

Element	Goal	Strategy	Description of Strategy	Implementation Actions	STATUS	Policy, Program, Plan or Infrastructure Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Time to Implement (Short, Mid, Long Term)	Estimated Cost (\$, \$\$, \$\$\$, \$\$\$\$)	Existing Implementation Funding Available? (Y/N and Description)	New Strategy or Part of Another Plan? (List)	Lead Department or Stakeholder
6. Public Facilities, Services & Energy	Goal #1: Municipal buildings, equipment, and operations meet the Town's needs and are accessible, efficient, resilient, well-staffed, and well-maintained.	1. Create and implement a long-range Capital Improvement Plan that incorporates sustainability principles for plants, buildings and vehicles.	The Town will become more proactive about updating its facilities by developing a long-range physical plant capital improvement plan. This will enable the Town to plan for and budget more effectively as it moves forward with critical maintenance and capital improvement projects over the next 10-15 years.	see below	In process?	Plan		Transportation; Natural, Cultural, and Historic Resources, Education	Long (>5 years)	\$\$\$\$ (\$250,000)	N	Part of updating a Capital Improvement Plan	Energy&Sust/Central Maintenance /GPS Administration/SGIC/Planning & Construction Committee
6. Public Facility				Assess what improvements are needed for all municipal buildings, and when they are needed, with the goal of looking for synergies which could lead to cost savings. This will help the Town prioritize the improvements, budget for the work, and seek supplemental sources of funding such as grant money. The recommendations and priorities identified in the ADA Transition Plan can be folded into this effort.	In process?	Plan		Transportation; Natural, Cultural, and Historic Resources, Education	Long (>5 years)	\$\$\$\$ (\$250,000)	N	Part of updating a Capital Improvement Plan	Energy&Sust/Central Maintenance /GPS Administration/SGIC/Planning & Construction Committee
6. Public Facility				Central Maintenance, the Department of Energy and Sustainability, Planning and Construction Committee and the Sustainability Advisory Committee work together with the goal of making Town-owned buildings as "sustainable as possible" in that they are state-of-the-art, incorporate shared spaces, use the least amount of fossil fuel energy as possible, and materials used are as durable and recyclable as possible. (add Energy & Sust Department and change Sust Adv Committee to SGIC)	In process?	Plan		Transportation; Natural, Cultural, and Historic Resources, Education	Long (>5 years)	\$\$\$\$ (\$250,000)	N	Part of updating a Capital Improvement Plan	Energy&Sust/Central Maintenance /GPS Administration/SGIC/Planning & Construction Committee
6. Public Facility				Build all new Town-owned buildings to zero-net energy ready standards and use "green" materials wherever possible.	In process?	Plan		Transportation; Natural, Cultural, and Historic Resources, Education	Long (>5 years)	\$\$\$\$ (\$250,000)	N	Part of updating a Capital Improvement Plan	Energy&Sust/Central Maintenance /GPS Administration/SGIC/Planning & Construction Committee
6. Public Facility	Goal #1: Municipal buildings, equipment, and operations meet the Town's needs and are accessible, efficient, resilient, well-staffed, and well-maintained.	1. Create and implement a long-range Capital Improvement Plan that incorporates sustainability principles for plants, buildings and vehicles.	The will Town become more proactive about updating its facilities by developing a long-range physical plant capital improvement plan. This will enable the Town to plan for and budget more effectively as it moves forward with critical maintenance and capital improvement projects over the next 10-15 years.	Explore purchasing and use of building maintenance software, similar to that presently used by the Sewage Treatment plant.	In process?	Plan		Transportation; Natural, Cultural, and Historic Resources, Education	Long (>5 years)	\$\$\$\$ (\$250,000)	N	Part of updating a Capital Improvement Plan	Energy&Sust/Central Maintenance /GPS Administration/SGIC/Planning & Construction Committee
6. Public Facility				Update fire and emergency services equipment so no equipment is older than 20 years.	In process?	Plan		Transportation; Natural, Cultural, and Historic Resources, Education	Long (>5 years)	\$\$\$\$ (\$250,000)	N	Part of updating a Capital Improvement Plan	Energy&Sust/Central Maintenance /GPS Administration/SGIC/Planning & Construction Committee
6. Public Facility				Ensure that we have quality, cost-effective ambulance services.	In process?	Plan		Transportation; Natural, Cultural, and Historic Resources, Education	Long (>5 years)	\$\$\$\$ (\$250,000)	N	Part of updating a Capital Improvement Plan	Energy&Sust/Central Maintenance /GPS Administration/SGIC/Planning & Construction Committee
6. Public Facility				When replacing equipment and vehicles, purchase the most environmentally-friendly products possible.	In process?	Plan		Transportation; Natural, Cultural, and Historic Resources, Education	Long (>5 years)	\$\$\$\$ (\$250,000)	N	Part of updating a Capital Improvement Plan	Energy&Sust/Central Maintenance /GPS Administration/SGIC/Planning & Construction Committee
6. Public Facility				Develop and implement procurement policies that support Town's sustainability goals	In process?	Plan		Transportation; Natural, Cultural, and Historic Resources, Education	Long (>5 years)	\$\$\$\$ (\$250,000)	N	Part of updating a Capital Improvement Plan	Energy&Sust/Central Maintenance /GPS Administration/SGIC/Planning & Construction Committee
