



PUBLIC FACILITIES & SERVICES GOALS & RECOMMENDATIONS

This Master Plan (The Plan) is the result of a collaborative process that included the community at large, as well as the Planning Board, representatives of Town Departments and Administration, a Master Plan Advisory Committee and a team of consultants. Various combinations of this group are referred to throughout the report as The Natick 2030+ Team.

Under each goal, recommendations and action items are listed in the order of the time frame in which they might be implemented, based on complexity of implementation and requirements for coordination with other recommendations and actions. The order does not imply priority.

While it is the intent of the Master Plan that all of the recommendations be considered, some of the recommendations represent relatively minor changes to existing procedures and bylaws while others are more ambitious. Recommendations highlighted in green are generally considered to be particularly ambitious because they require actions or cooperation by public entities outside the jurisdiction of Natick (e.g., state agencies or adjacent municipalities) or by private businesses and/or property owners; they require the Town to take on new roles (e.g., establishing and managing a loan program); or they require extensive further analysis.

Recommendations that support sustainability and resiliency are indicated with this leaf icon.



Drawing from an understanding of the existing conditions of Natick's public facilities and services, and keeping in mind the identified issues and opportunities, the Natick 2030+ Team worked with residents to develop goals for the future of facilities and services in Natick. Through survey responses, public meetings, and topic-based focus groups, community members helped identify areas of improvement and identify and modify specific recommendations. Those ideas and recommendations are organized by the following agreed upon goals:

- 1. Maintain high quality educational facilities and access to an excellent education for children in Natick.**
- 2. As Natick's population changes, invest in facilities and staff that will provide services to meet residents' needs.**
- 3. Provide adequate and consistent investment to address the ongoing maintenance of Natick's public facilities.**
- 4. Establish a practice of long-term facilities planning that includes identifying future resources needed to address maintenance or construction needs.**
- 5. Continue to lead by example by investing in sustainable, environmentally-focused programs that limit energy consumption, reduce emissions, and increase the percentage of total waste that goes into the recycling stream.**

The recommendations for achieving these goals are listed on the following pages under each goal heading. Listed next to each recommendation are the primary and support parties responsible for carrying out the recommendations in the years to come. A suggested time frame is also included, associated with the specific actions **(in blue)** of each recommendation. In some cases, a recommendation may require coordination with recommendations from other chapters. In those cases, the icons for the related chapters will appear next to the recommendation. Metrics of progress are also included for recommendations that involve tracking progress over time.



Natick Town Hall.

GOAL 1

Maintain high quality educational facilities and access to an excellent education for children in Natick.

R1.1

INVEST IN FACILITIES AND STAFF TO ENSURE NATICK'S EDUCATION SYSTEM CONTINUES TO THRIVE.

LEAD



NATICK SCHOOL DEPARTMENT

SUPPORT



BOARD OF SELECTMEN
FINANCE COMMITTEE



I-5 YEARS



The Master Plan recognizes the important role of Natick's school system and how many decisions around land use, housing, economic development, and facilities and services are viewed through the lens of their impacts on schools. As such, the Town has committed to investing substantial resources in the existing schools and is planning to invest funds in new schools with the prospect of participation from the State. In the near-term, **the Town should continue its support for the Kennedy Middle School building project, which will provide added capacity for Natick student enrollment** (*funding to design, construct, equip and furnish the new John F. Kennedy Middle School was approved at the 2018 Special Town Meeting #1 on February 27, 2018*).

I-5 YEARS



In addition to the substantial Kennedy Middle School project, the Town is also faced with capacity challenges at the elementary school level. Depending on future growth, turnover in single-family neighborhoods, and redistricting/capacity changes in existing elementary schools, **the Town may need to consider pursuing and supporting a future submission to the Massachusetts School Building Authority (MSBA) for an elementary school project.** In Natick, and many other Boston-area suburbs, baby boomers who own homes are looking to downsize or leave the area. As boomers sell, that household that had one or two adults may be replaced by a household with adults and children. In a highly desirable community like Natick with good schools, this turnover in single-family homes can contribute to the growing enrollment. It is important to recognize and acknowledge that not all enrollment growth is the result of new development. Changes in demographics and household composition also have a significant role. As the process for entering into the MSBA queue is known to be cumbersome and time sensitive, the Town should continue to evaluate and prepare for a submission as it becomes clearer which elementary school should be targeted for improvements.



