur. Trees downed on my street, causing power outages and lack of access.
5. What hazards have you experienced recently or are you concerned about experiencing soon? Being able to smell the town of Webster before you get here. The marijuana industry is very prominent, as is the scent associated with the grow facility. Frequent loss of power related to weather impact, car accidents, etc.
6. Have you seen any changes in the weather or how often events are occurring? Of course.
7. In your opinion, which of the following categories are most susceptible to natural hazards in your community? I believe our water and sewage systems are very susceptible related to increased runoff and impact of additional water coming into each system. Structurally, trees are much more likely to continue falling due to the increased weather patterns—rain, high winds, etc—damaging their historic root structure. This is, in turn, causing more disruption to power lines, road closures, etc.

Again, if I can be of further assistance either as a resident of Webster or as ED of Tri_Valley, please let me know. I appreciate being part of the ongoing conversation.

Lisa Prince, MS, LSW
Executive Director
Pronouns- She/Her/Hers



Tri-Valley
HOME WITH YOU

Webster Community Resilience Building Phone Interview

Jenna Gouin: 4/7/22 Webster lifelong resident, Adult Education Director

Questions in **Bold**; Responses are in *Italics*:

1. What are the prominent geographic features of your community/ etc.?

Webster lake – very prominent in town, Has a rich history used for meeting spots – family based, highly used during covid, is a great open-air space, hosts lots of events.

2. What are the most important/ influential institutions, organizations, or businesses in your community?

Mapfree – Insurance company, Tri-Valley, Point Breeze restaurant right on the Water of Webster lake. Harington health care. Marilyn & Gerald Sels (resident couple who donate lots of money to town), Golden Heights, North Village.

3. What are the “Hot-button” social/ political/ leadership issues? Have these changed substantially over the past 5-10 years?

School System – hearing a lot of dissatisfaction from the school district from her students (parents of kids in school) stemming from issues with Leadership.

4. What hazards have impacted you in the past?

Webster Lake is the Largest lake in MA, high winds & flooding. Personally, none but professionally the tornado (a few years ago) was devastating to my students. Snow is always an issue – plowing/cleaning is poorly done in town.

5. What hazards have you experienced recently or are you concerned about experiencing soon?

Snowstorms, loss of Power is an major issue – happens very frequently – high winds, Old trees are not well managed which cause damage and power outages often, be proactive about tree care.

6. Have you seen any changes in the weather or how often events are occurring?

*YES, historical from last 30yrs there has been an increase of severe weather. Averaging 1 significant event, rain, snow etc. occurring each year. Climate change has impacted temps in Winter (high temps of 60*f in December).*

7. In your opinion, which of the following categories are most susceptible to natural hazards in your community? (Please rank the community assets in order of vulnerability, 1 being most vulnerable and 6 being least vulnerable.)

Webster lake flooding, lower income areas – densely populated multi-family homes are more at risk. – more families migrating from Worcester due to the towns lower rent costs but the areas they are moving to have less preemptive measures for hazards.

Category	Rank
People: Loss of life and/or injuries	1
Economic: Business interruptions/closures, job losses, etc.	5
Infrastructure: Damage/ loss of roads, bridges, utilities, schools, etc.	3
Cultural/ Historic: Damage or loss of libraries, museums, historic properties, etc.	6
Environmental: Damage, contamination or loss of forests, wetlands, waterways, etc	2
Governance: Ability to maintain order and/ or provide public amenities and service	4

Webster Community Resilience Building Phone Interview

Ann Morgan: Webster's Director of Planning & Economic Development

Questions in **Bold**; Responses are in *Italics*:

1. What are the prominent geographic features of your community/ etc.?

Webster Lake – Three great ponds connected, very unique, is a major stop for migratory birds, heavily recreational use from locals and visitors. French River: spent years cleaning up & connects multiple towns.

2. What are the most important/ influential institutions, organizations, or businesses in your community?

Mapfree insurance – large facility in town, most prominent families are affiliated with them. The churches are very influential and a community touch stone. Chris Roberts owns several properties in town including Indian Ranch & just opened a Samuel Slater experience Museum.

3. What are the "Hot-button" social/ political/ leadership issues? Have these changed substantially over the past 5-10 years?

I-395, splits the town almost in half. East of 395 is very affluent, West is opposite of that. Problems with drugs, gangs, and homeless. Governance tends to have a "Good Ole Boys" mentality from a Town staff – leadership is slow to change, but are slowly starting to percolate and become more professional and open-minded.

4. What hazards have impacted you in the past?

Tornado touched down on Main St. took down three buildings, Town is just starting to bounce back now from that. Has provided some green space.

5. What hazards have you experienced recently or are you concerned about experiencing soon?

Code Red systems are relying on phone lines, 395 runs through town, any major ice or storm stopping transportation. Lots of CT transportation & residents work interstate. Ice storms have large impact on sewer & water line data which are main source of tax income.

6. Have you seen any changes in the weather or how often events are occurring?

More wind events occurring frequently, more severe rain events each year, increased unpredictability with winters (some very heavy snow, extreme low temps, some dry and more warm, high rate of flux).

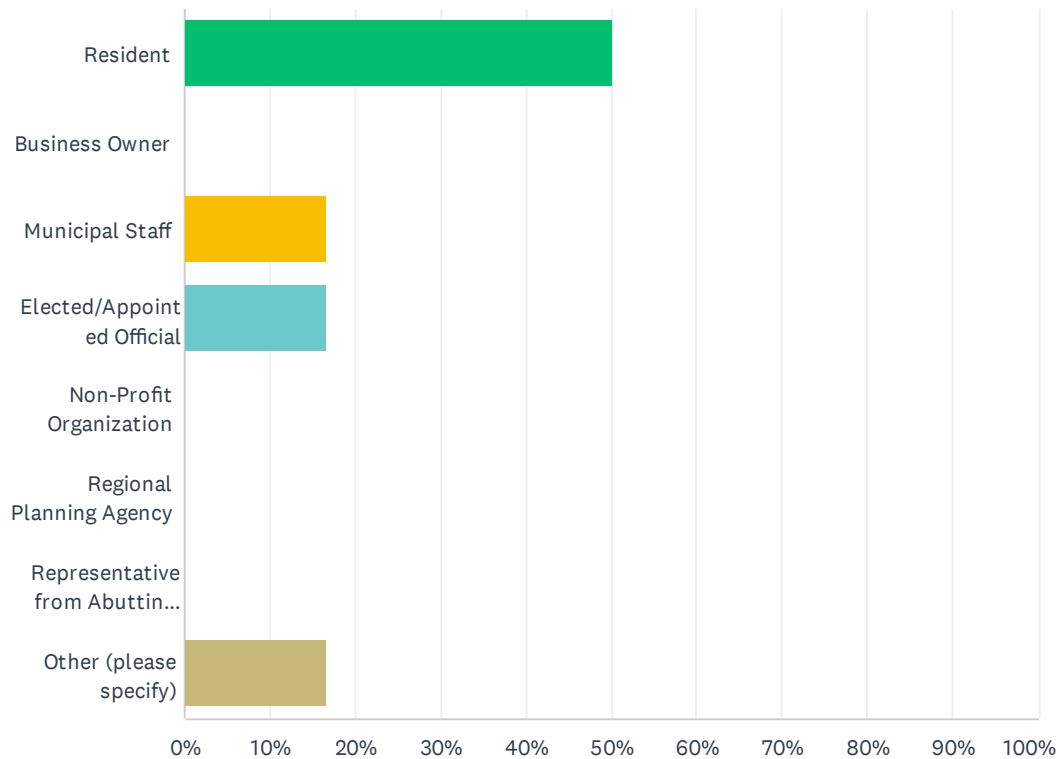
7. In your opinion, which of the following categories are most susceptible to natural hazards in your community? (Please rank the community assets in

order of vulnerability, 1 being most vulnerable and 6 being least vulnerable.)

Category	Rank
People: Loss of life and/or injuries	1
Economic: Business interruptions/closures, job losses, etc.	4
Infrastructure: Damage/ loss of roads, bridges, utilities, schools, etc.	2
Cultural/ Historic: Damage or loss of libraries, museums, historic properties, etc.	6
Environmental: Damage, contamination or loss of forests, wetlands, waterways, etc	3
Governance: Ability to maintain order and/ or provide public amenities and service	5

Q1 What is your affiliation with the Town of Webster?

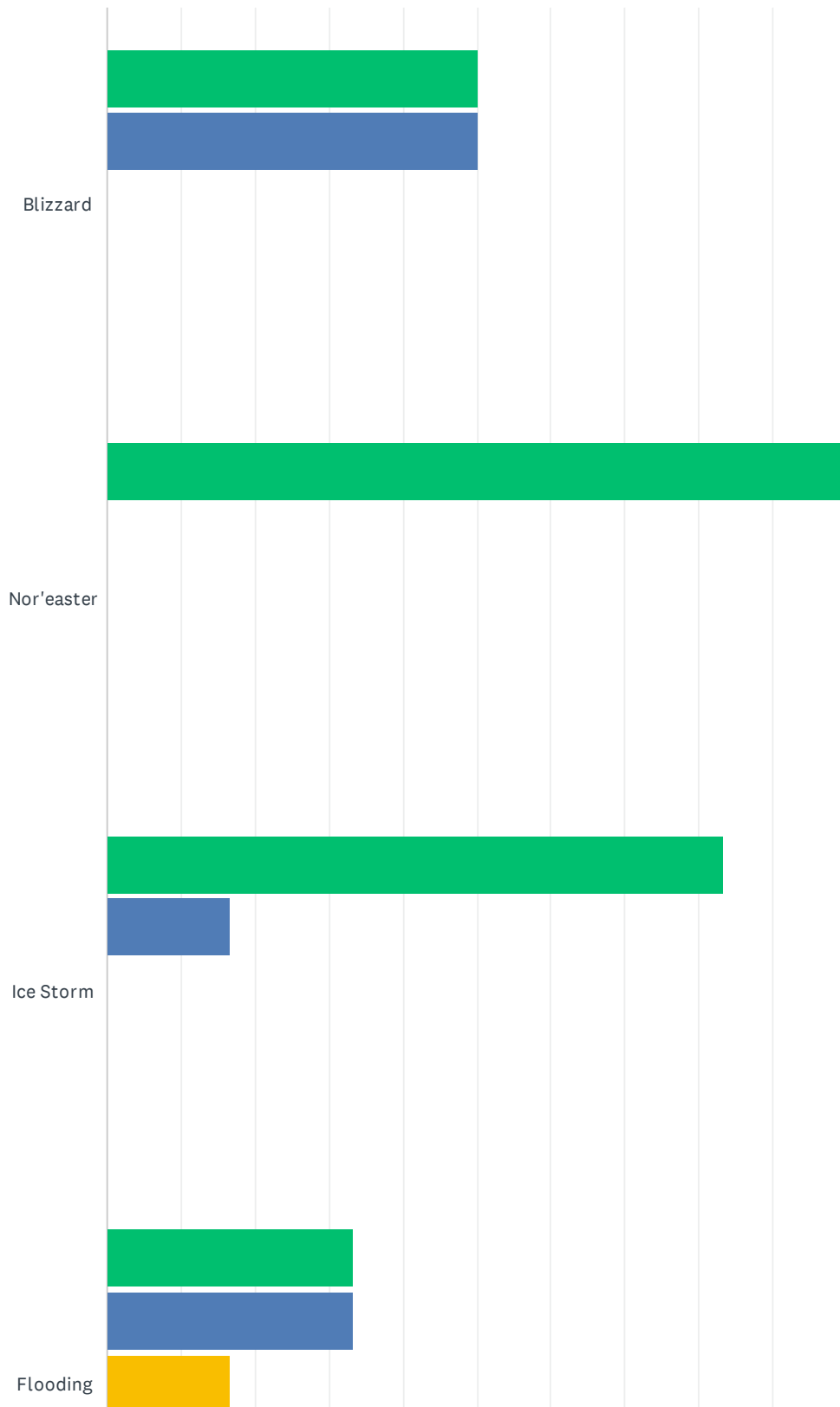
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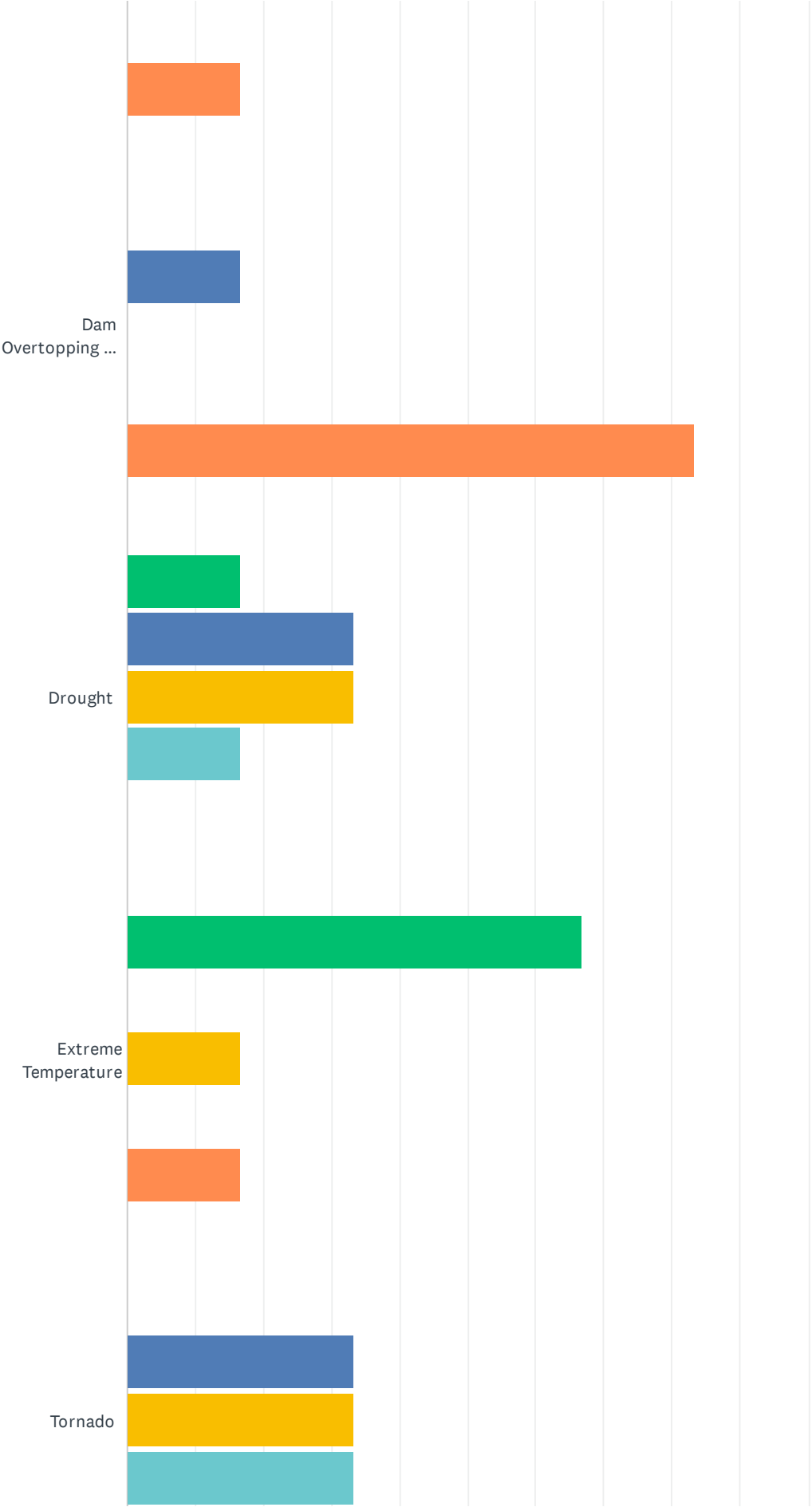


