

Town of Medfield FY2024 Annual Budget



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Introductory Information

Budget Message

Introduction and Budget Overview

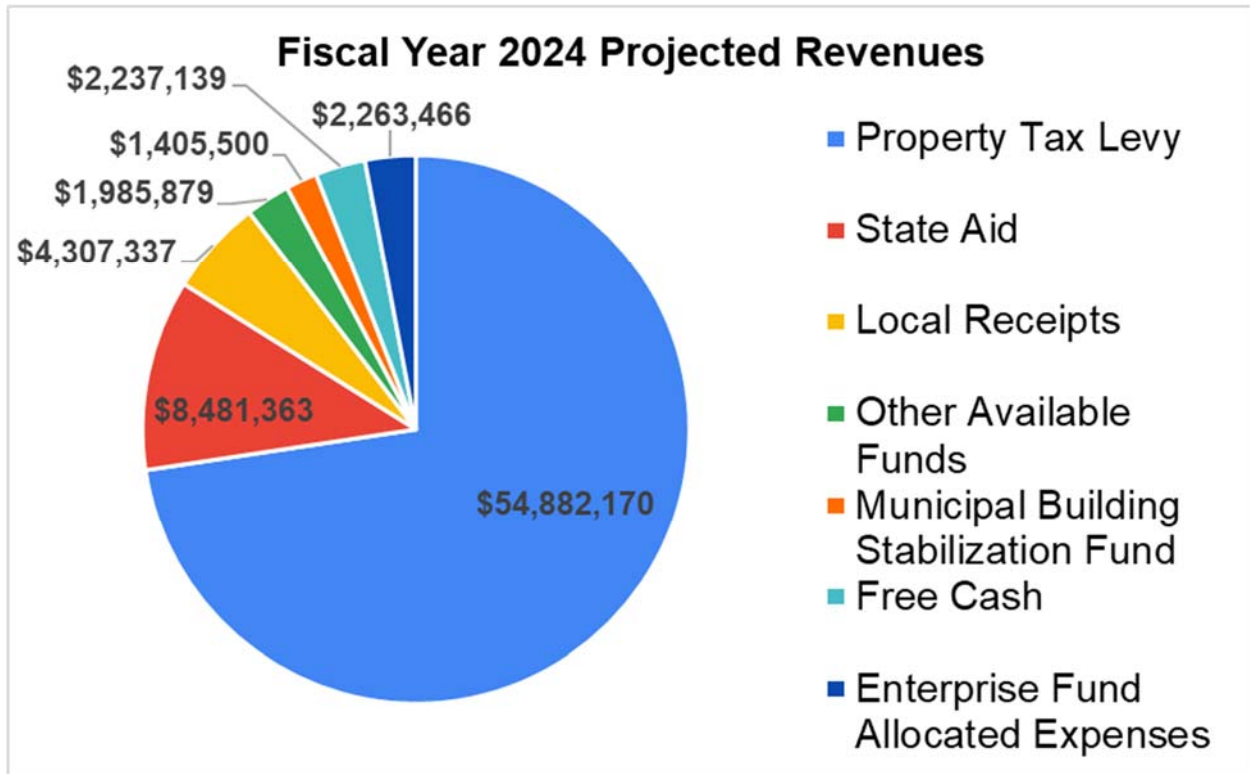
Each year, the Annual Town Meeting must consider a budget for the upcoming fiscal year. The town's fiscal year begins on July 1st and ends the following June 30th. However, the operating budget is just one piece of the long-term financial plan for the town. The overall message to town departments in developing their operating budgets for FY2024 was to continue to provide existing levels of service while allowing for service enhancements where possible. The Fiscal Year 2024 budget proposal funds the day-to-day operations of the town and school departments which provide services to our residents, builds towards strategic goals of the town and invests in key assets.

While all budget cycles have their challenges, the development of this year's budget proposal required weighing global cost increases in supplies and services, ongoing wage pressures, prioritizing the needs of our community members, while also continuing our efforts to build the town's financial reserves. The overall goal for FY2024 was to continue to provide excellent service, minimize the cost to the taxpayer and maintain healthy reserve balances.

Revenue Outlook

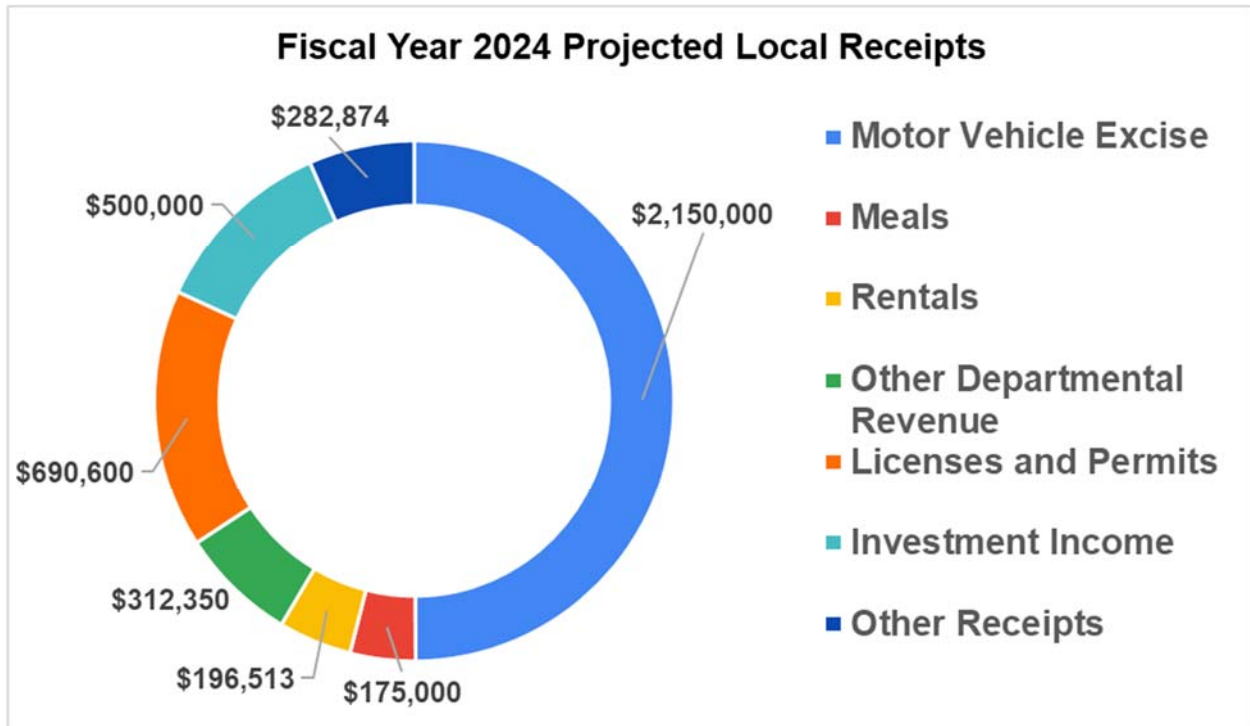
Given the importance of preparing a balanced budget proposal and the limitations on tax levy growth in place by Proposition 2 ½, the town's budget development process begins with a thorough analysis of revenue expectations for the upcoming fiscal year. This is an imperative step prior to committing funds to any expenditure to ensure we develop a responsible and effective financial plan for the town. The outlook is further reviewed by the Select Board and Warrant Committee and adjusted as needed throughout the budgeting process. The foundation of this process is laid as the town completes an annual five-year projection of revenues, which is annually updated as needs arise. The updated outlook is available on the town's website.

Medfield's largest source of revenue comes from the tax levy, or simply put, the taxes paid by property owners each year. As mentioned previously, state statute allows for limited growth in this revenue source each year. In Fiscal Year 2024, the tax levy is estimated to account for 73% of total revenues. Residential taxpayers make up the vast majority, approximately 94% of the tax base. This is historically consistent. We continue to explore ways to diversify the town's tax base in order to lessen the tax burden.



As the chart above shows, the town's second largest revenue source is state aid. In February 2023, the Healey-Driscoll Administration released proposed state aid allocations for FY2024 that will provide for a 1.7% net increase over last year. This low percentage growth is typical of recent years. Given that this rate of increase tends to not match growing budgetary pressures, the town must also rely on local receipts and other available general funds.

The town must conservatively estimate local receipts revenues in order to prevent overextending financial resources and the need for mid-year budget cuts. Local receipts are comprised of motor vehicle excise, meals tax, building and permit fees, and other fees. Looking ahead, we expect that motor vehicle excise revenue will account for about half of all local receipts. The largest increase in local receipts categories is expected to come from investment income. While the rise in interest rates has caused uncertainty in the real estate market, these rates will increase the interest earned in the Town's accounts.

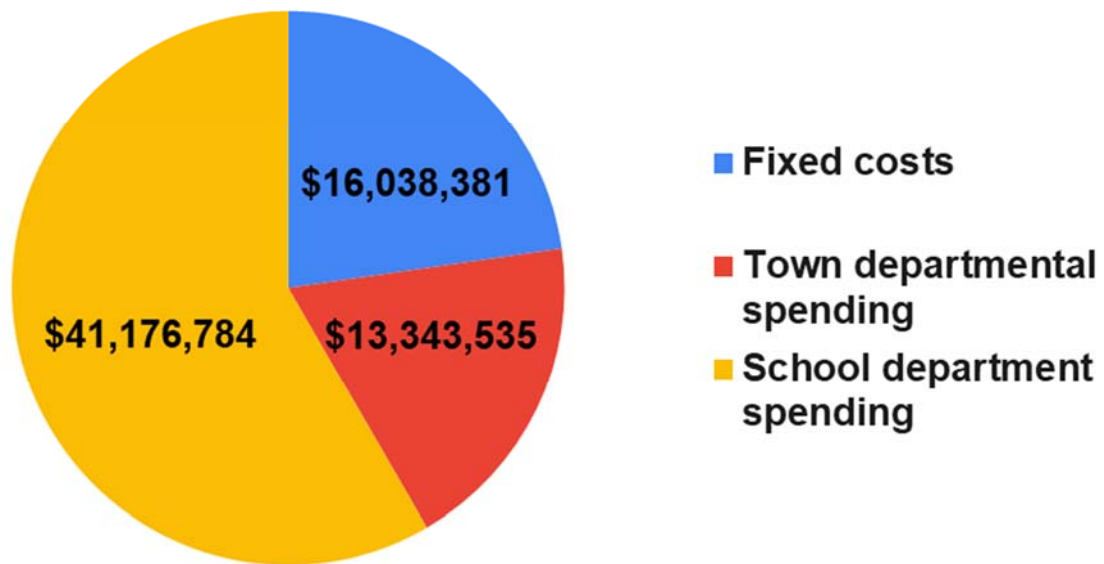


Revenue from various town trust funds is used as other sources of revenue to offset budgetary expenses. For instance, the budget proposal includes \$275,000 to be allocated from the Pension Reserve Trust Fund to partly fund the Norfolk County Retirement System assessment. This withdrawal follows a plan carefully developed by the Warrant Committee to utilize this fund responsibly as the County retirement system approaches a planned fully funded status in FY2029. The budget also relies on a \$300,000 appropriation from the Advanced Life Support Revolving Fund, which collects revenue associated with providing ALS ambulance service. This appropriation will partially offset the Fire Department's budget for FY2024. The full list of other operating funds used to offset expenditures can be found in this booklet.

Expenditure Outlook

Once the revenue picture becomes clearer, the financial team begins to weigh the town's commitments and priorities to fund through the warrant presented to town meeting. Each department head is asked to present budget requests for the upcoming fiscal year. These are then reviewed by the Warrant Committee and the town's financial management team. Outside of departmental requests, the team must also take into account the need to meet long-term obligations, address fixed costs, and maintain and improve services provided to the residents. Over the course of the winter months, a balanced budget proposal is then ready for consideration in early spring.

Comparison: Fixed vs. Departmental Costs



There are sizable fixed costs that face the town each year. These include debt service obligations, state assessments, pension and retiree healthcare costs, health insurance for current employees, and other expenditures. These account for over 20% of the operating budget at \$16 million. These costs have decreased slightly since FY2019, which is mainly attributable to reduced debt service obligations. Excluding debt service, these costs have risen by about 20% since FY2019. These costs also include appropriations towards reserve funds, which are determined by the town's financial policy requirements.

The FY2024 budget proposes a \$1,669,836, or 4.23%, increase for our public school's operating budget. This allows the district to fulfill its collective bargaining obligations for the teachers, teacher aides, administrative assistants, custodians, food service workers, and other school personnel. The budget gives our school department the ability to meet increasing costs for student transportation, utilities, and supplies. It also invests in new programs such as a new pre-kindergarten section at Wheelock Elementary School.

The budget proposal also includes a \$626,498, or 4.93%, increase for non-school municipal departments. As with the school district, the increase is a result of the surging cost of supplies, and utilities. Like many other municipalities across the Commonwealth, the town continues to feel rising wage pressure on its workforce and difficulty in finding suitable candidates for open employment opportunities. In short, these proposed additional expenditures are meant to ensure that the town can continue to provide the level of service its residents deserve and are accustomed to receiving.

In addition, the budget proposal funds the creation of a new facilities project manager position. This position, which will fall under the town and school shared Facilities Department, is needed to maximize the investments the town continues to make through the Municipal Building Stabilization Fund. The new



facilities project manager will assist in the oversight of approved projects from beginning to end, and will add to the town's efforts towards energy management and efficiency.

The \$626,498 total increase also includes a \$68,000 appropriation from the Opioid Settlement Stabilization Fund. These funds are a portion of proceeds from the Commonwealth's legal settlement with opioid manufacturers and distributors. These funds by state requirements must be used by the town for very specific purposes. Medfield will leverage these proceeds by hiring a new clinician to be shared by the Council on Aging and Medfield Outreach. With this approach, the clinician will be able to support our residents who are most susceptible to the effects of the opioid crisis. It also aligns with the Select Board's goal of extending mental health and substance misuse prevention programming across the community, in collaboration with our schools and other community partners.

Capital Investments

Along with providing for the day to day operations and service needs of the town, the town must also prioritize investments in its key assets and infrastructure. These can range from the purchase of a fire truck, road and sidewalk improvements, major facility upgrades and maintenance, or water filtration equipment. The town's Capital Budget Committee guides the development of a proposed capital improvement plan, funded by various sources. This plan is then reviewed and recommended for passage by the Select Board. As part of the capital budget development process, the Capital Budget Committee reviews and approves a five-year capital plan that allows the town to better plan for necessary long term maintenance of investments. For projects proposed for the upcoming fiscal year, the Capital Budget Committee meets with each department requesting funding to obtain the details of each project. The FY2024 Capital Budget includes projects for the Police, Fire, Public Works, Parks and Recreation, Facilities, and Information Technology Departments.

At the 2018 Annual Town Meeting, through a Proposition 2 ½ override and ballot question, the town approved the creation of a Municipal Buildings Stabilization Fund to provide funding for facilities repairs and improvement projects. This account has increased 2.5% annually from its initial \$1,000,000 funding by an annual vote of the Select Board. The FY2024 amount voted by the Select Board is \$1,131,407. This year's proposed capital investments in municipal buildings will allow the town to continue to address maintenance needs for some of the largest assets. Approximately 67% of the proposed funding will go toward repairs and improvements at school facilities, with the remaining addressing other municipal buildings.

Aside from these assets, the town must annually address other capital needs and infrastructure that are a key part of ensuring services are delivered to Medfield residents. Article 18 lays out these proposed investments, using funds from the town's Capital Stabilization Fund, Water & Sewer Enterprise retained earnings, town department revolving funds, and Chapter 90 allotments. The Capital Budget proposes the purchase of new fire gear and portable radios for the Fire Department, a new excavator for the Department of Public Works, and other items essential to achieving the goals of the town and school departments. The Select Board also approved the use of \$350,000 of the town's American Rescue Plan Act funding allotment for FY2024 capital projects, defraying the cost from the Capital Stabilization Fund



and other sources. We would also like to commend town department heads for securing \$170,000 in grants for capital projects, allowing these projects to be completed without tax dollars.

Free Cash

Free cash is a term used for the town's remaining, unrestricted funds at the close of the prior fiscal year. The state's Division of Local Services recommends that free cash only be used for one-time, nonrecurring expenses. The town's financial policies require that the town budget maintain a balance in free cash equal to at least 2.5% of its general fund expenditures after free cash appropriations from town meeting.

From FY2014 through FY2019, the town used considerable amounts of free cash, averaging \$1.4 million each year. During that time, most of the town's free cash appropriations were used to balance the operating budget. In FY2020 and FY2021, the town reduced its use of free cash for the purpose of balancing the budget to \$800,000 and \$792,597, respectively. After further reducing free cash appropriated for this purpose to \$209,393 in FY2022, no amount was used to balance the operating budget in FY2023. The FY2024 budget marks the second year that the budget does not utilize Free Cash to balance the budget.

In January 2023, the Department of Revenue's Division of Local Services ("DLS") certified the Town of Medfield's Free Cash balance of \$3,918,186 for FY2022. In March 2023, this figure was increased by \$92,139 to reflect the town's initial allocation of Opioid Settlement Funds received from the Commonwealth. Note that these funds must be used for specific purposes, which is why the creation of an Opioid Settlement Stabilization Fund has been recommenced and proposed for the management of these funds.

This year's budget proposes the following uses of free cash, which are in line with best practices and the town's financial policy:

Recommended Free Cash Usage for Fiscal Year 2024	
Certified Free Cash as of 6/30/2022	\$4,010,325.00
Transfer to Capital Stabilization Fund	\$850,000.00
Transfer to OPEB Trust	\$525,000.00
Transfer to General Stabilization Fund	\$500,000.00
Affordable Housing Trust RFP Assistance	\$15,000.00
School Building Committee Feasibility Study	\$250,000.00
Opioid Settlement Stabilization Fund	\$92,139.00
Vaccine Revolving Fund	\$5,000.00
Total	\$2,237,139.00
Remaining balance:	\$1,773,186.00

Financial Policy & Compliance

On January 24, 2023, the Select Board reviewed the town's financial policies to ensure the FY2023 budget satisfied the policy compliance measures. The Select Board voted to certify that the annual budget met the policy. The FY2024 budget proposed by the Warrant Committee, if adopted by Town Meeting, will again be in compliance with the town's financial policies

FY2024 Financial Policy Measure of Compliance		
	FY2023 Approved	FY2024 Estimated
	1-Jul-22	1-Jul-23
General Fund Expenditures*	\$67,862,757	\$69,243,337
Total Reserves	\$5,915,438	\$6,953,788
Reserves as a % of General Fund Expenditures	8.70%	10.04%
Total Reserves	\$5,915,438	\$6,953,788
Reserves required to meet 7.5%	\$5,089,707	\$5,193,250
<i>Budget Met 7.5% Requirement</i>	YES	YES
Excess or Shortfall in Reserves to Meet 7.5%	\$825,731	\$1,760,538
Reserves required to meet 9.0%	\$6,107,648	\$6,231,900
<i>Budget Met 9.0% Requirement</i>	NO	YES
Excess or Shortfall in Reserves to Meet 9.0%	-\$192,210	\$721,888
Free Cash Balance	\$1,729,299	\$1,773,186
Free Cash as a % of Gen Fund Expenditures	2.55%	2.56%
<i>Budget Met 2.5% Requirement</i>	YES	YES
Free Cash Required by Policy	\$1,696,569	\$1,731,083
Difference in Free Cash Balance vs Required	\$32,730	\$42,103
<i>* Per Financial Policy</i>		



Warrant Article: Withdrawal from Civil Service

The Town of Medfield Police Department is a part of the Massachusetts Civil Service system which was created by the Commonwealth in 1884 out of concern for patronage in the hiring and discipline process. Medfield voters accepted the MA Civil Service system on May 1, 1948 by ballot question at the Annual Town Election.

As a member of the MA Civil Service system, the Commonwealth's Human Resource Division (HRD) centrally conducts a "civil service test" for all applicants seeking employment or a promotion within Massachusetts Civil Service Police Departments. Civil Service Law Chapter 31, section 58 permits cities and towns to ask that residents be placed on entry-level police eligible lists before nonresidents. A "resident" is a person who has lived in the same city or town for the full year (12 months) before the original date of the examination. The Town is only permitted to hire from the list provided by HRD, and is required to hire in order from the top three candidates on the list based solely on the score of the written examination and residency status in Medfield.

The civil service test is currently being given on a yearly basis. It takes months to be certified and distributed to departments seeking candidates. As a result, the list quickly becomes outdated and the highest qualified candidates are absorbed by larger civil service departments. As a member of the civil service process, the Town may only hire from the list provided and is prohibited from hiring or transferring any other candidate, regardless of training, education, and other qualifications unless they are within the civil service system.

