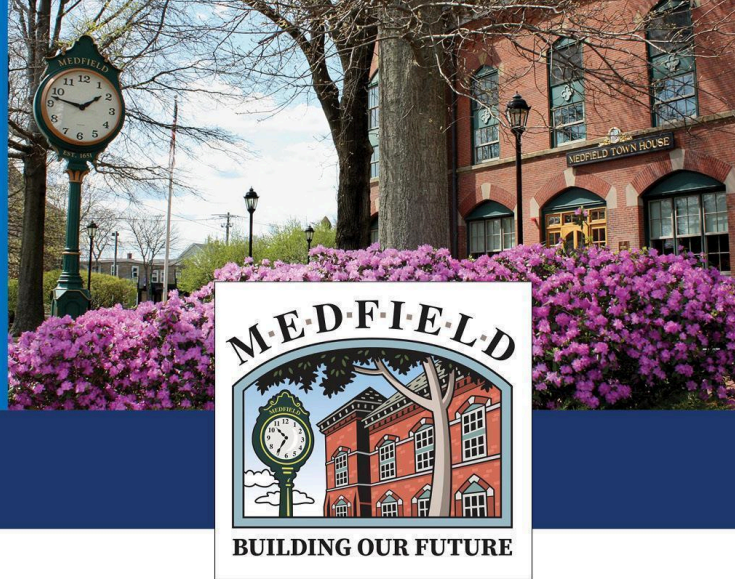


Town of Medfield Strategic Town Goals



Goal #1: Financial Stewardship



Charting a course for the town calls for an unwavering commitment to prudently manage financial burdens imposed 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.

Strategy

- Maintain a Responsible/Fiscally Prudent Financial Position
- Reduce reliance on the residential tax base for revenues by either diversifying the tax base or building revenue-positive housing, or identifying additional sources of non-tax revenue for the town.
- Promote a business-friendly atmosphere to retain current and attract potential new businesses
- Establish an affordability tax burden threshold for taxpayers defined through a maximum tax limit on the median-priced home in Medfield or other defined metric
- Explore the Community Preservation Act (CPA)

Action Items:

- ☐ Work with the Planning Board and the Director of Land Use to support the proposed mixed-use overlay district changes in the downtown
- ☐ Continue to pursue official closure and consent order for the Medfield Landfill to allow for solar development
- ☐ Develop an affordability metric tied to key economic metrics to quantify the maximum tax burden residents should be expected to pay for municipal (town/school) services

- ☐ Appoint a Community Preservation Committee to develop a concrete approach and educate the residents on the CPA as a potential tool in Medfield
- ☐ Continue to work with the Warrant Committee to ensure compliance with the Town's Financial Policies
- ☐ Explore reduced Transfer Station Sticker Prices for Senior Residents
- ☐ Conduct a cost-benefit analysis of hiring outside engineering services versus hiring a town engineer

Goal 2: Organizational Excellence



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.

Strategy

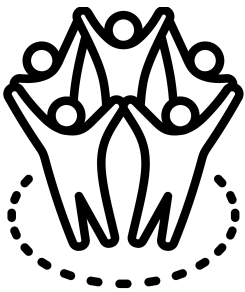
- Proactively plan for the maintenance and upgrade of town facilities in alignment with the Facilities Master Plan and within the financial constraints of the town to support the facilities maintenance and upgrades
- Ensure adequate funding of the ongoing maintenance and upkeep of the town's transportation, water and sewer infrastructure through the long-term management of the town's water and sewer rates
- Continue to evaluate total compensation to support employee recruitment and retention efforts for the town and school departments
- Continue to provide professional development opportunities to municipal staff, particularly to support the professional development of town employees, staff retention and succession planning
- Broaden the participation of the Municipal Boards, Commissions, and Committees, and develop an onboarding process

Action Items:

- ☐ Support the PPBC and Facilities Department to maintain and update a twenty (20) year capital plan for building maintenance
 - ☐ Determine next steps for the new 20 Year Capital Building Maintenance and Construction Plan

- ☐ Annually review the Pavement Management Plan with the Director of Public Works
- ☐ Annual meeting with the Board of Water and Sewerage to review capital plans and implications for water and sewer rates
- ☐ Reestablish the Economic Development Committee to promote additional business development in the downtown area
- ☐ Create a capital projects page within the town's website with status updates on projects
- ☐ Increase public visibility into the full financial implications associated with hiring staff positions
 - ☐ Establish a formula to ensure that the full long-term financial obligations of the town are taken into account when hiring staff
- ☐ Initiate Town Charter Review

Goal 3: Vibrant and Inclusive Community



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.