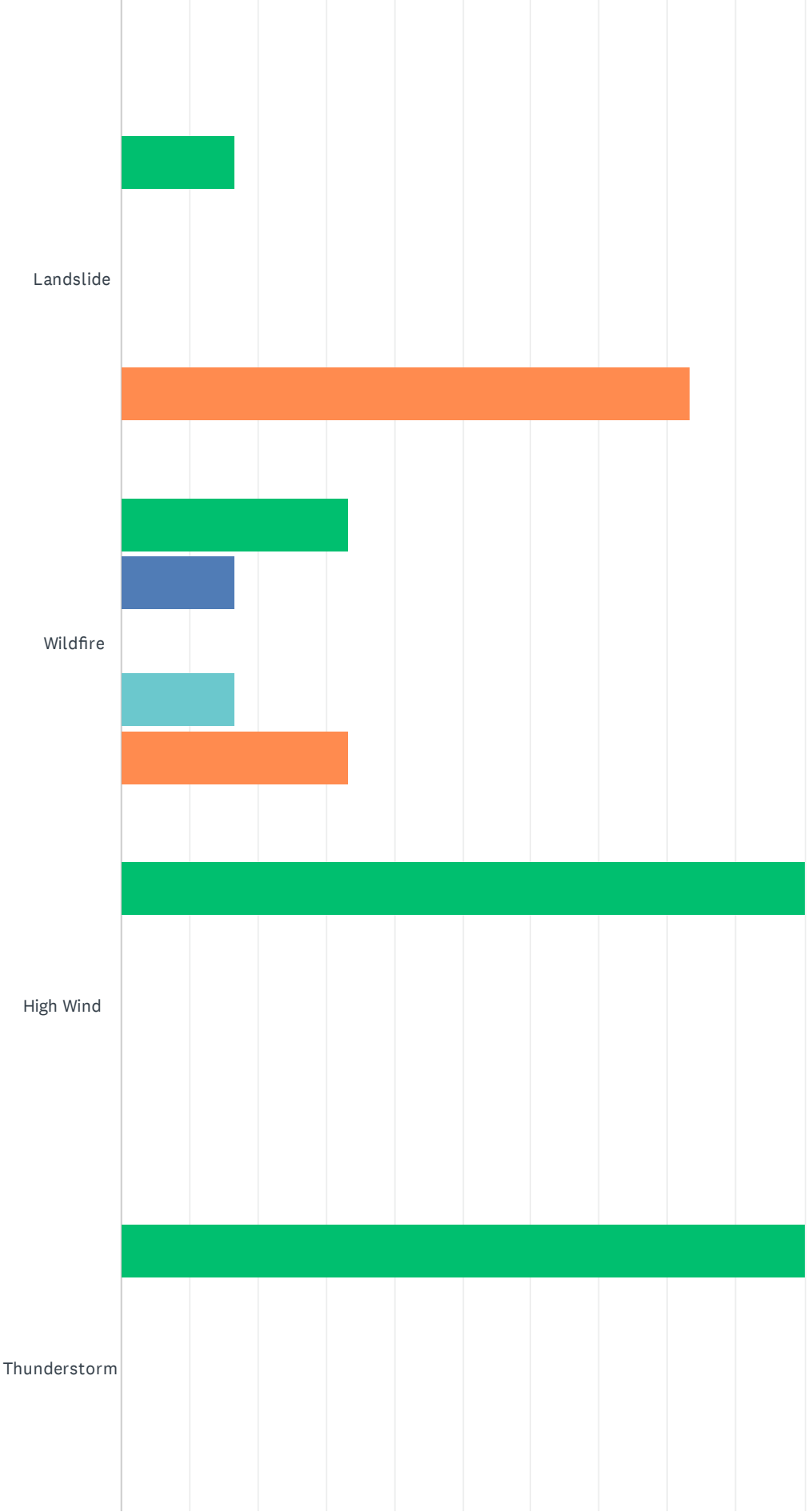
ANSWER CHOICES	RESPONSES	
Resident	50.00%	3
Business Owner	0.00%	0
Municipal Staff	16.67%	1
Elected/Appointed Official	16.67%	1
Non-Profit Organization	0.00%	0
Regional Planning Agency	0.00%	0
Representative from Abutting Community	0.00%	0
Other (please specify)	16.67%	1
TOTAL		6

Q2 How often have each of these natural hazards occurred in your community?

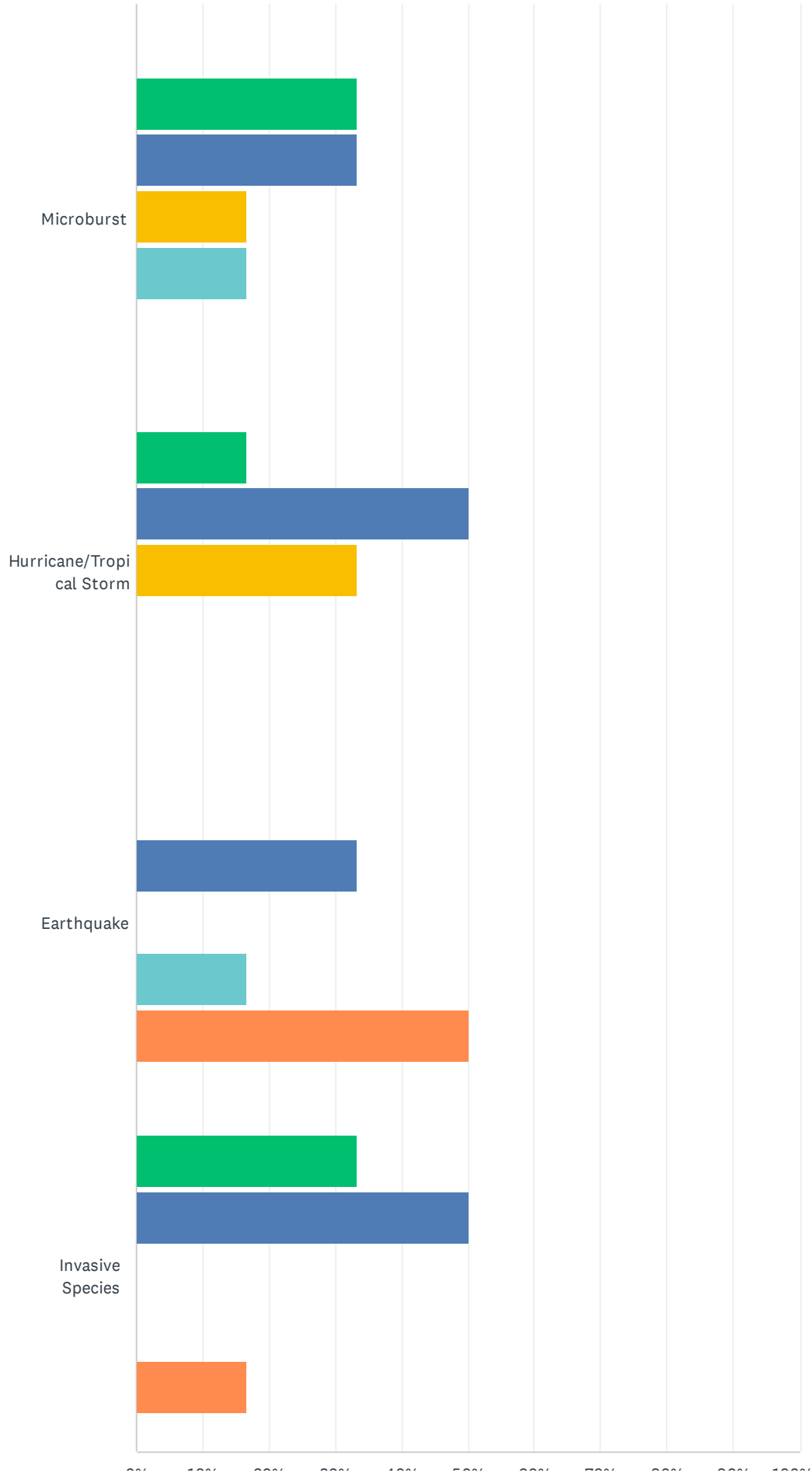
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Municipal Vulnerability and Preparedness Pre Workshop Survey - WEBSTER



Municipal Vulnerability and Preparedness Pre Workshop Survey - WEBSTER

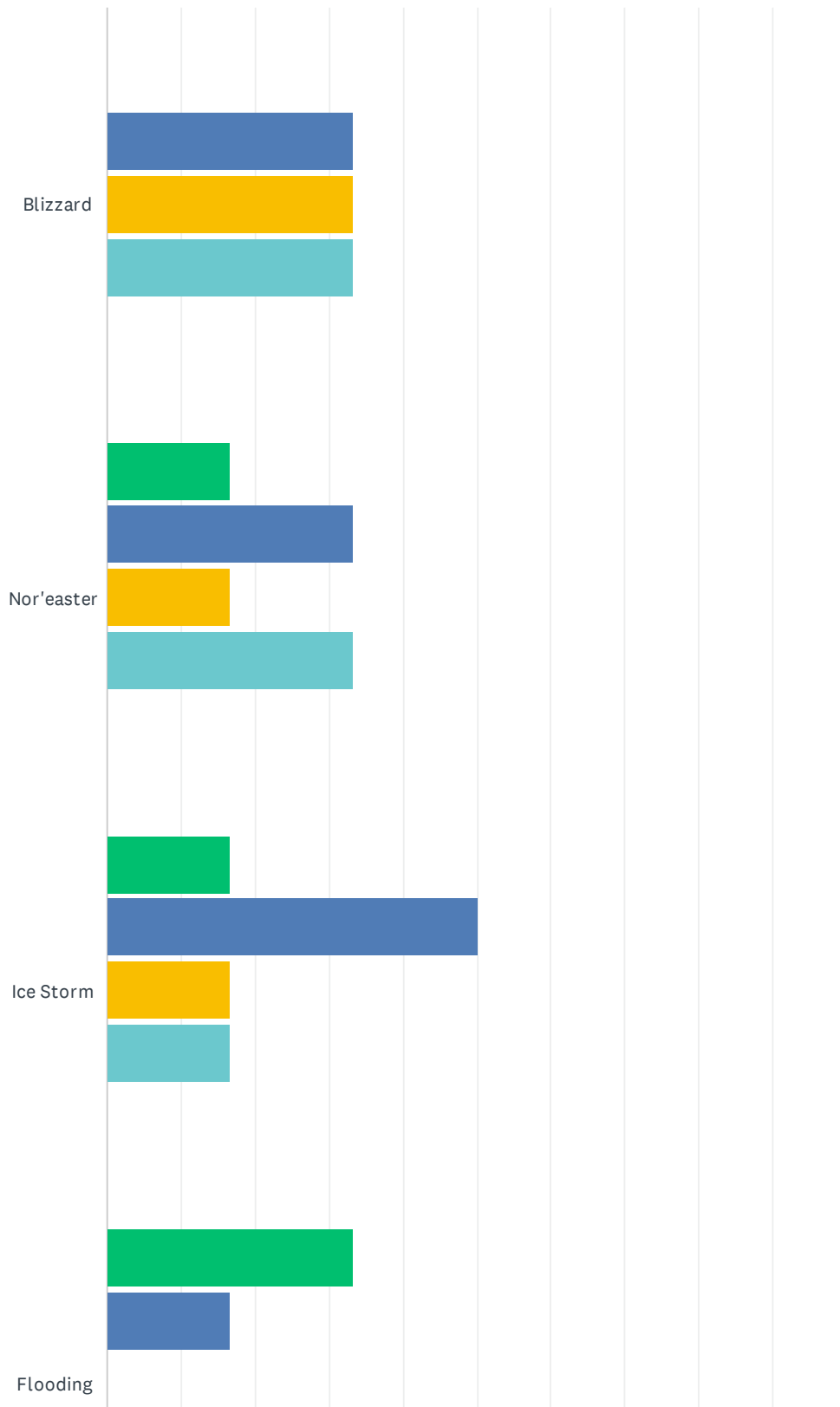
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