As recruitment and retention of qualified candidates becomes a local and national issue, the Select Board, the Medfield Police Department and the Medfield Police League have determined that the Civil Service process is no longer providing enough qualified candidates for our community to hire. Medfield is not able to compete with neighboring towns. The collective bargaining committee and the Medfield Police League have agreed as part of the proposed Collective Bargaining contract, to support the withdrawal from the Massachusetts Civil Service system and adopt a locally managed system for hiring and promoting.

This new system will allow us to be competitive with neighboring towns who have exited from Civil Service, cast a wider net for applicants, and open up the opportunity for potential hires that are academy trained and certified through approved training programs such as 4+1 programs offered by accredited colleges and universities. This agreement retains Civil Service status for all current police officers and sergeants hired before the date of revocation and will only affect new candidates and promotions.

In 2021, the Commonwealth enacted rigorous policies governing the hiring, training and certification process. Today, the Town has a much more professionalized government than it did in 1948 with collective bargaining agreements, personnel policies, and regulations. The hiring and promoting systems for the Medfield Police Department should be administered by the Town of Medfield. At a time when police departments across the Commonwealth and the country are struggling with recruitment and retention, we must adapt to the changing demands of this profession and increase our flexibility in recruiting and hiring.



Distinguished Budget Recognition

The Select Board is pleased to announce that the Town of Medfield received a Distinguished Budget Presentation Award from the Government Finance Officers Association for the FY2023 Budget. This was the first time the Town applied for and received the designation. Thank you to the Town's Financial Team and Department Heads for undertaking this endeavor. We look forward to incorporating this budget document as our standard budget document moving forward.

Looking Forward

Each year we strive to improve community participation in the budget process, the transparency of the budget and the budget timeline. There are several initiatives that the Select Board, Warrant Committee, School Committee and Financial Team discussed prior to the COVID-19 pandemic that were forced to be put on hold. One of those initiatives will be to convene a meeting of the above-mentioned groups, including town departments heads, in early fall, to set budget expectations. All must come together to have a common understanding on the goals, priorities, and budget pressures before formal budgets are submitted. This will allow the Town Administrator and Select Board to present the budget to the Warrant Committee for FY2025 in the Government Finance Officers Association format prior to Town Meeting.

In addition to the review of the five-year financial forecast in developing the annual budget, the Select Board has identified an issue which will impact the budgets as we move forward each year. The Town is already experiencing wage pressures which has already impacted the recruitment and retention of highly qualified employees. To address this issue, we are currently conducting a wage and compensation salary study of all non-union town employees. We anticipate that this study will be completed in the fall and we will work to integrate the findings and recommendations in the FY2025 budget.

We would like to take the opportunity to thank all of our board and commission members as well as the town staff who have worked diligently to develop the FY2024 budget. The budget and the warrant articles outline a prudent financial plan that will allow the town to meet the needs and expectations of its residents, invest in key infrastructure and improvements, and continue to build our financial reserves.

Thank you for reviewing this Annual Warrant Report. We look forward to seeing you at the Annual Town Meeting on Monday, May 1, 2023 at 7:00 p.m. at the High School Gymnasium.

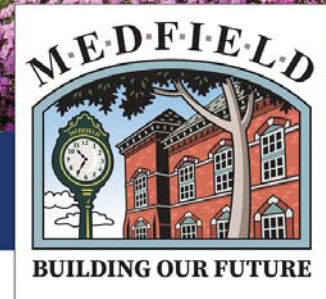
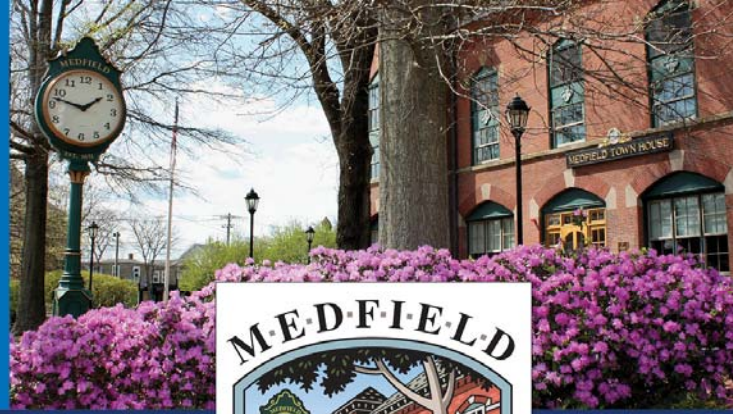
Select Board

Osler L. Peterson, Chair

Eileen M. Murphy, Clerk

Gustave H. Murby, Third Member

Town of Medfield Strategic Town Goals



The goals described herein are intended to reflect what we believe to be the consensus of the Town on the most important priorities that should guide decision making on important Town issues. These goals will undoubtedly be of great value to the Select Board, but they are not goals that only involve the Select Board or Town staff. You will see that some of these goals are probably more effectively addressed by individual Town departments, public groups, or even individuals. They are intended to be a statement by the Town about what is most important to Medfield. While it is impossible to give every Medfield citizen exactly what they might want, we hope that this articulation of goals in its final form will provide Medfield citizens with an overall picture that they are happy with.

Please let us know what you think! You can submit your comments and suggestions by email to towngoals@medfield.net



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 Financial Stewardship

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	2023-2024 Goals	LONG-TERM (5–10 YEAR TIMEFRAME)
Maintain a Responsible/Fiscally Prudent Financial Position	<p>Work with Town Planner to identify parcels of land that could be rezoned as commercial. Present recommendations to the Planning Board</p> <ol style="list-style-type: none"> 1. 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 and neighbors to evaluate potential to be re-zoned. 2. 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. 3. Pursue reuse of the Town Landfill for solar energy generation 4. Explore opportunities to build a Prop 2 ½ taxation buffer in anticipation of the impact the new school project will have on real estate taxes (e.g., reserve account contributions) 	<p>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</p>



<p>Reduce reliance on the residential tax base for revenues by either diversifying the tax base and/or building revenue positive housing</p>	<p>Explore the feasibility/ attractiveness of introducing senior tax relief options</p> <p>Identify opportunities to generate sustained (i.e., not primarily one-time) town revenues that will reduce tax pressure on “typical” homeowners</p>	<p>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)</p>
<p>Promote a "Business Friendly" Atmosphere to Retain Current and Attract Potential New Businesses</p>	<p>Reestablish an Economic Development Committee to promote business development, primarily in the downtown area</p> <p>Explore ideas for making the downtown area more attractive for people to come to in the wintertime. (e.g., look at building a “greenhouse”-type structure in the area of the gazebo)</p>	

GOAL #2 Investment in Employees and Infrastructure

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	2023-2024 Goals	LONG-TERM (5–10 YEAR TIMEFRAME)
<p>Proactively plan for the maintenance and upgrade of town buildings</p>	<p>Update the plan to fund those building improvements/repairs deemed necessary and appropriate for funding from the 20-year capital plan</p> <p>Update/ revise the Capital Maintenance Plan</p>	<p>Maintain and update a 20-year plan for building maintenance expenditures</p>



<p>Ensure adequate funding for the ongoing maintenance and upkeep of the town's transportation, water, and sewer infrastructure</p>	<p>Meet with W & S board/town administration and determine solutions for issues identified by W & S Board, develop plan going forward</p> <p>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.</p>	<p>Establish and annually update a 20-year capital plan for Water & Sewer System</p> <p>Establish and annually update a road maintenance plan</p> <p>Align long-range plans with financing policies that are capable of supporting those plans</p>
<p>Recognize and plan for the full costs associated with expansions of town staff, programs, and services</p>	<p>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.</p>	<p>Maintain a steady increase in the level of funding for the Town's OPEB obligation until the OPEB Trust Fund is sufficient to cover annual benefits costs.</p> <p>Apply funds obtained through major capital sales of town assets to the town's long-term financial obligations</p> <p>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</p>



Pursue Community Housing Goals to Maintain an Economically Stable and Social Balanced Town Population That Allows Medfield to Be a Self-Sufficient and Accessible Community

GOAL #3 Economic Health

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	2023-2024 Goals	LONG-TERM (5–10 YEAR TIMEFRAME)
Achieve 40B Affordable Housing Goals to enable Medfield to control its development path	Complete construction of all SHI-eligible housing required to achieve the town’s 40B goal. Figure out the best way to get the remaining units required to meet the town’s 10% affordable housing goal on a timely basis that minimizes any time the town spends out of “Safe Harbor” status.	Achieve 10% Affordable Housing mandate imposed by Chapter 40B within the next 8 years
Provide housing for Medfield’s adults who can live independently with assistance	Work with the AHT to identify the best way to do this. Explore alternative financing approaches for supporting group home development (i.e., state funding, private funding, etc.) Identify one or more sites in town that are capable of supporting a group home.	Develop 8 units of housing for adults with intellectual disabilities
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



Promote the timely redevelopment of the State Hospital campus	<p>Drive/ support state actions to address the noise issue from the current police gun range on North Meadows Road. (This is a “show-stopper” issue for the Trinity project)</p> <p>Support the pursuit of MassWorks funding to cover infrastructure development costs on the State Hospital property</p>	<p>Promote the timely completion of the redevelopment project being undertaken by Trinity (projected completion date – 2026)</p>
Work to keep Medfield’s available housing stock in line with the town’s demand for housing to meet the town’s changing needs over time	<p>Explore the feasibility/ attractiveness of allowing ADU’s (Accessory Dwelling Units) to be built as allowed modifications to existing houses.</p>	<p>Explore innovative housing concepts to improve current housing options in town</p>



Promote the Healthy and Responsible Development of Medfield's Youth

GOAL #4 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.

KEY FOCUS AREAS	2023-2024 Goals	LONG-TERM (5–10 YEAR TIMEFRAME)
Maintain/ Improve the School System's Solid Academic Performance	Update the Feasibility Study for the replacement of the Dale Street School/ Develop a revised concept for the new school	Plan for the replacement of the Dale Street School
Support the Cultural/ Physical/ Emotional/ Civic Development of Our Children	<p>Implement the Connections program to enhance contact between the town's seniors and the town's youth (grant funded)</p> <p>Increase awareness of Medfield Outreach's mission, services, and how to access help</p> <p>Continue to provide high-quality services to Medfield residents, including youth.</p> <p>Continue to collaborate with town and school departments and other key community partners to increase awareness and utilization of Outreach services.</p> <p>Create spaces and opportunities for youth to promote mental and emotional wellness</p>	<p>Develop and implement a thoughtful framework for addressing the full range of challenges confronting the town's young people</p> <p>Support and strengthen the opportunities available to the town's young people to help them realize their full potential in life</p> <p>Increase prevention services in order to build a healthy community</p>



Support the Cultural/ Physical/ Emotional/ Civic Development of Our Children <i>(continued)</i>	<p>Extend mental health and substance misuse prevention programming across the community, including into lower grades, in collaboration with the schools and other community partners.</p> <p>Increase protective factors and reduce risk for youth substance use in Medfield.</p> <p>Broaden Medfield residents’ understanding of the scope of Outreach prevention programming to include promoting wellness in the community</p> <p>Prevention coordinators through Medfield Outreach will engage Medfield youth in programming to educate on substance use risks to promote mental health</p>	
Provide Appropriate Opportunities for the Town’s Young People to Observe and Participate in Town Governance	<p>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</p>	



Maintain Medfield’s Town Character

GOAL #5 Ensure Medfield Retains its Unique Identify and Character

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	2023-2024 Goals	LONG-TERM (5–10 YEAR TIMEFRAME)
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	
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, Recreation, Public Spaces Plan)	



Maintain Environmental Quality and the Sustainability of Our Community

GOAL #6 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 has become more apparent to all, Medfield’s commitment to preserving and protecting its natural environment has only grown stronger. Medfield’s 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.

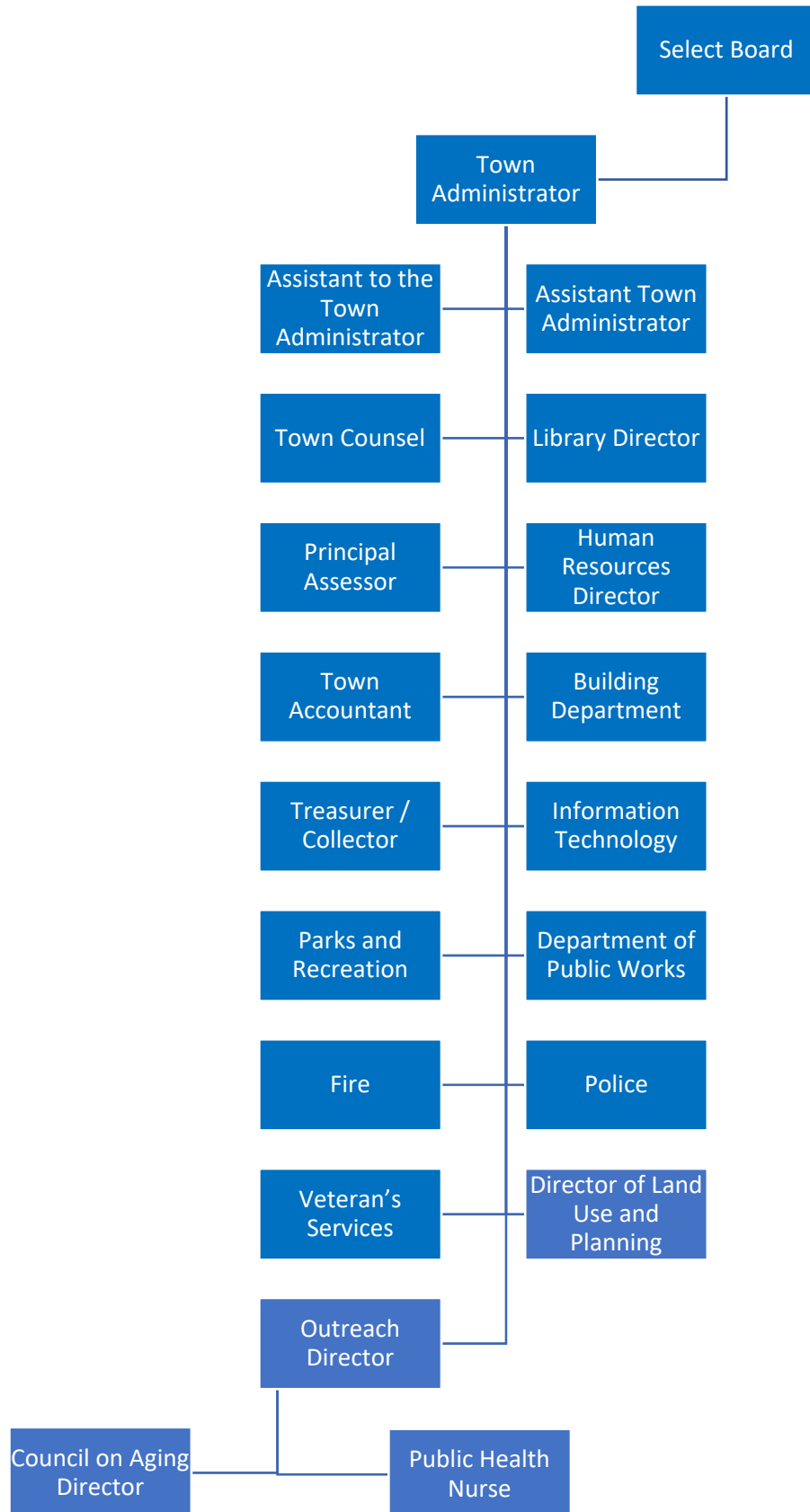
KEY FOCUS AREAS	2023-2024 Goals	LONG-TERM (5–10 YEAR TIMEFRAME)
Environmental Sustainability and Resilience	<p>TSARC and DPW develop a plan to reduce waste in town</p> <p>Secure grant funding to conduct financial analysis of climate adaptation and resiliency measures as outlined in Municipal Vulnerability Plan, and estimation of future climate risk costs</p>	<p>Maintain and Update the Town’s Environmental Resiliency Plans</p> <p>Achieve Zero Waste</p>
Climate Action	<p>Work to make progress toward the town’s Climate Action Plan (TOMCAP) goals</p> <p>Develop an effective tracking system for monitoring progress toward the achievement of the town’s climate goals</p> <p>Secure grant funding for high priority climate mitigation measures from existing and upcoming funding sources (to support Net Zero 2050 goal)</p>	<p>Support the State 2030 Climate Goals</p> <p>Ensure that Medfield is on a track to pursue the 2050 Net Zero goals using feasible strategies</p> <p>Create internal capacity to support Town Boards, Departments, Committees and residents to work toward the town’s climate goals, coordinate project development and grant writing.</p> <p>Make climate considerations part of all relevant decision making</p>



<p>Preservation and Protection of Water Resources</p>	<p>Require private well compliance with drought restrictions imposed on town residents using town water</p>	<p>Identify and Assess Long-Term Threats to the Town's Water Purity Develop Adequate Long-Term Capital Plans to Ensure the Adequacy of the Town's Water and Sewer Systems – to Include Well Field Capacity</p> <p>Improve Wildlife Habitats to Support the Health and Growth of the Town's Native Wildlife</p> <p>Manage use of pesticides – mosquito and tick control (when and how to spray), lawn care products to minimize adverse environmental impacts to the town</p>
<p>Open Space Protection and Management</p>	<p>Work with DPW to designate and plant or seed pollinator perennial and annual (wildflower) areas with delayed mowing schedule, as appropriate</p> <p>Promote sustainable landscaping and gardening by residents, including reduced use of pesticides and fertilizers, of non-native plant species, and of lawns.</p> <p>Support ConCom in highlighting Medfield's natural resources, increasing accessibility, and maintenance of existing natural spaces</p>	<p>Develop a Comprehensive Plan for the Ongoing Maintenance and Improvement of Open Spaces, including a plan to combat invasive species on public, and private, property</p> <p>Improve Public Access to Information About the Town's Open Spaces</p> <p>Continue/ expand efforts to limit the use of plastics</p> <p>Adopt "No Mow May" for appropriate public spaces – and encourage adoption with appropriate private property in town</p>
<p>Forest/ Wildlife Management</p>		<p>Maintain and enhance the town's forests, wetlands and soils to support carbon sequestration and the development of saleable carbon offsets</p> <p>Raise awareness of non-native pests and diseases that harm our natural environment, such as Crazy Worms, Spotted Lanternfly, and others</p>