Wilson Middle School



ON-GOING



In addition to capital planning and expenditures for schools, **the School Department should also continue its practice of evaluating school enrollment trends, school capacity, and space needs for students in Natick.** By continuing to collect data on enrollment and student needs, the School Department can stay ahead of capital and operational needs and plan appropriately for funding requests. The School Department and Town should also **continue to support Natick students by hiring additional teachers and administrative support staff as needed.**



ON-GOING



METRIC

ONGOING MONITORING OF ENROLLMENT TRENDS AND SCHOOL CAPACITY IS USED TO PREDICT AND PLAN FOR FUTURE NEEDS.

GOAL 2

As Natick’s population changes, invest in facilities and staff that will provide services to meet residents’ needs.

R2.1

INVEST IN ADDITIONAL DIGITAL PLATFORMS AND SECURITY SYSTEMS TO MAKE IT EASIER FOR NATICK RESIDENTS AND STAFF TO DO BUSINESS AND PERFORM WORK TASKS.

LEAD 

FINANCE DEPARTMENT

SUPPORT 

OTHER DEPARTMENTS THAT CAN UTILIZE ONLINE SYSTEMS FOR PAYMENT OR APPLICATIONS.

 **ON-GOING** 

Many communities around the Commonwealth are investing in more sophisticated websites and online digital platforms to make it faster and easier for residents and outside entities to access information and submit payments and applications. While the Town of Natick has made similar efforts, there are some improvements that could be made to increase the number of functions residents could complete online versus in-person or through the mail. Informed by conversations with Town staff, **the Master Plan recommends the Town look department by department to determine if there are additional functions that could be offered online through the Town’s website in addition to in-person and through the mail.** The additional options for online activities can help make Town services more accessible to those who may find it challenging to access staff during regular business hours.

LEAD 

FINANCE DEPARTMENT

SUPPORT 

HUMAN RESOURCE DEPARTMENT
IT DEPARTMENT

ON-GOING 

In addition to investing in digital and online platforms to enhance the experience of the general public, the Town should consider digital improvements to help staff efficiencies as well. One recommendation is to **explore the possibility of moving Natick staff to a digital time sheet system to help free up time for department heads who have to monitor and enter data manually for staff.** This digitization of time sheets would help with consistency of data entry, collection of data, and more streamlined analysis of staff hours. Several department heads noted inefficiencies within the current system, where department heads are spending time organizing time sheet information, taking time away from other critical functions more central to the mission of their department.



IMPLEMENTATION OF A DIGITAL TIME SHEET SYSTEM FOR EMPLOYEES.

R2.2

PROVIDE ADDITIONAL FUNDING AND RESOURCES TO EXPAND TRANSPORTATION SERVICES FOR YOUTH AND SENIOR RESIDENTS.

LEAD 

COUNCIL ON AGING

SUPPORT 

TRANSPORTATION ADVISORY COMMITTEE
BOARD OF SELECTMEN
METROWEST REGIONAL TRANSIT AUTHORITY

One of the significant challenges facing Natick and many other communities across the Commonwealth is the growing share of the Town’s population that is over the age of sixty-five. People are living longer and have a strong desire to stay in the community where they have established economic, social, and civic connections. To enable seniors to remain an active part of Natick’s community, transportation access must be addressed. Over time, seniors will give up (by choice or necessity) the ability to drive, which may lead to social isolation and associated mental and physical health issues. It is imperative that seniors have access to transportation to attend programs, go shopping, see friends, or get to medical appointments.