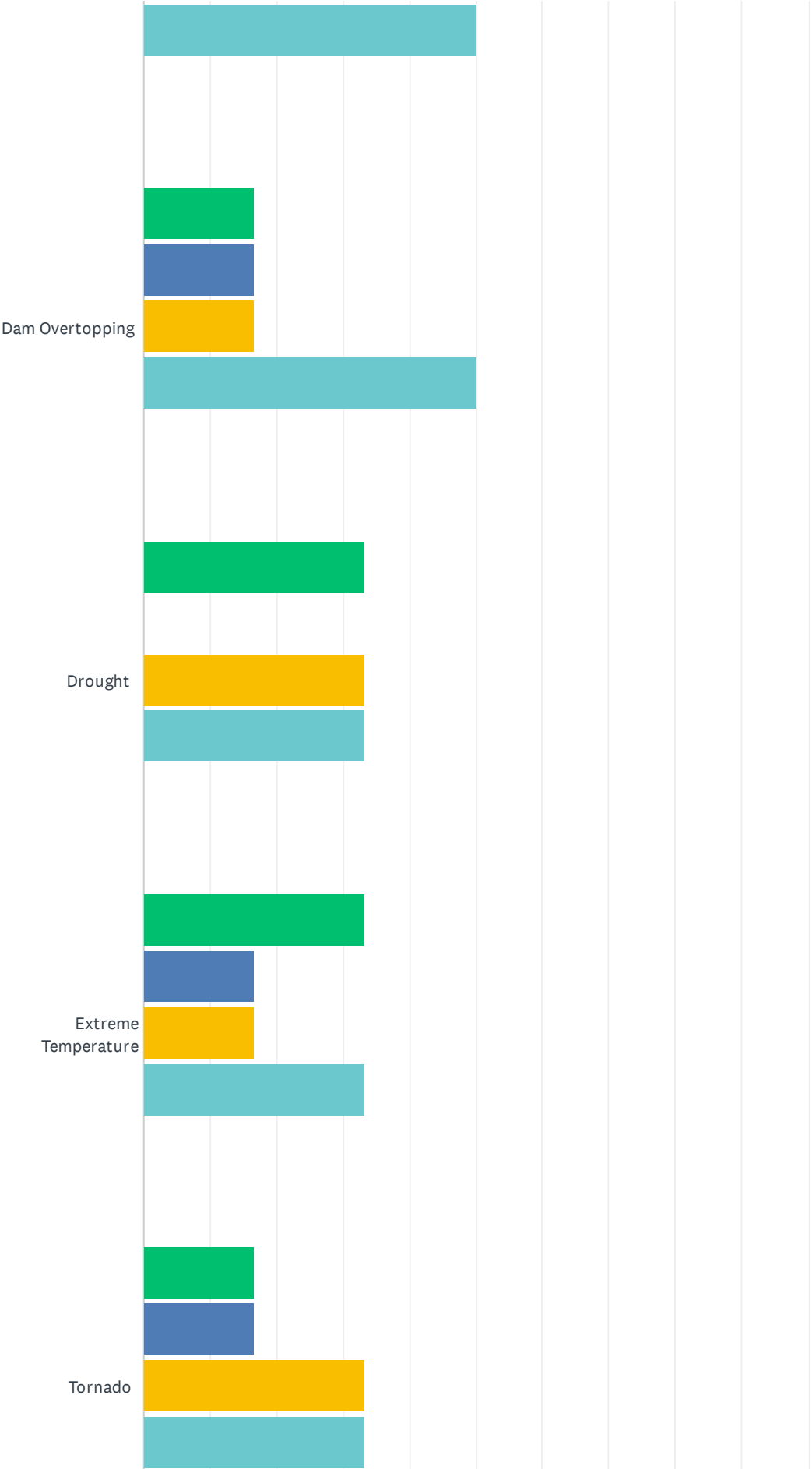
Once a yea... Once every ... Once in a d... Once in my ...
 Unsure/Ne...

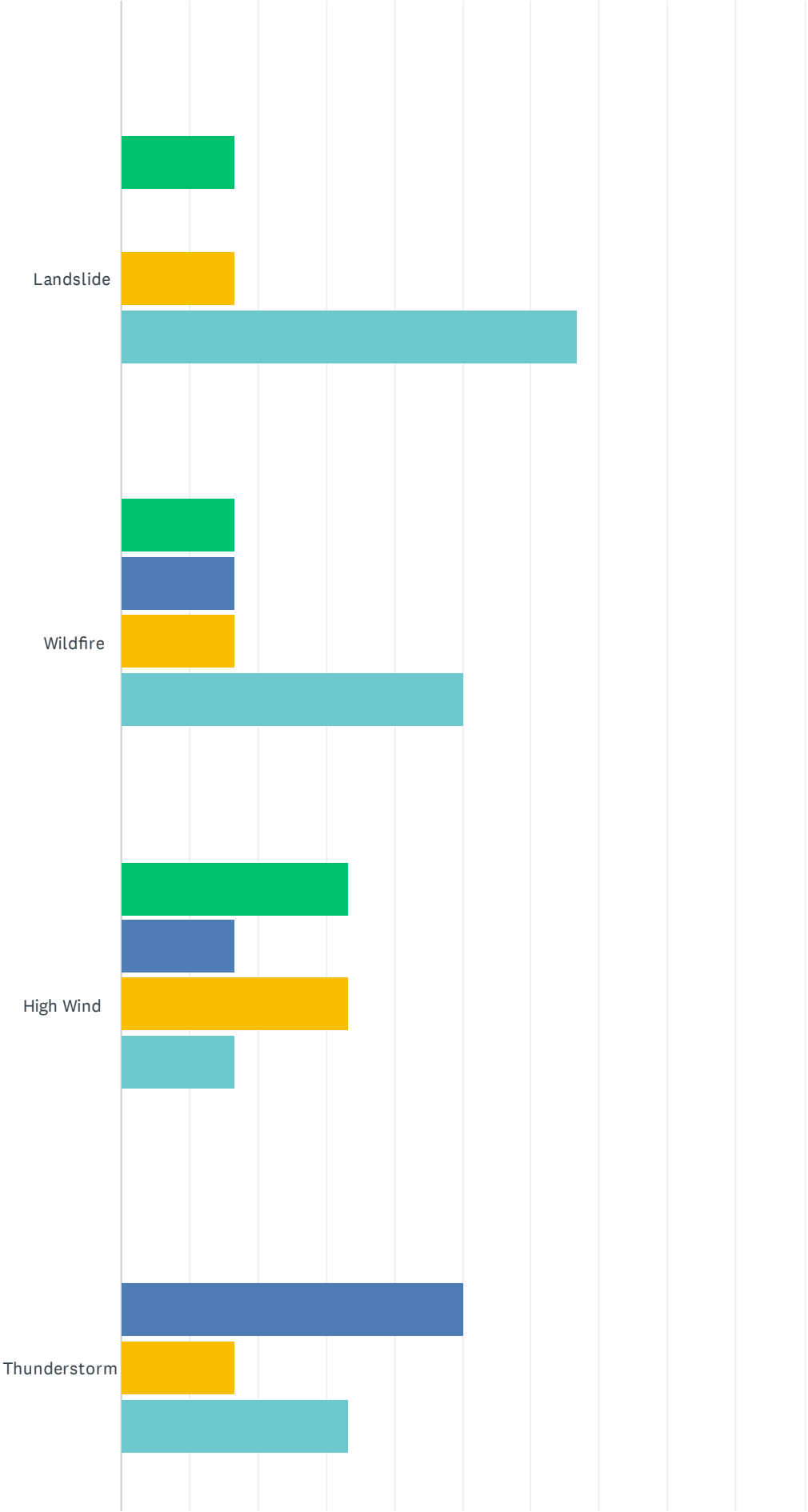
	ONCE A YEAR OR MORE OFTEN	ONCE EVERY 3-5 YEARS	ONCE IN A DECADE	ONCE IN MY LIFETIME	UNSURE/NEVER	TOTAL	WEIGHTED AVERAGE
Blizzard	50.00% 3	50.00% 3	0.00% 0	0.00% 0	0.00% 0	6	1.50
Nor'easter	100.00% 6	0.00% 0	0.00% 0	0.00% 0	0.00% 0	6	1.00
Ice Storm	83.33% 5	16.67% 1	0.00% 0	0.00% 0	0.00% 0	6	1.17
Flooding	33.33% 2	33.33% 2	16.67% 1	0.00% 0	16.67% 1	6	2.33
Dam Overtopping & or Failure	0.00% 0	16.67% 1	0.00% 0	0.00% 0	83.33% 5	6	4.50
Drought	16.67% 1	33.33% 2	33.33% 2	16.67% 1	0.00% 0	6	2.50
Extreme Temperature	66.67% 4	0.00% 0	16.67% 1	0.00% 0	16.67% 1	6	2.00
Tornado	0.00% 0	33.33% 2	33.33% 2	33.33% 2	0.00% 0	6	3.00
Landslide	16.67% 1	0.00% 0	0.00% 0	0.00% 0	83.33% 5	6	4.33
Wildfire	33.33% 2	16.67% 1	0.00% 0	16.67% 1	33.33% 2	6	3.00
High Wind	100.00% 6	0.00% 0	0.00% 0	0.00% 0	0.00% 0	6	1.00
Thunderstorm	100.00% 6	0.00% 0	0.00% 0	0.00% 0	0.00% 0	6	1.00
Microburst	33.33% 2	33.33% 2	16.67% 1	16.67% 1	0.00% 0	6	2.17
Hurricane/Tropical Storm	16.67% 1	50.00% 3	33.33% 2	0.00% 0	0.00% 0	6	2.17
Earthquake	0.00% 0	33.33% 2	0.00% 0	16.67% 1	50.00% 3	6	3.83
Invasive Species	33.33% 2	50.00% 3	0.00% 0	0.00% 0	16.67% 1	6	2.17

Q3 What natural hazards are you concerned about experiencing in the future?

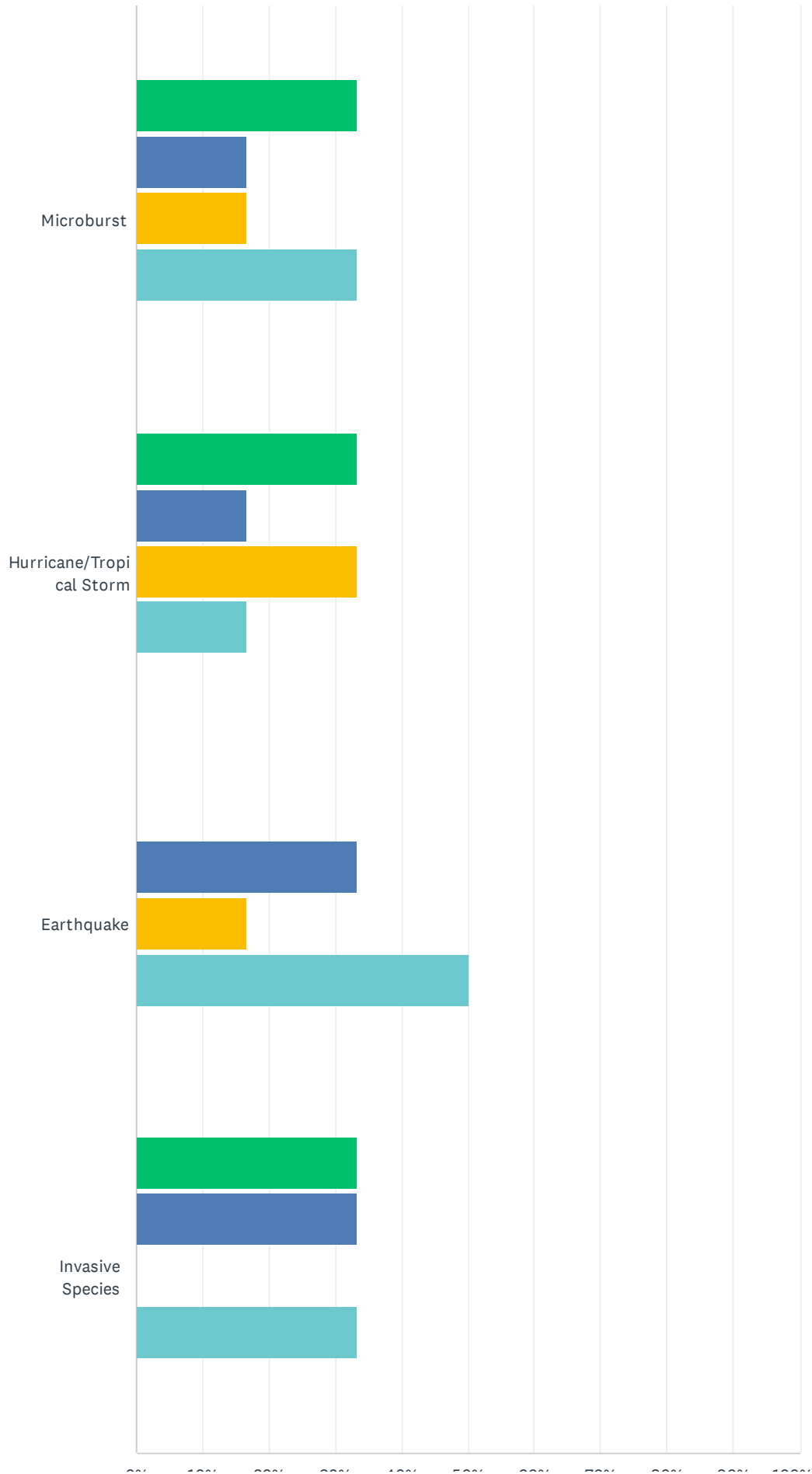
Answered: 6 Skipped: 0







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Municipal Vulnerability and Preparedness Pre Workshop Survey - WEBSTER