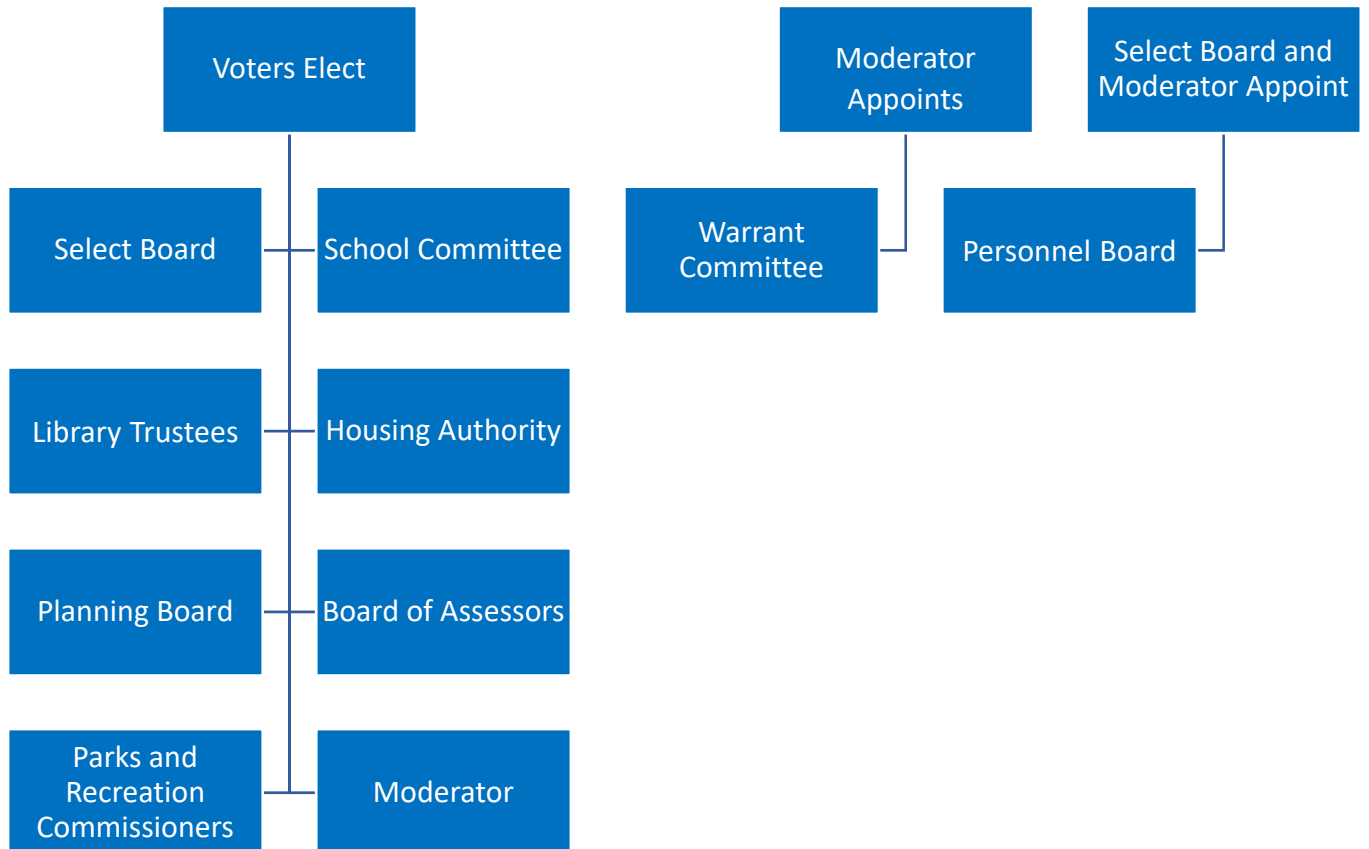


Organizational Chart - Departments



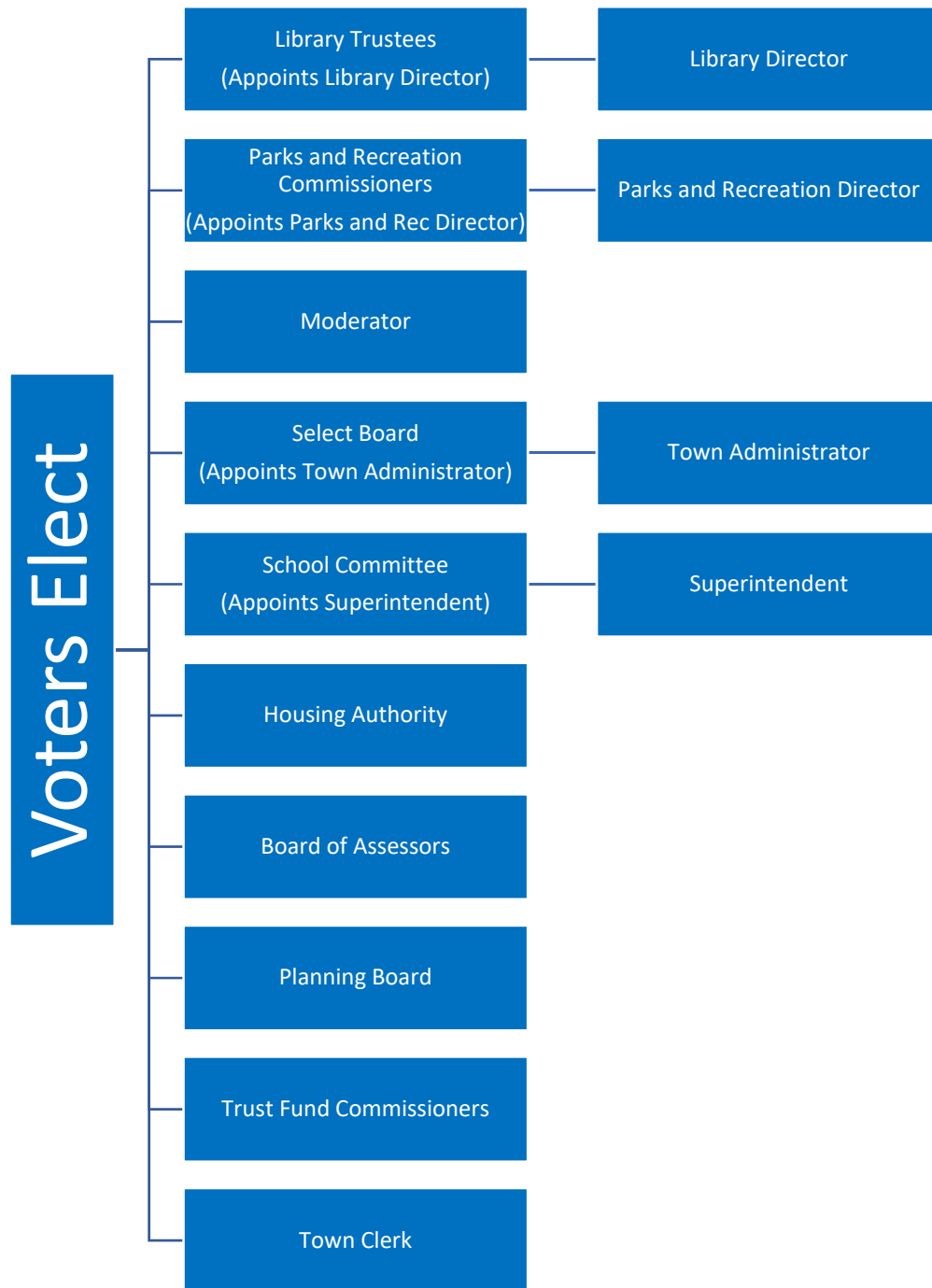


Organizational Chart – Boards & Committees





Organizational Chart – Elected Boards, Committees & Appointments





Position Summary

FTE Positions – Fiscal Years 2022, 2023 and 2024 (Budget)

	FY2022	FY2023	FY2024 Budget	Notes
Town Administrator	3	3	3	
Town Counsel	0	0	0	
Information Technology	1	1	1	
Human Resources	0.3	0.3	0.3	
Town Report/Town Meeting	0	0	0	
Town Accountant	2	2.5	2.5	
Assessors	2.5	2.5	2.5	
Treasurer/Collector	2.5	2.5	2.5	
Town Clerk	1	1.5	1.5	Not Including Poll Workers
Conservation	0.5	0.5	0.5	
Planning & Zoning	1.5	1.5	1.5	
Zoning & Appeals	0	0	0	
Facilities/Building	1.3	1.3	2.3	New Facilities Coordinator budgeted for FY2024
Police Department	24	24	24	
School Traffic	1.8	1.8	1.8	
Animal Control	1.5	1.5	1.5	
Traffic marking/Signs Operating Expense	0	0	0	
Fire & Rescue Department	13	13	13	Not Including Call Firefighters
Emergency Management	0	0	0	(1) Stipend Position
Inspections	2.2	2.2	2.2	Not Including Inspectors or Stipend Positions



	FY2022	FY2023	FY2024 Budget	Notes
Department of Public Works				
Trees	0.4	0.4	0.4	
Highway	12	13	12.5	1 FTE not budgeted to start until 1/1/2024; Not Including Seasonal Employees
Snow & Ice	0	0	0	
Street Lighting	0	0	0	
Equipment Repair & Maintenance	2	2	2	
Sidewalks	0	0	0	
Public Works Utilities	0	0	0	
Solid Waste Disposal	2	2.3	2.3	
Cemetery	2	2	2	
Water Division (Enterprise Fund)	5.5	5.5	5.5	
Sewer Division (Enterprise Fund)	4.5	4.5	4.5	
Health	1.75	1.75	1.75	
Council on Aging	4.3	4.3	4.3	Includes (0.5) Grant Funded Position
Veterans' Services	0.3	0.3	0.3	
Outreach	3	3	4	Includes (2) Grant Funded Position
Library	10.3	10.7	10.6	
Parks & Recreation	3	3	3	Not Including Seasonal Employees
Town Departments	109.15	111.85	113.25	
Medfield Public Schools	374.8	377	381	
Total FTEs	483.95	488.85	494.25	



Budget Process and Calendar

Overview

The Town operates under a Select Board/Open Town Meeting/Town Administrator form of government. The three-member Select Board, one member elected annually, makes policy decisions. The Town Administrator is responsible for carrying out the policies and direction of the Select Board and for managing the day-to-day operations of the Town.

Per the Town Charter, the Town Administrator shall assist the Select Board in preparing a budget proposal. The proposed budget must be delivered to the Warrant Committee no later than 90 days before the Annual Town Meeting. In addition, the School Committee prepares the school department budget and is required by the Town Charter to submit the School Department budget to the Select Board by January 31 each year for inclusion in the annual Town budget.

The nine-member Warrant Committee, appointed by the Town Moderator, performs the duties of a finance committee under Massachusetts General Laws. The Warrant Committee plays a central role in the budget process and is responsible for presenting a budget to the Annual Town Meeting for consideration. In addition to serving as Medfield's finance committee, the Warrant Committee is required by Charter to review all Warrant Articles prior to Town Meeting.

The Town's budget season generally kicks-off in October when the Town Administrator's Financial Team develops its initial revenue projections along with reviewing potential areas of major change, such as increases to the health insurance budget, retirement budget, and other larger budget accounts.

Based on the Financial Team's projections, the Town Administrator subsequently provides budgetary guidance to department heads and meets with Department Heads to discuss their budget requests for the new fiscal year. Department Heads return their budget requests to the Town Administrator prior to the end of the calendar year. After receiving and reviewing budget requests, the Town Administrator consolidates the requests and provides a recommended budget to the Warrant Committee for consideration, along with the revenue projections. Concurrently, the School Committee and Superintendent manage the budget development process for the School Committee and hold an annual public hearing in January, prior to delivering the budget to the Select Board in accordance with the Town Charter.

The Warrant Committee appoints budget liaisons for each municipal department, who work with the department heads throughout the budget season, along with relevant oversight boards and committees to set fiscally responsible and appropriate departmental budgets.



After the Warrant Committee budget liaisons meet with their assigned departments, boards, and committees, the liaisons report back to the Warrant Committee. Some departments are requested to attend a Warrant Committee meeting to review their budget requests.

Throughout January, February, and March, the Town Administrator, Financial Team, Warrant Committee, and School Committee collaborate to revise budget requests and reach a balanced budget for consideration at Town Meeting.

Budget Calendar

July 1	Fiscal year begins July 1 st
August	Departments are requested to review the capital improvement plan and submit capital project requests
October	Financial forecast updated, and the Town Administrator provides budgetary guidance to departments
October 15	Capital Budget Committee completes the annual capital budget process, in accordance with the Financial Policy
November	Town Administrator meets to discuss budget requests with departments
December	Departmental budget requests submitted to the Town Administrator / Town Accountant
January	School Committee's Annual Budget Public Hearing and submits budget request to the Select Board
January	Town Administrator submits budget requests to the Warrant Committee and reviews revenue projections with the Warrant Committee
January to March	Warrant Committee liaisons meet with departments to review budget requests
March	Warrant Committee reviews all departmental budget requests
March 28	Town Meeting Warrant Hearing
May 2	Town Meeting reviews and votes on the Operating and Capital budgets
June 30	Fiscal Year ends



Financial Overview



Revenue

Overview

The Town of Medfield receives revenue from a variety of sources, including taxes, user fees, charges, licenses, permit, and state aid. To estimate future revenues, the Town uses a historical analysis. The financial team also incorporates any major outside factors which may affect the overall environment of the upcoming fiscal year. These can include changes in state laws, policies, or general economic growth or contraction. By analyzing historical trends along with foreseeable changes, the financial team tries to ensure stability in the Town's finances while avoiding budgetary shortfalls.

The table below shows the funds available to support the general fund operating and capital budgets.

	FY2022 Recap	FY2023 Recap	FY2024 Budget
Total Property Tax Levy	\$52,099,181	\$53,755,556	\$54,882,170
State Aid	\$8,116,943	\$8,384,126	\$8,481,363
Local Receipts	\$3,845,816	\$4,184,381	\$4,307,337
Other Available General Funds*	\$3,884,471	\$3,336,780	\$3,391,379
Free Cash	\$1,493,500	\$3,225,000	\$2,237,139
Enterprise Fund Allocated Expenses	\$2,516,105	\$2,298,280	\$2,263,466
Total Revenue	\$71,956,016	\$75,184,123	\$75,562,854

**Includes appropriations out of Municipal Building and Capital Stabilization Funds*

Major Revenue Sources

Overview of Property Taxes

In FY2024, property taxes are estimated to be approximately 75% of the Town's annual revenue. This percentage is typical in many cities and towns in Massachusetts. Property taxes are assessed on real property as well as business personal property. An individual's personal effects located in their main domicile are exempt from the personal property tax. The Board of Assessors and assessing staff are responsible for assessing the full and fair cash value of real and personal property in Medfield. Every five years, a full recertification of values must be performed in accordance with Massachusetts General Laws. Medfield's last full recertification was performed in FY2020 and the next recertification is planned for FY2025.



Proposition 2 ½

Annual tax levy growth is limited by Proposition 2 ½. This Massachusetts General Law limits the annual growth in a municipality's total tax levy (i.e., revenue generated by property taxes) to 2.5%, plus an allowance for new growth. New growth is new development in Medfield or physical changes to properties that result in higher assessed values. New growth does not include increased value due to market adjustments. A second, overarching constraint of Proposition 2 ½ limits the total tax levy to no more than 2.5% of the municipality's total assessed valuation. This limit is referred to as the "levy ceiling." A municipality is allowed to increase taxes beyond the levy limit with voter approval, either for an override which becomes a permanent part of the tax levy calculation, or through a debt exclusion which is a temporary increase used to pay for the debt service for a capital project (i.e. new school or other municipal facility). The most recent operating overrides in Medfield were approved in FY2019. The most recent debt exclusion in Medfield was approved in 2016 for the Public Safety Building.

		Fiscal Year 2022 per Recap	Fiscal Year 2023 per Recap	Fiscal Year 2024 Estimated
Prior Year Levy Limit		\$46,047,741	\$47,717,256	\$49,521,862
2.5 % Increase		\$1,151,194	\$1,192,931	\$1,238,047
New Growth		\$518,321	\$611,675	\$400,000
Debt Exclusions		\$3,305,035	\$3,129,882	\$2,590,854
Override for Municipal Buildings Stabilization Fund		\$1,076,890	\$1,103,812	\$1,131,407
Less Unexpended Levy Capacity		\$ (28,580)	\$ (274,077)	\$0
Total Property Tax Levy		\$52,070,601	\$53,481,479	\$54,882,170

State aid represents about 11% of the Town's anticipated revenues in FY2024. State aid is broken down into several categories, the majority of which is Chapter 70 Education Aid and Unrestricted General Government Aid (UGGA). Chapter 70 is approximately 78% of all state aid to Medfield and UGGA is 20%. While state aid is a significant source of revenue for Medfield, its purchasing power has declined over time as state aid growth has stagnated. State aid was drastically cut during the Great Recession of 2008 and took many years to return to pre-Great Recession levels. Since then, state aid to Medfield has typically increased less than 2 percent a year, shifting more of the budgetary burden onto Medfield taxpayers. In addition to state aid, the state charges assessments to municipalities for various expenses. These include MBTA services, county government expenses as well as school choice and charter school tuition. Medfield is currently assessed \$310,000 a year for the purchase of the Medfield State Hospital, which was for \$3.1 million payable to the Commonwealth over 10 years and is scheduled to end in FY2025.



	FY2022 Final	FY2023 Recap	FY2024 Budget
Chapter 70	\$6,361,734	\$6,507,474	\$6,580,284
Charter Tuition Reimbursement	\$40,533	\$62,858	\$44,570
Unrestricted General Government Aid	\$1,593,155	\$1,679,785	\$1,712,769
Veterans Benefits	\$10,365	\$4,603	\$3,797
Exemp: VBS and Elderly	\$35,916	\$35,783	\$33,920
State Owned Land	\$53,102	\$68,162	\$75,891
Public Libraries	\$21,868	\$26,061	\$30,132
Total	\$8,116,943	\$8,384,126	\$8,481,363

Local Receipts

Local receipts are locally generated revenues, other than real and personal property taxes. These are estimated to comprise approximately almost 6% of revenue in FY2024. Examples include motor vehicle excise taxes, investment income, penalties and interest on taxes, departmental revenue, fines, and license and permit fees. Local receipts in excess of estimates help contribute to the Town's positive year end results and free cash certifications. Motor vehicle excise revenue projected for FY2024 is \$2.150 million while FY2022 actual collections were \$2.280 million. This is the Town's largest local receipt and is approximately 50% of total local receipts.

	FY2021 Actual	FY2022 Actual	FY2023 Per Recap	FY2024 Estimate
Motor Vehicle Excise	\$2,445,739	\$2,280,299	\$2,150,000	\$2,150,000
Meals	\$135,557	\$195,721	\$150,000	\$175,000
Penalties and Interest on Taxes	\$141,777	\$87,195	\$75,000	\$75,000
Payments in Lieu of Taxes	\$2,623	\$4,359	\$2,624	\$2,624
Fees	\$77,474	\$55,990	\$50,000	\$50,000
Rentals	\$257,137	\$268,254	\$261,307	\$196,513
Schools	\$5,476	\$66,836	\$500	\$500
Library	-	-	-	-
Cemetery	\$36,355	\$40,880	\$35,000	\$35,000
Recreation	-	-	-	-
Other Departmental Revenue	\$587,996	\$454,236	\$339,350	\$277,350
Licenses and Permits	\$863,641	\$757,758	\$690,600	\$690,600
Special Assessments	\$229,377	\$155,892	\$101,250	\$101,250
Fines and Forfeitures	\$3,814	\$6,825	\$3,750	\$3,500
Investment Income	\$42,275	\$65,648	\$300,000	\$500,000
Medicaid Reimbursement	\$32,473	\$132,365	\$25,000	\$50,000
MSBA Reimbursements	\$183,453	\$126,347	-	-
Misc. Non-Recurring	-	-	-	-
Total Local Receipts	\$5,045,217	\$4,698,605	\$4,184,381	\$4,307,337



Enterprise Funds

Medfield operates two enterprise funds: a water enterprise fund and a sewer enterprise fund. An enterprise fund is an accounting and financial reporting mechanism whereby all expenditures and revenues for a particular business-type activity are segregated into a special fund. However, an enterprise fund does not establish a separate, autonomous entity from the municipal government. The principal revenues for the enterprise funds are the fees for services provided and connection charges. Both the water and sewer enterprise funds are designed to be self-supporting.

Each fiscal year, the enterprise funds are charged for their portion of costs that are allocated in the general fund, including a portion of salaries for shared employees (for example, the Director of Public Works), shared facilities, insurance, employee benefits, and debt service.

Water Enterprise Fund Indirect Costs

Expense	FY2024 Amount
Debt Service	\$1,368,832
Salaries, Benefits, Facilities, OPEB and other indirect costs	\$411,830
Total	\$1,780,662

Sewer Enterprise Fund Indirect Costs

Expense	FY2024 Amount
Debt Service	\$145,269
Salaries, Benefits, Facilities, and other indirect costs	\$337,538
Total	\$482,807

Free Cash

Free cash is the remaining, unrestricted balance from operations of the previous fiscal year. This includes unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budgets.

Historically, the Town has relied on Free Cash to balance the operating budget. Free Cash was used in lieu of reducing operating budget requests or seeking operating overrides. Typically, the Town utilized \$500,000 on an annual basis, although greater amounts of Free Cash had been used in previous fiscal years. In 2018, the Board of Selectmen adopted a Financial Policy that stipulated requirements for what the Town would hold in reserves and in Free Cash. The impact of COVID-19 on revenue projections in FY2021 resulted in the use of \$790,000 in Free Cash. In FY2022, Free Cash use for the operating budget was limited to \$210,000. The enacted FY2023 Budget and proposed FY2024 Budget do not include any Free Cash to balance the operating budget.