 **4-7 YEARS** 

One of the few options in Natick for senior transportation services is through the Town's Council on Aging (COA). The COA runs a shuttle for seniors to access appointments, shopping, and the community center. Like many communities, the shuttle service is oversubscribed and underfunded. **The Town should consider increasing funding for the Natick Council on Aging (COA) to provide additional transportation services to seniors and residents with disabilities.**



Natick Community-Senior Center

 **4-7 YEARS** 

Natick also is within the service area of the MetroWest Regional Transit Authority (RTA), which provides limited fixed-route bus service in town. The Town could discuss route changes, or an expansion of service with the RTA, in conjunction with increased local funding. **The Town should explore a partnership with the MetroWest RTA to bring additional bus service to Natick to ease transportation pressures on the COA.**

 **1-5 YEARS** 

A frequently-raised concern throughout the Master Plan process was transportation access for young adults without access to a car. Many residents expressed concern about these teenagers' ability to access school, activities, jobs, and after-school social events. The COA vans are not an option for younger riders, and often do not operate in the late afternoon/early evening hours. The RTA buses may not operate at frequent enough headways to be seen as reliable, and may not run routes that adequately serve young adults' unique needs. **The Town should look to identify longer-term transportation solutions to help get teens from school to relevant spaces like the Teen Center for after-school activities.**

R2.3

EXPAND THE FUNCTIONALITY AND ACCESSIBILITY OF TOWN-OWNED BUILDINGS, AND PROVIDE STAFF INCREASES WHERE NEEDED.

LEAD

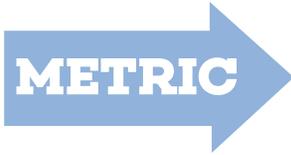


FACILITIES MANAGEMENT DEPARTMENT

One of the challenges of being an older, more historic community is many buildings and public spaces were designed and built before Congress enacted the Americans with Disabilities Act (ADA) in 1990. While upgrades have been made to some Town-owned facilities over time, and all new buildings are designed and built in accordance with ADA and Massachusetts Building Codes, the older buildings still need to be retrofitted to ensure all members of the public have access regardless of ability.

 1-5 YEARS 

 4-7 YEARS 



The Town should **complete a comprehensive accessibility audit of all Town-owned buildings to determine what improvements need to be made.** Once the Town has a handle on the improvements needed, **a phased approach should be taken to integrate improvements into the capital plan over time.**

DEVELOPMENT OF AN ADA ACCESSIBILITY PLAN AND INTEGRATION OF FUNDING FOR IMPROVEMENTS INTO CAPITAL PLANS.

 1-5 YEARS 

LEAD 

RECREATION & PARKS DEPARTMENT

SUPPORT 

FACILITIES MANAGEMENT DEPARTMENT
BOARD OF SELECTMEN

One of the ongoing challenges with the Teen Center is its limited short-term funding. **To keep the program sustainable, the Town should look for ways to fund the Teen Center as an ongoing budget item.** This would provide a steady, long-term solution to keeping kids occupied in a safe space after school.

 7-12+ YEARS 



As Natick has grown and evolved as a Town, the demands on facilities and staff have grown and changed as well. This is evidenced first and foremost by the growth in the number of school-aged children and the subsequent demands placed upon Natick’s public schools. Throughout the Master Plan process, however, other public facility and service needs have been made clear. As more and more families are calling Natick home, the demands on the Town’s recreational programming and facilities have increased. Fields, indoor spaces, and programs are highly desired amenities in the community, as are the after school activities provided by the Teen Center. Throughout the Master Plan process, residents of all ages expressed a desire to have the Town **explore the feasibility of expanding the Cole Center over time to accommodate activities as well as a permanent location for a Teen Center.** A reconfiguration and/or expansion would provide much needed space to expand programs and offer teens an area to engage with each other after school.

CREATION OF A SUSTAINABLE LONG-TERM FUNDING SOURCE FOR THE TEEN CENTER.