6. Public Facilities, Services & Energy	Goal #1: Municipal buildings, equipment, and operations meet the Town's needs and are accessible, efficient, resilient, well-staffed, and well-maintained.	2. Develop a plan for how to meet the space and staffing needs of Municipal Services	As Greenfield grows and changes in how it provides municipal services throughout the town, it will need to continue to consider how to meet space and staffing needs of its municipal services. With the Public Safety Complex and planned addition to the Town Hall identified, these two projects will provide for the much needed space for these two facilities. A continued assessment of similar municipal services and their facilities will enable the Town to plan for where it needs to grow and reduce space and staffing needs.	see below	In process- feasibility 2015 hi priority for Mayor...several in process	Plan		Transportation, Natural, Cultural, and Historic Resources, Education	Mid (2-5 years)	\$ (under \$20,000)	MasSGIC/Chusetts Emergency Management Agency (for Public Safety Complex)	Part of Plan to build a new Public Safety Complex	Mayor's Office/DPW/Central Maintenance/Police Department/Fire Department
6. Public Facility	Goal #1: Municipal buildings,	2. Develop a plan for how to	As Greenfield grows and changes in how it provides	10 year plan	In process- feasibility 2015 hi priority for Mayor...several in process	Plan		Transportation, Natural, Cultural, and Historic Resources, Education	Mid (2-5 years)	\$ (under \$20,000)	MasSGIC/Chusetts Emergency Management Agency (for Public Safety Complex)	Part of Plan to build a new Public Safety Complex	Mayor's Office/DPW/Central Maintenance/Police Department/Fire Department
6. Public Facility	Goal #1: Municipal buildings,	2. Develop a plan for how to	As Greenfield grows and changes in how it provides	Continue to examine the feasibility of expanding and improving space for Police, Fire, and Emergency Dispatch and Emergency Management facilities (Continue to explore resiliability of housing them together in a Public Safety Complex).	In process- feasibility 2015 hi priority for Mayor...several in process	Plan		Transportation, Natural, Cultural, and Historic Resources, Education	Mid (2-5 years)	\$ (under \$20,000)	MasSGIC/Chusetts Emergency Management Agency (for Public Safety Complex)	Part of Plan to build a new Public Safety Complex	Mayor's Office/DPW/Central Maintenance/Police Department/Fire Department
6. Public Facility	Goal #1: Municipal buildings,	2. Develop a plan for how to	As Greenfield grows and changes in how it provides	Create a satellite police station downtown.	In process- feasibility 2015 hi priority for Mayor...several in process	Plan		Transportation, Natural, Cultural, and Historic Resources, Education	Mid (2-5 years)	\$ (under \$20,000)	MasSGIC/Chusetts Emergency Management Agency (for Public Safety Complex)	Part of Plan to build a new Public Safety Complex	Mayor's Office/DPW/Central Maintenance/Police Department/Fire Department
6. Public Facility	Goal #1: Municipal buildings,	2. Develop a plan for how to	As Greenfield grows and changes in how it provides	Continue to explore the feasibility of an expanded Town Hall, so that staff can more easily communicate and collaborate.	In process- feasibility 2015 hi priority for Mayor...several in process	Plan		Transportation, Natural, Cultural, and Historic Resources, Education	Mid (2-5 years)	\$ (under \$20,000)	MasSGIC/Chusetts Emergency Management Agency (for Public Safety Complex)	Part of Plan to build a new Public Safety Complex	Mayor's Office/DPW/Central Maintenance/Police Department/Fire Department
6. Public Facility	Goal #1: Municipal buildings,	2. Develop a plan for how to	As Greenfield grows and changes in how it provides	Continue to explore adequate space for Central Maintenance, including parking space.	In process- feasibility 2015 hi priority for Mayor...several in process	Plan		Transportation, Natural, Cultural, and Historic Resources, Education	Mid (2-5 years)	\$ (under \$20,000)	MasSGIC/Chusetts Emergency Management Agency (for Public Safety Complex)	Part of Plan to build a new Public Safety Complex	Mayor's Office/DPW/Central Maintenance/Police Department/Fire Department

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6. Public Facilities	Goal #1: Municipal buildings,	2. Develop a plan for how to	As Greenfield grows and changes in how it provides	Address DPW space needs for staffing, equipment and materials.	In process- feasibility 2015 Hi priority for Mayor...several in process	Plan		Transportation, Natural, Cultural, and Historic Resources, Education	Mid (2-5 years)	\$ (under \$20,000)	MasSGIC/Chesutt's Emergency Management Agency (for Public Safety Complex)	Part of Plan to build a new Public Safety Complex	Mayor's Office/DPW/Central Maintenance/Police Department/Fire Department
6. Public Facilities	Goal #1: Municipal buildings,	2. Develop a plan for how to	As Greenfield grows and changes in how it provides	Create staffing plan to address inadequacies caused by absences.	In process- feasibility 2015 Hi priority for Mayor...several in process	Plan		Transportation, Natural, Cultural, and Historic Resources, Education	Mid (2-5 years)	\$ (under \$20,000)	MasSGIC/Chesutt's Emergency Management Agency (for Public Safety Complex)	Part of Plan to build a new Public Safety Complex	Mayor's Office/DPW/Central Maintenance/Police Department/Fire Department
6. Public Facilities, Services & Energy	Goal #2: The Department of Public Works will have an updated budget and capital improvements plan, and sustainable funding to provide the necessary services to the Town of Greenfield.	3. Review and expand long-range capital improvement plan, budget, funding, and schedule for the Department of Public Works that embraces the principles of sustainability and climate change adaptation.	Similar to Strategy #1, the Department of Public Works will benefit from an expand long-range capital improvement plan, budget, funding, so they can plan for needed improvements. Core to developing this effort is the need to develop a plan that recognizes the need to consider today's best practices around sustainability and climate change adaptation.	see below	In progress? -ck with DPW	Plan		Transportation, Natural, Cultural, and Historic Resources, Education	Mid (2-5 years)	\$\$\$\$ (+\$250,000)	State Transportation Improvement Funds	New Strategy	DPW/Mayor's Office/Energy&Sust/FRCOG/Tree Committee/SGIC
