

IMPLEMENTATION

The following Implementation Table summarizes the over 230 implementing actions of the various Plan elements. Listed is a summary of each action from each Plan element, the suggested lead agency to implement the action, and the time period when the action is expected to be initiated. The primary purpose of the table is to provide an easy reference list and a sense of the timing to be used by Town staff, boards, and the responsible entities. This may be used as an annual guide to document progress in implementing the Plan. After reviewing and adopting this Plan, the Planning Board agreed to review the status and execution of these implementing actions, beginning each May and continuing through the summer months as needed depending on timing and workflow.

The columns of the Implementation Table are as follows:

Action	The identifying number of each implementing action from each element.
Action Summary	A brief description of the implementing action.
Lead Agency	The suggested Town department, board, or committee that should take responsibility for implementing the action, listed in order of responsibility.
Ongoing	The action is already in progress and/or should be done on a regular basis.
Short Term	Expected to be initiated within two years.
Mid Term	Expected to be initiated within three to five years.
Long Term	Expected to be initiated after five years.
High Priority	A major area of concern that needs implementation as soon as possible.

The challenge of addressing this demanding agenda inevitably falls most heavily on the Select Board and Planning Board and the Planning Division, but others also are called upon to do a great deal. Keeping up with the schedule will call for careful priority setting and coordination among the responsible groups.

To assure sound implementation of this broad agenda, ongoing coordination and direction will be needed. Westwood has a strong tradition of Town organizations working closely together, and now has the staff and organizational structure to make that effort work.

This list of actions reflects not only the judgement of the Comprehensive Plan Steering Committee and the Planning Board, but also the concurrence of the many organizations who reviewed and made suggestions on this Plan. Gaining that concurrence took some time but was worth pursuing. The Plan represents the collective intentions of the boards, agencies, and officials involved, as well as the broad array of citizens who participated.

The responsibility for Plan adoption lies with the Planning Board. The intention is that the Board will annually review the Implementation Table to help guide efforts over the forthcoming year. The Board will also provide each agency with a convenient format to update its progress, and to explain any departures from the implementation schedule. After the current coronavirus pandemic is stabilized the Town and Board will review and evaluate any necessary changes and re-examine priorities as needed.

Regularly plan to set aside time and resources for updates are of critical importance and are recommended for every seven to ten years. An update generally takes two years to complete, therefore, this Plan recommends beginning the update process no later than seven years from adoption or 2027. As noted in the introduction, this plan was finalized during a period of extraordinary disruption and uncertainty about future conditions due to the COVID-19 pandemic. If certain changes brought about by the pandemic become long-term trends, it is possible that the Planning Board will want to revisit some of these measures in a couple years within a shorter timeframe.

Note from Chief Silva

Please see the Police Department response to the various categories below. While the Police Department is included in some or the groupings under "All Departments", there are some areas that we minimally engage in on a daily basis as it typically falls beyond the scope of all role. As such, our role would uniformly and generically be to assist however needed.

Should you have any questions, please feel free to contact me at any time.

COMPREHENSIVE PLAN IMPLEMENTATION TABLE									
Action	Action Summary	Lead Agency	Ongoing	Short Term	Mid Term	Long Term	High Priority	2024 Updates	2024 Future Recommendations
Community Facilities									
CF21	Implement electronic permitting for all departments.	Town Administrator, All Depts.	X					The Police Department (PD) does not engage in permitting generally. We do register solicitors in compliance with our Town Bylaw, however those engaging in hawking and peddling may be licensed by the state separately. To the extent that it is minimal, we have manually issued Solicitor Permits for door-to-door sales.	We are looking to see how this process can be at least partially automated as it is necessary to photograph, fingerprint and background screen candidates, so this process cannot be fully automated. Recommend applicants filling out information online through fillable PDF to initiate background investigation process and setting up an appointment for fingerprinting and photographing if feasible with the timeline so as not to encourage noncompliance.
CF24	Devote staff to website updates and communications.	Town Administrator, All Depts.			X			Already have Public Safety Communications Director (PSCD) Brian Kamp designated to assist with this. PSCD Kamp will delegate another team members to assist with this in the future.	Work with IT to make website modifications more user friendly so that departmental staff can make substantive changes rather than relying on an already small townwide IT staff.
Transportation									
T34	Consider traffic calming measures to address speeding and safety.	Select Board, Ped/Bike Com., Public Works, Police	X					The PD created two positions to address, largely, traffic calming, speeding and safety – a Traffic Safety Officer (TSO) and a Community Impact Officer (CIO). In addition, we again applied for a received traffic safety grants to conduct various targeted patrol enforcement operations and purchase traffic calming equipment like electronic speed/message boards.	Suggest crosswalks for enhanced signalization by the DPW. Backfill staff in the TSO position caused by retirement and the CIO position caused by anticipated lateral movement.
Sustainability & Resiliency									