LEAD 

COUNCIL ON AGING

SUPPORT 

BOARD OF SELECTMEN

Natick’s seniors are not only looking for improved transportation services, but also more and varied programs to keep them mentally and physically energized on a daily basis. The Natick COA offers a wide variety of programming, and is so popular that it attracts seniors from other communities as well. As the senior population continues to grow in Natick, the Town and COA should look for ways to partner and **increase funding for the Natick COA in order to provide additional programming for seniors.**

 1-5 YEARS 

 1-5 YEARS 

While facilities, services, and programming are critical to meeting the needs of Natick’s residents, it is the Town staff that ensure day-to-day functionality. As such, it is vital that each department is adequately staffed to respond to the needs of the community today and in the future. In the near term, the proposed expansion of the West Natick fire station will provide additional space for much needed emergency service staff and **the Town should work with the Fire Chief to identify staffing levels that meet the changing demands of residents and the built environment.**

LEAD 

FIRE DEPARTMENT
PUBLIC WORKS DEPARTMENT

SUPPORT 

BOARD OF SELECTMEN
FINANCE COMMITTEE

 **1-5 YEARS** 

GOAL 3

R3.1

LEAD 

FACILITIES MANAGEMENT DEPARTMENT

SUPPORT 

ALL OTHER DEPARTMENTS

 **ON-GOING** 

LEAD 

FACILITIES MANAGEMENT DEPARTMENT

SUPPORT 

BOARD OF SELECTMEN

1-5 YEARS 

1-5 YEARS 

The Public Works Department (DPW) is also understaffed for the number of programs, services, and facilities that it is asked to maintain. The DPW is responsible for a tremendous number of services and facilities including roads, water and sewer, sanitation collection, stormwater, energy, vehicle maintenance, engineering, and more. The staff that maintain the Town's fields and public spaces is undersized, and as demand continues to grow for recreation programs and use of public spaces the need for additional staff increases. **The Town should work with the DPW Director to identify a satisfactory level of staffing to properly maintain the parks, fields, and public spaces in Natick, and hire for those positions.**

Provide adequate and consistent investment to address the ongoing maintenance of Natick's public facilities.

ENSURE THE FACILITIES MANAGEMENT DEPARTMENT HAS THE RESOURCES TO KEEP PUBLIC FACILITIES IN A STATE OF GOOD REPAIR.

Natick staff go through a deliberate process each year to plan for and execute capital projects. These can range from new or improved facilities to vehicle fleet upgrades or infrastructure projects. Based on discussions with Town staff and an evaluation of current capital planning practices, the Town does an excellent job outlining shorter-term needs and expenditures within an approximately five-year time frame. However, **the Town must continue to plan for both short- and long-term capital needs through a transparent and inclusive capital plan process.**

The Facilities Management Department does an excellent job maintaining town-owned buildings across Natick with the resources and staff at hand. That said, there are many buildings in various states of neglect, and more could be done to keep them in good repair. The Town is also in the process of considering a series of substantial school building projects over the next decade which will undoubtedly increase the strain on existing facilities staff. From an administration standpoint, the Facilities Director is currently responsible for management of staff, delegation of duties, processing of requests, and clerical duties. To increase efficiency and productivity, **the Town should consider hiring an Assistant Director to spread some of the responsibilities of running the department across two people.**

In addition to bringing on an Assistant Director in the Facilities Management Department, the Town should also consider hiring additional craftspeople to help with ongoing maintenance related to water and sewer facilities/infrastructure and parks and recreation facilities and fields. Under the current system, DPW and the Facilities Management Department share responsibility for maintaining

different components of these facilities. There is some overlap of responsibility that may not require a full-time facilities craftsperson or full-time DPW employee. Instead, these new hires could share time across departments to maximize their time and effectiveness.

A number of trade services such as HVAC, plumbing, and electrical are subcontracted out to private companies to help fill gaps in the Facility Management Department's staffing. Having separate contracts for these services creates additional paperwork and oversight, and can be more costly than hiring a part-time or full-time staff person who can cover these work orders. **Over time, the Town should evaluate the effectiveness of the current service contracts and determine if and when it makes financial sense to hire additional Natick facilities staff.**

LEAD 

FACILITIES MANAGEMENT DEPARTMENT

SUPPORT 

HUMAN RESOURCES DEPARTMENT

7-12+ YEARS 

GOAL 4

Establish a practice of long-term facilities planning that includes identifying future resources needed to address maintenance or construction needs.