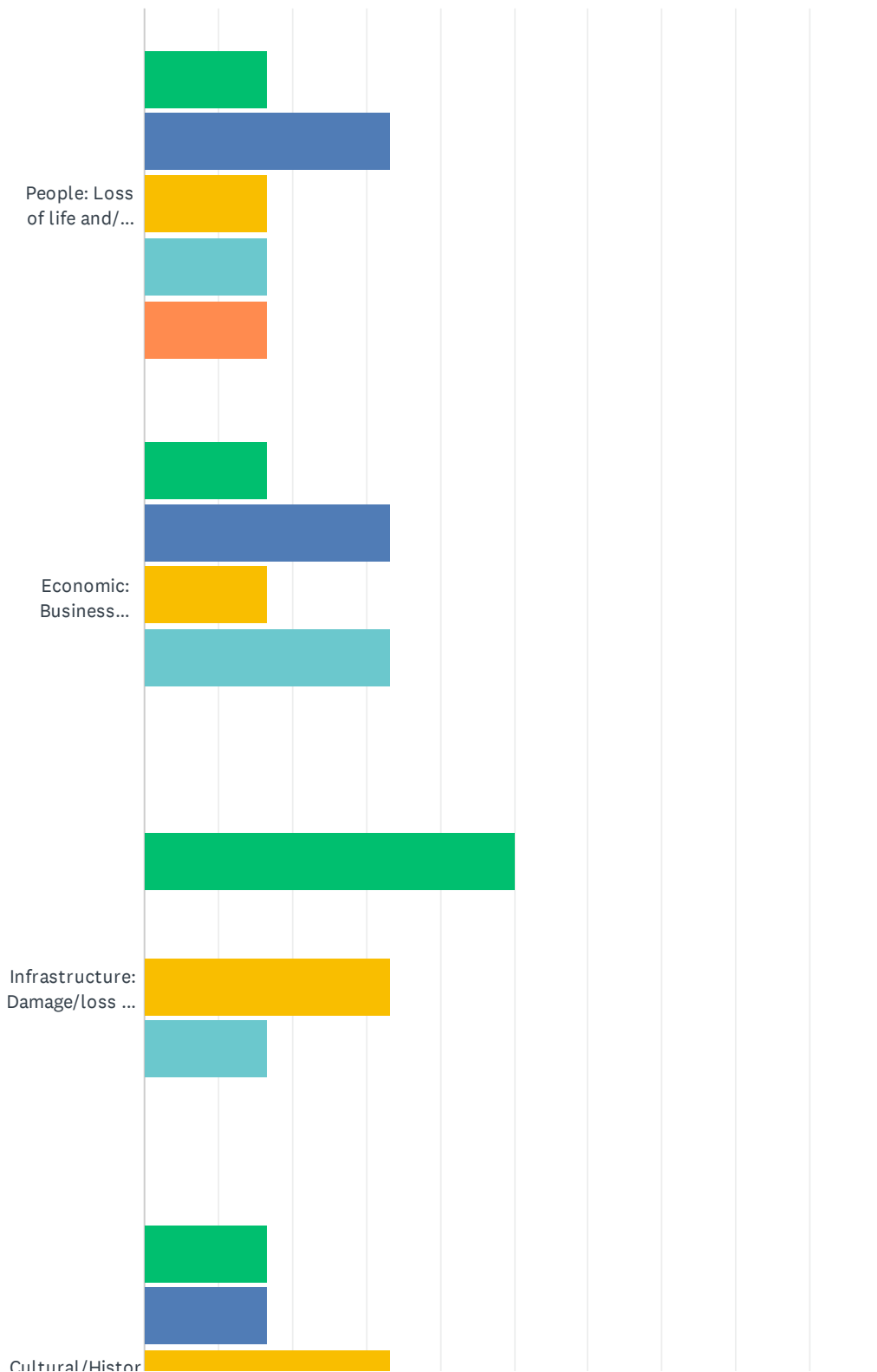
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Very concer... Moderately... Slightly con... Not concer...
 Unsure

	VERY CONCERNED	MODERATELY CONCERNED	SLIGHTLY CONCERNED	NOT CONCERNED	UNSURE	TOTAL
Blizzard	0.00% 0	33.33% 2	33.33% 2	33.33% 2	0.00% 0	6
Nor'easter	16.67% 1	33.33% 2	16.67% 1	33.33% 2	0.00% 0	6
Ice Storm	16.67% 1	50.00% 3	16.67% 1	16.67% 1	0.00% 0	6
Flooding	33.33% 2	16.67% 1	0.00% 0	50.00% 3	0.00% 0	6
Dam Overtopping	16.67% 1	16.67% 1	16.67% 1	50.00% 3	0.00% 0	6
Drought	33.33% 2	0.00% 0	33.33% 2	33.33% 2	0.00% 0	6
Extreme Temperature	33.33% 2	16.67% 1	16.67% 1	33.33% 2	0.00% 0	6
Tornado	16.67% 1	16.67% 1	33.33% 2	33.33% 2	0.00% 0	6
Landslide	16.67% 1	0.00% 0	16.67% 1	66.67% 4	0.00% 0	6
Wildfire	16.67% 1	16.67% 1	16.67% 1	50.00% 3	0.00% 0	6
High Wind	33.33% 2	16.67% 1	33.33% 2	16.67% 1	0.00% 0	6
Thunderstorm	0.00% 0	50.00% 3	16.67% 1	33.33% 2	0.00% 0	6
Microburst	33.33% 2	16.67% 1	16.67% 1	33.33% 2	0.00% 0	6
Hurricane/Tropical Storm	33.33% 2	16.67% 1	33.33% 2	16.67% 1	0.00% 0	6
Earthquake	0.00% 0	33.33% 2	16.67% 1	50.00% 3	0.00% 0	6
Invasive Species	33.33% 2	33.33% 2	0.00% 0	33.33% 2	0.00% 0	6

Q4 Which of the following categories are most susceptible to natural hazards in your community? Please rank the community assets in order of vulnerability, 1 being the most vulnerable and 5 being the least vulnerable.

Answered: 6 Skipped: 0



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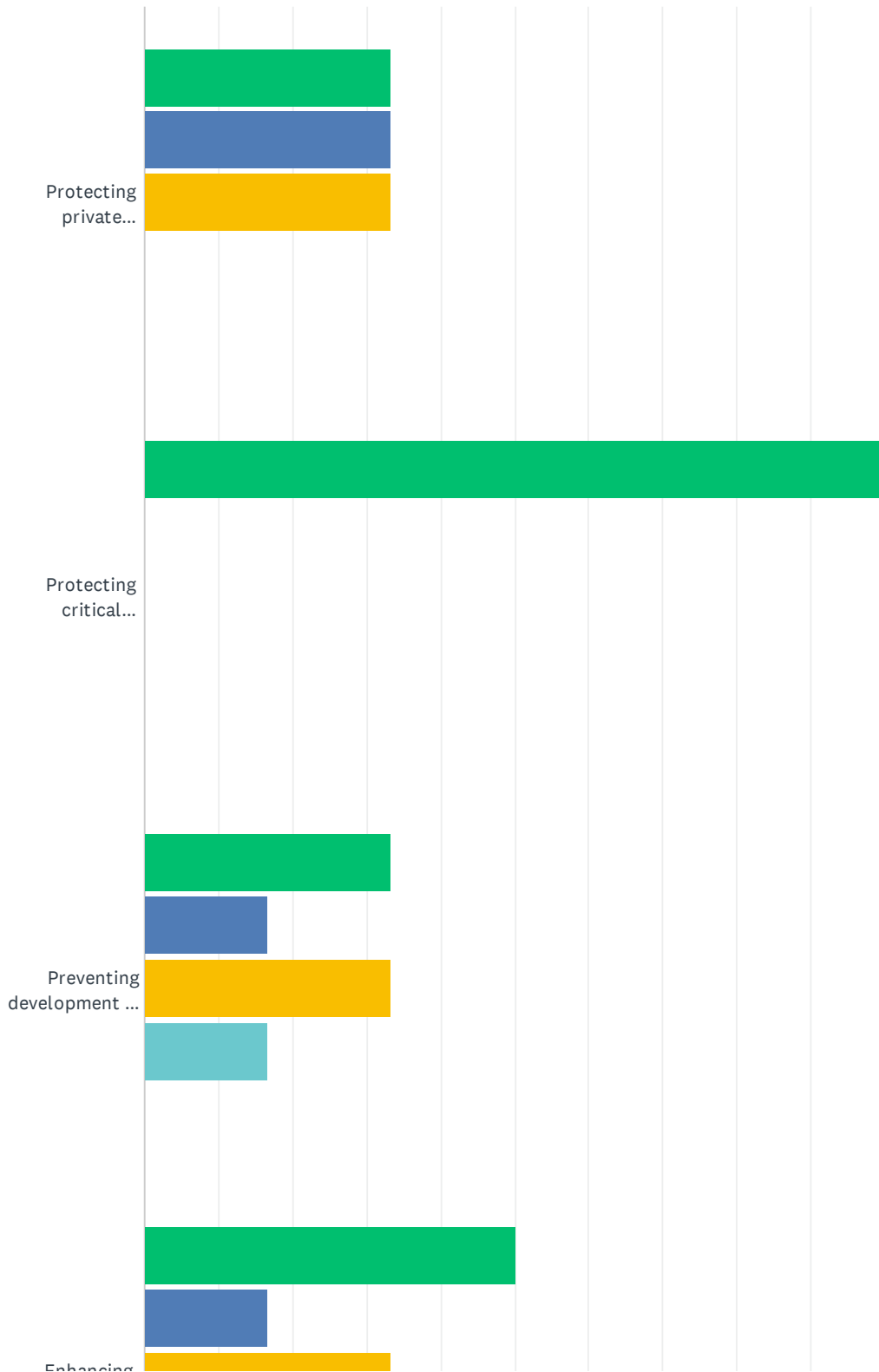


Municipal Vulnerability and Preparedness Pre Workshop Survey - WEBSTER

	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
People: Loss of life and/or injuries	16.67% 1	33.33% 2	16.67% 1	16.67% 1	16.67% 1	6	2.83
Economic: Business interruptions/closures, job losses, etc.	16.67% 1	33.33% 2	16.67% 1	33.33% 2	0.00% 0	6	2.67
Infrastructure: Damage/loss of roads, bridges, utilities, schools, etc.	50.00% 3	0.00% 0	33.33% 2	16.67% 1	0.00% 0	6	2.17
Cultural/Historic: Damage or loss of libraries, museums, historic properties, etc.	16.67% 1	16.67% 1	33.33% 2	16.67% 1	16.67% 1	6	3.00
Environment: Damage, contamination or loss of forests, wetlands, waterways, etc.	33.33% 2	16.67% 1	16.67% 1	33.33% 2	0.00% 0	6	2.50
Governance: Ability to maintain order and/or provide public amenities and services	33.33% 2	0.00% 0	16.67% 1	33.33% 2	16.67% 1	6	3.00

Q5 Natural hazards can have a significant impact on a community. Please tell us how important each statement is to you by checking the appropriate box for each.

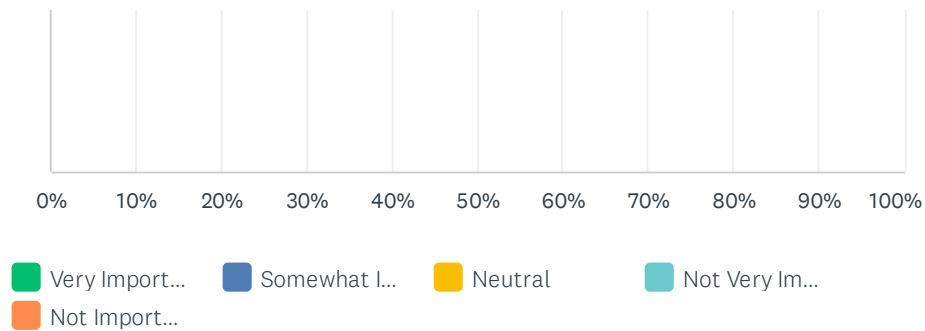
Answered: 6 Skipped: 0



Municipal Vulnerability and Preparedness Pre Workshop Survey - WEBSTER



Municipal Vulnerability and Preparedness Pre Workshop Survey - WEBSTER



	VERY IMPORTANT	SOMEWHAT IMPORTANT	NEUTRAL	NOT VERY IMPORTANT	NOT IMPORTANT	TOTAL
Protecting private property	33.33% 2	33.33% 2	33.33% 2	0.00% 0	0.00% 0	6
Protecting critical facilities (transportation networks, hospitals, fire stations, etc)	100.00% 6	0.00% 0	0.00% 0	0.00% 0	0.00% 0	6
Preventing development in hazard areas	33.33% 2	16.67% 1	33.33% 2	16.67% 1	0.00% 0	6
Enhancing function off natural assets (streams, wetlands, beaches, etc)	50.00% 3	16.67% 1	33.33% 2	0.00% 0	0.00% 0	6
Protecting historic and cultural landmarks	0.00% 0	66.67% 4	16.67% 1	0.00% 0	16.67% 1	6
Protecting and reducing damage to utilities	83.33% 5	16.67% 1	0.00% 0	0.00% 0	0.00% 0	6
Strengthening emergency services (police, fire, ambulance, etc)	83.33% 5	16.67% 1	0.00% 0	0.00% 0	0.00% 0	6
Promoting cooperation among public agencies, citizens, non-profits, academia, and businesses	33.33% 2	33.33% 2	33.33% 2	0.00% 0	0.00% 0	6

Q6 What specific community assets have helped you get through storm events and aided in recovery after storm events such as blizzards, flooding, extreme heat? Please be specific and list name, location, and owner of the three most important. (Examples include: Gas stations, pharmacies, supermarkets, towing services, etc) You may find it helpful to reference the community asset list included in Handout 1 to answer this question.