Strategy

- Support the School Committee and the Superintendent to maintain/improve the School System's Solid Academic Performance
- Support the Cultural/Physical/Emotional/Civic Development of our children and young adults
- Provide appropriate opportunities for the town's young people to observe and participate in Town Government
- Provide opportunities for Youth to take leadership in promoting healthy behaviors and civic responsibility

Action Items:

- ☐ Expand Internship Program
 - ☐ Introduce a stipend for college-level interns
- ☐ Create a youth advisory council to include youth input on town policies/programs
- ☐ Coordinate the availability of recreational spaces for youth for unstructured activities using underutilized available existing space
- ☐ Increase Youth involvement in peer leadership prevention programming
 - ☐ Hire high-school youth in alignment with action plans for prevention grants.
 - ☐ Expand the club offerings at the high school, focused on promoting healthy behaviors
 - ☐ Provide multi-tiered support for student mental health by increasing collaboration between the school and town's social service department
- ☐ Provide housing for Medfield's adults who can live independently with assistance
 - ☐ Work to support AHT to identify best way to do this
 - ☐ Explore alternative financing approaches for supporting a group home development
 - ☐ Identify one or more sites within the town to support a group home
- ☐ Continue to work with the SBC to support plans for the new Dale Street School
 - ☐ Review with the SBC and Parks and Recreation the opportunities to leverage the new school construction project to support the development of a facility to support Parks and Recreation programming

Goal 4: Retention of Unique Character and Identity



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 historic and recreational areas of Medfield are preserved for future generations and that

Medfield retains its unique identity and character.

Strategy

- Preserve/Protect the Town's character, understanding of its history, and its Historic/Cultural Resources
- Support/Protect/Maintain attractive open space to enhance recreational opportunities and maintain the open character of the Town

Action Items:

- ☐ Review and update building lease agreements with historic groups, including Historic Society and Dwight Derby House
- ☐ Transfer the care, custody, and control of Baxter Park from the Parks and Recreation to the Select Board
- ☐ Support the Conservation Commission and the Conservation Agent in developing a maintenance plan for Conservation Properties

Goal 5: Environmental Stewardship



Medfield has historically been closely tied to the natural environment. From the earliest point in its history, Medfield has taken advantage of its natural habitat to support agriculture, the arts, and recreation. More recently, as the importance of maintaining a healthy, resilient, and sustainable environment has become more apparent to all, Medfield's commitment to preserving and protecting its natural environment has only grown stronger. Medfield's legally protected open space, as a percentage of its total land area, is among the highest of any town in Massachusetts. The town's residents are strongly committed to conscientious environmental stewardship of the town's open spaces and natural habitats to ensure the sustained health and vibrancy of the town's residents and natural environment.

Strategy

- Review and Improve Environmental Sustainability and Resilience by building on the findings from the town's Municipal Vulnerability Plan (MVP)
- Support Environmental Protection efforts and promote the public's responsible use of our natural resources
- Identify key environmental actions to preserve/enhance the town's natural environment and support actions to combat climate change from global warming

- Take action to preserve and protect water resources
- Implement the Open Space and Recreation Plan: (2023-2030) to preserve the environmental quality of the town's open spaces
- Develop a Forest/Wildlife Management plan

Action Items:

- ☐ TSARC and DPW to develop a plan to reduce waste in town
 - ☐ Pursue zero-waste options
- ☐ Secure grant funding to conduct a financial analysis of climate adaptation and resiliency measures as outlined in the Municipal Vulnerability Plan and estimate future climate risk costs
- ☐ Pursue grant funding for the update of the MVP
- ☐ Pursue an MVP action grant for an update to the stormwater bylaws
- ☐ Develop specific plans to address the town's most significant vulnerabilities in the MVP
- ☐ Work to make progress toward the town's Climate Action Plan (TOMCAP) goals
 - ☐ Continue to support the Commonwealth's 2050 Goals
 - ☐ Ensure Medfield is pursuing the 2050 Net Zero goals using feasible strategies
 - ☐ Hire PT Energy Manager
- ☐ Pursue Carbon Sequestration
 - ☐ Develop a town plan to generate carbon sequestration credits
 - ☐ Maintain and enhance the town's forests to support CS and the development of saleable carbon offsets
- ☐ Pursue grant funding for public tree inventory and tree planting plan
- ☐ Develop a plan to combat invasive species on public land
 - ☐ Public education for residents on invasive species
 - ☐ Raise awareness of non-native pests, plants, and diseases that harm our natural environment, such as Crazy Worms, Japanese Knot Weed, Black Swallow-wort, Garlic Mustard, Mile-a-Minute Vine, Virginia Creeper, and Oriental Bittersweet, Norway Maple, etc
- ☐ Assist the Conservation Commission with outreach to develop an appropriate policy for private wells' compliance with drought restrictions

- ☐ Promote planting of pollinator gardens, plant/seed pollinator perennial and annual wildflower areas as appropriate on public property
- ☐ Identify partners to encourage sustainable landscaping and gardening, including reduced usage of pesticides, fertilizers, and native plant species on private property
- ☐ Support the Conservation Commission in safeguarding Medfield's natural resources, increasing accessibility, and maintaining existing natural spaces
 - ☐ Improve public access to information on the town's open spaces
- ☐ Improve the Can Recycling Location and Educational Information at the Medfield Transfer Station