6. Public Facilities	Goal #2: The Department of P	3. Review and expand long-ra	Similar to Strategy #1, the Department of Public Wo	Includes plan for staffing that balances internal staff with external consultants/contractors to provide effective services.	In progress? -ck with DPW	Plan		Transportation, Natural, Cultural, and Historic Resources, Education	Mid (2-5 years)	\$\$\$\$ (+\$250,000)	State Transportation Improvement Funds	New Strategy	DPW/Mayor's Office/Energy&Sust/FRCOG/Tree Committee/SGIC
6. Public Facilities	Goal #2: The Department of P	3. Review and expand long-ra	Similar to Strategy #1, the Department of Public Wo	Work with the Greenfield Tree Committee to create and fund a plan that maintains healthy trees in the urban core that aims to achieve a 40% tree canopy, and complete and keep updated an urban core tree inventory.	In progress? -ck with DPW	Plan		Transportation, Natural, Cultural, and Historic Resources, Education	Mid (2-5 years)	\$\$\$\$ (+\$250,000)	State Transportation Improvement Funds	New Strategy	DPW/Mayor's Office/Energy&Sust/FRCOG/Tree Committee/SGIC
6. Public Facilities	Goal #2: The Department of P	3. Review and expand long-ra	Similar to Strategy #1, the Department of Public Wo	Identify additional funding sources for maintenance and capital projects to supplement the Town budget. • Reduce capital expenses by using timely, strategic, and innovative approaches to maintenance. • Continue to work with Franklin County Transportation Planning Organization (TPO) on state Transportation Improvement Plan (TIP) funding requests. • Continue to advocate for state funding of our infrastructure. • Seek additional funds for special projects that especially make infrastructure "greener."	In progress? -ck with DPW	Plan		Transportation, Natural, Cultural, and Historic Resources, Education	Mid (2-5 years)	\$\$\$\$ (+\$250,000)	State Transportation Improvement Funds	New Strategy	DPW/Mayor's Office/Energy&Sust/FRCOG/Tree Committee/SGIC
6. Public Facilities, Services & Energy	Goal #2: The Department of Public Works will have an updated budget and capital improvements plan, and sustainable funding to provide the necessary services to the Town of Greenfield.	4. Reduce solid waste and disposal costs through a comprehensive program that includes recyclable materials, compostable food waste, and yard waste, and reduction of disposable items.	By developing a new comprehensive program, the Town will reduce its solid waste and disposal costs. This program will need to consider recyclable materials, compostable food waste, and yard waste, and reduction of disposable items.	see below	In process	Program			Mid (2-5 years)	\$\$\$\$ (+\$250,000)	N	New Strategy	Energy&Sust/GPS Administration/DPW/Greening Greenfield
6. Public Facilities	Goal #2: The Department of P	4. Reduce solid waste and dis	By developing a new comprehensive program, the T	Reduce cost and amount of sewage sludge. (2014 Anaerobic Digester feasibility study-done)	In process	Program			Mid (2-5 years)	\$\$\$\$ (+\$250,000)	N	New Strategy	Energy&Sust/GPS Administration/DPW/Greening Greenfield
6. Public Facilities	Goal #2: The Department of P	4. Reduce solid waste and dis	By developing a new comprehensive program, the T	Continue to promote use of curbside recycling	In process	Program			Mid (2-5 years)	\$\$\$\$ (+\$250,000)	N	New Strategy	Energy&Sust/GPS Administration/DPW/Greening Greenfield
6. Public Facilities	Goal #2: The Department of P	4. Reduce solid waste and dis	By developing a new comprehensive program, the T	Continue to promote recycling services at the Transfer station such as yard waste, composting, metal, electronic and toxic materials	In process	Program			Mid (2-5 years)	\$\$\$\$ (+\$250,000)	N	New Strategy	Energy&Sust/GPS Administration/DPW/Greening Greenfield
6. Public Facilities, Services & Energy	Goal #3: The library, and senior and youth services have adequate, healthy facilities and expanded staffing and programs, and state, federal, and private services remain in Greenfield.	5. Improve and enhance the Library facilities to include a Community Center and adequate parking.	This strategy involves finalize a feasibility study and implementing key steps that will enable the Town to ascertain the exact needs and costs associated with expanding or building a new Library, as well as setting the appropriate levels for staffing.	see below	In process- library feasibility study	Plan	<a href="http://www.ala.org/tools/award-winning-libraries">http://www.ala.org/tools/award-winning-libraries</a> <a href="http://www.ala.org/lama/awards/iaaallibrarybuilding">http://www.ala.org/lama/awards/iaaallibrarybuilding</a>	Natural, Cultural, and Historic Resources, Education	Mid (2-5 years)	\$\$\$\$ (+\$250,000)	N	New Strategy	Library/Library Board of Trustees
6. Public Facilities	Goal #3: The library, and seni	5. Improve and enhance the l	This strategy involves finalize a feasibility study and	Finalize feasibility study that for a facility that has a minimum of 30,000 square feet	In process- library feasibility study	Plan	<a href="http://www.ala.org/tools/award-winning-libraries">http://www.ala.org/tools/award-winning-libraries</a> <a href="http://www.ala.org/lama/awards/iaaallibrarybuilding">http://www.ala.org/lama/awards/iaaallibrarybuilding</a>	Natural, Cultural, and Historic Resources, Education	Mid (2-5 years)	\$\$\$\$ (+\$250,000)	N	New Strategy	Library/Library Board of Trustees
6. Public Facilities	Goal #3: The library, and seni	5. Improve and enhance the l	This strategy involves finalize a feasibility study and	Seek funding for expanded or new facility	In process- library feasibility study	Plan	<a href="http://www.ala.org/tools/award-winning-libraries">http://www.ala.org/tools/award-winning-libraries</a> <a href="http://www.ala.org/lama/awards/iaaallibrarybuilding">http://www.ala.org/lama/awards/iaaallibrarybuilding</a>	Natural, Cultural, and Historic Resources, Education	Mid (2-5 years)	\$\$\$\$ (+\$250,000)	N	New Strategy	Library/Library Board of Trustees