Answered: 5 Skipped: 1

ANSWER CHOICES	RESPONSES	
Name/Location/Owner	100.00%	5
Name/Location/Owner	100.00%	5
Name/Location/Owner	80.00%	4

Q7 What infrastructure (examples include: roadways, community buildings, churches, schools, open space, dams, etc) have been impacted by storm events? Please list 3 specific things in Town that you have seen impacts to in the past. You may find it helpful to reference the community asset list included in Handout 1 to answer this question.

Answered: 4 Skipped: 2

ANSWER CHOICES	RESPONSES	
Name/Location/Owner	100.00%	4
Name/Location/Owner	75.00%	3
Name/Location/Owner	75.00%	3

Q8 If there were a loss or inoperability, what major employers, primary economic sectors, and commercial centers would have a severe impact on the community and its ability to recover from a disaster? You may find it helpful to reference the community asset list included in Handout 1 to answer this question.

Answered: 4 Skipped: 2

ANSWER CHOICES	RESPONSES	
Name/Location/Owner	100.00%	4
Name/Location/Owner	100.00%	4
Name/Location/Owner	100.00%	4

Q9 Which populations, groups of people, or communities are less able to respond and recover during a disaster? (examples include: elderly populations, environmental justice populations, special needs schooling, child care, shelters, homeless, etc.) You may find it helpful to reference the community asset list included in Handout 1 to answer this question.

Answered: 5 Skipped: 1

ANSWER CHOICES	RESPONSES	
Name/Location/Owner	100.00%	5
Name/Location/Owner	80.00%	4
Name/Location/Owner	40.00%	2

Q10 Please list the top 3 natural environments in town that the community values and provides protective function to reduce the magnitude of hazard impact and increase resiliency? (examples include: open space, wetlands and waterbodies, trails, recreation areas, etc.) You may find it helpful to reference the community asset list included in Handout 1 to answer this question.

Answered: 4 Skipped: 2

ANSWER CHOICES	RESPONSES	
Name/Location/Owner	100.00%	4
Name/Location/Owner	50.00%	2
Name/Location/Owner	25.00%	1

YOU'RE INVITED TO A PUBLIC LISTENING SESSION

Webster Municipal Vulnerability Preparedness Program

The Municipal Vulnerability Preparedness grant program (MVP) provides support for cities and towns in Massachusetts to begin the process of planning for climate resiliency.

•Communities who complete the MVP program become designated as an MVP Community by the Commonwealth and are eligible for follow-up grant funding and other opportunities.

The listening session is an opportunity for members of the public to learn about the MVP planning process, ask questions and provide additional input on concerns related to climate change resiliency and natural hazards.

**MONDAY MAY 23RD @ WEBSTER TOWN HALL
6:30 PM PLANNING BOARD MEETING**



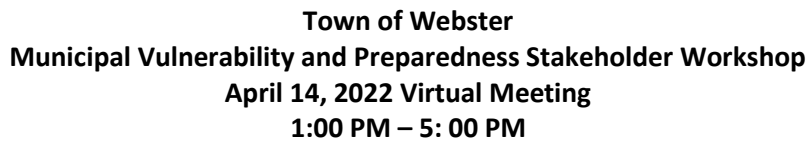
Town of Webster
Municipal Vulnerability and Preparedness Stakeholder Workshop
April 13, 2022
8:00 AM – 12:00 PM

Name	Affiliation	Contact Information – Email or Phone
GARY MILLIARO	WEBSTER EMS	GARY MILLIARO @ GMAIL 508 864 3583
Earl Gabor	Selectman	Earl.Gabor@gmail.com 508-614-5994
Carol Cyr	Community Dev	CCYR@Webster.MA.gov 508-949-3800 x4004
Hillary King	MVP Coordinator	hillary.king@mass.gov 617.655.3913
Brian Hickey	Fire Chief	BHickey@Webster-ma.gov 508-949-3875
THEODORE TETREULT	BUILDING COMMISSIONER	Htetreult@WEBSTER-MA.GOV 508-949-3800 x4005
Jenna Gouin	Webster Public Schools	508 949 8882 jgouin@webster-schools.org
Ann Morgan	Town of Webster	amorgan@Webster-ma.gov
MARIE BECKER	TOW	ASSESSOR @ WEBSTER-MA.GOV
Kenny Pizzetti	TOWN	HWY-DEPT.
Courtney Frudland	Town	ctyrrell@webster-ma.gov



Town of Webster
Municipal Vulnerability and Preparedness Stakeholder Workshop
April 14, 2022 Virtual Meeting
1:00 PM – 5:00 PM

Name	Affiliation	Contact Information – Email or Phone
Sondra Murphy	Director, Webster Public Library	
Greg Roberts	Director, Information Technology Department Town of Webster	
Mary Smith	Associate Planner, Central Massachusetts Regional Planning Agency	
Michael Shaw	Chief of Police Town of Webster	
Greg Lynskey	Regional Communication Center Director	
Michelle Smith	Chief City Planner, City of Worcester Resident of Webster	

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Webster Community Assets

Community Asset Category	Type	Subtype	Name	Location
Infrastructural	Other Critical Facilities	Communications	Cell Tower	Goya Drive/Webster St
Infrastructural	Other Critical Facilities	Dam	Pool Dam	
Infrastructural	Other Critical Facilities	Dam	Recreation Pond Dam	
Infrastructural	Other Critical Facilities	Dam	Fish & Game Pond Dam	
Infrastructural	Other Critical Facilities	Dam	Webster Lake Dam	
Infrastructural	Other Critical Facilities	Dam	Club Pond Dam	
Infrastructural	Other Critical Facilities	Dam	Storage Pond Dam	
Infrastructural	Other Critical Facilities	Dam	Mill Brook Canal Dam	
Infrastructural	Other Critical Facilities	Dam	Nipmuck Pond Dam	
Infrastructural	Other Critical Facilities	Dam	North Webster Village Pond Dam	French River
Infrastructural	Other Critical Facilities	Energy	Webster/ Dudley Hydroelectric Plant	French River
Infrastructural	Other Critical Facilities	Energy	National Grid Substation	Worcester Road
Infrastructural	Other Critical Facilities	Energy	Solar Field	
Infrastructural	Other Critical Facilities	Flood Protection	Town Owned Dams	Town Wide
Infrastructural	City/ Town Hall	Gas/Water/Sewer/Electric/Phone	Utilities	Various
Infrastructural	Fire / Police	Municipal / Public Safety	Emergency Operations Center/Police Station/ Dispatch & Communication	357 Main Street
Infrastructural	Fire / Police	Municipal / Public Safety	Fire Headquarters	55 Thompson Road
Infrastructural	Fire / Police	Municipal / Public Safety	Fire Station/EOC	170 School Street
Infrastructural	Other Critical Facilities	Municipal / Public Safety	EMS	67 Thompson Road
Infrastructural	Other Critical Facilities	Municipal /DPW /Highway	Department of Public Works	23 Cudworth Road
Infrastructural	Public Water Supply	Municipal /Water & Wastewater	Water/Sewer Department	38 Hill Street
Infrastructural	Public Water Supply	Municipal /Water & Wastewater	Town Wells (#1, #2, #3)	
Infrastructural	City/ Town Hall	Municipal Offices	Town Hall	350 Main Street
Infrastructural	Other Critical Facilities	Municipal Offices	Town Owned Buildings	Town Wide
Infrastructural	Other Critical Facilities	Municipal Transfer Station	Transfer Station	23 Cudworth Road
Infrastructural	Public Water Supply	PWS Tank	Water Tower	Webster Street
Infrastructural	Other Critical Facilities	Stormwater Drainage	Culvert	Lower Gore Road
Infrastructural	Other Critical Facilities	Stormwater Drainage	Stormwater Infrastructure	Town Wide
Infrastructural	Other Critical Facilities	Stormwater Drainage	Town Wide Culverts- Mexacalis Rt 12, Long Subaru, Laplant	
Infrastructural	Other Critical Facilities	Transportation Corridor	Streets	Town Wide
Infrastructural	Other Critical Facilities	Transportation Corridor	I-395 (Evacuation Route)	
Infrastructural	Other Critical Facilities	Transportation Corridor	MA-12 (Evacuation Route)	
Infrastructural	Other Critical Facilities	Transportation Corridor	Bridges (Old Mill Bridges)	

Webster Community Assets

Community Asset Category	Type	Subtype	Name	Location
Societal	Other Critical Facilities	Affordable Housing	Webster Housing Authority	10 Golden Heights
Societal	Other Critical Facilities	Affordable Housing	Slater Estates	96 Slater Street
Societal	Other Critical Facilities	Affordable Housing	Sitowski School Apartments	29 Negus Street
Societal	Other Critical Facilities	Affordable Housing	Christopher Heights	338 Thompson Road
Societal	Other Critical Facilities	Affordable Housing	Mobile Home Park	Richards Ave & Irene Ave
Societal	Other Critical Facilities	Childcare	Guild of St. Agnes	58 Bigelow Road
Societal	School	Childcare	Head Start	School Street
Societal	Recreation/Cultural Areas	Events & Camping	Indian Ranch	200 Gore Road
Societal	Other Critical Facilities	Hospital	Harrington Hubbard Medical Center	340 Thompson Rd
Societal	School	Municipal Shelter/ School	Bartlett High School	55 Lake Parkway
Societal	Other Critical Facilities	Municipal/ Cultural	Senior Center	5 Church Street
Societal	Other Government Buildings	Municipal/ Cultural	Public Library	2 Lake Street
Societal	Other Critical Facilities	Nursing & Rehabilitation	Brookside Rehab & Healthcare	11 Pontiac Ave
Societal	Other Critical Facilities	Nursing & Rehabilitation	Harrington Healthcare	72 Cudworth Road
Societal	Other Critical Facilities	Nursing & Rehabilitation	Webster Manor Rehabilitation	745 School Street
Societal	Other Critical Facilities	Private Residential	Group Home	364 Thompson Road
Societal	Other Critical Facilities	Private Residential	Webster Lake Island Residents (seasonal)	Webster Lake Island/ Long Island/Cobble Island/ Goat Island
Societal	School	School/ Private	St. Joseph School	47 Whitcomb Street
Societal	School	School/ Private	All Saints Academy	48 Negus Street
Societal	School	School/ Public	Park Ave Elementary School	55 Park Ave
Societal	School	School/ Public	Webster Middle School	75 Poland Street
Societal	Other Critical Facilities	School/ Special Needs	Life Skills	44 Morris Street
Societal	Other Critical Facilities	Senior Housing	55+ Community	Concord Court

Webster Community Assets

Community Asset Category	Type	Subtype	Name	Location
Environmental	Open Space	Open Space/ Recreation	French River/Webster Lake	
Environmental	Open Space	Open Space/ Recreation	Memorial Beach Drive	
Environmental	Open Space	Open Space/ Recreation	Fenner Street Woods	
Environmental	Open Space	Open Space/ Recreation	Trees	
Environmental	Open Space	Open Space/ Recreation	Riverwalk	
Environmental	Open Space	Open Space/ Recreation	Rawson / Douglas	Wildlife Management Area
Environmental	Open Space	Open Space/ Recreation	Bridge to Nowhere	Memorial Beach
Environmental	Open Space	Open Space/ Recreation	200 Sportman Club	184 Sutton Road
Environmental	Open Space	Protected Resource Area	Wetlands	
Environmental	Open Space	Protected Resource Area	Aquifers	
Environmental	Open Space	State Forest	Douglas State Forest	
Environmental	Open Space	Waterbody/ Recreation/ Wetland	Webster Lake	
Environmental	Open Space	Waterbody/ Recreation/ Wetland	Club Pond	
Environmental	Open Space	Waterbody/ Recreation/ Wetland	Nipmuck Pond	
Environmental	Open Space	Waterbody/ Recreation/ Wetland	Mill Brook	
Environmental	Open Space	Waterbody/ Recreation/ Wetland	Sucker Brook	
Environmental	Open Space	Waterbody/ Recreation/ Wetland	Mine Brook	

Webster Community Assets

Community Asset Category	Type	Subtype	Name	Location
Economy	Commercial	Major Employer	MAPFRE USA Corp.	Gore Road
Economy	Commercial	Major Employer	Webster Federal Credit Union	East Main Street
Economy	Commercial	Major Employer	AA Transportation Co.	Thompson Road
Economy	Commercial	Major Employer	Goya Foods of Massachusetts	Goya Drive
Economy	Commercial	Major Employer	Harrington Healthcare-Webster	Thompson Road
Economy	Commercial	Major Employer	Industrial Packaging	Cudworth Road
Economy	Commercial	Major Employer	Old Dominion Trucking	Goya Drive
Economy	Commercial	Major Employer	Curaleaf- Cultivation Facility	30 Worcester Road
Economy	Commercial	Major Employer	United Medical Waste	64 Worcester Road
Economy	Municipal	Major Employer	Town of Webster	Main Street
Economy	Commercial	Major Employer	Manufacturing Facilities	
Economy	Commercial	Major Employer	Jeffco Fibers	Park Street
Economy	Commercial	Medical	Animal Hospital of Webster	34 Thompson Road
Economy	Commercial	Medical	Webster Lake Veterinary Hospital	244 Thompson Road
Economy	Commercial	Medical	Pharmacies	East Main Street
Economy	Commercial	Supplies	Groceries	Worcester Road
Economy	Commercial	Supplies/ Fuel	Fuel Supply Sources	East Main Street
Economy	Commercial	Supplies/ Fuel	Hardware Stores	East Main Street

