TOWN OF MEDFIELD

Office of the
BOARD OF SELECTMEN

TOWN HOUSE,

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Board of Selectmen
Gustave H. Murby, Chair
Osler L. Peterson, Clerk
Eileen Murphy, Third Member

Kristine Trierweiler
Town Administrator

Town Administrator Goals
July 1, 2022 to June 30, 2023

Goal: Develop strategies to increase public participation and ensure that citizens have the opportunity to be actively engaged in planning and implementation of services.

A. Finalize Committee Handbook to reflect the most current information on the roles and responsibilities of committees and their members
B. Work with Town Moderator and Town Clerk to develop a Town Meeting 101 Session
C. Town Administrator Monthly Office Hours
D. Monthly Written Town Administrator Reports
E. Conduct survey of existing Board/Committee members

Goal: Identify and advance opportunities for cooperation between Town departments, Medfield Public Schools, neighboring municipalities, non-profit organizations, and regional governments as ways to improve services and reduce costs.

A. Investigate opportunity for a Human Services Department
B. Develop a Building Grounds and Open Space Maintenance and Improvement Plan Proposal
    a. Identify responsibility for building grounds, open space, and recreational parcels
    b. Prepare maintenance plan for all identified locations

Goal: Continue to manage town finances in a fiscally prudent manner that strikes a proper balance between the funding of important town services and affordability for taxpayers.

A. Present final ARPA project plan

Voted by the BOS:

B. Submit FY2023 Budget for approval to the Government Finance Officers Association (GFOA)
C. Capital Plan presented to the BOS prior to December 1, 2022
D. Oversee the development of an Annual Grant funding report to the BOS by June, 30, 2023
E. Continue to work with and support the new Elementary School Project Committee

Goal: Provide support for implementing economic development initiatives and promote local businesses.

A. Written Board of Selectmen Policy for liquor licenses
B. Identify Funding Source and implement Wayfinding Project identified in the Local Rapid Recovery Grant
C. Develop and Finalize *Welcome to Medfield* Local Business Landing page

Town Administrator should continue to work to carry out Board of Selectmen Goals.

Voted by the BOS:

MANAGE TOWN FINANCES IN A FISCALLY PRUDENT MANNER THAT STRIKES A PROPER BALANCE BETWEEN FUNDING OF IMPORTANT TOWN SERVICES AND AFFORDABILITY FOR TAXPAYERS

GOAL #1: ***Charting a course for the town calls for an unwavering commitment to prudently impose financial burdens on taxpayers, while also ensuring that essential, or, in some cases, highly desired services are provided to the town's residents and businesses. The natural tension between these two imperatives requires that a thoughtful balance between the two be maintained.***

Key Focus Areas	Long-term (5 - 10 year timeframe)	2022 - 2023 Goals
Maintain a Responsible/Fiscally Prudent Financial Position	Keep the Town's Operating Budgets within the limits imposed by Prop 2 ½ and overall town debt at or below the size of the town budget	Implement an agreed-to structured budgeting policy that improves residents' understanding of town budgets and better prepares them to vote on annual budgets at the Annual Town Meeting – **COMPLETE – What do we have to do beyond this?** **Find a suitable replacement for the Assistant Town Administrator**
Reduce Reliance on the Residential Tax Base for Revenues by either diversifying the tax base and/or building revenue positive housing	Generate 10% of the Town's Tax Revenue from Non-Residential Sources and/or the net gain on revenue positive housing (i.e., tax revenue - added cost to town)	Work with Town Planner to identify parcels of land that could be rezoned as commercial. Present recommendations to the Planning Board – **NOT DONE YET** 1. Identify 1 parcel of town-owned land suitable for commercial development and create a plan for its reuse and disposition. – **COMPLETE? (MSH?)** 2. Identify at least 1 parcel of land, not town-owned, even if zoned residential, that could be commercially developed. Work with Town Planner/Planning Board to evaluate potential to be re-zoned. 3. Rezone the business district in the downtown to provide more business/retail spaces. Find ways to extend the downtown business district to enhance areas like Park Street as integral components of the downtown business district. – **IN PROCESS** 4. Support a process for redesigning the Gun Range in support of the Trinity project 5. Pursue reuse of the Town Landfill for solar energy generation Appoint a Town-Wide Master Planning Committee to revamp the current town Master Plan by September 2019 -- **COMPLETE**
Promote a "Business Friendly" Atmosphere to Retain Current and Attract Potential New Businesses		Work with the downtown business community and residents to identify a committee to assume the responsibilities previously held by the Downtown Study Committee and the Economic Development Committee with a goal of promoting economic development in the extended downtown area that balances business needs and the needs of downtown residents. (Probably under the leadership of the Town Planner) – **DO WE STILL WANT TO DO THIS?** Incorporate the State Hospital Master Plan into the Town-Wide Master Plan before effecting any MSH land sales in order to secure the LDA bonus money -- **COMPLETE**