6. Public Facilities	Goal #3: The library, and seni	5. Improve and enhance the l	This strategy involves finalize a feasibility study and	Increase staffing as needed	In process- library feasibility study	Plan	<a href="http://www.ala.org/tools/award-winning-libraries">http://www.ala.org/tools/award-winning-libraries</a> <a href="http://www.ala.org/lama/awards/iaaallibrarybuilding">http://www.ala.org/lama/awards/iaaallibrarybuilding</a>	Natural, Cultural, and Historic Resources, Education	Mid (2-5 years)	\$\$\$\$ (+\$250,000)	N	New Strategy	Library/Library Board of Trustees
6. Public Facilities	Goal #3: The library, and seni	5. Improve and enhance the l	This strategy involves finalize a feasibility study and	Explore funding to reflect usage (i.e. 50% of usage is non-Greenfield residents)	In process- library feasibility study	Plan	<a href="http://www.ala.org/tools/award-winning-libraries">http://www.ala.org/tools/award-winning-libraries</a> <a href="http://www.ala.org/lama/awards/iaaallibrarybuilding">http://www.ala.org/lama/awards/iaaallibrarybuilding</a>	Natural, Cultural, and Historic Resources, Education	Mid (2-5 years)	\$\$\$\$ (+\$250,000)	N	New Strategy	Library/Library Board of Trustees
6. Public Facilities	Goal #3: The library, and seni	5. Improve and enhance the l	This strategy involves finalize a feasibility study and	New Senior Center: study, fund, implement (Nadded this)	In process- library feasibility study	Plan	<a href="http://www.ala.org/tools/award-winning-libraries">http://www.ala.org/tools/award-winning-libraries</a> <a href="http://www.ala.org/lama/awards/iaaallibrarybuilding">http://www.ala.org/lama/awards/iaaallibrarybuilding</a>	Natural, Cultural, and Historic Resources, Education	Mid (2-5 years)	\$\$\$\$ (+\$250,000)	N	New Strategy	Library/Library Board of Trustees

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6. Public Facilities, Services & Energy	Goal #3: The library, and senior and youth services have adequate, healthy facilities and expanded staffing and programs, and state, federal, and private services remain in Greenfield.	6. Reinstating the Greenfield Youth Commission to enhance services and activities for the Town's youth.	By reinstating the Youth Commission, the town will be able to better advance and enhance services and activities for the Town's youth. This strategy will enable more collaboration between the Recreation departments and enable key partnerships with the public and private sectors to increase the quality of services.	see below	DONE-some	Policy			Short (within a year)	\$\$\$ (\$100,001 - \$250,000)	N	New Strategy	Mayor's Office/Recreation/ Youth Commission
6. Public Facilities	Goal #3: The library, and senior and youth services have adequate, healthy facilities and expanded staffing and programs, and state, federal, and private services remain in Greenfield.	6. Reinstating the Greenfield Youth Commission to enhance services and activities for the Town's youth.	By reinstating the Youth Commission, the town will be able to better advance and enhance services and activities for the Town's youth. This strategy will enable more collaboration between the Recreation departments and enable key partnerships with the public and private sectors to increase the quality of services.	<ul style="list-style-type: none"> <li>Assess needs, identify gaps, work with the Town's Recreation Department</li> </ul>	DONE-some	Policy			Short (within a year)	\$\$\$ (\$100,001 - \$250,000)	N	New Strategy	Mayor's Office/Recreation/ Youth Commission
6. Public Facilities	Goal #3: The library, and senior and youth services have adequate, healthy facilities and expanded staffing and programs, and state, federal, and private services remain in Greenfield.	6. Reinstating the Greenfield Youth Commission to enhance services and activities for the Town's youth.	By reinstating the Youth Commission, the town will be able to better advance and enhance services and activities for the Town's youth. This strategy will enable more collaboration between the Recreation departments and enable key partnerships with the public and private sectors to increase the quality of services.	<ul style="list-style-type: none"> <li>Leverage quality services offered by YMCA, Community Action Youth, Game store and more and seek additional public/private partnerships.</li> </ul>	DONE-some	Policy			Short (within a year)	\$\$\$ (\$100,001 - \$250,000)	N	New Strategy	Mayor's Office/Recreation/ Youth Commission
6. Public Facilities	Goal #3: The library, and senior and youth services have adequate, healthy facilities and expanded staffing and programs, and state, federal, and private services remain in Greenfield.	6. Reinstating the Greenfield Youth Commission to enhance services and activities for the Town's youth.	By reinstating the Youth Commission, the town will be able to better advance and enhance services and activities for the Town's youth. This strategy will enable more collaboration between the Recreation departments and enable key partnerships with the public and private sectors to increase the quality of services.	<ul style="list-style-type: none"> <li>Explore the creation of a skateboard park. (New Youth Commission should have this on their radar)</li> </ul>	DONE-some	Policy			Short (within a year)	\$\$\$ (\$100,001 - \$250,000)	N	New Strategy	Mayor's Office/Recreation/ Youth Commission
6. Public Facilities	Goal #3: The library, and senior and youth services have adequate, healthy facilities and expanded staffing and programs, and state, federal, and private services remain in Greenfield.	6. Reinstating the Greenfield Youth Commission to enhance services and activities for the Town's youth.	By reinstating the Youth Commission, the town will be able to better advance and enhance services and activities for the Town's youth. This strategy will enable more collaboration between the Recreation departments and enable key partnerships with the public and private sectors to increase the quality of services.	<ul style="list-style-type: none"> <li>If youth facility secured, place near the new Community Center/Library.</li> </ul>	DONE-some	Policy			Short (within a year)	\$\$\$ (\$100,001 - \$250,000)	N	New Strategy	Mayor's Office/Recreation/ Youth Commission