The FY2024 Budget includes the use of Free Cash as follows:

- \$850,000 transfer to the Capital Stabilization Fund
- \$525,000 transfer to the OPEB Trust, in accordance with the Financial Policy



- \$500,000 transfer to the General Stabilization Fund
- \$250,000 for the School Building Committee Feasibility Study
- \$92,139 transfer to the Opioid Settlement Stabilization Fund*
- \$15,000 for technical assistance for the Medfield Affordable Housing Trust
- \$5,000 for the Vaccine Revolving Fund

**In 2022, the town began receiving funds as part of the Commonwealth's legal settlement with opioid manufacturers and distributors. The funds are currently part of the town's free cash balance, but can only be used for specific purposes. Therefore, the town proposed the creation of the Opioid Settlement Stabilization fund to manage these funds.*

Available General Funds

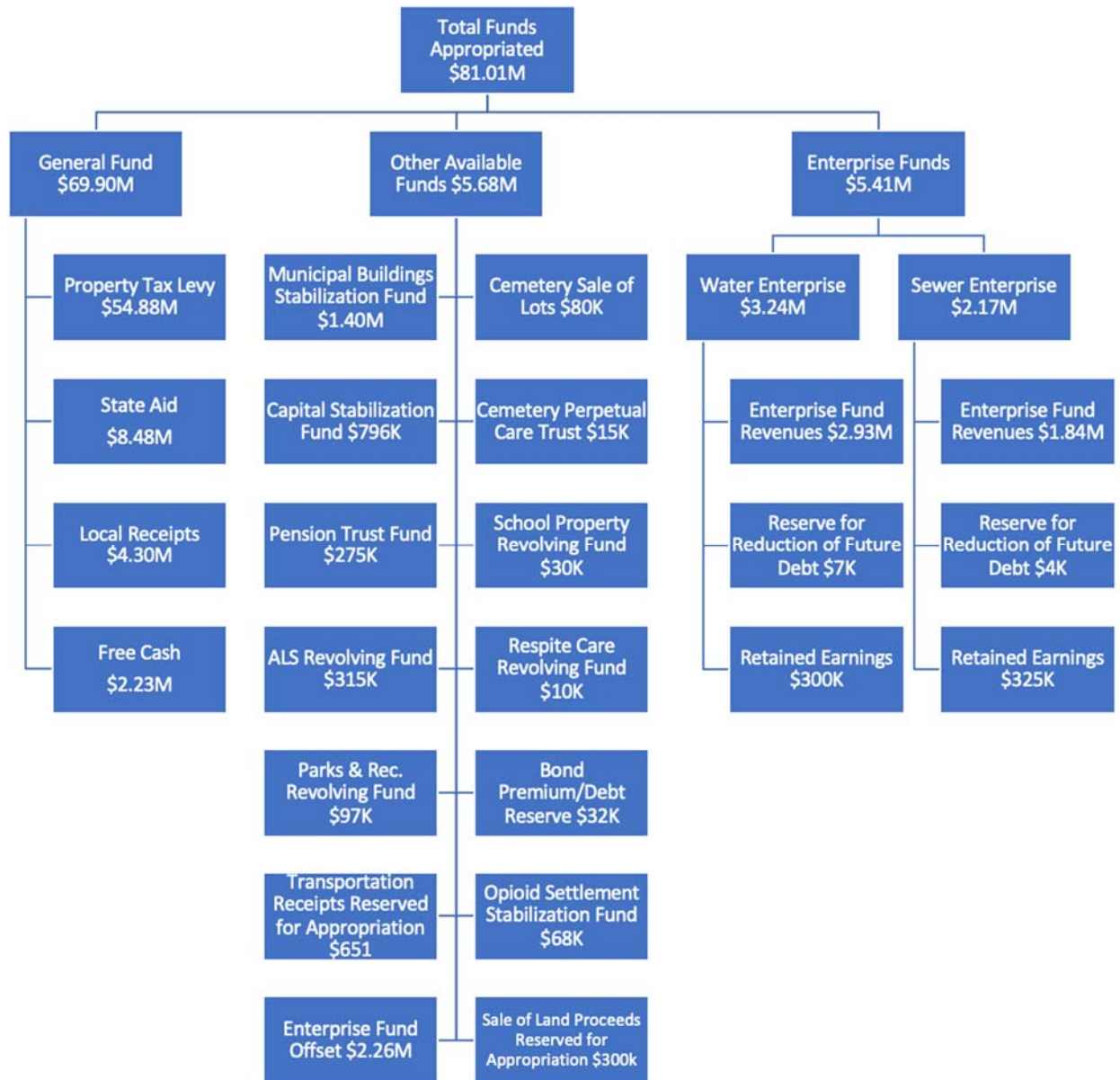
Available Funds consolidates the other sources of revenue that are used to offset the budget. The FY2024 Budget includes \$300,000 from the Advanced Life Support ("ALS") Revolving Fund which is used to offset the Fire Department Budget. The department generates ALS revenue by providing ALS services to patients in Medfield and in mutual aid communities.

Additionally, the Town will draw down \$275,000 from the Pension Reserve Fund to offset the assessment from the Norfolk County Retirement Board in FY2024.

Also included in Available Funds are the appropriations out of the Municipal Building Stabilization Fund. In FY2024, the Town will utilize the Municipal Buildings Stabilization Fund to make repairs and improvements for both School and Town facilities. Following the approval by Medfield voters of a stabilization fund override to fund this account, the Select Board has annually voted to increase the override amount by 2.5%, as permitted by Massachusetts General Law. The FY2024 Budget provides \$1,405,000 from the fund for town and school facilities projects.

Category	FY2024 Budget
Bond Premiums	\$32,121
Pension Reserve Fund	\$275,000
School Property Revolving Fund	\$30,000
Transportation Receipts Reserved for Appropriation	\$651
ALS Revolving Fund	\$315,000
Capital Stabilization Fund	\$796,000
Respite Care Revolving Fund	\$10,000
Opioid Settlement Stabilization Fund	\$68,000
Parks and Recreation Revolving Fund	\$97,000
Cemetery Perpetual Care Trust Fund	\$15,000
Total	\$3,044,272

Revenue Fund Structure



Note: All funds are budgeted and accounted for based on the Commonwealth's Uniform Massachusetts Accounting System (UMAS), which uses the modified accrual basis of accounting. Assumptions and balances reported through statutorily-mandated UMAS may differ from those used to produce the Town's Annual Certified Financial Report published by independent, third-party auditors.



Three-Year Consolidated Financial Schedule

General Fund	FY2022 Actual	FY2023 Recap	FY2024 Budget	\$ Change from	% Change from
Revenues					
Property Tax					
Property Tax	52,099,181	53,755,556	54,882,170	1,126,614	2%
Excess Levy Capacity	(28,580)	(274,077)		274,077	n/a
Property Tax - Total	52,070,601	53,481,479	54,882,170	1,400,691	3%
State Aid					
Chapter 70 Education Aid	6,361,734	6,507,474	6,580,284	72,810	1%
Charter Tuition Reimbursement	40,533	62,858	44,570	(18,288)	-29%
Unrestricted General Government Aid	1,593,155	1,679,185	1,712,769	33,584	2%
Veterans Benefits	10,635	4,603	3,797	(806)	-18%
Exemptions VBS and Elderly	35,916	35,783	33,920	(1,863)	-5%
State Owned Land	53,102	68,162	75,891	7,729	11%
Public Libraries (offset)	21,868	26,061	30,132	4,071	16%
State Aid - Total	8,116,943	8,384,126	8,481,363	97,237	1%
Local Receipts					
Motor Vehicle Excise	2,280,299	2,150,000	2,150,000	-	0%
Meals Tax	195,721	150,000	175,000	25,000	17%
Penalties and Interest on Taxes	87,195	75,000	75,000	-	0%
Payments in Lieu of Taxes	4,359	2,624	2,624	-	0%
Fees	55,990	50,000	50,000	-	0%
Rentals	268,254	261,307	196,513	(64,794)	-25%
Dept. Revenue-Schools	66,836	500	500	-	0%
Dept. Revenue-Libraries	-	-	-	-	n/a
Dept. Revenue-Cemeteries	40,880	35,000	35,000	-	0%
Dept. Revenue-Recreation	-	-	-	-	n/a
Other Departmental Revenue	454,236	339,350	277,350	(62,000)	-18%
Licenses and Permits	757,758	690,600	690,600	-	0%
Special Assessments	155,892	101,250	101,250	-	0%
Fines and Forfeitures	6,825	3,750	3,500	(250)	-7%
Investment Income	65,648	300,000	500,000	200,000	67%
Medicaid Reimbursement	132,365	25,000	50,000	25,000	100%
Misc. Non Recurring MSBA	-	-	-	-	n/a
Misc. Non Recurring	126,347	-	-	-	n/a
Local Receipts - Total	4,698,605	4,184,381	4,307,337	122,956	3%
Enterprise Fund to General Fund					
Debt Service in General Fund	1,851,075	1,569,876	1,514,101	(55,775)	-4%
indirect costs	665,030	728,404	749,466	21,062	3%
Enterprise Fund - Total	2,516,105	2,298,280	2,263,567	(34,713)	-2%



Three-Year Consolidated Financial Schedule (continued)

General Fund	FY2022 Actual	FY2023 Recap	FY2024 Budget	\$ Change from	% Change from
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Revenues (continued)

Other Financing Sources					
Available Funds	1,505,000	1,581,535	1,670,651	89,116	6%
Free Cash	1,493,500	3,225,000	2,237,139	(987,861)	-31%
PEG	206,992	-	283,107	283,107	n/a
Municipal Buildings Stabilization Fund	1,090,500	1,159,000	1,405,500	246,500	21%
Surplus Bond Proceeds	10,417	8,516	32,121	23,605	277%
Unexpended Appropriations	55,445	-	-	-	n/a
MSBA Reimbursements	1,016,117	587,729	-	(587,729)	-100%
Misc.	-	-	-	-	n/a
Other Financing Sources - Total	5,377,971	6,561,780	5,628,518	(933,262)	-14%
Revenues - Total	\$72,780,225	\$74,910,046	\$75,562,955	652,909	1%

Expenditures

General Government					
Board of Selectmen	11,195	15,520	15,859	339	2%
Town Administrator	404,674	436,638	453,052	16,414	4%
Town Accountant	243,613	282,000	250,337	(31,663)	-11%
Assessor	229,758	242,544	252,468	9,924	4%
Treasurer/Collector	292,426	300,753	313,712	12,959	4%
Town Counsel	131,257	123,533	124,944	1,411	1%
Human Resources	33,590	44,358	100,416	56,058	126%
Information Technology	218,925	236,384	238,867	2,483	1%
Town Clerk	111,039	160,832	164,396	3,564	2%
Conservation Commission	46,204	44,609	43,990	(619)	-1%
Planning & Zoning	123,792	142,810	146,636	3,826	3%
Facilities	620,253	647,428	755,727	108,299	17%
Town Report/Meeting	17,518	15,000	16,750	1,750	12%
General Government - Total	2,484,244	2,692,409	2,877,154	184,745	7%
Public Safety					
Police Operations	2,586,978	2,788,362	2,905,942	117,580	4%
Traffic Markings/Signs	50,688	65,024	37,007	(28,017)	-43%
Fire & Rescue Operations	1,487,925	1,590,437	1,664,832	74,395	5%
Inspection Dept	248,570	256,138	297,407	41,269	16%
Sealer	2,860	2,917	3,000	83	3%
Emergency management	5,280	11,500	11,500	-	0%
Animal Control Officer	104,008	114,594	117,556	2,962	3%
Tree Care	65,444	68,091	74,326	6,235	9%
Public Safety - Total	4,551,753	4,897,063	5,111,570	214,507	4%



Three-Year Consolidated Financial Schedule (continued)

General Fund	FY2022 Actual	FY2023 Approved	FY2024 Budget	\$ Change from	% Change from
Expenditures (continued)					
Education					
Schools	38,348,229	39,506,948	41,176,784	1,669,836	4%
Vocational School	155,240	143,023	107,355	(35,668)	-25%
Education - Total	38,503,469	39,649,971	41,284,139	1,634,168	4%
Public Works					
Highway	1,489,409	1,500,043	1,555,811	55,768	4%
Snow & Ice	349,670	293,436	293,437	1	0%
Street Lights	5,313	12,500	12,500	-	0%
Equip. Repair/Main.	424,304	450,559	472,004	21,445	5%
Sidewalks	35,000	35,000	35,000	-	0%
Public Works/Utilities				-	
Solid Waste Disposal	510,203	625,814	638,848	13,034	2%
Cemetery	168,434	207,386	200,156	(7,230)	-3%
Public Works - Total	2,982,333	3,124,738	3,207,756	83,018	3%
Human Services					
Health	108,204	196,595	204,896	8,301	4%
Council on Aging	230,896	252,723	256,925	4,202	2%
Veterans	34,887	55,878	59,831	3,953	7%
Outreach	181,752	195,786	271,065	75,279	38%
Human Services - Total	555,739	700,982	792,717	91,735	13%
Culture and Recreation					
Library	757,907	810,220	839,283	29,063	4%
Park & Recreation	286,041	311,625	334,255	22,630	7%
Historical Commission	1,289	1,500	1,500	-	0%
Memorial Day	300	1,800	1,800	-	0%
Arts/Cultural Council	6,000	6,500	7,300	800	12%
Culture and Recreation - Total	1,051,537	1,131,645	1,184,138	52,493	5%
Reserve Fund	92,060	170,000	170,000	-	0%
Debt Service	6,238,001	5,270,270	4,075,283	(1,194,987)	-23%



Three-Year Consolidated Financial Schedule (continued)

General Fund	FY2022 Actual	FY2023 Approved	FY2024 Budget	\$ Change from	% Change from
Expenditures (continued)					
Employee Benefits/Insurance					
Workers Compensation Insurance	247,713	248,000	280,878	32,878	13%
Life Insurance	12,412	15,000	15,900	900	6%
Health Insurance	3,504,136	4,677,109	4,928,810	251,701	5%
Property & Liability	238,201	276,000	279,507	3,507	1%
Police and Fire Injured on Duty Insurance	83,234	90,000	95,000	5,000	6%
Unemployment Trust Fund	161,788	-	30,000	30,000	n/a
OPEB Trust Fund	467,500	500,000	525,000	25,000	5%
Medicare/Fed Mandates	584,427	624,000	665,000	41,000	7%
Norfolk County Retirement System	3,162,435	3,394,258	3,296,275	(97,983)	-3%
Employee Benefits/Insurance - Total	8,461,846	9,824,367	10,116,370	292,003	3%
Other					
Snow and Ice Deficit	42,281	56,235	25,000	(31,235)	-56%
State Cherry Sheet Offsets	21,868	26,061	30,132	4,071	16%
Deficit to be Raised on the Recap	-	-	-	-	#DIV/0!
State Assessments	908,687	964,734	936,146	(28,588)	-3%
Overlay Reserve	216,327	206,873	200,000	(6,873)	-3%
Capital Budget (General Fund)	-	100,686	48,095	(52,591)	-52%
Capital Budget (Other)	970,326	1,106,000	908,000	(198,000)	-18%
Transfer to Capital Stabilization Fund	751,000	2,000,000	850,000	(1,150,000)	-58%
Fund	1,076,890	1,103,812	1,131,407	27,595	2%
Stabilization Fund	1,090,500	1,159,000	1,405,500	246,500	21%
Stabilization Fund	-	-	-	-	#DIV/0!
Monetary Articles	267,113	25,000	709,246	684,246	2737%
Transfer to General Stabilization Fund	700,000	700,000	500,000	(200,000)	-29%
Other - Total	6,044,992	7,448,401	6,743,526	(642,250)	-9%
General Fund Exp. - Total	70,965,974	74,909,846	75,562,653	652,807	1%



Three-Year Consolidated Financial Schedule (continued)

Enterprise Funds	FY2022 Actual	FY2023 Approved	FY2024 Budget	\$ Change from	% Change from
Water Enterprise Fund					
Revenues					
User Charges	2,764,597	2,925,931	2,933,764	7,833	0%
Available Funds	8,471	7,847	7,023	(824)	-11%
Retained Earnings (Free Cash)	492,000	368,000	300,000	(68,000)	-18%
Water Revenues - Total	3,265,068	3,301,778	3,240,787	(60,991)	-2%
Expenditures					
Water Division Salaries	408,346	488,831	509,806	20,975	4%
Water Division Operations	549,315	569,320	650,320	81,000	14%
Emergency Reserve Fund	50,000	50,000	100,000	50,000	100%
Water Division Direct Costs - Total	1,007,661	1,108,151	1,260,126	151,975	14%
To General Fund:					
Debt - Principal	993,200	953,000	943,000	(10,000)	-1%
Debt - Interest	390,175	469,013	425,832	(43,181)	-9%
Debt Service - Total to General Fund	1,383,375	1,422,013	1,368,832	(53,181)	-4%
Insurance	65,877	78,410	84,959	6,549	8%
Norfolk County Retirement System	110,409	117,205	114,199	(3,006)	-3%
Shared Employees	147,109	157,649	160,502	2,853	2%
Shared Facilities	32,158	31,468	32,343	875	3%
OPEB Trust Fund	16,050	18,882	19,826	944	5%
Borrowing Costs				-	n/a
Allocated Costs - Total to General Fund	371,603	403,614	411,829	8,215	2%
Capital	227,496	368,000	200,000	(168,000)	-46%
Water Expenditures - Total	2,990,135	3,301,778	3,240,787	(60,991)	-2%



Three-Year Consolidated Financial Schedule (continued)

Enterprise Funds	FY2022 Actual	FY2023 Approved	FY2024 Budget	\$ Change from	% Change from
Sewer Enterprise Fund					
Revenues					
User Charges	\$2,022,134	1,816,435	1,844,214	27,779	2%
Available Funds	\$4,681	4,681	4,681	-	0%
Retained Earnings (Free Cash)	\$275,000	398,000	325,000	(73,000)	-18%
Sewer Revenues - Total	2,301,815	2,219,116	2,173,895	(45,221)	-2%
Expenditures					
Sewer Division Salaries	251,032	338,433	348,059	9,626	3%
Sewer Division Operations	960,875	935,030	993,030	58,000	6%
Emergency Reserve Fund	27,679	50,000	100,000	50,000	100%
Infiltration and Inflow	-	25,000	25,000	-	0%
Sewer Division Direct Costs - Total	1,239,586	1,348,463	1,466,089	117,626	9%
To General Fund:					
Debt - Principal	225,122	126,600	128,109	1,509	1%
Debt - Interest	29,620	21,263	17,160	(4,103)	-19%
Allocated Costs - Total to General Fund	254,742	147,863	145,269	(2,594)	-2%
Allocated Costs:					
Insurance	40,783	51,207	63,237	12,030	23%
Norfolk County Retirement System	76,133	81,963	78,395	(3,568)	-4%
Shared Employees	147,109	157,649	160,502	2,853	2%
Shared Facilities	3,515	3,515	3,425	(90)	-3%
OPEB Trust Fund	25,887	30,456	31,979	1,523	5%
Allocated Costs - Total	293,427	324,790	337,538	12,748	4%
Capital	107,681	398,000	225,000	(173,000)	-43%
Sewer Expenditures - Total	1,895,436	2,219,116	2,173,896	(45,220)	-2%

All Funds	FY2022 Actual	FY2023 Approved	FY2024 Budget	\$ Change from	% Change from
Revenues					
General Fund	72,780,225	74,910,046	75,562,955	652,909	1%
Water Enterprise	3,265,068	3,301,778	3,240,787	(60,991)	-2%
Sewer Enterprise	2,301,815	2,219,116	2,173,895	(45,221)	-2%
Total Revenues	78,347,108	80,430,940	80,977,637	546,697	1%
Expenditures					
General Fund	70,965,974	74,909,846	75,562,653	652,807	1%
Water Enterprise	2,990,135	3,301,778	3,240,787	(60,991)	-2%
Sewer Enterprise	1,895,436	2,219,116	2,173,896	(45,220)	-2%
Total Expenditures	75,851,545	80,430,740	80,977,336	546,596	1%



Fund Balance and Free Cash Summary

General Fund: Unassigned Fund Balance from Annual Town Audit

According to GASB 54, unassigned fund balance is “the residual classification for the government’s general fund and includes all spendable amounts not contained in other classifications.” Unassigned fund balance is used by bond rating agencies as a measure of a municipality’s liquidity when compared with total expenditures. GFOA recommends a minimum of two months of operating expenditures, or approximately 17%.

The Town’s FY2022 audit reports an unassigned fund balance of \$8,034,747 which represents approximately 11.27% of General Fund expenditures. The Town’s audited financial statements are available on the Town website. The decrease in unassigned fund balance in Fiscal Years 2021 and 2022 reflects both a change in practice by the town’s independent auditors and the strategic use of unassigned funds for specific purposes. Unlike in years prior to 2022, the decline in unassigned fund balance in prior years was not due to a drawdown of reserves to pay for general fund expenditures. The town’s budget continues to meet the requirements of its approved financial policies, enabling it to build reserve balances.

