

# Natick 360

Honoring Our Past. Planning Our Future.



## Board and Committee Members' Input Summary of Responses by Focus Areas

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### Introduction

Two joint meetings of *Natick 360* sponsoring boards and committees<sup>1</sup> February 12-13, 2007—and similar meetings of the Town's senior staff on February 13 and the public on February 15—generated eight focus areas and a list of issues associated with each focus area. These issues identify gaps between Natick today and Natick's vision for the future. The focus areas and issues are listed below.

From March 16 to March 29, board and committee members had an opportunity to provide preliminary input on solutions to fill these gaps through a web-based survey. Input was received from 16 of the potential 40 respondents (40% response rate). The response period was extended to April 6 to allow senior Town staff members to provide input, and five did so.<sup>2</sup>

This input is summarized below under each focus area and list of issues, labeled "solutions." When possible, the language reflects language from the raw input (which is available in another document), but it has generally been edited for form and clarity. The bulleted (●) items are actionable policies, programs or projects that would contribute to achieving the paragraph-level goal statements, derived from the raw input. In several cases, bulleted items may be in direct conflict with one-another; these conflicts represent differing points of view by different respondents.

The order of the focus areas, goals and policies, programs and projects is random; no priority should be inferred from the order

During the same period, members of the public had an opportunity to provide input to the same questions. The public input is summarized in a different document.

<sup>1</sup> Sponsoring boards and committees are: Board of Selectmen, Conservation Commission, Finance Committee, Planning Board and School Committee.

<sup>2</sup> Some respondents did not address all survey items. Additionally, six potential respondents and two senior staff logged onto the survey system, but did not respond to any survey items.

## Improving Public Education

### *Issues*

- Level of financial investment in education
- Competition with other town needs
- Community support for educational investment Insufficient, inappropriate and aging facilities
- Recruitment, training, evaluation, retention of teachers
- Unfunded mandates
- Lack of consensus on measures of quality
- Focus on continuing education
- Parental involvement
- Unequal response to student needs (arts, recreation, special needs, college prep, vocational training, etc.)
- Insufficient use of non-school resources (mentoring, tutoring, etc.)
- Other

### *Solutions*

Improve communication and cooperation among schools, general government and citizenry.

- Newsletters to parents
- Educate all segments of the demographic range of citizens: market schools to the citizens; Town newsletter with information about schools
- Communicate clear goals of school system
- More accountability and clearer school budget presentation: include staff benefits; include off-budget costs; identify costs of unfunded mandates; clarify what is funded (staff positions) by taxes *vs.* grants; develop school budget two months earlier in the budget process; better reporting of true revenues and expenses
- Make the public more comfortable with the financial picture of the school budget: financial and operational audit of the schools
- Enhance interaction between schools and community
- Educate public about unfunded mandates
- Communicate performance on measures of quality
- Semi-annual joint meetings of Board of Selectmen, Town Administrator, Finance Committee, School Committee, Planning Board and Department of Public Works.
- Empower parents with on-line access to class descriptions, homework assignments, programs and feedback
- Allow parents to interact with students and faculty before and after school

Improve recruitment, training, evaluation and retention of teachers

- Maintain compensation package: health care cost share; step increases to retain younger teachers;
- Minimize risk of layoff
- Improve professional development
- Respond to poor teacher performance
- Solicit cooperation and brainstorming of teachers through group consensus

Improve standards and performance.

- Improve standards and performance in middle schools, leading to improved performance in high school
- Differentiate instruction so every student gets what he/she needs: attention to “average” and non-college track students; internal and external programs for accelerated learners
- Increase support for Keefe Tech
- Increase security at schools
- Expand elective offerings: economics; engineering; theater & media production; non-western languages; Latin; enhanced literature and history; earlier foreign language instruction; enhanced arts & music
- Realign elementary and middle school grades: for grades 5-6, eliminate letter grades, increase recreation time; for grades 7-8, increase electives, academic clubs; split middle schools to a grades 5-6 school and a grades 7-8 school
- Increase guidance resources
- Public preschool (in dedicated facility)
- Increase school day length and school year length
- Clear goals and grading standards at elementary levels
- Engage students on issues of growth, environment and resources in school program
- Tie “senior privs” to student performance
- Balance teaching and testing