6. Public Facilities, Services & Energy	Goal #3: The library, and senior and youth services have adequate, healthy facilities and expanded staffing and programs, and state, federal, and private services remain in Greenfield.	8. Continue to advocate for keeping regional services that are physically located in Greenfield that serve both residents of Greenfield and greater Franklin County.	Core to this strategy is developing working relationships and with state and private agencies to ensure that critical social services are available to Greenfield residents as well as Franklin County Residents.	see below		Who take lead??	Program		Short (within a year)	\$\$ (\$20,001 - \$100,000)	N	New Strategy	Mayor's Office/Health
6. Public Facilities	Goal #3: The library, and senior and youth services have adequate, healthy facilities and expanded staffing and programs, and state, federal, and private services remain in Greenfield.	8. Continue to advocate for keeping regional services that are physically located in Greenfield that serve both residents of Greenfield and greater Franklin County.	Core to this strategy is developing working relationships and with state and private agencies to ensure that critical social services are available to Greenfield residents as well as Franklin County Residents.	<ul style="list-style-type: none"> <li>Work with state and private agencies to ensure social services available to Greenfield residents as well as Franklin County Residents</li> </ul>		Who take lead??	Program		Short (within a year)	\$\$ (\$20,001 - \$100,000)	N	New Strategy	Mayor's Office/Health
6. Public Facilities	Goal #3: The library, and senior and youth services have adequate, healthy facilities and expanded staffing and programs, and state, federal, and private services remain in Greenfield.	8. Continue to advocate for keeping regional services that are physically located in Greenfield that serve both residents of Greenfield and greater Franklin County.	Core to this strategy is developing working relationships and with state and private agencies to ensure that critical social services are available to Greenfield residents as well as Franklin County Residents.	<ul style="list-style-type: none"> <li>Continually seek ways to work with and collaborate with health-care providers, clinics, and private providers to ensure quality health care, mental health care, and substance abuse treatment is available and appropriate for the population.</li> </ul>		Who take lead??	Program		Short (within a year)	\$\$ (\$20,001 - \$100,000)	N	New Strategy	Mayor's Office/Health
6. Public Facilities, Services & Energy	Goal #3: The library, and senior and youth services have adequate, healthy facilities and expanded staffing and programs, and state, federal, and private services remain in Greenfield.	7. Work with Council on Aging to improve senior services by moving to a larger, healthier space with adequate staffing and increased programs.	This strategy involved moving forward with the key steps in the planning of a new senior center facility. In addition, this strategy will assess the potential to increase staffing and volunteer support that is vital to delivering a high quality facility and its programs.	see below	In process	Plan	<a href="http://www.ncopa.org/assets/files/pdf/ncsp2012-NISC-Programs-of-Excellence-Awards-Winners-Only.pdf">http://www.ncopa.org/assets/files/pdf/ncsp2012-NISC-Programs-of-Excellence-Awards-Winners-Only.pdf</a>		Mid (2-5 years)	\$\$\$\$ (>\$250,000)	N	New Strategy	Mayor's Office/COA
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6. Public Facilities	Goal #3: The library, and senior and youth services have adequate, healthy facilities and expanded staffing and programs, and state, federal, and private services remain in Greenfield.	7. Work with Council on Aging to improve senior services by moving to a larger, healthier space with adequate staffing and increased programs.	This strategy involved moving forward with the key steps in the planning of a new senior center facility. In addition, this strategy will assess the potential to increase staffing and volunteer support that is vital to delivering a high quality facility and its programs.	<ul style="list-style-type: none"> <li>Increase staffing who can reach out to seniors who are unable to come to the senior center (i.e., home visits), and help them with appropriate applications for assistance.</li> </ul>	In process	Plan	<a href="http://www.ncopa.org/assets/files/pdf/ncsp2012-NISC-Programs-of-Excellence-Awards-Winners-Only.pdf">http://www.ncopa.org/assets/files/pdf/ncsp2012-NISC-Programs-of-Excellence-Awards-Winners-Only.pdf</a>		Mid (2-5 years)	\$\$\$\$ (>\$250,000)	N	New Strategy	Mayor's Office/COA
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6. Public Facilities, Services & Energy	Goal #4: Green Infrastructure Practices will reduce municipal infrastructure costs, protect public health and safety, and preserve natural areas.	9. Incorporate cost-effective Green Infrastructure and Low Impact Design (LID) strategies into all municipal projects & work with developers and residents on what they can do.	This strategy will enable the Town to move forward with implementing green infrastructure best practices into projects, and will require the introduction of things like: a Green Stormwater Infrastructure Ordinance, tree ordinances, and educational programs to advance this strategy.	see below	In process...	Policy	Seattle's Green Stormwater Infrastructure Ordinance: <a href="http://www.seattle.gov/util/Environment/Conservation/Projects/DrainageSystem/GreenStormwaterInfrastructure/index.htm">http://www.seattle.gov/util/Environment/Conservation/Projects/DrainageSystem/GreenStormwaterInfrastructure/index.htm</a>	Transportation, Education, Housing	Long (>5 years)	\$\$\$\$ (>\$250,000)	N	New Strategy	Dept of Planning/DPW/FRC OG/Planning/7SGI C