COMPREHENSIVE PLAN IMPLEMENTATION TABLE									
Action	Action Summary	Lead Agency	Ongoing	Short Term	Mid Term	Long Term	High Priority	2024 Updates	2024 Future Recommendations
S1	Develop Climate Action & Resiliency Plan.	Town Administrator, Public Works, Fire, Police, Conservation, Planning Staff		X			X	The administrative fleet consists of either fully EV or hybrid EV vehicles. Some of them are also 4WD to address climate impacts potentially caused. The patrol fleet is almost entirely hybrid EV as well.	To the extent possible given production and availability, continue to replace patrol vehicle with hybrid EV vehicles. Given the demand of the PD, vehicles need to be able to respond in inclement weather, flooding and have, at a minimum, AWD or 4WD. So long as manufacturers make these vehicles, they are available in the supply chain, and are fiscally responsible to purchase, continue to keep the fleet hybrid EV.
S2	Consider climate change in all Town decisions.	Town Administrator, Select Board, All Departments	X				X	See S1	See S1

COMPREHENSIVE PLAN IMPLEMENTATION TABLE

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R6	Review Town’s emergency operations and communications systems.	Police, Fire, Health, Public Works	X	X				<p>The PD is undergoing two simultaneous studies of the emergency operations and communications systems. Since the build out of University Station, the radio infrastructure, which was no longer supported and outside of support windows, has become, at times, non-functioning and unsafe. The Fire Department through the Norfolk County system has access to radio support on an emergency basis, but not on a day to day basis. The police department has a similar, but more used and not practical solution for use in one off emergency situations through the BAYPERN radio system. For the daily needs of police and fire, the current system need significant improvement. The needed improvement is likely to cost between \$4 and \$5 million.</p> <p>One study is being conducted by an independent consultant; the other study is being conducted by the Collins Center at UMASS. The latter study is to determine feasibility of regionalizing dispatch services. While the study is examining combing Westwood, Medfield and Dover, both the Fire and Police Chief, as well as the PSCD advise against the tri-town merger in the strongest possible terms for many reasons beyond the scope of this document. Suffice it to say it would be a disservice to our residents, visitors and public safety personnel to do so. A two-town merger with Westwood and Dover would be highly preferable, especially if, as could be the case, the Commonwealth would fund the radio structure improvements needed for both towns as a prerequisite of the regionalization.</p>	<p>Wait for the completion of both studies, apply for a Westwood/Dover Regional Communications Center grant if fiscally beneficial to the town. Such a merger helps Dover far more than Westwood unless the state pays for the necessary infrastructure improvements. As the Town has seen and anyone experienced knows, intermunicipal agreements and governance are complicated. Relinquishing control of a highly functional public safety communications center would be unwise unless a shrewd agreement is secured and the Westwood is certain that it is beneficial to us – if that can be done, that would be the best case scenario.</p>

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R10	Improve community engagement skills of Health, Police, and Fire.	Town Administrator, Fire, Police, Health		X				No update to the robust community engagement efforts in place such as the School Resource Officer program, DARE camp, community volunteerism, liaisons with town departments, Police Explorer post, and Westwood Day participation.	Continue existing activities and look for others as they may present themselves.
R11	Build broad stakeholder networks including social, behavioral health, community orgs, health.	Town Administrator, Fire, Police, Health		X				The PD continuously strives to do this. With our Community Crisis Intervention Team (CCIT), our Mental Health Advocate Co-Responder model, and our presence in relevant Town working groups, the PD is heavily involved in the community.	Continue existing activities and look for other opportunities as they present themselves.