Pursue funding for insufficient, inappropriate and aging school facilities

- Get high school fixed: new high school; plan for school; get on school building assistance list
- Debt override in the next three years
- Improve maintenance of facilities; prioritized work order system
- Apply for grants for innovation, such as green building
- Widen schools usage: when everyone can use schools, they will be more widely supported; include facilities for community use: swimming & diving; gymnasiums; track; tennis courts; outdoor basketball courts; fitness center; artificial turf fields; auditorium capacity; parallel secure and public WiFi access
- Rehab Kennedy Middle School: roof; auditorium; landscaping

Pursue funding and reduce costs for education

- Operational override in FY2008-09
- Pressure state and federal officials to provide more funding: create a legislative agenda; rate legislators’ performance against the agenda
- Pressure state and federal officials to fund their unfunded mandates
- Work with other towns in state, region (such as through TEC) for legislative issues
- Pursue commercial support for schools
- Solicit alumni contributions to “Educational Trust” fund for specialized needs
- Search for lower-cost health care plans, such as state health plan
- Join state retirement fund
- Eliminate transportation fee and athletic fee
- Invest in energy-saving programs
- Increase use of volunteers from Senior Center and churches (with background checks)
- Continue to scrutinize budgets, personnel, policy, merit-based raises, etc.
- Establish 5-year caps on personnel, payroll and equipment, and manage to those caps
- Integrate after-school programs with Recreation & Parks Department programs

## Increasing Civic Engagement and Leadership

### *Issues:*

- Leadership fatigue
- Appropriateness of the current form of government
- Communications between government and citizens
- Citizen engagement
- Lack of a useful compendium of town information and resources
- Business involvement and leadership
- Lack of coordination, collaboration between boards/committees/town departments
- Town needs to be more welcoming
- Need for better long-range planning
- Other

### *Solutions*

Improve communications between the Town and the public

- Newsletter: references to the Town web site; distribute with water bills, Census
- School Annual Report
- Show revenue impact of Mall
- Improve web site: keep website current; provide all materials available at Town Hall: charter, bylaws, schedules, minutes, reports; use newsletter format; improve marketing of web site
- Continue support for Town cable TV (Pegasus); monthly live call-in show with officials
- Provide Town documents at Library
- Publish comprehensive local government directory
- Plan (mission) for citizen interactions in every department (*Good to Great* in the public sector)

Educate the public about the importance of civic participation; ask citizens to participate

- Press releases to recruit volunteers to fill vacancies
- Web site announcements to recruit volunteers to fill vacancies
- Recruit thoughtful people who come forward on an issue
- Recruit more business participation in Town issues
- Maintain civil order in meetings
- Limit duration of meetings to 10:00 p.m. or earlier
- Create framework for public questions, ideas, suggestions; respond to public input through multiple media
- Teach civic participation to K-12 students: teach value and “goodness” of government
- Provide information to new arrivals about Town government and how they can get involved: work with real estate agents and local businesses
- Free trash bags to people who attend Town Meeting as spectators
- Streamline processes to reduce time commitment of leadership
- Increase on-line collaboration; revise Open Meeting Law to accommodate on-line activities
- Educate board and committee members on how the Charter works to improve effectiveness

Increase staff to reduce burden on volunteers

- Increase staff in Community Development Office
- Add staff webmaster position
- Educate administrators how to work the balance complementary system in Natick

Improve timeliness and clarity of information, allowing volunteers time to review it

- Use less budgetary jargon
- Present all revenues and expenditures, even if not appropriated; include grant funding
- Start the budget process earlier

Change structure of government

- Split Finance Committee in two: budget and non-budget articles
- Redistrict to increase representation of Precinct 1
- Town Meeting members should recuse themselves if they are also member of a board or committee sponsoring an article
- Allow point of order when an Administrator misspeaks facts in Town Meeting
- Allow Town Meeting to discipline or terminate an Administrator who give materially incorrect information
- Limit number of times an Administrator can address a question in Town Meeting
- Reduce term limits for appointed positions to encourage movement among committees
- Reduce Finance Committee to 10 members
- Implement screening procedure to raise the bar on items that go before Selectmen or Town Meeting articles
- Schedule regular cross-board meetings: Planning Board, Zoning Board of Appeals, Conservation Commission and Design Review Board
- Keep town form of government; do not change to city/mayor form of government
- Create Board of Public Works Commissioners to oversee Department of Public Works, reducing workload for Board of Selectmen, Recreation & Parks Commission, School Committee, Planning Board
- Privatize and take bids for ambulance service
- Privatize and take bids for trash collection service