GENERAL FUND UNASSIGNED FUND BALANCE					
			% Change from	Dollar Change from	% of General Fund
	<u>Beginning Balance</u>	<u>End Balance</u>	<u>Prior FY</u>	<u>Prior FY</u>	<u>Expenditure</u>
<u>Fiscal Year</u>					
FY2023 Proj	\$8,034,747.00				
FY2022	\$9,126,112.00	8,034,747.00	-11.9%	-\$1,091,365.00	11.27%
FY2021	\$6,136,294.00	\$9,126,112.00	48.7%	\$2,989,818.00	14.6%
FY2020	\$4,984,898.00	\$6,136,294.00	23.1%	\$1,151,396.00	8.6%
FY2019	\$5,048,299.00	\$4,984,898.00	-1.3%	-\$63,401.00	7.3%
FY2018	\$5,246,294.00	\$5,048,299.00	-3.8%	-\$197,995.00	7.6%

Regarding the audited FY2021 town financial statements, the auditors considered the balance within the Municipal Building Stabilization Fund as “unassigned.” However, since these funds are intended for specific purposes, this practice changed for the FY2022 audit. The FY22 audited balance, \$823,217 is now included as a “committed” fund.

In addition to this reclassification of balances, the Town approved an amount of free cash for use in FY23 that was higher than normal, which also contributed to the decrease in unassigned fund balance. However, this was due to a much higher balance of free cash availability that was used strategically to



build the town's reserves and meet the requirements of its approved financial policies. This included a \$2,000,000 appropriation from free cash into the Capital Stabilization Fund, and a \$500,000 appropriation into the Town's OPEB Liability Trust Fund. This deposit into the Trust is set by financial policy, and will increase by 5% each year. Further information on the town's use of free cash for the Fiscal Year 2023 budget is detailed in the following section.

General Fund: Free Cash Summary

Free Cash is a term used for the Town's remaining, unrestricted funds at the close of the prior fiscal year.

Per the Department of Revenue, the Town's Free Cash balance comes from three sources:

- Unexpended Free Cash: The prior year's unexpended Free Cash
- Budgetary turnbacks: At the end of the fiscal year, any unspent or unencumbered appropriations in operating budgets close to Free Cash
- Revenues: Revenue that exceeds estimates closes to Free Cash

Best Practices for Using Free Cash

From the Department of Revenues [guidance on Free Cash](#):

As a nonrecurring revenue source, free cash should be restricted to paying one-time expenditures, funding capital projects, or replenishing other reserves. If a community incorporates free cash into revenue source projections for next-year operational expenses, it is prudent to place a percentage restriction on the total free cash to be used.

Overall, [the DLS Technical Assistance Bureau] recommends that communities adopt a free cash policy that avoids supplementing current year departmental operations.

In January 2023, the Department of Revenue's Division of Local Services ("DLS") certified the Town of Medfield's Free Cash balance of \$3,918,186. In March 2023, this figure was increased by \$92,139 to reflect the town's initial allocation of Opioid Settlement Funds received from the Commonwealth. Note that these funds must be used for specific purposes, which is why the creation of an Opioid Settlement Stabilization Funds.

The Town's Financial Policies require that the Town maintain at least 2.5% of its operating budget in Free Cash. The Select Board certified that both the approved FY2023 and proposed FY2024 budgets were compliance with policy.

Medfield's Historical Use of Free Cash

From FY2014 through FY2019, the Town used considerable amounts of Free Cash, averaging in total \$1.4 million. During that time, most of the town's free cash appropriations were used to subsidize the operating budget. In FY2020 and FY2021, the Town reduced its use of Free Cash to \$800,000 and \$792,597, respectively, to balance the budget. After further reducing Free Cash appropriated for this purpose to \$209,393 in FY2022, no amount of Free Cash was used to balance the operating budget in FY2023.



Free Cash was used in the FY2023 for the purposes below:

- \$2,000,000 transfer to the capital stabilization fund for use in the FY2023 capital budget
- \$700,000 transfer to the general stabilization fund to enhance the Town's reserves
- \$500,000 transfer to the OPEB Trust to meet funding goals stated in the Town's Financial Policy
- \$25,000 Open Space and Recreation Plan

As noted in the prior section, the use of \$3,225,000 for Fiscal Year 2023 contributed to the decrease in the general fund's unassigned fund balance in the town's FY22 audit. Except for the \$700,000 appropriated into general stabilization, the rest of the balances moved from "unassigned" to "committed" on the balance sheet.

Fiscal Year 2022 Free Cash Certification

Medfield's Free Cash balance for the close of Fiscal Year 2022 is driven primarily by appropriation turnbacks and higher than expected local receipts.

Budgetary Turnbacks

Each year, unexpended and unencumbered funds in budget accounts close out to Free Cash. Between FY2018 and FY2021, the total amount of Town department and school turnbacks to Free Cash averaged approximately \$1.2 million. In FY2022, the Town and school budget accounts turned back \$1.6 million. The below departmental accounts had lower than anticipated expenditures and contributed the majority of this balance:

- Health insurance: The health insurance budget funds the Town's premium costs for Town and School employees and retirees. It is particularly difficult to accurately estimate health insurance costs each year as each employee on the Town's most popular family plan costs the Town \$17,144 in premiums per year. The addition of even a few employees to the Town's health insurance plans can result in significant changes in total costs. We are working to evaluate our approach to the health insurance budget in order to accurately estimate health insurance costs each year. Based on guidance from the town's health insurance provider, we estimate a 9.5% increase in premiums for FY2024.
- Principal and interest - In September 2021, the town refunded Municipal Purpose Loan Bonds originally issued in 2007 and 2010, resulting in lower debt service obligations for the town.
- Police operations - The Police Department turnback is attributable to the changeover in personnel in the Police Department over the last three years. In addition, Chief Guerette continues to implement new policies to control personnel costs.
- Unemployment compensation - In Fiscal Year 2021, during the height of COVID, there were a number of fraudulent unemployment claims made against the town which the town paid. The town has been receiving credits for these fraudulent claims that have been applied towards future claims. This resulted in no claims being paid out of the town's unemployment trust, and the town later deemed the approved appropriation from the Unemployment budget into the trust as not necessary.

Local Receipt Revenues

During the Town's budget and tax rate setting process, the Town's financial team estimates revenue projections for property taxes, excise taxes, fees, and other sources of funding. If actual revenues exceed estimated revenues, the excess is closed out to Free Cash. The Town typically takes a conservative



approach in estimating its revenues since revenue shortfalls will be deducted from Free Cash, or could require mid-year budget cuts.

During the FY2022 budgeting process, we continued the use of conservative revenue estimates to develop a fiscally responsible budget proposal. Revenues exceeded estimates in FY2022, particularly from higher than expected motor vehicle excise and meals tax revenue, Medicaid reimbursements and school departmental revenue.

Water and Sewer Enterprise Funds: Retained Earnings

The table below summarizes the retained earnings balances that are certified annually by the Department of Revenue's Division of Local Services. Retained earnings are the accumulated net earnings of an enterprise fund, which may be used to fund capital improvements, reimburse the general fund for prior-year subsidies, reduce user charges, or provide for enterprise revenue deficits.

WATER/SEWER ENTERPRISE UNRESTRICTED RETAINED EARNINGS				
WATER			% Change from	Dollar Change from
	<u>Begin Balance</u>	<u>End Balance</u>	<u>Prior FY</u>	<u>Prior FY</u>
<u>Fiscal Year</u>				
FY2023 Proj	\$1,145,961.00			
FY2022	\$1,159,093.59	\$1,145,961.00		-\$4,132.59
FY2021	\$794,332.50	\$1,159,093.59	45.9%	\$364,761.09
FY2020	\$635,297.40	\$794,332.50	25.0%	\$159,035.10
FY2019	\$861,827.63	\$635,297.40	-26.3%	-\$226,530.23
FY2018	\$1,255,149.83	\$861,827.63	-31.3%	-\$393,322.20
SEWER			% Change from	Dollar Change from
	<u>Begin Balance</u>	<u>End Balance</u>	<u>Prior FY</u>	<u>Prior FY</u>
<u>Fiscal Year</u>				
FY2023 Proj	\$720,641.00			
FY2022	\$937,480.67	\$720,641.00		-\$216,839.67
FY2021	\$774,399.05	\$937,480.67	21.1%	\$163,081.62
FY2020	\$1,031,496.95	\$774,399.05	-24.9%	-\$257,097.90
FY2019	\$1,060,003.72	\$1,031,496.95	-2.7%	-\$28,506.77
FY2018	\$868,999.10	1,060,003.72	22.0%	\$191,004.62



Stabilization Funds

General Stabilization Fund

The Town of Medfield currently has three stabilization funds, one for general stabilization as a general reserve fund and two stabilization funds for capital projects. Monies can be appropriated into a stabilization fund with a majority vote of Town Meeting, but appropriations out of a stabilization fund requires a two-thirds vote at Town Meeting.

The General Stabilization Fund is the Town's primary reserve account. A strong reserve balance helps the Town maintain its Aa1 bond rating thereby achieving savings for taxpayers when the Town issues debt for projects. In addition, increasing the Town's reserves when the economy is strong enables the Town to be prepared to provide a consistent level of service during economic downturns or to fund unanticipated expenses and emergency services. When the COVID-19 pandemic first began, some communities were able to rely on reserves when adopting their Fiscal Year 2021 budgets. Medfield faced significant budget challenges in FY2021 due to our limited reserves.

In both FY2022 and FY2023, the Town appropriated \$700,000 from Free Cash into the General Stabilization. The FY2024 budget appropriated \$500,000 from Free Cash into General Stabilization, while still supporting budget increases for Town and School departments.

The Town has two additional stabilization funds:

- Municipal Buildings Stabilization Fund to fund facilities projects
- Capital Stabilization Fund to fund general capital (non-facilities) projects

More information on these two stabilization funds can be found in Capital Budget Section 6.

Fund	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Budget
General Stabilization	\$221,419.00	\$0.00	\$700,000.00	\$700,000.00	\$500,000.00
Reserve Fund	\$23,381.31	\$41,835.12	\$92,060.28	\$170,000.00	\$170,000.00

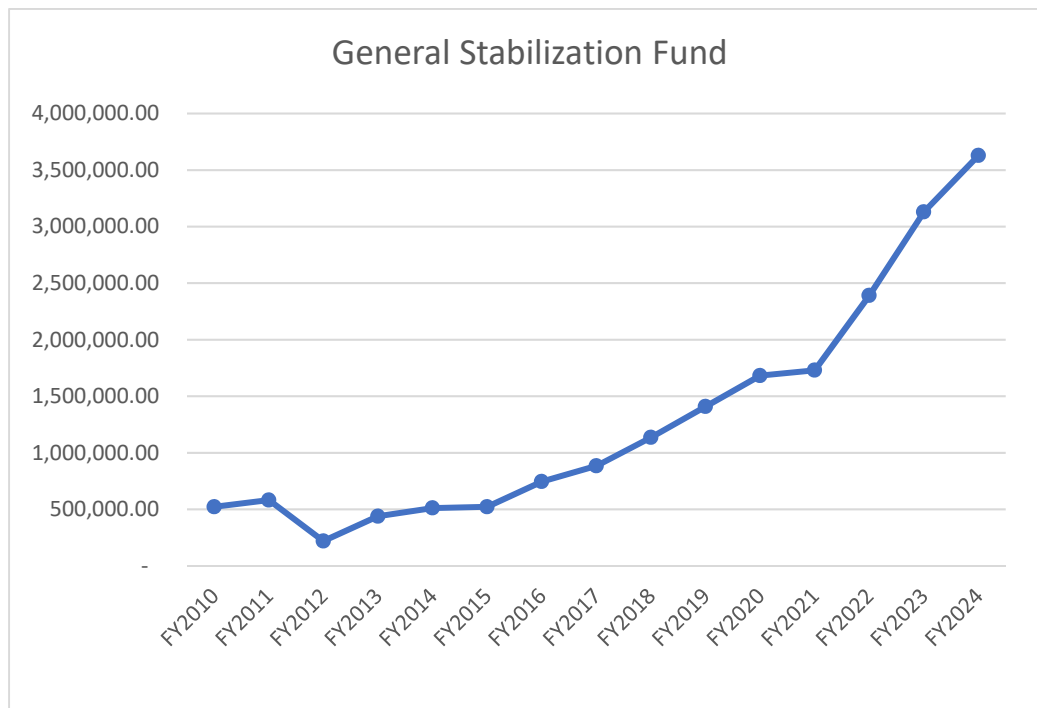


General Stabilization Fund Balance History FY2010 – FY2023

Year	Amount
FY2010	\$521,907
FY2011	\$581,910
FY2012	\$219,749
FY2013	\$438,493
FY2014	\$511,954
FY2015	\$521,907
FY2016	\$745,356
FY2017	\$883,836
FY2018	\$1,135,525
FY2019	\$1,408,822
FY2020	\$1,682,507
FY2021	\$1,729,819
FY2022	\$2,390,291
FY2023*	\$3,128,912
FY2024**	\$3,628,912

*FY23 as of 3/31/2023

**Projection



Financial Forecast

The financial forecast is a conservative projection of the revenues and expenditures anticipated over the next five-year period. Annually, the Town Administrator and the Financial Team will update the five-year financial forecast in order to make informed decisions concerning the Town's financial strategies, policies, capital planning, and obligations.

The Town's financial forecast is a key planning and policymaking tool that helps to anticipate future events and their effect on the Town's financial position. It can help to identify major changes in the Town's finances, such as when debt service for certain projects is ending. This helps the Town better plan how to finance its capital expenditures and identify new obligations required to be funded in the operating budget.

The Town's financial forecasting model is built upon a template provided by the Massachusetts Department of Revenue, incorporating Medfield's data and experience. The model was designed to use reasonable assumptions, including that the Town will continue to provide the same level of service and that there will be no significant changes to Massachusetts General Laws or other regulations. The Town's Financial Team applied various projection factors to its revenue and expenditure categories based on historical trends and industry expertise. The projections will be updated on a regular basis, and at least annually, incorporating new information or changing economic forecasts. Some key highlights from the long-term projection:

Revenues

Overall Outlook: The Town anticipates no new major sources of revenue but does anticipate general economic stability and growth from FY2024 through FY2028. Due to the volatile economic results in FY2020 and FY2021 due to COVID-19 impacts, it is difficult to rely on the actual FY2020 and FY2021 results as indicative of a trend. The local receipts outlook incorporates a conservative approach of increases between 0% and 2.5% for the various categories. The projections will be reviewed when the FY2023 actual receipts are available and again during the FY2025 budget process.

Property Tax Levy and Local Receipts: The proposed redevelopment of the Medfield State Hospital is anticipated to have a positive financial impact on the Town. However, as detailed further in the Sale of Town Land section of this narrative, this has not yet been reflected in the forecast because the Land Disposition Agreement would not require closing until March 2024, followed by at least two years of construction.

Pension Reserve Fund: Medfield's Pension Reserve Trust Fund was established in 1978 and funded with an initial investment of \$10,000. As of December 31, 2022, the fund's balance was \$3.3 million. The Fiscal Year 2024 Budget includes a \$275,000 appropriation out of the fund to offset the Norfolk County Retirement System assessment, detailed further in the expenditures portion of the forecast summary. In consultation with the Public Employee Retirement Administration Commission, the state agency that

must approve withdrawals from the trust, the Town's financial team and the Warrant Committee plan to continue to draw down on the fund in a conservative manner. The fund is slated to be used to offset any increase over 2.5% of the prior year's assessment. In Fiscal Year 2025, this amount is projected to total \$337,920. Using estimated payroll cost escalations and investments returns in future years, the fund is projected to have a remaining balance of \$867,000 in Fiscal Year 2029. At this point, the pension fund is expected to be fully funded, and the remaining balance of the Trust can be used for future assessments.

Sale of Town Land: One notable potential source of funding not included in the forecast is the sale of portions of the former Medfield State Hospital for \$2 million (plus a \$1 million mitigation payment to the Medfield Public Schools). This sale of land was approved by Town Meeting in June 2022, but the closing is not anticipated until March 2024. Proceeds of the sale are subject to apportionment Commonwealth of Massachusetts, in accordance with the 2014 Land Disposition Agreement between the Town and the Commonwealth. Per Massachusetts General Law, Chapter 44, Section 63, the proceeds from the sale may only be used for capital expenditures. As there are numerous procedural steps remaining before the closing can occur in 2024, this one-time revenue source is not reflected in the forecast.

Expenditures

Overall Outlook: The Town's projections anticipate consistent increase in expenses and salaries typical of historical trends but do not anticipate specific staff increases.

OPEB Trust: The Town's financial policies require an annual appropriation into the OPEB Trust and set a targeted 5% increase each year. This 5% increase is incorporated into the projection.

Pension: Prior to Fiscal Year 2024, the Town's annual assessments to the Norfolk County Retirement System (NCRS) have increased at an average of 7.5% per year. However, in the Fall of 2022, the NCRS made a policy decision to switch its valuation assumptions that determine the assessments from payroll-based analysis to an actuarial-based analysis. This contributed to a nearly 3% decrease in the assessment budgeted for the Town's NCRS assessment for Fiscal Year 2024. Also contributing to this decrease is a change in town policy to budget for a single annual payment, rather than two semi-annual payments made to the NCRS, which allows for a slight discount to the town. In the past, the town has budgeted for two semi-annual payments paid the full amount to NCRS at the beginning of the year, and applied the remaining "discount" to the town's OPEB liability. Since our OPEB Trust contribution is now budgeted for out of free cash in alignment with the town's financial policy, there was no need to continue this practice.

The new methodology allows the NCRS to determine the assessment for two years, meaning the town already knows its assessment for Fiscal Year 2025, which is reflected in the forecast. Given the uncertainty associated with the new assumptions beyond FY2025 that determine the town's annual assessment, we expect a 5% increase in assessments each year. These increases can be anticipated due to the NCRS' goal of fully funding its pension liability by Fiscal Year 2029.



Health insurance: In recent years, the Town experienced steady growth in health insurance costs, partly alleviated due to a half-month premium holiday in FY2021 and a full-month premium holiday in FY2022. The Town also made plan design changes ahead of FY2021 which introduced and increased copayments. However, coverage costs for active employees and retirees under 65 will increase by 8.7% in Fiscal Year 2024, and the town projects a 3% increase in costs for retirees covered in the Medicare premium plan. While plan design changes could be achieved in the near future, the forecast projects a 6% annual increase for these costs.

Debt service: The Town's debt service is anticipated to decline over the next five years, particularly from FY2025 to FY2026. In FY2025, the Town will make its final payment for the purchase of the Medfield State Hospital, the Senior Center project, and several land purchases.