Community Resilience Building Risk Matrix				www.CommunityResilienceBuilding.org		
H-M-L priority for action over the Short or Long term (and Ongoing) V = Vulnerability S = Strength				Actions to Address Webster's Top Hazards		
Webster's Priority Assets				Severe Winter Storm Severe Weather - (Wind Related) Floods- Poor Urban Drainage, Culvert Failure and 100-year Flood Events Extreme Temperatures & Drought	Priority	Time
Name	Location	Ownership (Town, State, Federal, Private)	Vulnerability (V) or Strength (S)		1 2 3 4 H - M - L	Short Long Ongoing
Example: WWTP			V- within the flood plain S- protects water quality	Evaluate building floodproofing	H	O
Infrastructurel						
Town Hall						
Police/ Emergency Operations Center						
North Webster Village Pond Dam						
EMS						
✓✓ Dams			S- impounding lake, rec value, trails, V- flooding issues	Identify/inspect/evaluate/prioritize. Apply for SRF/MVP grants	M	
✓ Culverts	Lower Gore		V- flood concerns, flood plain evaluation, aging infra		H	
Hydroelectric Plant			V- machine		L	
Water Treatment Facility	Memorial Beach Dr		S- new facility V- tree hazard	same as WWTP	H	
✓ Pump Stations	Bigelow St				H	
S DPW		Town	S- emergency response, debris control, risk mgmt		L	
Solar Station		Private			L	
Waste Water Treatment Plant		Town		Identify opportunities to develop/assess redundancy, update practices to reflect new changing regulations, implement public education/outreach	H	
✓ Bridges		Town			H	
WW Collection System		Town		evaluate flood risk areas along French River, identify & prioritize, implement storm water controls, identify town responsibilities, delegation of tasks	H	
Societal						
High School	55 Lake Pkw	Town	S- shelter V- aging infra, need renovations lacking generator capacity	include red cross plan	H	
Head Start						
Senior Center		Town	S- shelter, generator, new facility	prepare & plan for emergencies, meet outreach for Red Cross Certified Shelter	H	
Slater Estates			S- A/C, affordable housing V- vulnerable population one evic route	evaluate needs of Same as Brook side	L	
Harrington Hubbard Hospital			S- emergency services	communication about services & emergency management	H	
Brookside Senior Living			V- flooding	reviewing coordinate emergency plans, evaluate needs of population	L	
Webster Manor Rehab			V- no generator	complete resource list & go over emergency management	L	
Life Skills	49/50 Morris St		S- special needs accomodation V- no A/C, aging infra no generators	"	L	
✓ Middle Schools	75 Poland St		S- relatively new building V- flood risk	evaluate flood risk & flood mitigation	M	
Environmental						
Trails (Wildlife Mgmt Area)			S- open space rec value		M	
Lake Webster			S- rec/eco value V- tree hazard	Assess for climate (ecological) change impacts, contamination & water quality	H	
Wetlands			S- rec (kayak) eco value / trails	improve accessibility & as a cooling center	H	
French River			S- rec (kayak) eco value V- tree hazard, contamination concern	Severely " "	H	
Trees			S- eco/rec value temp control V- tactics mgmt plan, hazard, clogs rivers/dams, road outside	establish tree management	H	
Sportsman Club			S- open space		L	
Aquifer			V- potential Air contamination + leaks from sewer system	Identify leaks in infrastructure, implement inflow/infiltration	H	
Economy						
Marine Services Town of Webster			S- major employer (1000+)		L	
MAPERE USA Corp Restaurants			V- no generators		L	
Industrial Packaging (Manufacturing)			S- employs vulnerable/disenfranchised pops		L	
United Medical Waste					L	
Grocery Stores			S- has generator V- only 1 town wide, not 24 hrs	establish energy provision plans	H	
Home Improvement RI Valley			V- only 1 town wide, no lumber S- cover all senior services, provide meals on wheels home			

Community Resilience Building Risk Matrix				www.CommunityResilienceBuilding.org			
H-M-L priority for action over the Short or Long term (and Ongoing) V = Vulnerability S = Strength				Actions to Address Webster's Top Hazards			
Webster's Priority Assets				Severe Winter Storm Severe Weather - (Wind Related) Floods - Poor Urban Drainage, Culvert Failure and 100-year Flood Events Extreme Temperatures & Drought	Priority H - M - L	Time	
Name	Location	Ownership (Town, State, Federal, Private)	Vulnerability (V) or Strength (S)			Short	Long
Example: WWTP			V- within the flood plain S- protects water quality	Evaluate building floodproofing	H		O
Infrastructure							
Town Hall	350 Main	Town	S / V - basement flooding/leaking roof	Flood management/investigation	H		S
Police/Emergency Operations Center	567 Main	Town	S/V V- in flood plain S-emergency ops	continue inspections emergency management	H		O
North Webster Village Pond Dam	Arthur Rimoldi Way	Private	V-S manages lake levels/aquatic life	investigate drainage improvements			
EMS							
Fire station	55 Thompson Rd.	Town	S/V	drainage improvement in parking lot set up secondary communications center (in addition to police)			①
Water pump station	Memorial Beach Dr./Bigelow Rd		S				
Culvert	Sutton Rd.	Town	V-backup (beavers), flooding during rain	investigate public/private partnership to resolve flooding + beaver management, investigate drainage improvements	M		O/L
Emergency Roadways		Town/		investigate drainage improvements, mark evacuation routes	L		L
Roadway around lake	Union Pt., Birch Island, etc.	Town/Private	V- evacuation difficulties, poor road conditions	roadway + drainage improvements			O
DPW/Highway	23 Cedarhurst Rd	Town	S				
East Village Dam		Private		continue inspections	H		O
National Grid substation	Worcester Rd.	Private	S-powers ~90%				
Route 395		State	S-evac. route				
Upper Gore Lower Gore Road Intersection RT16		Town	V- dangerous intersection, grades, site lines part of evac route	investigate roadway improvement/redesign	M		O ②
Societal							
High School	Palmer St.	Town	S-shelter (backup)	(Current plans for major renovations) public education (communication education on using Code Red emergency system for town employees) + use of Code Red	H		S/O ①
Head Start							
Senior Center	5 Church St.	Town	S-shelter	same as above (public) ed on emergency communications	H		S/O ①
Hospital	Thompson	Private/Unk	S				
Indian Ranch	200 Gore Rd.	Private	V- evac. issues (one-way) lots of uses				
Churches	Church St./Throughroad		S- community resource (big community)				
Mobile home/campground	Irene Ave	Private	V- vulnerable to tornado				
Finnamore Campground	Douglas Rd.	Private	V				
Library	2 Lake St.	Town	S- cooling center, provides internet access	Needs a generator	H		S ②
North Village Section 8	North East Main St.	Private	V- vulnerable populations	update zoning bylaws, flood plain bylaws, site plan bylaws	M		L
Environmental							
Trails							
Lake Webster		State	S/V - boats bring invasive species	boat wash	L		S/O
Wetlands							
French River			V- extreme flooding	study drainage improvements	L		O
Rossin/Upper Gore Area	watershed area feeding lake	Private	V- endangered species, major erosion	improve site plan requirements	M		L
Mill Brook			V- floods	beaver mitigation	M		O
Bridge to Nantux	Memorial Beach		S- walking path around lake				
Economy							
Marine Services							
MAPFRE USA Corp	Gore Rd.	Private	S- major employer	on going communications	H		O
Industrial Packaging							
United Medical Waste							
Priac Chopper Plaza	Worcester Rd.	Private	S- major super market in town	"	H		O
Hardware stores	35 E. Main St.	Private	S-	"	H		O
Goya	Goya Dr.	Private	S- major employer	"	H		O
Webster Lake Assoc.		Private					

Community Assets
Inventory:
FEMA Flood Zone

LEGEND

- Limited Access Highway
- Major Road - Collector
- Minor Street or Road
- Other Numbered Highway
- Public Surface Water Supply (PSWS)
- Water Bodies
- Stream/Intermittent Stream
- FEMA Floodway
- FEMA Flood Zone
 - A - 100 Year Flood Zone
 - AE - 100 Year Flood Zone
 - X - 500 Year Flood Zone

LOCUS MAP



0 2,000
Feet

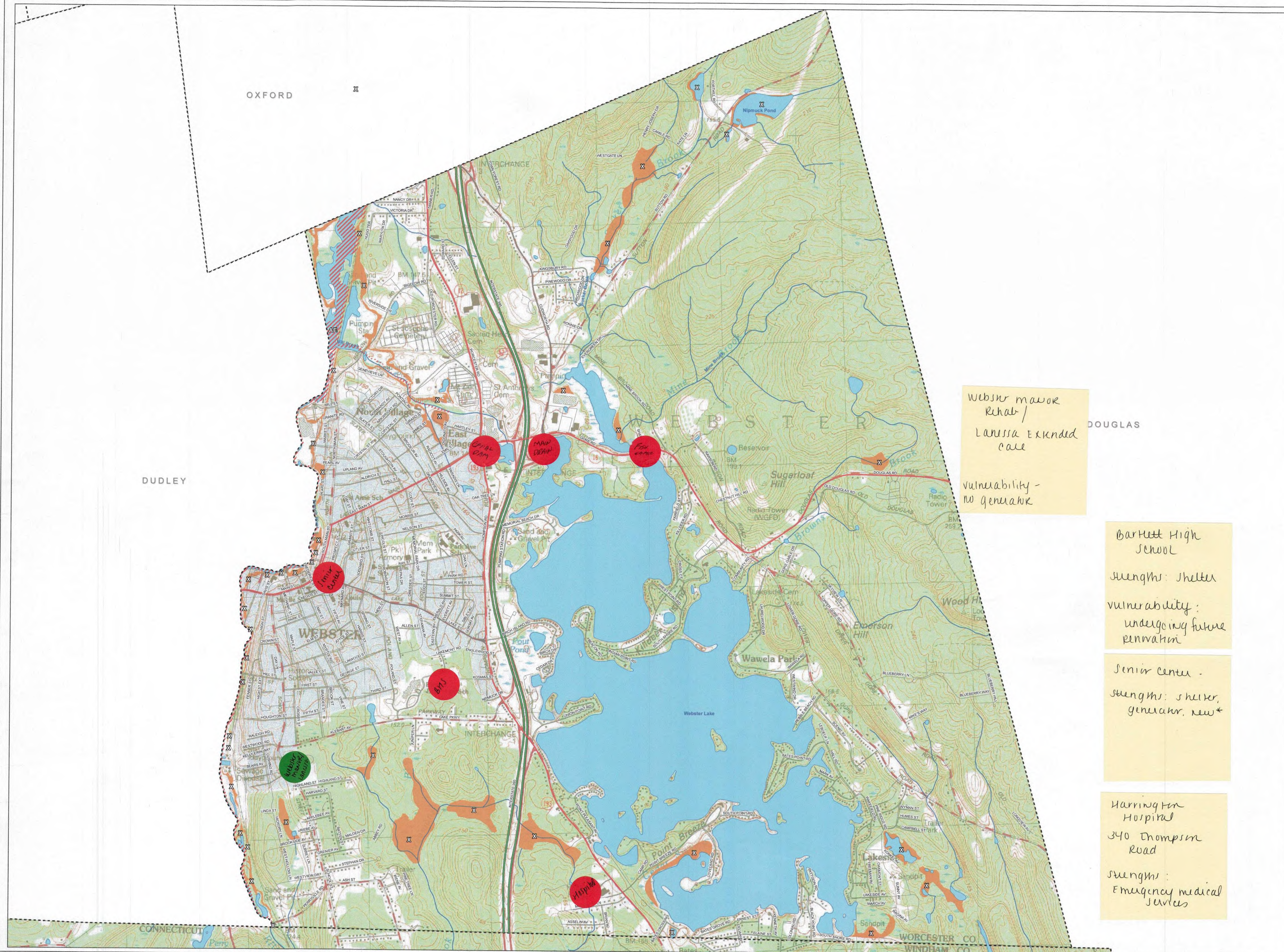
NOTES

1. Based on USGS Topo Map (1987)
2. MassGIS: 2014 Integrated List Data (2016), Community Boundary (2017), National Wetlands Inventory (2007), FEMA National Flood Hazard (2017), MassDOT Major Roads (2014)
3. Central MA Regional Planning Commission

MVP Workshop
Webster, Massachusetts

January 2022

Tighe & Bond
Engineers | Environmental Specialists

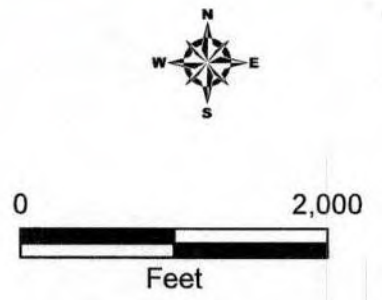


Community Assets
Inventory:
FEMA Flood Zone

LEGEND

- Limited Access Highway
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LOCUS MAP