6. Public Facilities	Goal #4: Green Infrastructure	9. Incorporate cost-effective Green Infrastructure and Low Impact Design (LID) strategies into all municipal projects & work with developers and residents on what they can do.	This strategy will enable the Town to move forward with implementing green infrastructure best practices into projects, and will require the introduction of things like: a Green Stormwater Infrastructure Ordinance, tree ordinances, and educational programs to advance this strategy.	<ul style="list-style-type: none"> <li>Reduce storm water runoff.</li> <li>Adopt a Green Stormwater Infrastructure Ordinance that addresses the Town, developers, and residents.</li> <li>Use Rain gardens, bioswales, permeable pavement, and green parking lot design when upgrading or permitting all roads, parking lots, sidewalks, and parks. (Chapman/Davis St + Olive St done)</li> </ul>	In process...	Policy	Seattle's Green Stormwater Infrastructure Ordinance: <a href="http://www.seattle.gov/util/Environment/Conservation/Projects/DrainageSystem/GreenStormwaterInfrastructure/index.htm">http://www.seattle.gov/util/Environment/Conservation/Projects/DrainageSystem/GreenStormwaterInfrastructure/index.htm</a>	Transportation, Education, Housing	Long (>5 years)	\$\$\$\$ (>\$250,000)	N	New Strategy	Dept of Planning/DPW/FRC OG/Planning/7SGI C
6. Public Facilities	Goal #4: Green Infrastructure	9. Incorporate cost-effective Green Infrastructure and Low Impact Design (LID) strategies into all municipal projects & work with developers and residents on what they can do.	This strategy will enable the Town to move forward with implementing green infrastructure best practices into projects, and will require the introduction of things like: a Green Stormwater Infrastructure Ordinance, tree ordinances, and educational programs to advance this strategy.	<ul style="list-style-type: none"> <li>Continue to offer financial incentives to homeowners to disconnect downspouts and sump pumps.</li> </ul>	In process...	Policy	Seattle's Green Stormwater Infrastructure Ordinance: <a href="http://www.seattle.gov/util/Environment/Conservation/Projects/DrainageSystem/GreenStormwaterInfrastructure/index.htm">http://www.seattle.gov/util/Environment/Conservation/Projects/DrainageSystem/GreenStormwaterInfrastructure/index.htm</a>	Transportation, Education, Housing	Long (>5 years)	\$\$\$\$ (>\$250,000)	N	New Strategy	Dept of Planning/DPW/FRC OG/Planning/7SGI C

Element	Goal	Strategy	Description of Strategy	Implementation Actions	STATUS	Policy, Program, Plan or Infrastructure Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Time to Implement (Short, Mid, Long Term)	Estimated Cost (\$, \$\$, \$\$\$, \$\$\$\$)	Existing Implementation Available? (Y/N and Description)	New Strategy or Part of Another Plan? (List)	Lead Department or Stakeholder
6. Public Facilities	Goal #4: Green Infrastructure	9. Incorporate cost-effective	This strategy will enable the Town to move forward	<ul style="list-style-type: none"> <li>Develop and implement Strategic Education and Outreach Plan on the benefits of Green Infrastructure through public/private partnerships that include information on water management, building healthy soil (instead of using chemical fertilizers, herbicides etc.), the value of native trees, shrubs, and vegetation that offer shade and support biodiversity in our backyards and our region. (2014-2016-FRCOG s319 grant)</li> </ul>	In process...	Policy	Seattle's Green Stormwater Infrastructure Ordinance: <a href="http://www.seattle.gov/util/Environment/Conservation/Projects/DrainageSystem/GreenStormwaterInfrastructure/index.htm">http://www.seattle.gov/util/Environment/Conservation/Projects/DrainageSystem/GreenStormwaterInfrastructure/index.htm</a>	Transportation, Education, Housing	Long (>5 years)	\$555 (+\$250,000)	N	New Strategy	Dept of Planning/DPW/FRCOG/Planning/SGIC
6. Public Facilities	Goal #4: Green Infrastructure	9. Incorporate cost-effective	This strategy will enable the Town to move forward	<ul style="list-style-type: none"> <li>Develop and adopt an urban Tree Ordinance that aims to maintain a minimum of a 40% tree canopy in the urban area so as to reduce the heat island effect, beautify, and create natural habitat.</li> </ul>	In process...	Policy	Seattle's Green Stormwater Infrastructure Ordinance: <a href="http://www.seattle.gov/util/Environment/Conservation/Projects/DrainageSystem/GreenStormwaterInfrastructure/index.htm">http://www.seattle.gov/util/Environment/Conservation/Projects/DrainageSystem/GreenStormwaterInfrastructure/index.htm</a>	Transportation, Education, Housing	Long (>5 years)	\$555 (+\$250,000)	N	New Strategy	Dept of Planning/DPW/FRCOG/Planning/SGIC
6. Public Facilities	Goal #4: Green Infrastructure	9. Incorporate cost-effective	This strategy will enable the Town to move forward	<ul style="list-style-type: none"> <li>Maintain Parks and Open Space that create "healthy human habitats."</li> </ul>	In process...	Policy	Seattle's Green Stormwater Infrastructure Ordinance: <a href="http://www.seattle.gov/util/Environment/Conservation/Projects/DrainageSystem/GreenStormwaterInfrastructure/index.htm">http://www.seattle.gov/util/Environment/Conservation/Projects/DrainageSystem/GreenStormwaterInfrastructure/index.htm</a>	Transportation, Education, Housing	Long (>5 years)	\$555 (+\$250,000)	N	New Strategy	Dept of Planning/DPW/FRCOG/Planning/SGIC
6. Public Facilities	Goal #4: Green Infrastructure	9. Incorporate cost-effective	This strategy will enable the Town to move forward	<ul style="list-style-type: none"> <li>Search for funding and technical assistance to implement these. (2014-FRCOG applied for DEP grant for tree planting &amp; planning)</li> </ul>	In process...	Policy	Seattle's Green Stormwater Infrastructure Ordinance: <a href="http://www.seattle.gov/util/Environment/Conservation/Projects/DrainageSystem/GreenStormwaterInfrastructure/index.htm">http://www.seattle.gov/util/Environment/Conservation/Projects/DrainageSystem/GreenStormwaterInfrastructure/index.htm</a>	Transportation, Education, Housing	Long (>5 years)	\$555 (+\$250,000)	N	New Strategy	Dept of Planning/DPW/FRCOG/Planning/SGIC