Medfield General Fund Financial Forecast FY2024 to FY2028

Revenue Projections	FY2022	FY2023 Recap	FY2024 Budget	FY2025 Projection	FY2026 Projection	FY2027 Projection	FY2028 Projection	Projection Percent
General Fund Revenues								
Property Tax Levy								
Prior Year Tax Levy Limit	46,047,741	47,717,256	49,521,862	51,044,817	52,745,937	54,489,585	56,276,825	
Proposition 2 1/2 Increase (2.5%)	1,151,194	1,192,931	1,238,047	1,276,120	1,318,648	1,362,240	1,406,921	
New Growth	518,321	611,675	400,000	425,000	425,000	425,000	425,000	
Override	-	-	-	-	-	-	-	
Levy Limit - Subtotal	47,717,256	49,385,187	51,044,817	52,745,937	54,489,585	56,276,825	58,108,746	
Debt Exclusions	3,305,035	3,129,882	2,590,854	2,380,838	1,893,379	1,851,292	1,812,345	
Municipal Buildings Stabilization Fund								
Override	1,076,891	1,103,812	1,131,407	1,159,692	1,188,685	1,218,402	1,248,862	
Maximum Allowable Tax Levy	52,099,181	53,755,556	54,882,170	56,286,467	57,571,649	59,346,519	61,169,953	
Excess Levy Capacity			-	-	-	-	-	
Tax Levy - Total	52,099,181	53,755,556	54,882,170	56,286,467	57,571,649	59,346,519	61,169,953	
Local Receipts								
1. Motor Vehicle Excise	2,280,299	2,150,000	2,150,000	2,193,000	2,236,860	2,281,597	2,327,229	2.00%
2a. Meals Excise	195,721	150,000	175,000	176,750	178,518	180,303	182,106	1.00%
3. Penalties/Int. on Taxes & Excises	87,195	75,000	75,000	75,000	75,000	75,000	75,000	0.00%
4. Payment In Lieu of Taxes	4,359	2,624	2,624	2,624	2,624	2,624	2,624	0.00%
10. Fees	55,990	50,000	50,000	50,000	50,000	50,000	50,000	0.00%
11. Rentals	268,254	261,307	196,513	196,513	196,513	196,513	196,513	0.00%
12. Dept. Revenue-Schools	66,836	500	500	500	500	500	500	0.00%
14. Dept. Revenue-Cemeteries	40,880	35,000	35,000	35,000	35,000	35,000	35,000	0.00%
16. Other Departmental Revenue	454,236	339,350	277,350	284,284	291,391	298,676	306,143	2.50%
17. Licenses/Permits	757,758	690,600	690,600	707,865	725,562	743,701	762,293	2.50%
18. Special Assessments	155,892	101,250	101,250	22,000	6,500	-	-	N/A
19. Fines and Forfeits	6,825	3,750	3,500	3,500	3,500	3,500	3,500	0.00%
20. Investment Income	65,648	300,000	500,000	500,000	500,000	500,000	500,000	0.00%
20. Interest Reserve	-	-	-	-	-	-	-	
21. Medicaid Reimbursement	132,365	25,000	50,000	-	-	-	-	
22. Misc. Recurring	-	-	-	-	-	-	-	
23. Misc. Non-Recurring	126,347	-	-	-	-	-	-	
Local Receipts - Total	4,698,605	4,184,381	4,307,337	4,247,036	4,301,967	4,367,413	4,440,908	
State Aid								
Chapter 70 Education Aid	6,361,734	6,507,474	6,580,284	6,646,087	6,712,548	6,779,673	6,847,470	1.00%
School Transportation								
Charter Tuition Reimbursement	40,533	62,858	44,570	44,570	44,570	44,570	44,570	0.00%
Smart Growth School Reimbursement			-	-	-	-	-	
School Lunch (offset)			-	-	-	-	-	
School Choice Receiving Tuition (Offset)			-	-	-	-	-	
Unrestricted General Government Aid	1,593,155	1,679,185	1,712,769	1,729,897	1,747,196	1,764,668	1,782,314	1.00%
Local Share pf Racing Taxes			-	-	-	-	-	
Regional Public Libraries			-	-	-	-	-	
Police Career Incentive			-	-	-	-	-	
Urban Revitalization			-	-	-	-	-	
Veterans Benefits	10,635	4,603	3,797	3,797	3,797	3,797	3,797	0.00%
Exemptions VBS and Elderly	35,916	35,783	33,920	33,920	33,920	33,920	33,920	0.00%
State Owned Land	53,102	68,162	75,891	75,891	75,891	75,891	75,891	0.00%
Public Libraries (offset)	21,868	26,061	30,132	30,132	30,132	30,132	30,132	0.00%
State Aid - Total	8,116,943	8,384,126	8,481,363	8,564,294	8,648,053	8,732,651	8,818,094	



Medfield General Fund Financial Forecast FY2024 to FY2028 (continued)

Revenue Projections	FY2022 Recap	FY2023 Recap	FY2024 Budget	FY2025 Projection	FY2026 Projection	FY2027 Projection	FY2028 Projection	Projection Percent
Available Funds								
Cemetery Perpetual Care Trust	15,000	-	15,000	-	-	-	-	-
Pension Reserve Fund	75,000	200,000	275,000	337,920	432,236	533,204	641,204	-
Unexpended County Retirement Appropriation	55,445	-	-	-	-	-	-	-
Sewer Betterment Paid in Advance	40,991	-	-	-	-	-	-	-
Capital Stabilization Fund	163,000	-	-	-	-	-	-	-
Bond Premium - Sawmill Brook	562	-	-	-	-	-	-	-
Bond Premium FR 6/7	1,751	-	-	-	-	-	-	-
Bond Premium - Red Gate Farm	1,983	1,833	1,633	1,433	1,277	1,165	1,165	-
Bond Premium - HS Field Renovation	3,000	3,000	3,000	3,000	3,000	3,000	3,000	-
Bond Premium - Town Garage Solar	3,683	3,683	3,683	3,683	-	-	-	-
Bond Premium in Excess of Borrowing Costs - 9/2021			4,144					
Excluded Debt Reserved from 9/21 Refunding			19,661					
Use of School Property Revolving Fund	30,000	30,000	30,000	30,000	30,000	30,000	30,000	-
ALS Revolving Fund	150,000	245,000	315,000	315,000	315,000	315,000	315,000	0%
Respite Care Revolving Fund	-		10,000					
F/B Rs Red of Fut Excl Debt (BAN Int Reimb)	12,582	4,194	-	-	-	-	-	-
F/B Rs Red of Excl Debt MSBA Reimb	1,003,535	583,535	-	-	-	-	-	-
Overlay Surplus to Offset Operating Budget	-	-	-	-	-	-	-	-
Capital Stabilization Fund	587,686	1,106,000	796,000	1,450,000	89,900	884,000	975,000	
Municipal Building Stabilization Fund	1,090,500	1,159,000	1,405,500	1,000,000	1,000,000	1,000,000	1,000,000	
Park & Rec Revolving Fund	82,640	-	97,000					
ALS Revolving Fund	215,000	-						
Ambulance Revolving Fund	85,000	-						
Police Salary Appropriation								
F/R Res for Exp (SB Paid off)								
Transportation Receipts Reserved for Appropriat	1,471	535	651	535	535	535	535	-
Opioid Settlement Stabilization Fund			68,000					
Cemetery Perpetual Revolving Fund	58,650		64,000					
PEG Access Grant Revolving Fund	206,992		283,107					
Available Funds - Total	3,884,471	3,336,780	3,391,379	3,141,571	1,871,948	2,766,904	2,965,904	
Free Cash	1,702,893	3,225,000	2,237,139	200,000	200,000	200,000	200,000	
Other Revenue Sources								
Enterprise Fund Allocated Costs	2,516,105	2,298,280	2,263,466	2,198,467	2,100,355	2,063,993	2,027,200	
Other - Total	2,516,105	2,298,280	2,263,466	2,198,467	2,100,355	2,063,993	2,027,200	
General Fund Revenues - Total	73,018,198	75,184,123	75,562,854	74,637,835	74,693,972	77,477,480	79,622,058	



Medfield General Fund Financial Forecast FY2024 to FY2028 (continued)

Expenditure Projections	FY2022 Approved	FY2023 Approved	FY2024 Budget	FY2025 Projection	FY2026 Projection	FY2027 Projection	FY2028 Projection	Projection Percent
Town Departments								
Board of Selectmen Salaries	2,700	2,700	2,700	2,700	2,700	2,700	2,700	0.00%
Board of Selectmen Operations	12,820	12,820	13,159	13,291	13,423	13,558	13,693	1.00%
Selectmen - Total	15,520	15,520	15,859	15,991	16,123	16,258	16,393	
Town Administrator Salaries	399,227	406,548	428,712	437,286	446,032	454,953	464,052	2.00%
Town Administrator Operations	20,020	24,340	24,340	24,583	24,829	25,078	25,328	1.00%
Town Administrator - Total	419,247	430,888	453,052	461,870	470,861	480,030	489,380	
Town Counsel Operations	116,150	123,533	124,944	127,443	129,992	132,592	135,243	2.00%
Information Technology Salaries	77,386	80,509	84,167	85,850	87,567	89,319	91,105	2.00%
Information Technology Operations	148,165	154,700	154,700	162,435	170,557	179,085	188,039	5.00%
Information Technology - Total	225,551	235,209	238,867	248,285	258,124	268,403	279,144	
Human Resources Salaries	85,927	99,956	95,356	150,000	99,170	101,154	103,177	2.00%
Human Resources Operations	3,060	5,060	5,060	5,111	5,162	5,213	5,265	1.00%
Human Resources - Total	88,987	105,016	100,416	155,111	104,332	106,367	108,442	
Town Report/Meeting Salaries	1,000	1,000	1,000	1,000	1,000	1,000	1,000	0.00%
Town Report/Meeting Operations	14,000	14,000	15,750	15,750	15,750	15,750	15,750	0.00%
Town Report / Meeting - Total	15,000	15,000	16,750	16,750	16,750	16,750	16,750	
Town Accountant Salaries	185,216	218,376	198,017	201,977	206,017	210,137	214,340	2.00%
Town Accountant Operations	54,975	58,624	52,320	52,843	53,372	53,905	54,444	1.00%
Town Accountant - Total	240,191	277,000	250,337	254,821	259,389	264,043	268,784	
Assessors Salaries	199,860	207,342	227,883	232,441	237,089	241,831	246,668	2.00%
Assessors Operations	24,750	27,395	24,585	24,831	25,079	25,330	25,583	1.00%
Assessors - Total	224,610	234,737	252,468	257,272	262,169	267,161	272,251	
Treasurer/Collector Salaries	210,996	217,853	227,467	232,016	236,657	241,390	246,218	2.00%
Treasurer/Collector Operations	78,735	79,920	86,245	87,107	87,979	88,858	89,747	1.00%
Treasurer / Collector - Total	289,731	297,773	313,712	319,124	324,635	330,248	335,964	
Town Clerk	82,785	125,782	129,346	131,933	134,572	137,263	140,008	2.00%
Town Clerk	26,850	35,050	35,050	35,751	36,466	37,195	37,939	2.00%
Town Clerk - Total	109,635	160,832	164,396	167,684	171,038	174,458	177,948	
Planning and Zoning Salaries	116,179	121,925	129,751	132,346	134,993	137,693	140,447	2.00%
Planning and Zoning Operations	16,885	16,885	16,885	17,223	17,567	17,918	18,277	2.00%
Planning and Zoning - Total	133,064	138,810	146,636	149,569	152,560	155,611	158,724	
Conservation Commission Salaries	37,415	36,669	36,050	36,771	37,506	38,257	39,022	2.00%
Conservation Commission Operations	7,940	7,940	7,940	8,099	8,261	8,426	8,595	2.00%
Conservation - Total	45,355	44,609	43,990	44,870	45,767	46,683	47,616	



Medfield General Fund Financial Forecast FY2024 to FY2028 (continued)

Expenditure Projections	FY2022 Approved	FY2023 Approved	FY2024 Budget	FY2025 Projection	FY2026 Projection	FY2027 Projection	FY2028 Projection	Projection Percent
Facilities Salaries	111,665	117,528	208,381	212,549	216,800	221,136	225,558	2.00%
Facilities Operations	524,714	529,900	547,346	566,503	586,331	606,852	628,092	3.50%
Facilities - Total	636,379	647,428	755,727	779,052	803,130	827,988	853,650	
Police Department Salaries	2,461,328	2,504,347	2,607,465	2,685,689	2,766,260	2,849,247	2,934,725	3.00%
Police Department Operations	282,328	281,999	298,477	307,431	316,654	326,154	335,938	3.00%
Police - Total	2,743,656	2,786,346	2,905,942	2,993,120	3,082,914	3,175,401	3,270,663	
Animal Control Officer Salaries	97,807	99,740	102,702	104,756	106,851	108,988	111,168	2.00%
Animal Control Officer Operations	14,854	14,854	14,854	15,151	15,454	15,763	16,078	2.00%
Animal Control - Total	112,661	114,594	117,556	119,907	122,305	124,751	127,246	
Traffic Markings / Signs	65,024	65,024	37,007	37,747	38,502	39,272	40,058	2.00%
Fire Department Salaries	1,299,850	1,417,287	1,485,537	1,530,103	1,576,006	1,623,286	1,671,985	3.00%
Fire Department Operations	173,150	173,150	179,295	184,674	190,214	195,920	201,798	3.00%
Fire Department - Total	1,473,000	1,590,437	1,664,832	1,714,777	1,766,220	1,819,207	1,873,783	
Emergency Management Salaries	4,000	4,000	4,000	4,000	4,000	4,000	4,000	0.00%
Emergency Management Operations	7,500	7,500	7,500	7,500	7,500	7,500	7,500	0.00%
Emergency Management - Total	11,500	11,500	11,500	11,500	11,500	11,500	11,500	
Inspections Salaries	225,339	240,162	283,149	288,812	294,588	300,480	306,490	2.00%
Inspections Operations	13,258	14,258	14,258	14,543	14,834	15,131	15,433	2.00%
Inspections - Total	238,597	254,420	297,407	303,355	309,422	315,611	321,923	
Tree Care Salaries	24,011	24,491	25,226	25,731	26,245	26,770	27,305	2.00%
Tree Care Operations	43,600	43,600	49,100	50,082	51,084	52,105	53,147	2.00%
Tree Care - Total	67,611	68,091	74,326	75,813	77,329	78,875	80,453	
Highway Salaries	1,003,778	1,094,673	1,115,836	1,138,153	1,160,916	1,184,134	1,207,817	2.00%
Highway Operations	466,440	401,975	439,975	448,775	457,750	466,905	476,243	2.00%
Highway - Total	1,470,218	1,496,648	1,555,811	1,586,927	1,618,666	1,651,039	1,684,060	
Snow & Ice Salaries	110,462	110,463	110,464	110,465	110,466	110,467	110,468	0.00%
Snow & Ice Operations	182,973	182,973	182,973	182,973	182,973	182,973	182,973	0.00%
Snow and Ice - Total	293,435	293,436	293,437	293,438	293,439	293,440	293,441	
Street Lights Operations	10,000	12,500	12,500	12,750	13,005	13,265	13,530	2.00%
Equipment Repair/Maintenance Salaries	152,286	157,046	163,491	166,761	170,096	173,498	176,968	2.00%
Equipment Repair/Maintenance Operations	293,513	293,513	308,513	314,683	320,977	327,396	333,944	2.00%
Equipment Repair / Maintenance - Total	445,799	450,559	472,004	481,444	491,073	500,894	510,912	
Sidewalks Operations	35,000	35,000	35,000	35,000	35,000	35,000	35,000	0.00%
Public Works Utilities	-	-	-	-	-	-	-	



Medfield General Fund Financial Forecast FY2024 to FY2028 (continued)

Expenditure Projections	FY2022 Approved	FY2023 Approved	FY2024 Budget	FY2025 Projection	FY2026 Projection	FY2027 Projection	FY2028 Projection	Projection Percent
Solid Waste Disposal Salaries	204,447	235,582	245,616	250,528	255,539	260,650	265,863	2.00%
Solid Waste Disposal Operations	404,732	390,232	393,232	405,029	417,180	429,695	442,586	3.00%
Solid Waste Disposal - Total	609,179	625,814	638,848	655,557	672,719	690,345	708,449	
Cemetery Salaries	164,589	171,746	160,516	163,726	167,001	170,341	173,748	2.00%
Cemetery Operations	35,640	35,640	39,640	40,433	41,241	42,066	42,908	2.00%
Cemetery - Total	200,229	207,386	200,156	204,159	208,242	212,407	216,655	
Health Salaries	79,928	119,772	129,558	132,149	134,792	137,488	140,238	2.00%
Health Operations	67,851	70,823	75,338	76,845	78,382	79,949	81,548	2.00%
Health - Total	147,779	190,595	204,896	208,994	213,174	217,437	221,786	
Council on Aging Salaries	212,059	216,898	222,125	226,568	231,099	235,721	240,435	2.00%
Council on Aging Operations	33,520	33,940	34,800	35,496	36,206	36,930	37,669	2.00%
Council on Aging - Total	245,579	250,838	256,925	262,064	267,305	272,651	278,104	
Medfield Outreach Salaries	154,320	160,965	246,235	251,160	256,183	261,307	266,533	2.00%
Medfield Outreach Operations	24,020	24,380	24,830	25,327	25,833	26,350	26,877	2.00%
Medfield Outreach - Total	178,340	185,345	271,065	276,486	282,016	287,656	293,409	
Library Salaries	547,142	580,581	609,530	621,721	634,155	646,838	659,775	2.00%
Library Operations	219,551	221,148	229,753	234,348	239,035	243,816	248,692	2.00%
Library - Total	766,693	801,729	839,283	856,069	873,190	890,654	908,467	
Parks & Recreation Salaries	250,231	259,725	275,535	281,046	286,667	292,400	298,248	2.00%
Parks & Recreation Operations	51,900	51,900	58,720	58,720	51,900	51,900	51,900	0.00%
Parks and Recreation - Total	302,131	311,625	334,255	339,766	338,567	344,300	350,148	
Sealer Salaries	2,860	2,917	3,000	3,060	3,121	3,184	3,247	2.00%
Sealer Operations	194	200	200	204	208	212	216	2.00%
Sealer - Total	3,054	3,117	3,200	3,264	3,329	3,396	3,464	
Veterans Salaries	-	-	-	-	-	-	-	0.00%
Veterans Operations	56,048	55,878	59,831	61,028	62,248	63,493	64,763	2.00%
Veterans - Total	56,048	55,878	59,831	61,028	62,248	63,493	64,763	
Historical Commission Operations	1,500	1,500	1,500	1,500	1,500	1,500	1,500	0.00%
Memorial Day/Veterans Day Operations	1,800	1,800	1,800	1,800	1,800	1,800	1,800	0.00%
Cultural Council Operations	6,000	6,500	7,300	7,300	7,300	7,300	7,300	0.00%
Reserve Fund	150,000	170,000	170,000	170,000	170,000	170,000	170,000	0.00%
Town Departments	12,194,253	12,717,037	13,343,535	13,711,604	13,975,635	14,307,787	14,648,705	
Vocational School Assessment	155,240	143,023	107,355	109,502	111,692	113,926	116,205	2.00%



Medfield General Fund Financial Forecast FY2024 to FY2028 (continued)

Expenditure Projections	FY2022 Approved	FY2023 Approved	FY2024 Budget	FY2025 Projection	FY2026 Projection	FY2027 Projection	FY2028 Projection	Projection Percent
Professional Salaries*	27,920,187	29,021,717	30,237,553	31,447,055	32,704,937	33,686,085	35,370,390	
Clerical Salaries	903,087	900,412	931,200	968,448	1,007,186	1,037,401	1,089,272	
Other Salaries	3,007,406	3,176,366	3,356,111	3,490,355	3,629,970	3,738,869	3,925,812	
Services	2,743,949	2,767,645	3,070,845	3,193,679	3,321,426	3,421,069	3,592,122	
Supplies	1,253,370	1,280,920	1,300,380	1,352,395	1,406,491	1,448,686	1,521,120	
Other Expenses	1,293,660	1,284,160	1,448,260	1,506,190	1,566,438	1,613,431	1,694,103	
Tuitions (net)	1,226,570	1,075,729	832,435	865,732	900,362	927,373	973,741	
Medfield Public Schools - Total	38,348,229	39,506,949	41,176,784	42,823,855	44,536,810	45,872,914	48,166,560	
Workers Compensation Insurance	238,201	248,000	280,878	289,304	297,983	306,923	316,131	3.00%
Property, General Liability, and Professional	247,713	276,000	279,507	293,482	308,156	323,564	339,743	5.00%
Police and Fire 111F Injured on Duty Insurance	83,600	90,000	95,000	99,750	104,738	109,974	115,473	5.00%
Insurance - Total	569,514	614,000	655,385	682,537	710,877	740,462	771,346	
Unemployment Trust Fund	161,788	-	30,000	50,000	50,000	50,000	50,000	0.00%
Life Insurance	13,124	15,000	15,900	16,218	16,542	16,873	17,211	2.00%
Health Insurance	4,200,000	4,677,109	4,928,810	5,224,539	5,538,011	5,870,292	6,222,509	6.00%
OPEB Appropriation	467,500	500,000	525,000	551,250	578,813	607,753	638,141	5.00%
Medicare Tax	579,623	624,000	665,000	684,950	705,499	726,663	748,463	3.00%
Norfolk County Retirement	3,162,435	3,394,258	3,296,275	3,434,727	3,606,463	3,786,787	3,976,126	5.00%
Town and School Employee Benefits - Total	8,584,470	9,210,367	9,460,985	9,961,684	10,495,328	11,058,368	11,652,450	
Debt - Principal	4,748,543	3,958,200	2,914,709	3,086,249	2,587,821	2,604,425	2,616,062	
Debt - Interest	1,489,458	1,312,070	1,160,574	1,035,984	913,288	811,122	715,580	
Debt - Total	6,238,001	5,270,270	4,075,283	4,122,233	3,501,109	3,415,547	3,331,642	
Transfer to General Stabilization Fund	700,000	700,000	500,000	500,000	200,000	200,000	200,000	
Transfer to Capital Stabilization Fund	751,000	2,000,000	850,000	-	-	-	-	
Transfer to Municipal Buildings Stabilization Fund	1,076,891	1,103,812	1,131,407	1,159,692	1,188,684	1,218,402	1,248,862	2.50%
Transfer out of Municipal Buildings Stabilization Fund	1,090,500	1,159,000	1,405,500	1,131,000	1,252,000	1,071,000	750,000	
Capital Budget	970,326	1,106,000	956,095	1,450,000	89,900	884,000	975,000	
Other Monetary Articles	267,113	25,000	709,246	-	-	-	-	
Snow and Ice Deficit	42,281	56,235	25,000	25,000	25,000	25,000	25,000	
State - Cherry Sheet Offsets	21,868	26,061	30,132	31,337	32,591	33,894	35,250	4.00%
Adjustments	2,129	-	-	-	-	-	-	
State Assessments	908,687	1,065,420	936,146	945,507	799,963	652,962	659,492	1.00%
Overlay	216,327	206,873	200,000	204,000	208,080	212,242	216,486	2.00%
Other - Total	1,191,292	1,354,589	1,191,278	1,149,507	1,008,043	865,204	875,978	
Total Expenditures	72,136,829	74,910,046	75,562,853	75,670,614	75,818,078	78,676,609	81,986,747	
Total GF Revenues	73,018,198	75,184,123	75,562,854	74,637,835	74,693,972	77,477,480	79,622,058	
Total GF Expenditures	72,136,829	74,910,046	75,562,854	75,670,614	75,818,078	78,676,609	81,986,747	
Available	881,369	274,077	(0)	(1,032,779)	(1,124,105)	(1,199,129)	(2,364,689)	