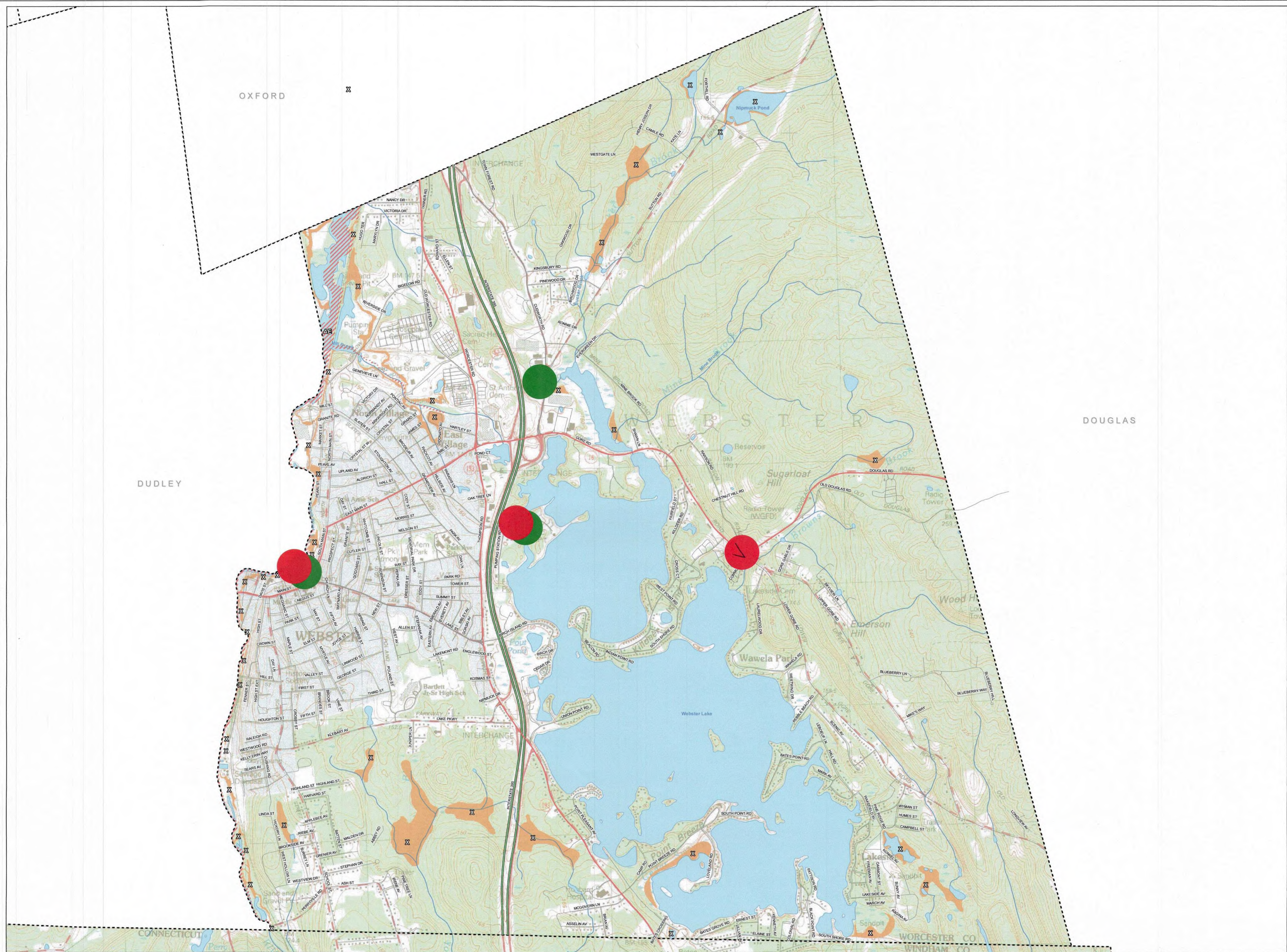
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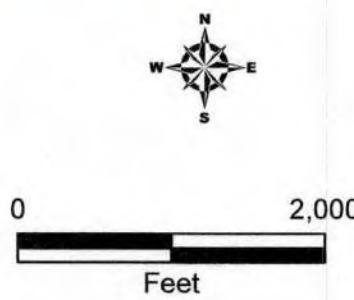


Community Assets
Inventory:
FEMA Flood Zone

LEGEND

- Limited Access Highway
- Major Road - Collector
- Minor Street or Road
- Other Numbered Highway
- Public Surface Water Supply (PSWS)
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LOCUS MAP



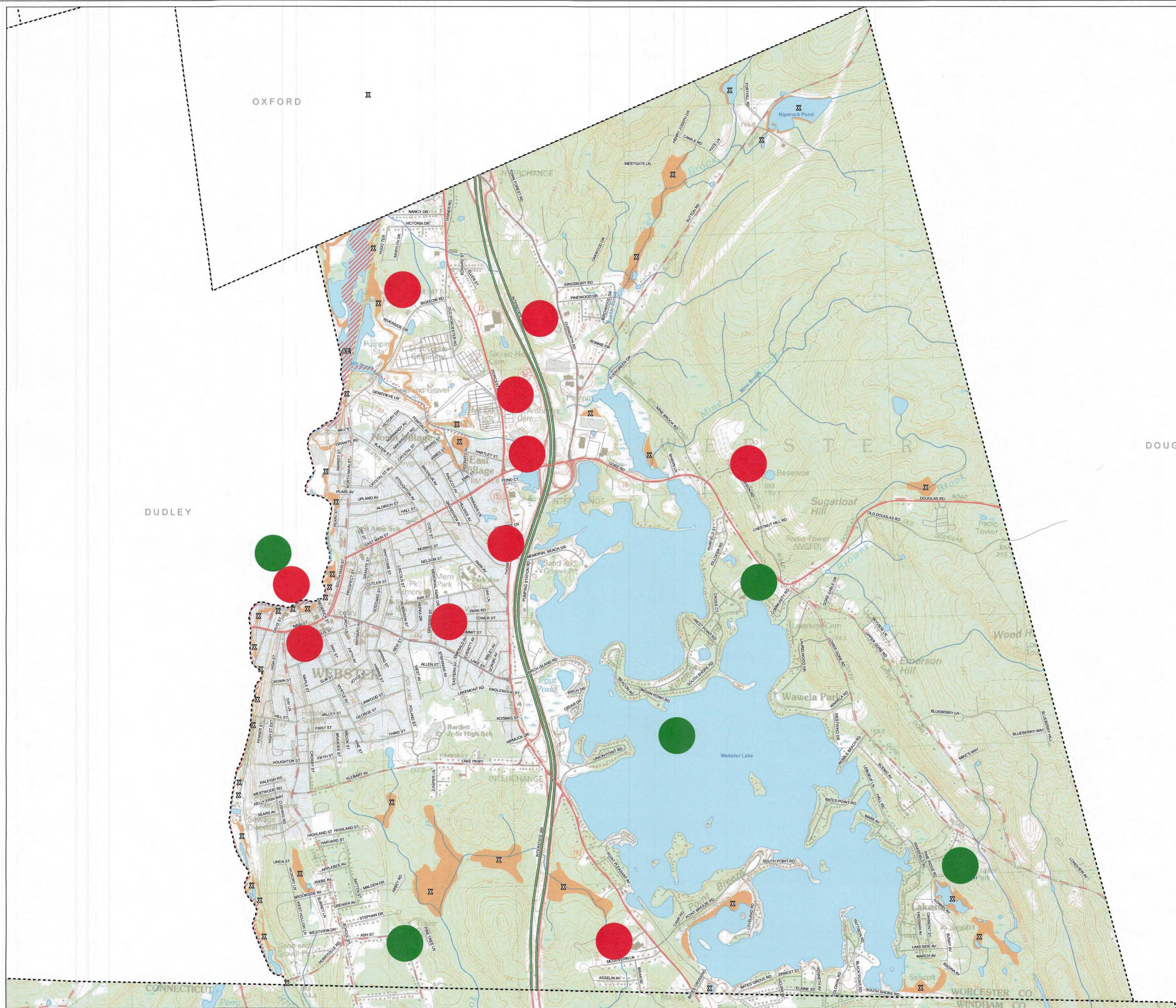
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Water treatment WWT Facilities Intake + Process

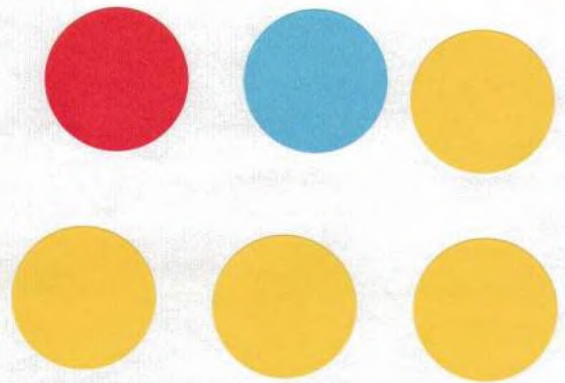


~~make sure stormwater plans reviewed~~
~~fire boards~~
~~emergency response~~

★ Assess redundancies
Public education
~~PPA~~

Water + treatment facilities

6



review process
assess redundancies
Public education

Fire station

7



→ add backup communications
center (primarily @ police)

Upper Gore Lower Gore
Rossin Rd RT 12

2

→ evaluate intersection
improvement/redesign

INFRASTRUCTURE

- 6 ● ● ● High school → evaluate use of for shelter
needs renovations &
generator capacity for
emergency shelter
- ● ● ● Senior Center → evaluate if Redcross certified
- 5 ● ● ● Harrington Hospital → open communication
with current services &
evaluate needs for emergency
services
- 3 ● ● Library → get generator
- ● Highschool/Senior Center → education on
CodeRed systems & how to use
- 2

SOCIETAL

Webster Lake → assess for climate change impacts + water quality issue
→ improve accessibility (financially)
→ establish as cooling center

Trees → hazardous tree conflicting with utility

②
Mill Brook → beaver mitigation
(throughout town)
evaluate public/private partnership

①
Lake Watershed Protection Area
→ update site development by laws

ENVIRONMENT

Tri valley Services → improve coordination

Grocery Store → establish emergency provisions plan

② Hardware Store, Goya, PriceChopper,
Webster Lake Association

→ maintain current communications

12
Communication / Education

ECONOMIC

INFRASTRUCTURE

① WWT P

- Dam by Price Shopper
~~Webster Lake Storage Pond Dam~~

S - impounding Lake, rec areas, trails

V - continuous flooding issues

- Fish & Game Pond Dam

S - sportsman club

V - flood concerns

- Club Pond Dam

S - impounding lake, rec areas, trails

V - flooding, beavers, debris clogging, aging infrastructure

Bridges ②

- Mill Bridges (5)

S - historical value

V - risk of failure, debris concern, aging infra, flood risk

Culverts ②

- - Lower Gore

S -

V - flood ~~risk~~ concerns, need of assessment + floodplain evaluation, aging infra

- Culverts

- rt 12

- La plant

- long Subaru

- DDM

- Hydroelectric plant

V - inactive

- ~~of~~ ~~new~~ ~~station~~ / ~~mill~~ on

WWT Treatment Facility

Memorial Beach Dr.

S - new facility

V - trees hazard

→ pump station / wells

Memorandum for the Director

6/10/12

1 - flood hazard

2 - non flood

1 - works

S - maintenance of all facilities, debris control, emergency response risk management

V

flood hazard information and maps

1 - flood risk assessment, need of assessment &

2 -

flood risk

1 - risk of failure, debris control, and maps

2 - historical maps

and information

1 - flooding, process, debris control

2 - information, risk, and maps

1 - flood control

2 - debris control

1 - continuous flooding issues

2 - information, risk, and maps

• Pump Station

• Pump Station/well on Bigelow St

• Hydrographic Survey

• DPW

- road work

- street work

- at 15

• Solar Station

• - Flood Control

• Will Budget (2)

• Clear Flood Dam

• High & Pump Flood Dam

• Flood Flood Dam

• Dam at 15

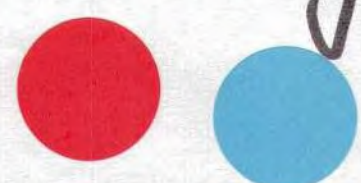
MVP Group

SOCIETAL ASSETS

① • Senior Center



• Harrington Hubbard Hospital



① • High School



④ • Slater ~~Station~~ ^{Estates}

④ • Brookside Senior living

④ • Webster Manor Rehabilitation

④ • Life Skills
49 ~~11~~/50 Morris St

③ • Middle schools
75 Poland St

S - shelter, generator
new facility
V - shelter / generator capacity

S - emergency services

(Private) V -

S - shelter

V - old building, in need of renovations
~~and~~ lacking generator capacity

S - cooling, affordable housing

V - vulnerable populations, evacuation route

S -

V - flooding

S -

V - no generator

S - special needs accommodation

V - no A/C, aging infrastructure
no generators

S - relatively new building (20 yr)

V - flood potential, over capacity

ENVIRONMENTAL

• Trees

Douglas State Forest

S - eco/aesthetic value, shade, temp control

V - no rigid tree management plan, hazard, clog rivers/dams
no tree backup ~~at~~ ^{during} utility work, promote beavers
big pines → shallow root system w/ sandy soils cause instability
lots of stand alone trees
road access obstacle, utility threat

- risk areas: all around the lake, 100ft of roads

• Sportsman Club

S - open space

V

• Wildlife Mgt Area

S - open space + rec

V - tree hazard

• Fenner St → trees / flood

French River

S -

V - tree hazard, contamination concerns

• Webster Lake

S -

V - tree hazard

• aquifers

S -

V - potential for contamination + leaks from sewer system

• Ponds + Brooks

(French River)

S -

kayak, recreation space

V -

ECONOMY

- Grocery Stores  
 - S - has generator
 - ✓ - Priceshopper only grocery in town, not 24 hr water dependence
- Home Improvement Auction
 - ✓ -
- Town of Webster
 - S - major employer (1000+)
- Gas Stations
- Manufacturing Factories
 - S - employs vulnerable ~~pop~~ / disenfranchised populations

(Jeffco, industrial packaging, Groya(?))
- Restaurants
 - S
 - ✓ - no generators
- Tri Valley
 - S - cover 26 towns, variety of elderly services
 - ✓ -