Implement long-range planning

- Create permanent committee composed of key boards and committees to look at long-range planning annually
- Create advisory committee to meet semi-annually to explore long-term needs (such as SPOC)
- Participate in MetroWest Growth Management Committee
- Hold annual planning summit among Town boards for information exchange
- Educate public about the cost of Natick public services

## Improving the Natick Environment and the Health of the Population

### *Issues:*

- Limited access to health care for some residents
- Air pollution
- Milfoil in lakes
- Lack of green building and development standards
- Impact of contaminated lands
- Open space protection for local farms
- Recreational and open space acquisition, preservation and management
- Protection of water supply
- Water, energy conservation
- Alternatives to automotive transportation
- Other

### *Solutions*

#### Reduce traffic congestion

- Expand regional transportation so residents can reliably get around town using public transportation
- Implement shuttle busses for major origin-destination pairs
- Add more evening commuter trains to encourage more use
- Install more bike racks in Natick Center
- Create more bike lanes and bike paths
- Require through easements and permitting that sidewalks and walking trails are incorporated into development plans

#### Protect the Natick environment

- Increase consumer/resident awareness of the impact of buying habits on the environment
- Promote alternative energy systems: wind, solar
- Protect water supply
- Provide financial or rate-based incentives to reduce water consumption
- Remove milfoil in lakes: push state Department of Conservation and Recreation to solve
- Restore contaminated lands
- Work with the Board of Health in conjunction with the state Department of Environmental Protection (DEP) and the federal Center for Disease Control and Prevention (CDC) to solve environmental problems
- Double the price of trash bags to increase revenues reduce waste, increase recycling and assess costs to those who consume the most and can most afford it

#### Reduce Town impacts on the environment

- Choose contractors who meet or promote environmental thresholds and practices
- Upgrade the patchwork of Town bylaws to consolidate environmental concerns
- Conserve energy to save money; undergo Town-wide energy audits for all schools, Town buildings and DPW
- Adopt green building standards for Town buildings
- Green buildings are expensive: how can we justify these costs, or incorporate cost-effective green projects into new infrastructure without increasing our costs?

Adopt green standards in zoning bylaw or building code, either as requirements or incentives

- Develop green standards: use Leadership in Energy and Environmental Design (LEED) Green Building Rating System™ as a guide
- Create an environment and health equivalent to the Design and Review Board
- Integrate the affordable housing plan with environment and health issues
- Create incentives for increasing use of green building components: concessions or temporary partial deferral of property taxes.

Increase open space

- Buy land for open space and preservation
- Adopt the Community Preservation Act (CPA) to help fund open space
- Create an implementation plan for the use of open space acquisition funds
- Encourage re-use of industrial sites rather than developing open spaces
- Pursue projects with substantial transferable development rights payments (high floor : area ratio [FAR]) to elicit more open space funds
- Encourage Lookout Farm to consider Agricultural Preservation Restrictions (APR) on currently-unprotected 60+ acres of residentially-zoned land in exchange for “Farm and Agriculture Support” zoning overlay for fundraising, conditioned to satisfy neighbors; use open space funds
- Convert Oak St. gravel facility into passive recreational area opening onto Morse pond with canoe/rowing/sailing access
- Create public park at Speen St. Armory site, with public boating ramps

Improve access to health care

- Create a robust referral service for people needing access to health care services, particularly for people using to find providers who will accept MassHealth (Medicaid) and new patients
- Work with Great Brook Valley Health Clinic in Framingham to create a Natick satellite office a couple of days a week
- Improve public transportation to Framingham clinic facilities

## Enlivening Natick Center

### *Issues:*

- Insufficient parking
- Insufficient mixed use (housing, commercial, educational, recreational, cultural, etc.)
- Level of vitality (e.g. too few restaurants, destination stores, etc.)
- Level of policing
- Insufficient playgrounds
- Other

### *Solutions*

#### Increase downtown parking

- Build a new parking garage on old Middlesex garage site to accommodate Natick Center employees: fund with development impact fees (DIF), parking fees, MBTA and debt (override)
- Privatize a parking garage downtown: it will be profitable over time; someone will build it
- Guard against one big parking structure; spread out parking destinations
- Require all new buildings near Natick Center to provide extra parking for general use
- Develop structured (rather than open lot) parking that is screened from the street, i.e., with the structure “wrapped” in retail/commercial.