GOAL #2: ***Many decisions made by the town carry long-term financial implications that can easily be missed, if they are not consciously taken into account. Hiring decisions; major capital acquisitions; program expansions; and even public or state "seed money" contributions in support of new initiatives can all introduce long-term financial ramifications for the town that should be recognized up front before an initial financial decision is made. Unexpected major capital requirements; significant structural budget deficits; and unfunded long-term financial liabilities should rarely, if ever, arise.***

Key Focus Areas	Long-Term (S -10 year timeframe)	2022 - 2023 Goals
Proactively plan for the maintenance and upgrade of town buildings	Maintain and update (annually?) a 20-year plan for building maintenance expenditures	Complete and approve 20-year capital maintenance plan -- **COMPLETE** Develop a plan to fund those building improvements/repairs deemed necessary and appropriate for funding from the 20-year capital plan – COMPLETE? Update/ revise the Capital Maintenance Plan?
Ensure adequate funding for the ongoing maintenance and upkeep of the town's transportation, water, and sewer infrastructure	Establish and annually update a 20-year capital plan for Water & Sewer System Establish and annually update a road maintenance plan Align long-range plans with financing policies that are capable of supporting those plans	Meet with W & S board/town administration and determine solutions for issues identified by W & S Board, develop plan going forward – IN PROCESS? Develop a sidewalk development plan for the town that lays out specific plans, priorities, and sequencing to increase the extent and quality of the sidewalks in town.—IN PROCESS? Tap ARPA funding to accelerate progress on sidewalk construction? Are there other things that need to be done in this area?
Recognize and plan for the full costs associated with expansions of town staff, programs, and services	Double the current level of funding for the Town's OPEB obligation Apply funds obtained through major capital sales of town assets to the town's long-term financial obligations Restructure department budgets to reflect the full costs of staff, programs, and services, including benefits costs that are currently consolidated in separate town-wide budgets Explore options for establishing reserve accounts to accrue funds to support long-range maintenance/ replacement expenditures	Increase from $400,000 to $425,000 the OPEB contribution in next year's FY20 budget -- Modify OPEB goals in light of recently approved Financial Policy – **COMPLETE/ OBE IN LIGHT OF FINANCIAL POLICIES** Develop a plan to reduce employee usage of town health benefits – **COMPLETE** Anything further here? Establish procedures to ensure that full long-term financial obligations of the town are taken into account when hiring staff. Increase public visibility into the full financial implications associated with staff hiring decisions.—IN PROCESS

PURSUE COMMUNITY HOUSING GOALS TO MAINTAIN AN ECONOMICALLY STABLE AND SOCIALLY BALANCED TOWN POPULATION THAT ALLOWS MEDFIELD TO BE A SELF-SUFFICIENT AND ACCESSIBLE COMMUNITY

GOAL #3: ***Medfield does a good job of producing responsible citizens who live with confidence in the safety and support of their community, regardless of economic or social status. Medfield residents can be confident that the town cares about them and will support them where possible. One of the most visible ways for the town to demonstrate its commitment to its residents is to work to address specific housing needs of long-standing town residents and other residents with particular needs that the town is in a position to help address. –***