Departmental Budgets



Departmental Budget Summary

Fund/Department	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
General Fund						
Administration						
Select Board	11,718	11,195	15,520	15,859	339	2%
Town Administrator	392,803	404,674	436,638	453,052	16,414	4%
Town Counsel	111,800	131,257	123,533	124,944	1,411	1%
Information Technology	220,459	218,925	236,384	238,867	2,483	1%
Human Resources	30,405	33,590	44,358	100,416	56,058	126%
Town Report/Town Meeting	11,882	17,518	15,000	16,750	1,750	12%
Administration - Total	779,067	817,159	871,433	949,888	78,455	9%
Town Accountant	218,860	243,613	282,000	250,337	(31,663)	-11%
Assessors	211,069	229,758	242,544	252,468	9,924	4%
Treasurer/Collector	287,888	292,426	300,753	313,712	12,959	4%
Town Clerk	131,892	111,039	160,832	164,396	3,564	2%
Conservation	48,316	46,204	44,609	43,990	(619)	-1%
Planning & Zoning	108,946	123,792	142,810	146,636	3,826	3%
Facilities/Building	497,717	620,253	647,428	755,727	108,299	17%
Police Department	2,532,412	2,586,978	2,788,362	2,905,942	117,580	4%
Animal Control	99,109	104,008	114,594	117,556	2,962	3%
Traffic marking/Signs	40,753	50,688	65,024	37,007	(28,017)	-43%
Police - Total	2,672,274	2,741,674	2,967,980	3,060,505	92,525	3%
Fire & Rescue Department	1,382,145	1,493,205	1,601,937	1,676,332	74,395	5%
Inspections	222,276	248,570	256,138	297,407	41,269	16%
Department of Public Works						
Trees	69,315	65,444	68,091	74,326	6,235	9%
Highway	1,301,524	1,489,409	1,500,043	1,555,811	55,768	4%
Snow & Ice	335,716	349,670	293,436	293,437	1	0%
Street Lighting	1,850	5,313	12,500	12,500	-	0%
Equipment Repair & Maintenance	415,184	424,304	450,559	472,004	21,445	5%
Sidewalks	33,770	35,000	35,000	35,000	-	0%
Public Works Utilities	-	-	-	-	-	N/A
Solid Waste Disposal	621,906	510,203	625,814	638,848	13,034	2%
Cemetery	156,904	168,434	207,386	200,156	(7,230)	-3%
DPW - Total	2,936,169	3,047,777	3,192,829	3,282,082	89,253	3%
Health	108,902	108,204	196,595	204,896	8,301	4%
Council on Aging	231,107	230,896	252,723	256,925	4,202	2%
Veterans' Services	37,174	34,887	55,878	59,831	3,953	7%
Outreach	175,254	181,752	195,786	271,065	75,279	38%
Medfield Public Library	706,924	757,907	810,220	839,283	29,063	4%
Parks & Recreation	274,292	286,041	311,625	334,255	22,630	7%
General Fund Departmental - Total	11,030,272	11,615,157	12,534,120	13,159,735	625,615	5%
Enterprise Funds						
DPW - Water Division	955,785	1,007,661	1,108,151	1,260,126	151,975	14%
DPW - Sewer Division	1,140,568	1,239,586	1,348,463	1,466,089	117,626	9%
Enterprise Fund Departmental - Total	2,096,353	2,247,247	2,456,614	2,726,215	269,601	11%
Departmental Total - All Funds	13,126,625	13,862,404	14,990,734	15,885,950	895,216	6%



Administration

Contact	Phone & Email	Location
Kristine Trierweiler Town Administrator	508-906-3012 ktrierweiler@medfield.net	Medfield Town House Floor 2 459 Main Street

Mission Statement & Departmental Activities

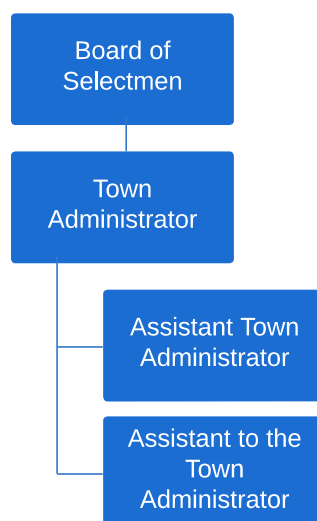
The Town Administrator’s Office is committed to providing quality and innovative service in a supportive and creative environment. We work cooperatively with the citizens of Medfield and all municipal employees in setting the direction and accomplishing goals for town government.

Brief Description of the Department

Members of the Select Board, together, serve as the Chief Executive Officer of the Town of Medfield. The Board generally meets the 1st and 3rd Tuesdays of the month. The Board exercises general supervision over all matters affecting the interests or welfare of the Town, including policy direction for the Town, legal matters and the execution of contracts, appointment of the Town Administrator, department heads, and employees, appointments to boards and committees, and licensing.

The Town Administrator works to implement the policy directives of the Medfield Select Board and manages the day-to-day operations of the Town. The Town Administrator also directly manages several departments.

Organizational Chart



FY21 Accomplishments

- Successfully managed and maintained Town operations and services throughout the impacts of COVID-19.
- Ensured delivery of services when buildings were closed and reopened buildings as we learned more about COVID-19 mitigation and prevention.
- Supported the Board of Health and the Health Department in responding to COVID-19.
- Maximized use of Federal funds to pay for expenses related to COVID-19.
- Develop and release the RFP for the Medfield State Hospital, after a successful vote at the 2019. Special Town Meeting to change the zoning for the Medfield State Hospital. This effort was led by the Medfield State Hospital Development Committee and incorporated public comment and feedback

FY22 Accomplishments

Civic Engagement

1. Develop Committee Handbook to reflect the most current information on the roles and responsibilities of committees and their members.
Status: In Process
 - A. Provide Educational resources to ensure compliance with applicable laws and regulations
Status: Complete
 - B. Continue to improve the effectiveness of committees by ensuring they have updated Charter documents which include direction and purpose
Status: In Process
 - C. Provide all committee chairs with Town of Medfield email to improve archival processes
Status: In Process
2. Develop Summer Intern Program to be in place for Summer 2022.
Status: On Hold

Inter/Intra Governmental Operations

3. Identify and advance opportunities for cooperation between Town departments, Medfield School Department, neighboring municipalities, and regional governments as ways to improve services and reduce costs.
 - A. Review feasibility of establishing regional operations with surrounding towns
Status: Complete
 - B. Encourage communication and create cross-departmental teams to improve cooperation and coordination of services.
Status: Complete

Grounds and Open Space Maintenance and Improvement Plan Proposal

4. Work with Town Boards and Departments, including DPW, Parks and Recreation, and Conservation to develop a grounds and open space maintenance plan.
 - A. Update grounds and open space inventory
Status: Complete
 - B. Identify responsibility for grounds and open space
Status: In Process
 - C. Prepare maintenance plan for all identified locations
Status: In Process

Long Term Financial Planning

5. Establish long-term financial sustainability for the Town by adherence to approved financial policies regarding reserve levels, balanced budgets, and capital financing and financial forecasting.
 - A. Capital Budget recommendation for FY2023 to be made to the BOS before September 30, 2021
Status: Complete
 - B. Update Financial Policy to include a formalized test to measure compliance
Status: Complete
 - C. Review current town budgets for “embedded capital”
Status: Complete

Communications

6. Increase the level of communication between the Select Board and Department Heads.
 - A. Quarterly update reports to BOS from Police Chief, Fire Chief, and DPW Director, other departments as requested
Status: Complete
 - B. Semi-annual updates Parks and Recreation, Council on Aging, Outreach COMPLETE
Status: Complete
7. Identify and improve website navigation to make it clearer to understand and easier to navigate.
 - A. Create new “Welcome Section” on the website with basic information for new residents to Medfield
Status: Complete
 - B. Website audit to remove old committees, archive outdated information, bring more current information front and center
Status: Complete
 - C. Town and School Linkage Improved
Status: Complete

Select Board Policy Updates

8. Continue to formalize the policies and procedures of the Select Board.
 - A. Minimum: Car Wash Policy, Flag Policy, Municipal Building/Grounds Use, External Communication policies to be presented to the Select Board for review
Status: Complete
9. Recommend and update process for adoption of Personnel Policies.
Status: Complete

Labor Relations

10. Initiate and complete collective bargaining sessions prior to the expiration of the contract.
 - A. Submission of a fair and reasonable offer to the collective bargaining unit will constitute meeting this goal
Status: Complete

FY23 Goals: Status Update

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 most current information on the roles and responsibilities of committees and their members

Status: The Committee Handbook is on schedule to be completed by the end of the fiscal year.

- B. Work with Town Moderator and Town Clerk to develop a Town Meeting 101 Session

Status: In order to encourage attendance at the Annual Town Meeting, this goal was shifted to creating a communications and social media campaign designed to increase resident participation and engagement. This followed two informational sessions on the town meeting process hosted by the Town Moderator. The chairs of the Warrant Committee will also be hosting informational sessions on town meeting to be broadcasted on Medfield TV.

- C. Town Administrator Monthly Office Hours

Status: Monthly office hours have been held at various locations and times, and are scheduled to continue through the end of the fiscal year.

- D. Monthly Written Town Administrator Reports

Status: These reports have been published each month and are available on the town's website and social media accounts. Reports are scheduled to be published through the end of the fiscal year.

- E. Conduct survey of existing Board/Committee members

Status: This survey has been developed and will be distributed to all board and committee members prior to board and commission reappointments in June 2023.

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

Status: The proposed creation of a Human Services Department, led by Outreach Director Kathy McDonald, is proposed in the town's Fiscal Year 2024 budget. In this structure, the Council on Aging Director, Public Health Nurse, and Veterans Services Officer report to the Outreach Director.

- B. Develop a Building Grounds and Open Space Maintenance and Improvement Plan Proposal

- a. Identify responsibility for building grounds, open space, and recreational parcels

Status: This list is included in the draft version of the Open Space and Recreation Plan.

- b. Prepare maintenance plan for all identified locations

Status: The maintenance plan for these parcels centers around the creation of a Grounds Division. However, due to budgetary pressures, the proposal of the new division was not



included in the Fiscal 2024 budget for Town Meeting consideration. This is will be priority addressed in the Fiscal Year 2025 budget.

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 American Rescue Plan Act (ARPA) project plan

Status: The Select Board has approved a plan for the full allocation of its U.S. Treasury ARPA funding. A portion of Medfield's Norfolk County ARPA allocation remains unspent given the requirements the County has put forth on what the funding can and cannot be spent on. The town continues to work with the Board of Water and Sewerage to identify projects that are allowable under Norfolk County ARPA spending categories.

B. Submit FY2023 Budget for approval to the Government Finance Officers Association (GFOA)

Status: In December 2022, the GFOA awarded Medfield its Distinguished Budget Presentation Awards. The town is on schedule to submit our FY2024 budget for approval as well.

C. Capital Plan presented to Select Board prior to December 1, 2022

Status: Due to staff turnover, the Capital Plan was presented to the Select Board in November.

D. Oversee the development of an Annual Grant funding report to the Select Board by June 30, 2023

Status: This report, which will take the form of a page on the town's website, is on track to be scheduled by the end of the fiscal year.

E. Continue to work with and support the new Elementary School Project Committee

Status: The Town Administrator has attended each of the committee's meetings and continues to provide support to its members.

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

A. Written Select Board Policy for liquor licenses

Status: This policy is scheduled to be completed by the end of the fiscal year.

B. Identify funding source and implement wayfinding project identified in the Local Rapid Recovery Grant

Status: Our state legislative delegation secured the town an earmark for \$150,000 for this purpose in the 2022 Economic Development Bill.

C. Develop and Finalize *Welcome to Medfield* local business landing page

Status: This page is scheduled to be included in the new town website redesign to be published after the Annual Town Meeting.

FY24 Goals

Each year, the Select Board and the Town Administrator review the prior year's goals and accomplishments as part of developing the goals for the coming fiscal year. The Select Board and Town Administrator have not set fiscal year goals as of the time of printing. Once established, the goals will be posted to the Town website: <https://www.town.medfield.net/1778/Town-Administrator-Goals>.



Departmental Budget

ADMINISTRATION	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
SELECT BOARD						
SALARIES						
SALARIES-ELECTED	1,800	2,025	2,700	2,700	-	0%
SALARIES - SUBTOTAL	1,800	2,025	2,700	2,700	-	0%
OPERATING EXP.						
ADVERTISING	211	554	1,300	1,300	-	0%
DUES & MEMBERSHIPS	2,585	2,762	2,900	2,900	-	0%
TRAINING & EDUCATION*	250		650		(650)	-100%
PROFESSIONAL DEVELOPMENT				1,250		
PRINTNG-POSTG-STATY	240	387	600	600	-	0%
MEETINGS+CONFERENCES*	240		600		(600)	-100%
OFFICE SUPPLIES	273		720	720	-	0%
VARIOUS COMMITTEE EXPENSES	6,055	5,403	6,050	6,389	339	6%
SELECTMEN ENCUMBRANCES	64	64			-	N/A
OPERATING EXP. - SUBTOTAL	9,918	9,170	12,820	13,159	339	3%
SELECT BOARD - TOTAL	11,718	11,195	15,520	15,859	339	2%
TOWN ADMINISTRATOR						
SALARIES						
TOWN ADMIN SALARIES	368,977	380,083	411,298	427,712	16,414	4%
LONGEVITY-TOWN ADMIN ENCUMBRANCE	2,000	1,000	1,000	1,000	-	0%
SALARIES - SUBTOTAL	370,977	381,083	412,298	428,712	16,414	4%



Departmental Budget

ADMINISTRATION	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
OPERATING EXP.						
OTHER EQ/COPIER+SUPPLIES	7,956	7,729	7,800	7,800	-	0%
STORAGE SPACE RENT	4,200	4,200	4,200	4,200	-	0%
UTIL-ELEC-TOWN HALL					-	N/A
UTIL-TOWN HALL-HEAT					-	N/A
UTIL-TN HL-WAT&SEW					-	N/A
PROFESSIONAL DEVELOPMENT				4,340		
TRAINING & EDUCATION*	2,624	3,826	2,840		(2,840)	-100%
CONTRACT SERVICE		2,625	4,000	4,000	-	N/A
MEETINGS+CONFERENCES*	110	1,545	1,500		(1,500)	-100%
OFFICE SUPPLIES	3,957	3,285	4,000	4,000	-	0%
ENCUMBRANCES	2,979	381			-	
OPERATING EXP. - SUBTOTAL	21,826	23,591	24,340	24,340	-	0%
TOWN ADMINISTRATOR - TOTAL	392,803	404,674	436,638	453,052	16,414	4%
TOWN COUNSEL						
OPERATING EXP.						
DUES & MEMBERSHIPS	275				-	N/A
CONSULTNG+LEGAL FEES	42,961	54,737	53,000	53,000	-	0%
TN COUNSL CONTR SVC	67,794	69,150	70,533	71,944	1,411	2%
ENCUMBRANCES	770	7,370			-	
TOWN COUNSEL - TOTAL	111,800	131,257	123,533	124,944	1,411	1%
INFORMATION TECHNOLOGY						
SALARIES						
SALARIES - IT	75,329	78,342	81,084	83,517	2,433	3%
LONGEVITY-IT	500	550	600	650	50	8%
SALARIES - SUBTOTAL	75,829	78,892	81,684	84,167	2,483	3%



Departmental Budget

ADMINISTRATION	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
OPERATING EXP.						
EQUIP REPAIR+SERV	6,042				-	N/A
EQUIP MAINT CONTRACTS	53,219	83,768	85,000	85,000	-	0%
EQ MAINT CNTR-SERVER	17,035	3,288	15,000	15,000	-	0%
CAPITAL EQUIP REPLACEMENT		2,500	5,000	5,000	-	0%
UTIL-TELEPHONE	45,796	47,370	48,000	48,000	-	0%
DUES & MEMBERSHIPS			500	500	-	0%
MEETINGS+CONFERENCES*	47				-	N/A
OFFICE SUPPLIES			1,200	1,200		
ENCUMBRANCES	22,491	3,107			-	
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OPERATING EXP. - SUBTOTAL	144,630	140,033	154,700	154,700	-	0%
<hr/>						
INFORMATION TECHNOLOGY - TOTAL	220,459	218,925	236,384	238,867	2,483	1%
<hr/>						
HUMAN RESOURCES						
SALARIES						
SALARIES	30,000	31,275	32,839	33,825	986	3%
MANAGERIAL MERIT			6,459	61,531	55,072	853%**
PROF SAL MKT ADJ					-	N/A
COLA					-	N/A
<hr/>						
SALARIES - SUBTOTAL	30,000	31,275	39,298	95,356	56,058	143%
<hr/>						
OPERATING EXP.						
DUES & MEMBERSHIPS			1,200	1,200	-	0%
PROFESSIONAL DEVELOPMENT				3,000		
TRAINING & EDUCATION*		1,395	2,000		(2,000)	N/A
CONSULTANT					-	N/A
PRINTNG-POSTG-STATY	75	550	700	700	-	0%
MEETINGS+CONFERENCES*	330	205	1,000		(1,000)	-100%
OFFICE SUPPLIES			160	160	-	0%
ENCUMBRANCES		165				
<hr/>						
OPERATING EXP. - SUBTOTAL	405	2,315	5,060	5,060	-	0%
<hr/>						
HUMAN RESOURCES - TOTAL	30,405	33,590	44,358	100,416	56,058	126%



Departmental Budget

ADMINISTRATION	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
TOWN REPORT/MEETING						
SALARIES						
TOWN MEETING WAGES	1,605	3,681	1,000	1,000	-	0%
SALARIES - SUBTOTAL	1,605	3,681	1,000	1,000	-	0%
OPERATING EXP.						
POLICE SPECIAL DETAIL	905	483	750	750	-	0%
PRINTNG-POSTG-STATY	9,372	13,354	13,250	15,000	1,750	13%
ENCUMBRANCES					-	N/A
OPERATING EXP. - SUBTOTAL	10,277	13,837	14,000	15,750	1,750	13%
TOWN REPORT/MEETING - TOTAL	11,882	17,518	15,000	16,750	1,750	12%
ADMINISTRATION - TOTAL	779,067	817,159	871,433	949,888	78,455	9%

* Training and education & meetings and conferences were combined into professional development in FY24

** Merit adjustments are redistributed to each department after the fiscal year has begun

Accounting Department

Contact	Phone & Email	Location
Andrew Foster Town Accountant	508-906-3021 afoster@medfield.net	Medfield Town House Floor 1 459 Main Street

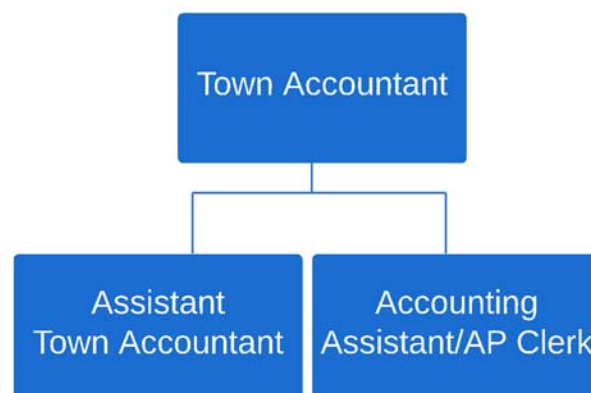
Mission Statement & Departmental Activities

The Accounting department is responsible for accounting, auditing and financial reporting services to all Departments, Boards, and Commissions in accordance with Massachusetts General Laws, and Generally Accepted Accounting Principles for State and Local Governments.