R4.1

PROVIDE THE FACILITIES MANAGEMENT DEPARTMENT WITH THE RESOURCES NEEDED TO ENGAGE IN LONG-TERM CAPITAL PLANNING AND PROACTIVE FACILITIES MAINTENANCE.

LEAD 

FACILITIES MANAGEMENT DEPARTMENT

SUPPORT 

ALL OTHER APPLICABLE DEPARTMENTS

 1-5 YEARS 

As noted previously, departments across Natick Town government do a good job of capital planning for near-term needs and expenditures. There is however a fairly consistent viewpoint within Town government that not enough attention is paid to longer-term facilities maintenance and replacement. This has led to a lack of planning for long-term preventative maintenance where the Facilities Management Department is focused on short-term fixes without a long-term plan. To address this concern, **the Town should hire a consultant to complete an assessment of capital needs of each town-owned facility in Natick.** This would also serve to inventory all building systems and equipment in each town-owned facility. **This could then be turned into a twenty-year facilities plan to better understand the full breadth of need, timing, and budget for maintaining Natick's public facilities.**

This detailed assessment and twenty-year facilities plan would require a more extensive and costly assessment of capital needs than conducted for the Town in the past, but would allow the Town prioritize a long-term capital improvement/replacement plan with associated costs, and budget accordingly.



DEVELOPMENT OF A LONG-TERM CAPITAL PLANNING TOOL AND INTEGRATION INTO THE FIVE-YEAR CAPITAL PLAN.

 **1-5 YEARS** 

LEAD



FACILITIES MANAGEMENT DEPARTMENT

SUPPORT



ALL OTHER APPLICABLE DEPARTMENTS

Once the twenty-year capital planning evaluation and tool are completed, **the Facilities Management Department should work with all other applicable departments to coordinate and input a full inventory of buildings, systems, and equipment, with useful life statistics, into Natick's School Dude® software program.** The School Dude® software provides an existing platform for tracking progress of ongoing maintenance, scheduling upcoming work orders, and re-prioritizing maintenance needs over time.

The current structure of the Facilities Management Department, which is jointly managed by the Town Administrator and the Superintendent of Schools is a concern because it creates potential issues for the Department. Discussions regarding structural changes are underway.



LONG-TERM CAPITAL PLANNING PROGRAMMED INTO SCHOOL DUDE® AND PROGRESS TRACKED.

GOAL 5

Continue to lead by example by investing in sustainable, environmentally-focused programs that limit energy consumption, reduce emissions, and increase the percentage of total waste that goes into the recycling stream.

R5.1

EVALUATE THE DEMAND FOR AND EFFECTIVENESS OF INCREASING WASTE DISPOSAL SERVICES.

LEAD



PUBLIC WORKS DEPARTMENT

SUPPORT



SUSTAINABILITY COORDINATOR

Natick does an excellent job with sanitary services. The Town not only offers solid waste services, but also recycling programs and composting programs that the Town has tested and implemented. Throughout the Master Plan process, residents expressed desires to expand the frequency of the current recycling program. The Town, led by DPW staff, should **explore the feasibility of implementing a weekly curbside recycling program.** It is worth noting that expanding this program may result in additional capital and staff needs as more trucks may be required to provide this service.

 **4-7 YEARS** 

Along the same lines, the Town has been testing a pilot composting program that has been praised by many residents. There has been higher than expected participation in the program and a desire by many to see the pilot program extended. To help inform a decision on program expansion, the Town should **analyze data from the current composting pilot program and determine the feasibility of implementing a town-wide compost pick-up program.**

 **4-7 YEARS** 

R5.2

LEAD 
SUSTAINABILITY COORDINATOR

SUPPORT 
PUBLIC WORKS DEPARTMENT

 **7-12+ YEARS** 

 **7-12+ YEARS** 



IDENTIFY OPPORTUNITIES TO INVEST IN NEW GREEN TECHNOLOGY AND SOURCES OF ENERGY TO REDUCE THE TOWN'S CARBON FOOTPRINT.