6. Public Facilities	Goal #4: Green Infrastructure	9. Incorporate cost-effective	This strategy will enable the Town to move forward	<ul style="list-style-type: none"> <li>Continue to minimize Town's use of chemical fertilizers and pesticides on Town properties.</li> </ul>	In process...	Policy	Seattle's Green Stormwater Infrastructure Ordinance: <a href="http://www.seattle.gov/util/Environment/Conservation/Projects/DrainageSystem/GreenStormwaterInfrastructure/index.htm">http://www.seattle.gov/util/Environment/Conservation/Projects/DrainageSystem/GreenStormwaterInfrastructure/index.htm</a>	Transportation, Education, Housing	Long (>5 years)	\$555 (+\$250,000)	N	New Strategy	Dept of Planning/DPW/FRCOG/Planning/SGIC
6. Public Facilities, Services & Energy	Goal #5: Greenfield will be a showcase "solar city" and be 40% of the way to meeting its 2050 goals adopted in 2009 to Reduce CO2 by 80%, and to reduce the money we spend on energy that leaves the region from \$67 million/year (2008) to ZERO.	10. Greenfield will continue to reduce municipal energy use and its carbon footprint through innovative programs, conservation, energy efficiency, and the installation of renewable energy systems.	By creating innovative programs, advancing conservation efforts, and installing renewable energy systems, the Town will continue to reduce its municipal energy use and its carbon footprint. This strategy also advances the continued efforts to develop public and private partnerships to also reduce residential and business energy use.	see below	DONE some-In process-need grants	Program		Transportation, Education, Housing	Long (>5 years)	\$555 (+\$250,000)	N	Builds on the work done by Greening Greenfield	Energy&Sust/Planning/DPW/SGIC/Greening Greenfield
6. Public Facilities	Goal #5: Greenfield will be a	10. Greenfield will continue t	By creating innovative programs, advancing conserv	Continue to implement municipal aggregation (Greenfield Community Light and Power) that offers 100% renewably-produced electricity to all residents and businesses.	DONE some-In process-need grants	Program		Transportation, Education, Housing	Long (>5 years)	\$555 (+\$250,000)	N	Builds on the work done by Greening Greenfield	Energy&Sust/Planning/DPW/SGIC/Greening Greenfield
6. Public Facilities	Goal #5: Greenfield will be a	10. Greenfield will continue t	By creating innovative programs, advancing conserv	<ul style="list-style-type: none"> <li>Develop a long-range energy reduction plan for municipal operations. <ul style="list-style-type: none"> <li>Establish a list of prioritized projects and capital improvement plan for energy efficiency projects in municipal buildings, lighting, and solid waste management.</li> <li>Create a Green Fleets Policy to include a plan for maintaining existing and "right-sizing" the fleet with more fuel efficient vehicles for Town departments.</li> </ul> </li> </ul>	DONE some-In process-need grants	Program		Transportation, Education, Housing	Long (>5 years)	\$555 (+\$250,000)	N	Builds on the work done by Greening Greenfield	Energy&Sust/Planning/DPW/SGIC/Greening Greenfield
6. Public Facilities	Goal #5: Greenfield will be a	10. Greenfield will continue t	By creating innovative programs, advancing conserv	<ul style="list-style-type: none"> <li>Develop sustainability principles or guidelines for Town projects, operations, policies and regulations including new or renovated municipal facilities. <ul style="list-style-type: none"> <li>These principles should include net-zero energy standards for new construction, energy and water conservation, the use of green building materials, and waste minimization. They can also be incorporated into Town operations such as requests for proposals, area plans, and maintenance contracts.</li> </ul> </li> </ul>	DONE some-In process-need grants	Program		Transportation, Education, Housing	Long (>5 years)	\$555 (+\$250,000)	N	Builds on the work done by Greening Greenfield	Energy&Sust/Planning/DPW/SGIC/Greening Greenfield
6. Public Facilities	Goal #5: Greenfield will be a	10. Greenfield will continue t	By creating innovative programs, advancing conserv	<ul style="list-style-type: none"> <li>Work with Sustainability Advisory Committee to identify new opportunities.</li> </ul>	DONE some-In process-need grants	Program		Transportation, Education, Housing	Long (>5 years)	\$555 (+\$250,000)	N	Builds on the work done by Greening Greenfield	Energy&Sust/Planning/DPW/SGIC/Greening Greenfield
6. Public Facilities, Services & Energy	Goal #5: Greenfield will be a showcase "solar city" and be 40% of the way to meeting its 2050 goals adopted in 2009 to Reduce CO2 by 80%, and to reduce the money we spend on energy that leaves the region from \$67 million/year (2008) to ZERO.	11. Continue public/private partnerships to reduce residential and business energy use and installation of renewable energy systems.		see below	need grants	Program		Transportation, Education, Housing	Long (>5 years)	\$555 (+\$250,000)	Community Development Block Grant	Builds on the work done by Greening Greenfield	Energy&Sust/Mayor's Office/Planning/Local Utilities/SGIC/Greening Greenfield
6. Public Facilities	Goal #5: Greenfield will be a	11. Continue public/private partnerships to reduce residential and business ene		<ul style="list-style-type: none"> <li>Continue to invest CDBG funds in residential building upgrades.</li> </ul>	need grants	Program		Transportation, Education, Housing	Long (>5 years)	\$555 (+\$250,000)	Community Development Block Grant	Builds on the work done by Greening Greenfield	Energy&Sust/Mayor's Office/Planning/Local Utilities/SGIC/Greening Greenfield

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6. Public Facilities	Goal #5: Greenfield will be a	11. Continue public/private partnerships to reduce residential and business ene		<ul style="list-style-type: none"> <li>Decrease energy use through public education and outreach programs such as the Energy Smart Homes, and Energy Smart Businesses programs.</li> </ul>	need grants	Program		Transportation, Education, Housing	Long (>5 years)	\$555 (+\$250,000)	Community Development Block Grant	Builds on the work done by Greening Greenfield	Energy&Sust/Mayo r's Office/Planning/Local Utilities/SGIC/Greening Greenfield