#### Increase transportation options

- Create satellite parking for commuters
- Create shuttle busses between downtown commuter rail stations and major employers
- Build the rail trail from the north
- Redesign and reconstruct Rte. 27

#### Increase downtown activities

- Attract a calm, nice pub in Town Center, open for lunch, after work, and after TCAN shows
- Balance vitality with increased traffic from too much vitality
- Provide incentives for establishments to stay open longer, on specified evenings
- Allow more restaurants with liquor licenses
- Install municipal WiFi with parallel secure and public access to all Town buildings; cover 1/4-mile around Town Hall, West Natick train station, Bacon Free Library

#### Increase planning for Natick Center development

- Proactively plan for development of warehouse area to forestall 40B or undesirable proposal
- Engage proactive networking among developers who will help with development plans and the Board of Selectmen, Planning Board and Zoning.
- Develop a plan for keeping and growing downtown: balance uses with traffic at different times of day, for a complementary whole
- Create an economic development plan: actively recruit and incubate start-up businesses for empty upper-floor spaces; recruit from Natick Labs and local colleges
- Develop a joint vision and plan for Natick Center that identifies critical needs and pathways to meet them
- Develop design and signage standards; encourage design diversity

Encourage development downtown

- Rezone the downtown mixed use (DMU) zone to permit denser housing with less-stringent parking requirements and an affordable housing component, like the Housing Overlay Option Plan (HOOP)
- Develop public/private partnerships for Town-owned parcels downtown
- Continue support for Natick Center Associates
- Recruit desirable office, retail and commercial establishments downtown
- Create ball fields downtown (but I don't see where)
- Encourage better property maintenance by owners

## Balancing Town Financial Resources

### *Issues:*

- Current budget shortfall
  - Revenues are insufficient to maintain current service levels
  - Public perception that revenue from recent developments should be sufficient to cover increased municipal costs
  - Conflict between educational and municipal service needs
  - Proposition 2 ½ limits revenue generation
- Rising costs, e.g., health care costs; energy costs; pension costs
- Conflict between citizen wants and willingness/ability to pay
- Increase charitable giving, support for nonprofits
- Pursuit and use of grant resources
- Level of public safety resources
- Disagreement over distribution of tax burden between businesses and residents
- Other

### *Solutions*

#### Reform Town financing system

- Replace Prop 2½ with a system that considers CPI and population growth, with local income tax component, subject to a capped mix of tax revenue; reduce regressivity of property tax.
- Develop a comprehensive taxpayer protection program to ensure that people with limited ability to pay property taxes have a clear and accessible process for relief and referral
- Enhance property tax relief for financially challenged residents

#### Improve Town budgeting process

- Smooth out yearly fluctuations: in good years, spend larger percentage on non-recurring expenses and capital needs, holding back on operational budget increases
- Explain what we have control over, what we don't have control over, and how that drives the budget process
- Board of Selectmen should issue better policy statements about the desired level of Town reserves and stability accounts, rather than the Treasurer/Comptroller
- Revive the 3-board financial planning process undertaken in 2006; set clear goals and reporting steps as part of a disciplined and inclusive planning process.
- School Committee and Board of Selectmen should prevent conflicts prior to budget by negotiating budget assumptions for all departments

#### Reduce Town expenses

- Contract with Group Insurance Commission to obtain better rates and get assistance with cost containment
- Consider rising cost of health and benefits in collective bargaining
- Implement a bidding process on health insurance
- Move elderly retirees to Medicare
- Limit employee benefits: increase employee share of health insurance benefits
- Reduce energy cost through a Town-wide energy audit and ongoing energy conservation program run by DPW

#### Increase Town revenues

- Double the price of trash bags to increase revenues reduce waste, increase recycling and assess costs to those who consume the most and can most afford it
- Pursue grants, state and federal funding; ensure that long-term funding exists for seed-money grant projects; add staff to apply for grants
- Increase investment returns in pension funds—and reduce tax levy to fund gaps—by gaining more control over pension funds (investments, expenses and policies) through legislative changes
- Increase investment returns in pension funds by investing Town reserves in the State Treasurer’s Pension Reserves Investment Trust (PRIT) fund
- Do not change to a split property tax rate: businesses provide jobs and use little services
- Implement a higher real estate tax rate for commercial real estate
- Review split tax rate policy by November
- Aggressively seek alternative revenue sources
- Propose property tax overrides when absolutely necessary to maintain services and achieve consensus vision
- Increase “Friends of ...” non-profit auxiliary activity for Library, educational enhancements, school arts, school sports, neighborhood watch.
- Support state legislation for local option sales/meals taxes
- Encourage quality development which encourages business and property owners to reinvest in their assets which will increase revenue and encourage additional improvements
- Undergo home-rule petition to create local sales tax to pay for infrastructure burden that businesses bring
- Sell surplus land holdings