More and more communities are beginning to swap out components of their diesel or gasoline-powered vehicle fleet by purchasing electric vehicles. Electric vehicles are more fuel efficient, cost less to power, and are better for the environment. As the Town is looking to procure new or additional vehicles over time, **it should evaluate investments in electric power for smaller-engine town vehicles, with a goal of eventually shifting the Town's entire fleet from fossil fuels to electric.** This may require thinking through charging stations or plug systems around Natick, as well as at overnight vehicle storage locations, but these apparatus take up less room than most municipal fueling stations.

A non-binding Renewable Natick Resolution for 100% renewal energy was passed at the 2018 Fall Annual Town Meeting.

Parking lots and roofs are solar opportunities waiting to be embraced. Natick has already started down this path by exploring solar canopies over municipal parking lots. This can be an excellent source of inexpensive energy that can be used by the Town or sold back to energy companies at a premium. **The Town should continue to explore the feasibility of installing solar canopies over municipal lots** with the idea of turning more unused space into solar power-producing assets.

INCREASE IN THE AMOUNT OF SOLAR ENERGY GENERATED FOR THE TOWN.

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Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
Goal 1: Maintain high quality educational facilities and access to an excellent education for children in Natick.	R1.1: Invest in facilities and staff to ensure Natick's education system continues to thrive.	Continue Town support for the Kennedy Middle School building project, which will provide added capacity for Natick student enrollment.	Natick School Department	Board of Selectmen Finance Committee	1-5 YEARS		
		Consider pursuing and supporting a future submission to the Massachusetts School Building Authority (MSBA) for an elementary school project.	Natick School Department	Board of Selectmen Finance Committee	1-5 YEARS		
		The School Department should continue its practice of evaluating school enrollment trends, school capacity, and space needs for students in Natick.	Natick School Department	Board of Selectmen	ON-GOING	Ongoing monitoring of enrollment trends and school capacity is used to predict and plan for future needs.	
		Continue to support Natick students by hiring additional teachers and administrative support staff as needed.	Natick School Department	Board of Selectmen	ON-GOING	Ongoing monitoring of enrollment trends and school capacity is used to predict and plan for future needs.	
Goal 2: As Natick's population changes, invest in facilities and staff that will provide services to meet residents' needs.	R2.1: Invest in additional digital platforms and security systems to make it easier for Natick residents and staff to do business and perform work tasks.	Determine if there are additional functions that could be offered online through the Town's website in addition to in-person and through the mail.	Finance Department	Other departments that can utilize online systems for payment or applications	ON-GOING		
		Explore the possibility of moving Natick staff to a digital time sheet system to help free up time for department heads who have to monitor and enter data manually for staff.	Finance Department	Human Resources Department IT Department	ON-GOING	Implementation of a digital time sheet system for employees.	

Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
							
	R2.2: Provide additional funding and resources to expand transportation services for youth and senior residents.	Consider increasing funding for the Natick Council on Aging (COA) to provide additional transportation services to seniors and residents with disabilities. 	Council on Aging	Transportation Advisory Committee Board of Selectmen Metrowest Regional Transit Authority	4-7 YEARS		Transportation
		Explore a partnership with MetroWest RTA to bring additional bus service to Natick to ease transportation pressures on the COA. 	Council on Aging	Transportation Advisory Committee Board of Selectmen Metrowest Regional Transit Authority	4-7 YEARS		Transportation
		Identify longer-term transportation solutions to help get teens from school to relevant spaces like the Teen Center for after-school activities. 	Community Services Department	Transportation Advisory Committee Metrowest Regional Transit Authority	1-5 YEARS		Transportation
	R2.3: Expand the functionality and accessibility of town-owned buildings, and provide staff increases where needed.	Complete a comprehensive accessibility audit of all town-owned buildings to determine what improvements need to be made. Subsequently, a phased approach should be taken to integrate improvements into the capital plan over time. 	Facilities Management Department		4-7 YEARS	Development of an ADA accessibility plan and integrate funding for improvements into capital plans.	
		Determine methods to fund the Teen Center as an ongoing budget item. 	Community Services Department	Board of Selectmen	1-5 YEARS		Open Space & Recreation
		Explore the feasibility of expanding the Cole Center over time to accommodate activities as well as a permanent location for a Teen Center. 	Community Services Department	Facilities Management Department Board of Selectmen	7-12+ YEARS	Creation of a sustainable, long-term funding source for the Teen Center.	Open Space & Recreation
		Increase funding for the Natick COA in order to provide additional programming for seniors. 	Council on Aging	Board of Selectmen	1-5 YEARS		

Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
		Work with the Fire Chief to identify staffing levels that meet the changing demands of residents and the built environment. 	Fire Department	Board of Selectmen	1-5 YEARS		
		Work with the DPW Director to identify a satisfactory level of staffing to properly maintain the parks, fields, and public spaces in Natick, and hire for those positions. 	Public Works Department	Board of Selectmen Finance Committee	1-5 YEARS		Open Space & Recreation
Goal 3: Provide adequate and consistent investment to address the ongoing maintenance of Natick's public facilities.	R3.1: Ensure that the Facilities Management Department has the resources to keep public facilities in a state of good repair.	Continue to plan for both short- and long-term capital needs through a transparent and inclusive capital planning process. 	Facilities Management Department	All other Town departments	ON-GOING		All Elements
		Consider hiring an Assistant Director to spread some of the responsibilities of running the Facilities Management Department across two people.	Facilities Management Department	Board of Selectmen	1-5 YEARS		
		Consider hiring additional craftspeople to help with ongoing maintenance related to water and sewer facilities/ infrastructure and parks and recreation facilities and fields.	Facilities Management Department	Board of Selectmen	1-5 YEARS		
		Evaluate the effectiveness of current service contracts and determine if and when it makes financial sense to hire additional Natick facilities staff.	Facilities Management Department	Human Resources Department	7-12+ YEARS		
Goal 4: Establish a practice of long-term facilities planning that includes identifying future resources needed to address maintenance or construction needs.	R4.1: Provide the Facilities Management Department with the resources needed to engage in long-term capital planning and proactive facilities maintenance. 	Hire a consultant to complete an assessment of capital needs of each town-owned facility in Natick.	Facilities Management Department	All other applicable departments	1-5 YEARS		

Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
		Develop a twenty-year facilities plan to better understand the full breadth of need, timing, and budget for maintaining Natick's public facilities. 	Facilities Management Department	All other applicable departments	1-5 YEARS	Development of a long-term capital planning tool and integration into the five-year capital plan.	
		The Facilities Management Department should work with all other applicable departments to coordinate and input a full inventory of buildings, systems, and equipment, with useful life statistics, into Natick's School Dude software program. 	Facilities Management Department	All other applicable departments	1-5 YEARS	Long-term capital planning is programmed into School Dude platform and progress is being tracked.	
Goal 5: Continue to lead by example by investing in sustainable, environmentally-focused programs that limit energy consumption, reduce emissions, and increase the percentage of total waste that goes into the recycling stream.	R5.1: Evaluate the demand for and effectiveness of increasing waste disposal services.	Explore the feasibility of implementing a weekly curbside recycling program. 	Public Works Department	Sustainability Coordinator	4-7 YEARS		
		Analyze data from the current composting pilot program and determine the feasibility of implementing a town-wide compost pick-up program.	Public Works Department	Sustainability Coordinator	4-7 YEARS		
	R5.2: Identify opportunities to invest in new green technology and sources of energy to reduce the Town's carbon footprint.	Evaluate investments in electric power for smaller-engine town vehicles, with a goal of eventually shifting the town's entire fleet from fossil fuels to electric. 	Sustainability Coordinator	Public Works Department	7-12+ YEARS		
		Continue to explore the feasibility of installing solar canopies over municipal lots. 	Sustainability Coordinator	Public Works Department	7-12+ YEARS	Increase in the amount of solar energy generated for the Town.	