Key Focus Areas	Long-Term (S -10 year timeframe)	2022 - 2023 Goals
Achieve 408 Affordable Housing Goals to Enable Medfield to Control Its Development Path	Achieve 10% Affordable Housing mandate imposed by Chapter 408 within the next 8 years	Complete construction of 21 units of all SHI-eligible housing required to achieve the 40B goalextend safe harbor protection for another year, and commence planning for 21 SHI per year in future years. (Implement…
Provide Housing for Medfield's Adults Who Are Capable of Living Independently With Assistance	Develop 8 units of housing for adults with intellectual disabilities	Do we need a goal for group home development here?
Increase Availability of Senior Housing to Enable Seniors to Afford to Live in Medfield	Provide a minimum of 120 additional units of senior housing across the economic spectrum over the next 6 years	Dispose of Hinkley Property -- COMPLETE Adopt Senior Housing Overlay District -- CANCELLED What's the current number of senior housing units?
		Schedule and hold Town Meeting vote on zoning changes and disposition of Medfield State Hospital property – COMPLETE Begin to implement the final Medfield State Hospital Master Plan -- COMPLETE Resolve question of water and sewer capacity required to support the redevelopment of the State Hospital property -- COMPLETE Transition responsibility for the redevelopment of the State Hospital property from the MSH Master Planning Committee to a successor "Development Committee", responsible for initiating action to redevelop the property, consistent with the objectives reflected in the State Hospital Master Plan.—COMPLETE Gun Range action could also go here instead of further forward

PROMOTE THE HEALTHY AND RESPONSIBLE DEVELOPMENT OF MEDFIELD'S YOUTH

GOAL #4: ***Medfield has a long-standing tradition of consciously working to instill in Medfield's youth an appreciation for what it takes to form a vibrant, respectful, and supportive community to provide the best life possible for all who live in it. This appreciation doesn't arise on its own. It is the result of conscious action by teachers, adult leaders, community leaders, neighbors, and youth organizations to introduce the town's youth to town history, principles of democracy in action, public events and activities that encourage reflection and involvement in actions to bring a community together. Town government isn't always the initiator or driver of these activities, but town government should always remain cognizant of them and should work to support these activities where needed and feasible.***

Key Focus Areas	Long-Term (S -10 year timeframe)	2022 - 2023 Goals
Maintain/ Improve the School System's Solid Academic Performance	Plan for the replacement of the Dale Street School	CompleteUpdate the Feasibility Study for the replacement of the Dale Street School/ Develop a revised concept for the new school
Support the Cultural/ Physical/ Emotional/ Civic Development of Our Children	Develop and implement a thoughtful framework for addressing the full range of challenges confronting the town's young people Support and strengthen the opportunities available to the town's young people to help them realize their full potential in life	Implement the Connections program to enhance contact between the town's seniors and the town's youth (grant funded) – IN PROCESS? Medfield Outreach action here as follow up to strategic plan development??
Provide Appropriate Opportunities for the Town's Young People to Observe and Participate in Town Governance		Work with the School Department and the Town Departments to assess the potential for identifying opportunities for town youth to get involved with town operations with a goal of promoting a deeper appreciation of the importance of a citizen-led local government – CURRENT STATUS? What else? (Fire Department Cadet program, Police Dept internships, Town Hall internships?)

<u>GOAL #5:</u> Medfield is a unique town because of its character, history and heritage. Built upon the principles, ideals and values of our country, Medfield has taken that foundation and refined it to build a town that recognizes the importance of preserving the heritage, values, and culture that have made Medfield the community that it has become. This goal focuses on ensuring that the best parts of Medfield are preserved for future generations and that Medfield retains its unique identity and character.

Key Focus Areas	Long-Term (S -10 year timeframe)	2022 - 2023 Goals
Preserve/ Protect the Town's Character, Understanding of its History, and its Historic/ Cultural Resources		Rationalize responsibilities between DPW, Parks & Recreation, and the School Department for maintaining natural town assets, including parks, athletic fields, building grounds, and other maintained open space. Make appropriate adjustments to department maintenance budgets to reflect adjustments in responsibilities.
Support Environmental Protection Efforts and Promote the Public's Responsible Use of Our Natural Resources		Town Administrator coordinate with the DPW Head to develop a public tree inventory and tree planting plan – SHOULD THIS BE ON KRISTINE'S GOAL LIST? Does Sarah's work in this area fit here?
Support and Protect/ Maintain Attractive Open Space Acquisitions to Enhance Recreational Opportunities and to Maintain the Open Character of the Town		The prerequisite action here is to answer the maintenance question –(CORPS Plan? – Conservation, Open-Space, Recreatiion, Public Spaces Plan)