#### Improve Town financial management

- Separate transaction and auditing functions
- Improve techniques for managing cash and financial assets

#### Increase public awareness about Town finances

- Educate the public about budget issues, where Town monies go: publish and distribute Town budget
- Include costs in the Town planning and visioning processes
- Provide voters with a clear choice between level service and current levels of taxation
- Present overrides as “all encompassing” needs for funding: schools, Senior Center, police, fire; don’t allow a division of loyalties
- Educate the public about what the Town already does to limit the increase in costs; include facts about statutory requirements and collective bargaining obligations for health care, pension liabilities; Group Insurance Commission potential and process if legislation is passed

## Improving the Town's Infrastructure and Transportation Options

### *Issues:*

- Traffic congestion, including truck traffic
- Lack of regional cooperation
- Lack of sidewalks
- Route 9 acts as a barrier
- Development/use of public buildings; e.g.: high school, senior center, youth center, community center, Natick Center garage, etc.
- Public transportation
  - Age and adequacy of infrastructure
  - Natick community public transportation inadequate
- Ongoing upgrade and maintenance: buildings, parks, roads
- Increased accessibility
- Other

### *Solutions*

Invest in capital projects

- Set a benchmark for annual capital investment, such as 3% of operating budget
- Board of Selectmen should issue a policy mandate for capital budgeting, to get a capital budget out by March; describe how capital expenses will be funded, such as: by bond if over \$250,000 and with useful life of more than five years; by tax levy if under \$250,000, etc.
- Build a new senior and youth center behind the police station, including a parking garage
- Prioritize capital projects, and clarify how we are going to pay for them
- Maintain roads, crosswalks and sidewalks: coordinate planning for excavation and resurfacing
- Upgrade utilities: put more under ground; remove paired poles; relocate poles leaning into roadways
- Maintain facilities according to a steady schedule
- Increase usage of school buildings for evening functions, reducing pressure on other centers
- Create branch libraries in West Natick and Wethersfield areas

Improve pedestrian/biking facilities

- Build more sidewalks and bike lanes where indicated
- Start using sidewalk funds and identify main roads where sidewalks are needed
- Add at least one sidewalk on all "through corridor" roads, such as Dover, Pleasant, Cottage, Union, Glen, Woodland, Circular, Pine, etc., even on scenic roads
- Issue sidewalk bond
- Create a plan for a Walkable Natick, identifying resources and timeframes
- Maintain walking trails with access through Sunkaway and Pickerel Pond areas
- Build Rail Trail from downtown along Saxonville rail route
- Build pedestrian bridges over Rte. 9 at Apple Hill, Walnut St., Oak St.
- Build pedestrian bridge over Speen St. at Hartford St.

#### Improve transportation options

- Transportation is not a major issue: we have MBTA, commuter rail, taxis, Town bus service, senior ride subsidies, etc.
- Rte. 9 needs a regional solution with state funding; work with Framingham, Wellesley and legislative delegation; town-by-town solutions are disastrous: focus on Oak St., Rte. 27 and Speen St. interchanges; underpass at Apple Hill
- Get update from the state on how highway projects impact community transportation, such as Rte. 9 or Rte. 27
- Participate in regional transit system, with busses on Oak St., Speen St., Rtes. 9, 27 and 135; work with Wellesley, Wayland, Needham, Framingham, Weston, if they would join
- Undertake and complete Rte. 27 traffic plan and improvements
- Establish alternative transportation improvement projects to complement public and private development.
- Set standards for accessibility, and periodically audit progress toward standards
- Exclude trucks on Speen St., particularly in evening hours
- Increase Mall mitigation money to a longer-term funding level sufficient to offset burdens
- Eliminate Turnpike tolls to transfer traffic off Rte. 9