Community Resilience Building Risk Matrix				www.CommunityResilienceBuilding.org			
 H-M-L priority for action over the S hort or L ong term (and Q ngoing) V = Vulnerability S = Strength				Actions to Address Webster's Top Hazards			
				Severe Winter Storm Severe Weather - (Wind Related) Floods- Poor Urban Drainage, Culvert Failure and 100-year Flood Events Extreme Temperatures & Drought		Priority	Time
Webster's Priority Assets						H - M - L	Short Long Ongoing
Name	Location	Ownership (Town, State, Federal, Private)	Vulnerability (V) or Strength (S)				
Example: WWTP			V- within the flood plain S- protects water quality	Evaluate building floodproofing		H	O
INFRASTRUCTURAL ASSETS							
Public Water Supply							
Water Treatment Facility	Memorial Beach Dr.	Town	S - New facility V - tree hazard	Identify opportunities to develop/assess redundances, update practices to reflect new changing regulations, implement education/outreach		H	
Pump Station	Bigelow St.	Town	S			H	
Wastewater Treatment							
Waste Water Treatment Plant	38 Hill Street	Town		Identify opportunities to develop/assess redundances, update practices to reflect new changing regulations, implement education/outreach		H	
Waste Water Collection System	Throughtout Town	Town		Evaluate flood risk areas along French River, identify and prioritize, implement stormwater controls, identify Town responsibilities and delegate tasks		H	
Municipal Buildings							
Town Hall	350 Main St	Town	S - Provides services V - basement flooding/leaking roof, can't open windows, been under rehab for several years, flooding, leaking, Groundwater induced flooding, susceptible servers, equipment in basement	Flood management and investigations		H	S
Police/ Emergency Operations Center	357 Main St	Town	S - emergency services V - in flood plain	Investigate drainage improvements		H	O
Fire station	55 Thompson Rd.	Town	S - centrally located V- basement floods	Drainage improvements in parking lot, set-up secondary communications center in addition to police station (feedback from Day 2 indicates that there likely is no space to do this in the fire station)		H	
DPW/Highway	28 Cudworth Rd	Town	S - emergency response, debris control, risk management			L	
Transportation Corridors and Drainage							
Route 395		State	S - evacuation route				
Upper Gore, Lower Gore, Rawson Rd Intersection (with Rt 16)		Town	V - dangerous intersection, high grades and poor sightlines, part of evacuation route	Investigate roadway improvement/redesign		M	O
Emergency Roadways		Town		Investigate drainage improvements, mark evacuation routes		L	L
Roadways around lake	Union Pt, Birch Island, Etc.	Town/Private	V - evacuation difficulties, poor road conditions	Roadway and drainage improvements		L	O
Culverts, Bridges & Dams							
Culverts	Lower Gore and Sutton Rd.	Town	V - flood concerns, flood plain evaluation, aging infrastructure V - Sutton Rd. Culvert Backs up due to beavers, experiences flooding during rain events	1 - No improvements indicated 2 - Investigate public/private partnership to resolve flooding and beaver, implement beaver management, investigate drainage improvements 3 - Identify where water level control devices could be implemented to mitigate flooding and allow beaver to exist		1 - H 2 - M	O/L
Webster Lake Dam	Arthur Rimalard Way	Private	S - manages lake levels V - aquatic life	Continue inspections and emergency management			
Dams		Private	S - impounding lake, recreational value, trails V - flooding issues, debris, beavers	Identify/inspect/evaluate/prioritize. Apply for SRF/MVP grants		M	
Mill Bridges		Town	S- Historical Value V- aging structures, risk of failure, debris, flood risk	Assessment		H	
East Village Dam		Private		Continue inspections and emergency management		H	O
Club Pond Dam	Route 16 bridge		V - older bridge that Route 16 travels across, concern with age and potential rise in lake				
Power Utilities							
Hydro electric Plant		Private?	V - inactive			L	
Solar station		Private				L	
National Grid Substation	Worcester Rd.	Private	S - Powers around 90% of town				
Nation Grid Gas Regulator			S - provides critical services, V - close to the river and low lying compared to river				

SOCIETAL ASSETS						
Senior Services						
Senior Center		Town	S - shelter, generator, new facility	1 - Prepare and plan for emergencies, meet criteria for Red Cross Certified Shelter 2 - Public education and communication on role as a shelter and use of CodeRed (education on CodeRed for citizens and town staff on usage) 3 - Look to Red Cross certify shelter 4- Develop shelter plan (i.e. which shelter can hold how many people)	H	S/O
Slater Estates		Private	S - A/C, affordable housing V - vulnerable populations, one evacuation route	Coordinate emergency plans, evaluate need of population	L	
Brookside Senior Living		Private	V - flooding	Coordinate emergency plans, evaluate need of population	L	
Golden Heights			V - vulnerable population, housing complex for Housing Authority			
Christopher Heights assisted living			V - one-way in one way out, so potential difficulties evacuation, somewhat far into the woods	Update site plans to ensure adequate site evacuation routes, should facility choose to expand		
Schools						
High School	55 Lake Pkw/Poland St.	Town	S - shelter V- aging infrastructure need renovations lacking generator capacity	1 - Plan to meet criteria for Red Cross Certified Shelter 2 - Public education and communication on role as a shelter and use of CodeRed (education on CodeRed for citizens and town staff on usage) 3 - include Red Cross designation as a shelter into current rebuilding plans	H	S/O
Middle Schools	75 Poland St	Town	S - relatively new building, V - flood risk	Evaluation flood plain and flood management	M	
Medical Care						
Harrington Hubbard Hospital		Private/UMASS	S - emergency services	Communicate services and emergency management	H	
Webster Manor Rehab		Private	V - non generator	Complete a list of resources and review emergency management	L	
Life Skills	49/50 Morris St	Private	S - special needs accommodation V - no A/C, aging infrastructure, no generators	Complete a list of resources and review emergency management	L	
Cultural Assets						
Library	2 Lake St.	Town	S - cooling center, provides internet access	Needs a generator	H	S
Churches	Church St. and Throughout T	Private	S - huge community resource	Leverage churches for communications to vulnerable populations during emergencies		
Indian Ranch	200 Gore Rd.	Private	V - evacuation issues			
Other Social Services						
Communication	-	-		Increase communication within town and public education on emergency services, planning, needs between all populations, including but not limited to town staff, public, vulnerable populations, private sector, critical infrastructure (both town and privately owned) Education on how to use CodeRed system	H	
Food pantry/bank			S - providing resources to community	Ensure access to food bank to those who need it, especially during natural hazard		
Mobile homes	Irene Ave	Private	V - building vulnerable to tornados	Improve outreach to EJ populations		
Finnamore Campground	Douglas Rd.	Private	V - vulnerable to natural hazards	Improve outreach to EJ populations		
North Village/Section 8	North and East Main St.	Private	V - housing for vulnerable populations	Update zoning bylaws, floodplain bylaws, site plan bylaws	M	L

ENVIRONMENTAL ASSETS						
Trails & Recreation						
Trails (Wildlife Management Area)			S - open space and recreational value		M	
Bridge to Nowhere			S - walking path around lake			
Sportsman Club			S - open space		L	
Webster Lake		State	S - recreational and ecological value V - Tree hazard, boats bring invasive species	1 - Assess for climate change impacts (ecological impacts) and contamination, water quality 2 - Boat wash 3 - Prioritize acquisition of open space of tributaries to the lake	1 - H 2 - L	S/O
Protected Areas/ Waterways						
Wetlands			S - recreational and ecological value, trails	Improve accessibility and establish as a natural cooling center	H	
Aquifer			V - potential for contamination and leaks from sewer system	Identify leak in infrastructure, implement inflow/infiltration	H	
French River			S - recreational and ecological value V - Tree hazard, contamination concerns, flooding	1 - Improve accessibility and establish as a natural cooling center 2 - Study drainage improvements 3 - Prioritize acquisition of open space around river to mitigate flooding and provide wetland space	1 - H 2 - L	O
Mill Brook			V - flooding	1- Beaver mitigation 2 - Identify where water level control devices could be implemented to mitigate flooding and allow beaver to exist	M	O
Ecological Assets						
Trees			S - ecological/recreational value, temperature control, shade V - lacks management plan, hazard, clogs rivers/dams, road obstacles	1- Establish tree management 2 - Develop urban forestry plan, add individual on staff to identify tree health and determine what is hazardous 3 - Place new utilities underground	H	
Lake Watershed Protection Area		Private	V - endangered species, major erosion (attempts at development of solar farm in area)	Improve site plan requirements, update bylaws	M	L
ECONOMIC ASSETS						
Town of Webster		Town	S - major employer (1,000+ people)		L	
Restaurants		Private	V - no generators		L	
Industrial Packaging/Manufacturing		Private	S - employs vulnerable/disenfranchised populations		L	
Grocery stores	Worcester Rd	Private	S - has generator V- only 1 town-wide, not 24 hours	1 - Establish energy provision plans 2 - Maintain strong ongoing communications	H	O
Home Improvement	E. Main St	Private	V - only 1 town-wide, no lumber	Maintain strong ongoing communications	H	O
Tri-Valley		Private	S - Cover all senior services, provides meal on wheels			
MAPFREE USA Corp	Gore Rd	Private	S - major employer (1,000+ people)	Maintain strong ongoing communications	H	O
Goya	Goya Dr	Private	S - Major employer	Maintain strong ongoing communications	H	O
Webster Lake Association		Private	S	Maintain strong ongoing communications	H	O
Pharmacies	E. Main Street					
Gas stations			V - gas pumps not on generators			
Jeffco Fibers	Park St		V - tractor trailers blocking roads, located in residential neighborhood			

Community Resilience Building Risk Matrix				www.CommunityResilienceBuilding.org			
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Webster's Priority Assets					Priority	Time	Time
Name	Location	Ownership (Town, State, Federal, Private)	Vulnerability (V) or Strength (S)		H - M - L	Short Long Ongoing	Workshop Combined Scores
Example: WWTP			V- within the flood plain S- protects water quality	Evaluate building floodproofing	H	O	
INFRASTRUCTURAL ASSETS							
Public Water Supply							
Water Treatment Facility	Memorial Beach Dr.	Town	S - new facility V - tree hazard	Identify opportunities to develop/assess redundances, update practices to reflect new changing regulations, implement education/outreach	H	L/O	11
Wastewater Treatment							
Waste Water Treatment Plant		Town		Identify opportunities to develop/assess redundances, update practices to reflect new changing regulations, implement education/outreach	H	L/O	10
Municipal Buildings							
Fire station	55 Thompson Rd.	Town	S - centrally located V- basement floods	Drainage improvements in parking lot, set-up secondary communications center in addition to police station (feedback from Day 2 indicates that there likely is no space to do this in the fire station)	H	L/O	7
Transportation Corridors and Drainage							
Upper Gore, Lower Gore, Rawson Rd Intersection (with Rt 16)		Town	V - dangerous intersection, high grades and poor sightlines, part of evacuation route	Investigate roadway improvement/redesign	M	O	2
Culverts, Bridges & Dams							
Mill Bridges	Varies	Town	S- historical value V- aging structures, risk of failure, debris, flood risk	Assessment	H	S	2
SOCIETAL ASSETS							
Other Social Services							
Communication				Increase communication within town and public education on emergency services, planning, needs between all populations, including but not limited to town staff, public, vulnerable populations, private sector, critical infrastructure (both town and privately owned) Education on how to use CodeRed system	H	S/O	14
Senior Services							
Senior Center	5 Church Street	Town	S - shelter, generator, new facility	1 - Prepare and plan for emergencies, meet criteria for Red Cross Certified Shelter 2 - Public education and communication on role as a shelter and use of CodeRed (education on CodeRed for citizens and town staff on usage) 3 - Look to Red Cross certify shelter 4- Develop shelter plan (i.e. which shelter can hold how many people)	H	S/O	7
Schools							
High School	55 Lake Pkw/Poland St.	Town	S - shelter V- aging infrastructure need renovations lacking generator capacity	1 - Plan to meet criteria for Red Cross Certified Shelter 2 - Public education and communication on role as a shelter and use of CodeRed (education on CodeRed for citizens and town staff on usage) 3 - include Red Cross designation as a shelter into current rebuilding plans	H	S/O	5
Cultural Assets							
Library	2 Lake St.	Town	S - cooling center, provides internet access	Needs a generator	H	S	3
Medical Care							
Harrington Hubbard Hospital	340 Thompson Road	Private/UMASS	S - emergency services	Communicate services and emergency management	H	O	2
ENVIRONMENTAL ASSETS							
Trails & Recreation							
Webster Lake		State	S - recreational and ecological value V - tree hazard, boats bring invasive species	1 - Assess for climate change impacts (ecological impacts) and contamination, water quality 2 - Boat wash 3 - Prioritize acquisition of open space of tributaries to the lake	M	S/O	10
Protected Areas/ Waterways							
Mill Brook		State	V - flooding	1- Beaver mitigation 2 - Identify where water level control devices could be implemented to mitigate flooding and allow beaver to exist	M	O	2
Ecological Assets							
Trees	Town-wide	Town/ State	S - ecological/recreational value, temperature control, shade V - lacks management plan, hazard, clogs rivers/dams, road obstacles	1- Establish tree management 2 - Develop urban forestry plan, add individual on staff to identify tree health and determine what is hazardous 3 - Place new utilities underground	H	S/O	2
ECONOMIC ASSETS							
Tri-Valley		Private	S - covers all senior services, provides meal on wheels				5
Grocery stores	Worcester Rd	Private	S - has generator V- only 1 town-wide, not 24 hours	1 - Establish energy provision plans 2 - Maintain strong ongoing communications	H	O	1
Home Improvement	E. Main St	Private	V - only 1 town-wide, no lumber	Maintain strong ongoing communications	H	O	1
Goya	Goya Dr	Private	S - major employer	Maintain strong ongoing communications	H	O	1
Webster Lake Association		Private	S- central communications to abutters of Webster Lake	Maintain strong ongoing communications	H	O	1