6. Public Facilities	Goal #5: Greenfield will be a	11. Continue public/private partnerships to reduce residential and business ene		<ul style="list-style-type: none"> <li>Increase local zero-carbon electricity production through town-wide programs such as Solarize Mass and Community-Shared Solar.</li> </ul>	need grants	Program		Transportation, Education, Housing	Long (>5 years)	\$555 (+\$250,000)	Community Development Block Grant	Builds on the work done by Greening Greenfield	Energy&Sust/Mayo r's Office/Planning/Local Utilities/SGIC/Greening Greenfield
6. Public Facilities	Goal #5: Greenfield will be a	11. Continue public/private partnerships to reduce residential and business ene		<ul style="list-style-type: none"> <li>Work to improve state and utility energy efficiency programs by working with state agencies, utility companies, non-profits, and the state legislature.</li> </ul>	need grants	Program		Transportation, Education, Housing	Long (>5 years)	\$555 (+\$250,000)	Community Development Block Grant	Builds on the work done by Greening Greenfield	Energy&Sust/Mayo r's Office/Planning/Local Utilities/SGIC/Greening Greenfield
6. Public Facilities	Goal #5: Greenfield will be a	11. Continue public/private partnerships to reduce residential and business ene		<ul style="list-style-type: none"> <li>Measure and report progress toward our 2050 goals.</li> </ul>	need grants	Program		Transportation, Education, Housing	Long (>5 years)	\$555 (+\$250,000)	Community Development Block Grant	Builds on the work done by Greening Greenfield	Energy&Sust/Mayo r's Office/Planning/Local Utilities/SGIC/Greening Greenfield
6. Public Facilities, Services & Energy	DETAILS RE DEP practices			<ul style="list-style-type: none"> <li>ROADS: Implement a pavement preservation program for extending pavement life on our 110 miles of roads and bridges to minimize long term re-paving costs, while implementing Complete Streets goals, and increasing quality, safety and "greenness." Assess and implement MA Climate Change Adaptation recommendations – i.e. assess and upgrade all water crossings to accommodate more severe storms, and if upgrading culverts, ensure the continuity of the stream.</li> </ul>	In process-UD regs		<a href="http://www.sfdpw.org/index.aspx?page=1221">http://www.sfdpw.org/index.aspx?page=1221</a>						Dept of Planning/DPW/FRCOG/Planning/SGIC
6. Public Facilities	DETAILS RE DEP practices			<ul style="list-style-type: none"> <li>BRIDGES: Ensure bridges and large culverts meet state DOT standards, including new climate change adaptation recommendations and stream continuity goals, and secure funding for maintenance and replacement as needed.</li> </ul>	In process-UD regs		<a href="http://www.sfdpw.org/index.aspx?page=1222">http://www.sfdpw.org/index.aspx?page=1222</a>						Dept of Planning/DPW/FRCOG/Planning/SGIC
6. Public Facilities	DETAILS RE DEP practices			<ul style="list-style-type: none"> <li>WALKWAYS: Ensure walkways are well-maintained, accessible, and continuous. Consider "green" permeable paving options.</li> </ul>	In process-UD regs		<a href="http://www.sfdpw.org/index.aspx?page=1223">http://www.sfdpw.org/index.aspx?page=1223</a>						Dept of Planning/DPW/FRCOG/Planning/SGIC
6. Public Facilities	DETAILS RE DEP practices			<ul style="list-style-type: none"> <li>BIKEWAYS: Implement the Recommendations in Transportation Chapter of the Greenfield Sustainable Master Plan.</li> </ul>	In process-UD regs		<a href="http://www.sfdpw.org/index.aspx?page=1224">http://www.sfdpw.org/index.aspx?page=1224</a>						Dept of Planning/DPW/FRCOG/Planning/SGIC
6. Public Facilities	DETAILS RE DEP practices			<ul style="list-style-type: none"> <li>DAMS: Maintain drinking water dams, and continue to assess and save or remove other dams as needed. Ensure continuity of rivers for wildlife.</li> </ul>	In process-UD regs		<a href="http://www.sfdpw.org/index.aspx?page=1225">http://www.sfdpw.org/index.aspx?page=1225</a>						Dept of Planning/DPW/FRCOG/Planning/SGIC
6. Public Facilities	DETAILS RE DEP practices			<ul style="list-style-type: none"> <li>WATER &amp; SEWER: Create a budget to continue to reduce water usage, and upgrade drinking water, storm water, and sewage treatment and collection system as necessary to reduce costs and meet new DEP/EPA regulations. Follow through with anaerobic Digester feasibility study. Assess major capital expenses especially of upgrading aging sewage pipes; extension of sewage lines as feasible and needed; and need for 3rd water tank on west side of town to increase water pressure and as a back-up to one on East Side at Rocky Mountain.</li> </ul>	In process-UD regs		<a href="http://www.sfdpw.org/index.aspx?page=1226">http://www.sfdpw.org/index.aspx?page=1226</a>						Dept of Planning/DPW/FRCOG/Planning/SGIC
6. Public Facilities	DETAILS RE DEP practices			<ul style="list-style-type: none"> <li>SOLID WASTE: Reduce solid waste disposal costs through curbside pick-up of compostables, increased recycling, and reduction of disposable items. Follow through with anaerobic Digester feasibility study.</li> </ul>	In process-UD regs		<a href="http://www.sfdpw.org/index.aspx?page=1227">http://www.sfdpw.org/index.aspx?page=1227</a>						Dept of Planning/DPW/FRCOG/Planning/SGIC
6. Public Facilities	DETAILS RE DEP practices			<ul style="list-style-type: none"> <li>VEHICLES: Continue to maintain Greenfield's 150 vehicles, and create a budget that would enable us to replace with more environmentally-friendly vehicles when vehicles 10-15 years old. Consider building or sharing a vehicle washing station to reduce rust and vehicle replacement needs.</li> </ul>	In process-UD regs		<a href="http://www.sfdpw.org/index.aspx?page=1228">http://www.sfdpw.org/index.aspx?page=1228</a>						Dept of Planning/DPW/FRCOG/Planning/SGIC
6. Public Facilities	DETAILS RE DEP practices			<ul style="list-style-type: none"> <li>PARKS: Maintain and update as needed – in collaboration with the Recreation Department.</li> </ul>	In process-UD regs		<a href="http://www.sfdpw.org/index.aspx?page=1229">http://www.sfdpw.org/index.aspx?page=1229</a>						Dept of Planning/DPW/FRCOG/Planning/SGIC