#### Improve communications with citizens

- Provide links from Town web site to T website to help people find train schedule
- Update road construction information on Town web site
- Publish plans and timelines for new high school and senior center on Town web site, so people know when key decisions will be made.
- Develop a reasoned approach to balance all municipal needs: maintain buildings and equipment

## Planning for Change and Managing Growth

### *Issues:*

- Aging of the population: e.g., health, housing, transportation
- Insufficient planning resources
- Inappropriate or insufficient codes and regulations
  - Lack of zoning for small lots and houses
  - Lack of green building and development standards
  - Lack of design standards
- Attracting high-level commercial development
- Loss of “small-town feel”
- Impact of 40B developments
- Public opposition to growth and development
- Improved/increased access to lakes and ponds
- Knowledge of/access to/maintenance of trail system
- Transit-oriented development
- Number and location of play areas for children
- Housing affordability, lack of first-time homebuyer opportunities, lack of affordable rental housing
- Increased tax burden
- Lack of social/ethnic/cultural diversity
- Other

### *Solutions*

Plan for Natick’s growth proactively

- Planning Board proactively plan for areas deemed next for development:
- Network with developers to create blueprint for managing growth
- Enhance zoning where large developments are likely, so that developers will prefer non-40B projects (40R, HOOP, etc.)
- Rezone older neighborhoods consistent with existing lot sizes
- Participate in MetroWest Growth Management Committee and other regional planning organizations
- Add a full-time staff planner to Town Community Development Office

Educate the public about growth issues

- Educate the public on the realities of the current system: “diversity” and “affordability” are usually mutually-exclusive; Natick cannot be “nicer” and “cheaper” at the same time
- Educate the public how a neighborhood’s property taxes can jump 25% in one year under Proposition 2½; show where another neighborhood’s property taxes fell an offsetting 22.5%

Increase population diversity

- Change 40B law: it's unworkable after Proposition 2½; find an alternative solution to affordable housing needs
- State should create a jobs-focused development strategy around Worcester and the central part of the state, where land is affordable, taking pressure off of MetroWest towns; housing in metropolitan suburbs can only go up, as metropolitan growth can only move westward
- Direct 40B developments to build apartments
- Encourage Natick to grow more diverse; encourage neighborhoods to be welcoming
- Develop senior housing downtown, with lower parking requirements, complemented with transportation services
- Create tools for inclusionary zoning so that affordable housing minimums are incorporated in all new developments of any significance
- Increase sensitivity to residents having difficulty paying property taxes; they are under-represented in governing bodies and Town Meeting.
- Encourage 40B and 40R projects that include single-family “starter homes” instead of condos and apartments, even if modest in size
- Identify what under-active Housing Authority is doing

## Leveraging Regional Resources

### *Issues:*

- Lack of regional coordination, cooperation, and collaboration
  - Minimal or ineffective communication
  - Traffic and transportation
  - Education
  - Public safety and services
  - Planning resources
  - Financial management, e.g., pension administration, health care, purchasing power
  - Natural resources and environmental management
- Lack of town time and resources to commit to resolving regional issues
- Other

### *Solutions*

Pursue solutions through a legislative agenda

- Create a legislative agenda and communicate it to the Town's legislative delegation
- Rate legislators against the legislative agenda

Increase effectiveness through regional approaches to shared issues

- Invest in a regional transportation authority with Framingham, Needham, Wayland, Wellesley and Weston (if they join)
- Regionalize fire protection, to share equipment
- Privatize (outsource) information technology
- Regionalize pensions
- Regionalize retiree health care
- Regionalize employee health care
- Add "initiate regional coordination, cooperation and collaboration" to the Town Administrator's and School Superintendent's annual critical achievements list
- Board of Selectmen should take a leadership role in regional initiatives
- Participate in MetroWest Growth Management Committee
- Participate in joint meetings with peer boards and committees of neighboring towns, semi-annually or quarterly: identify best practices among boards and committees
- Support department-level regional collaboration, and encourage additional collaboration where appropriate
- Join the Massachusetts Partnership for Healthy Communities, a project of the Boston Foundation and the Office of Healthy Communities, Mass Department of Public Health
- Join the Massachusetts Promise Fellowship Program to place young adults (18-24) within an organization for a year for training and development of the youth and the organization
- Train Town staff at Temple University's Center for Intergenerational Learning, "Connecting Generations; Strengthening Communities."

Maintain local control

- Do not take away local control of schools
- Do not fundamentally restructure high-level government in any way that would reduce the most responsive level of government: the Town