Brief Description of the Department

The office serves as an internal service department processing all invoices and reviewing all payrolls; reconciling cash, receivables and special fund balances with the Treasurer/Collector; assisting/advising the Town Administrator on financial matters, specifically, budgetary, M.G.L.'s, and Town Meeting warrant preparation; is responsible for timely and accurate submission of all reports required by the State; assists in the preparation of the Tax Recap; and prepares other reports and financial analysis as required to ensure a successful annual audit.

Organizational Chart



FY21 Accomplishments

- Free Cash for July 1, 2021 was certified with the Massachusetts Department of Revenue at \$4,954,299 and Sewer/Water Retained Earnings of \$1,150,094/\$937,481 on January 12, 2022.
- Schedule A was submitted 10/28/21. Schedule A is a year-end statement of revenues and other financing sources, expenditures and other financing uses, changes in fund balances, the balance sheet and other information.
- Established and maintained new Covid-19 funds and organized reporting
- Worked with independent auditor Melanson CPAs to complete the audit of the Town's Financials
- Worked with actuary firm Stone Consultants, to complete the GASB Statement 74 & 75 OPEB Actuarial Study

FY22 Accomplishments

Goal: Finalizing the Town's Financial Audit/Status: Completed

Goal: Adjust and correct as needed based on Audit management comments/Status: Ongoing

Goal: Complete the annual interim GASB 74 & 75 Report/Status: Completed

Goal: Completion of new GFOA Budget Document/ Status: In process for completion for FY23 Budget

FY23 Goals: Status Updates

GOAL #1	Submit Timely Reporting to the State
Detailed Description	Such as the Balance Sheet, Schedule A
Start Date	09-01-2022
Completion Date	10-24-2022
How will you measure success/achievement/completion?	Complete and submit on a timely basis to remain in good standing and to have final numbers for the next year budget process.
Status as of December 31, 2022	Completed

GOAL #2	Complete a Successful Audit without any Material Findings
Detailed Description	Ensure the books are in order and ready for the Audit.
Start Date	06-01-2022
Completion Date	Estimated 03-31-2023
How will you measure success/achievement/completion?	Audit conducted on time and with a high degree of correctness.
Status as of December 31, 2022	Ongoing

GOAL #3	Complete the Interim Year GASB 74 & 75 Report
Detailed Description	The Town is annually required to comply with GASB 74 issuing disclosures and incremental changes to its OPEB report.
Start Date	06-01-2022
Completion Date	10-17-2022
How will you measure success/achievement/completion?	Study conducted and completed on time and with a high degree of correctness.
Status as of December 31, 2022	Completed

FY24 Goals

GOAL #1	TITLE
Detailed Description	Such as the Balance Sheet, Schedule A
Start Date	06-01-2023
Completion Date	Estimated 10-31-2023
How will you measure success/achievement/completion?	Complete and submit on a timely basis to remain in good standing and to have final numbers for the next year budget process.

GOAL #2	TITLE
Detailed Description	Ensure the books are in order and ready for the Audit.
Start Date	06-01-2023
Completion Date	Estimated 03-31-2024
How will you measure success/achievement/completion?	Audit conducted on time and with a high degree of correctness.

GOAL #3	TITLE
Detailed Description	The Town is annually required to comply with GASB 74 issuing disclosures and incremental changes to its OPEB report.
Start Date	06-01-2023
Completion Date	Estimated 12-31-2023
How will you measure success/achievement/completion?	Study conducted and completed on time and with a high degree of correctness.

Trends/Metrics

Description	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023*
Stabilization Balance	1,947,508	1,949,985	2,181,146	2,316,738	3,235,028	4,874,174
OPEB Trust Balance	2,889,492	3,470,967	3,972,467	5,674,059	5,897,842	6,100,843
Free Cash certified as of July 1 of each fiscal year	2,071,995	2,234,402	3,357,125	4,954,299	3,918,186	
Prop 2 ½ Increase	955,483	988,993	1,070,878	1,111,470	1,151,194	1,192,931
New Growth	384,928	373,294	552,801	477,469	518,321	611,675
Excess Levy	31,385	517,588	25,486	16,601	28,580	278,075

*through Quarter 2



Departmental Budget

TOWN ACCOUNTANT	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
SALARIES						
TOWN ACCT SALARIES	180,604	188,661	223,376	198,017	(25,359)	-11%
LONGEVITY-TN ACCT	1,000	1,000				
SALARIES - SUBTOTAL	181,604	189,661	223,376	198,017	(25,359)	-11%
OPERATING EXP.						
DATA PROCESSING						
OTHER EQUIPMENT	1,108	539	700	700	-	0%
EQUIP MAINT CONTRACTS						
DUES & MEMBERSHIPS	225	280	275	320	45	16%
PROFESSIONAL DEVELOPMENT				4,200		
TRAINING & EDUCATION*	450	2,581	2,750		(2,750)	-100%
TOWN & SCHOOL AUDIT	29,500	36,500	41,500	37,500	(4,000)	-10%
OPEB CONSULTANT			10,199	7,500	(2,699)	-26%
CONSULTANT						
MEETINGS+CONFERENCES*		758	1,200		(1,200)	-100%
TN ACCT OFFICE SUPPL	1,473	1,845	2,000	2,100	100	5%
ENCUMBRANCES	4,500	11,449			-	N/A
OPERATING EXP. - SUBTOTAL	37,256	53,952	58,624	52,320	(6,304)	-11%
TOWN ACCOUNTANT - TOTAL	218,860	243,613	282,000	250,337	(31,663)	-11%

* Training and education & meetings and conferences were combined into professional development in FY24



Assessor Department

Contact Name	Phone & Email	Location
Yvonne Remillard, RMA, MAA Principal Assessor	508-906-3015 yremillard@medfield.net	Medfield Town House Board of Assessors Room 459 Main Street

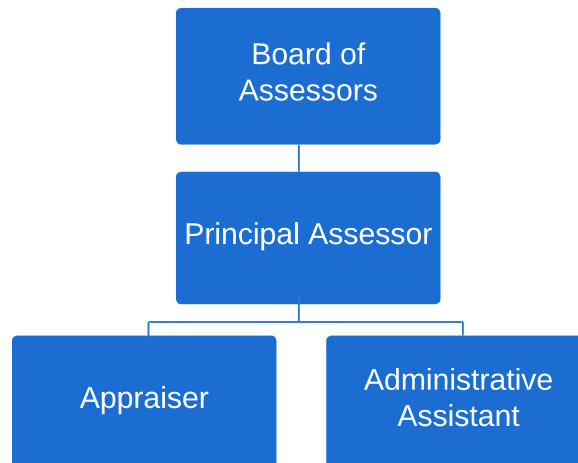
Mission Statement & Departmental Activities

The Mission of the Assessing office is to discover, list, and value all types of properties in the Town of Medfield at a legally correct level of value; to serve the public professionally and courteously; to keep the public informed through various mediums and to work with other governmental organizations to achieve all goals and timely deadlines. The functions of the assessing office are further governed by laws and administrative regulations which are monitored at regular intervals by the Department of Revenue.

Brief Description of the Department

The Assessing Department is responsible for the administration of all laws and regulations regarding property tax assessment. The Assessors, as required by chapters 59, 60A, 61, 61A, 61B, of the Massachusetts General Laws and various acts of the Legislature, perform the appraisal of approximately 4385 (FY 2023) real property (residential, commercial, industrial) and 67 taxable approximately 102 total (FY2023) personal property (business and utility tangible assets) accounts and process all motor vehicle excise tax accounts (approximately 13,000 FY 2023). Assessors provide information to the Board of Selectmen annually so that the tax rate can be established. The Assessors commit tax warrants to the Treasurer/Collector including the annual real estate taxes (\$52,743,187 FY 2023), personal property taxes (\$738,292 FY 2023), excise tax (approximately \$2,400,000 FY 2023), sewer betterments (\$112,990 FY 2023) and other liens (\$141,342 FY 2023) to be collected. The Principal Assessor prepares and defends property values before the Massachusetts Appellate Tax Board; reports all sales, values, and new growth within the Town to the Massachusetts Department of Revenue as required by law and is a member of the Financial Team which works under the direction of the Town Administrator. She handles requests for real estate/personal property tax abatements and personal exemptions (disabled veterans, elderly, surviving spouse, blind, tax deferral, senior tax work-off) through the avenues prescribed by the Legislature. She also coordinates with a mapping consultant to annually update the Medfield GIS and Assessors' maps and works with the CAMA database and CIP consultants. The office works daily to answer the inquiries of taxpayers, real estate professionals, planners, developers, builders, and local government officials. They conduct cyclical, sale and building permit visits to real property; update ownership of real property with information supplied by the Norfolk County Registry of Deeds; process plans and corrections to update the Assessors' maps; oversee the implementation of agricultural, forest and recreational land classifications; prepare abutters lists; assist other Town departments in the performance of their duties and update the website. Information regarding property assessments, ownership and property characteristics is available for review on the Town's website to achieve full disclosure of the assessment and appraisal process.

Organizational Chart



FY21 Accomplishments:

1. Completed interim year certification following the guidelines of the Department of Revenue. All assessed values were certified by the DOR resulting in a certified tax rate of \$17.83 for all classes of Real and Personal Property. Total Town taxable value of \$2,857,907,104
2. Maintained and updated the Data Collection and Office Policy manuals
3. Operated the office within a conservative, reasonable and explainable budget. Looked for efficiencies to offset budget cuts
4. During Covid-19 Safely conducted building permit inspections resulting in approximately \$500,000 in New Growth
5. Worked with Treasurer to improve the Senior Tax Work Off program communication and understanding. Met with the COA director and her staff to identify and discuss issues. Created a brochure and held an informational session for participants

FY22 Accomplishments:

1. Completed interim year certification following the guidelines of the Department of Revenue. All assessed values were certified by the DOR resulting in a certified tax rate of \$17.42 for all classes of Real and Personal property. Total Town taxable value of \$2,989,127,491.
2. Performed a net book appraisal on personal property class 504 utilities, as recommended by the Department of Revenue resulting in approximately \$22,000 in New Growth.
3. Safely conducted building permit inspections resulting in approximately \$475,000 in New Growth.
4. Transitioned to a new mapping company, updated, and corrected Assessors' maps.
5. Ensured that staff stays abreast of current legislation, continues their education, and exhibits good public relations. Appraiser received her MAA certification.



FY23 Goals: Status Updates

GOAL #1	Required Property Inspection Program
Detailed Description	Detailed Description: Department of Revenue annually requires the inspection of sales, building permits and cyclical properties: Measure and list approximately 10% of parcels annually (minimum of 440) Measure and list all sale properties Measure and list all permits which will change property characteristics and or conditions
Start Date	07-01-2022
Completion Date	06-30-2023
How will you measure success/achievement/completion?	Number of inspections in each category (Sale, Building Permit, Cyclical)
Status as of December 31, 2022	Ongoing and on track to complete by June 2023

GOAL #2	New Growth
Detailed Description	Complete New Growth Submission to Department of Revenue: Analyze and inspect all building permits for New Growth Complete required documentation timely
Start Date	07-01-2022
Completion Date	11-15-2022
How will you measure success/achievement/completion?	Number of permits inspected Approval of submissions to the Department of Revenue
Status as of December 31, 2022	Completed New Growth approved 11/9/2022

GOAL #3	New Mapping System
Detailed Description	Complete transition to new mapping system Complete annual changes and corrections, including the addition of 100+ missing structures Ensure maps are up to date and at State Level Three for compliance
Start Date	01-01-2021
Completion Date	12-30-2022
How will you measure success/achievement/completion?	Review new maps for all updated changes, additions, and corrections
Status as of December 31, 2022	Completed 10-2022

GOAL #4	FY 2023 Tax Rate
Detailed Description	Complete sales analysis and timely setting of FY 2023 tax rate Complete inspections: See Goal #1, formulate New Growth, review all sales, complete sales analysis, and mass appraisal adjustments, submit sales, New Growth, values, complete Tax Classification Hearing and tax rate setting documents in timely manner
Start Date	01-01-2022
Completion Date	12-15-2022
How will you measure success/achievement/completion?	Tax rate and assessed valuations approved by the Department of Revenue
Status as of December 31, 2022	AV approved 11/9/2022 & Tax Rate Approved 12/12/2022

FY24 Goals:

GOAL #1	Preliminary Audit Work for FY 2025 Certification
Detailed Description	Complete Preliminary work for the FY 2025 DOR 5-year certification program. Review and prepare all appropriate files, review past certification directives and ensure compliance in all areas.
Start Date	07-01-2023
Completion Date	01-01-2024
How will you measure success/achievement/completion?	Files reviewed, accuracy of information and directives completed and results of preliminary meeting with DLS

GOAL #2	Work With New Council on Aging Director
Detailed Description	Work with new COA director to ensure a smooth transition. Maintain and improve communications. Work to ensure she has the information seniors need on exemption availability and the senior tax work off program.
Start Date	01-01-2023
Completion Date	12-30-2023
How will you measure success/achievement/completion?	All questions on programs answered, more communication tools developed and exemption brochures updated and delivered

GOAL #3	New Growth & Property Inspection Program
Detailed Description	<p>Detailed Description: DOR annually requires the inspection of sales, building permits and cyclical properties:</p> <p>Measure and list approximately 10% of parcels annually (minimum of 440)</p> <p>Measure and list all sale properties</p> <p>Measure and list all permits which will change property characteristics and or conditions</p> <p>Complete New Growth Submission to Department of Revenue:</p> <p>Analyze and inspect all building permits for New Growth</p> <p>Complete required documentation timely</p>
Start Date	07-01-2023
Completion Date	06-30-2024 New Growth by 11-15-2023
How will you measure success/achievement/completion?	Number of inspections in each category and Approval of submissions to the DOR

GOAL #4	FY 2024 Tax Rate
Detailed Description	<p>Complete sales analysis and timely setting of FY 2024 tax rate</p> <p>Complete inspections, formulate New Growth, review all sales, complete sales analysis, and mass appraisal adjustments, submit sales, New Growth, values, complete Tax Classification Hearing and tax rate setting documents in timely manner</p>
Start Date	01-01-2023
Completion Date	12-15-2023
How will you measure success/achievement/completion?	Tax rate and assessed valuations approved by the Department of Revenue

Trends/Metrics

Description	FY2019	FY2020	FY2021	FY2022	FY2023*
Sales analysis in support of annual certification of assessed values and tax rate (certification required every five years)	Completed	Completed	Completed	Completed	Completed
Inspection of sale, permit and cyclical properties in the fiscal year	768	871	642	782	388*
Process abatements for motor vehicle excise tax bills	449	424	410	562	378*
Process personal exemptions & senior work off (Real Estate)	123	129	135	101	129*
Update ownership records coordinated with Norfolk Registry of Deeds	457	443	518	427	170*
Process building permits for updating property record cards	171	252	280	318	209*

*through Quarter 2



Departmental Budget

ASSESSORS	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
SALARIES						
ASSESSOR DEPT SAL	192,170	199,412	211,199	223,833	12,634	6%
LONGEVITY-ASSESSOR	1,050	1,150	1,250	1,350	100	8%
ELECTED ASSESSORS SAL	2,700	2,700	2,700	2,700	-	0%
SALARIES - SUBTOTAL	195,920	203,262	215,149	227,883	12,734	6%
OPERATING EXP.						
OTHER EQUIPMENT						
EQUIP MAINT-SERVER						
DUES & MEMBERSHIPS	550	720	720	810	90	13%
PROFESSIONAL DEVELOPMENT				2,000		
TRAINING & EDUCATION*	1,240	1,244	1,500		(1,500)	-100%
CONSULTING+LEGAL FEES		4,900	5,000	5,000	-	0%
REGISTRY FEES	106	500	250	250	-	0%
PRINTNG-POSTG-STATY	1,386	714	625	725	100	16%
MAPPING					-	N/A
CYCLICAL INSPECT-ASSR		2,663	3,000		(3,000)	-100%
CONTR SVC-REAL EST TX						
CONTR SVC-PERS PROP	2,650	2,650	6,800	6,800	-	0%
CONTR SVC-R/E APPRAISER	8,200	8,200	8,200	8,200	-	0%
MEETINGS+CONFERENCES*	200	410	500		(500)	-100%
BOOKS-PERIODCLS-SUBSC	379				-	N/A
OFFICE SUPPLIES	438	495	800	800	-	0%
ENCUMBRANCES		4,000			-	N/A
OPERATING EXP. - SUBTOTAL	15,149	26,496	27,395	24,585	(2,810)	-10%
ASSESSORS - TOTAL	211,069	229,758	242,544	252,468	9,924	4%

* Training and education & meetings and conferences were combined into professional development in FY24



Treasurer/Collector Department

Contact	Phone & Email	Location
Georgia K. Colivas Treasurer/Collector	508-906-3017 gcolivas@medfield.net	Medfield Town House First Floor 459 Main Street

Mission Statement & Departmental Activities

The mission of the Treasurer/Collector Department is to provide taxpayers and town employees with professional and courteous customer service, treat all taxpayers with equity and ensure the fiscal stability of the Town by collecting and managing the funds required for continued operation of the government.

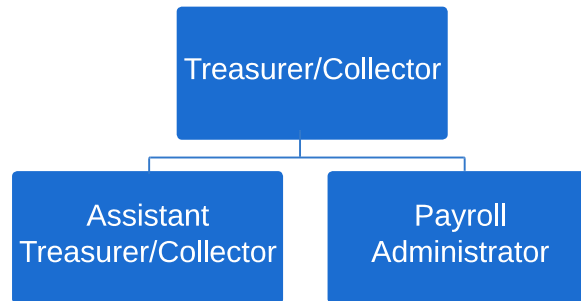
Brief Description of the Department

The Treasurer/Collector is responsible for the billing, collecting, investing and reconciliation of all Town funds including real estate and personal property taxes, motor vehicle excise tax, sewer bills, and federal, state, and county reimbursements, as well as a myriad of miscellaneous departmental service charges, permits, licenses, and fees. The Division also administers and arranges for the timely disbursement of all warrants for payment to vendors, town employees, and retirees and is responsible for the administration of the Town's debt program.

- Billing, collecting, and investing of all Town funds, including real estate and personal property taxes, excise taxes, water & sewer bills and federal, state and county reimbursements, all state and federal grants.
- Collecting a myriad of miscellaneous departmental service charges, permits, licenses and fees.
- Taking all necessary steps, allowable by law, to collect taxes due to the Town, including past due accounts.
- Administering the timely disbursement of all warrants for payment to vendors, town employees.
- Managing the Town's debt program and the Town's trust fund investments.
- Processing payroll for town and school departments, provide benefit assistance to new/active employees.



Organizational Chart



FY21 Accomplishments

1. Maintained processing of daily payments and deposits throughout the Covid 19 pandemic while being available to the public
2. Increased online payments functions to better serve the community during the Covid 19 pandemic and thereafter
3. Offer taxpayers an interest and penalty free period on excise tax during Covid 1 pandemic
4. Maintain, update, and keep current the Treasurer/Collector website to advise residents of upcoming mailings
5. Process water & sewer liens timely after courtesy notices are sent to homeowners
6. Moved mail drop off box so residents can drive by and drop their payments without getting out of the car
7. Maintain a Aa1 bond rating to the Town's \$14M General Obligation Municipal Purpose Loan of 2021

FY22 Accomplishments

1. Effectively communicate information on Treasurer/Collector website. Keep taxpayers up to date on when bills are mailed and the due dates.
2. Completion of a successful audit without material findings and minimal management points. Audit is conducted efficiently and on time.
3. Increase public communications. Public announcements via website, meetings.
4. Continue to streamline services and procedures to reduce costs and keep budget level.
5. Keep up to date with all possible reduction in costs. No increase in budgets from each fiscal year.



FY23 Goals: Status Updates

GOAL #1	Re-Affirm Aa1 Bond Rating
Detailed Description	Exercise good financial judgement and remind the financial team of the same to maintain if not better the towns credit rating
Start Date	07-01-2022
Completion Date	06-30-2023
How will you measure success/achievement/completion?	Official confirmation of the rating is confirmed by Moody's Rating Agency
Status as of December 31, 2022	The towns credit rating remains at Aa1 bond rating

GOAL #2	Online Bill Payments for Other Departments
Detailed Description	Set up online bill payments for other departments with high deposit turnovers to the Treasurer. This will be more efficient for the taxpayer and for the department
Start Date	07-01-2022
Completion Date	06-30-2023
How will you measure success/achievement/completion?	End user numbers on Unipay online payment system
Status as of December 31, 2022	Town Clerk accepts online payments thru Unipay

GOAL #3	Hold First Tax Title Auction
Detailed Description	Tax title has been held for years and has been approved for foreclosure by the Courts. Auction will generate \$120,000 of revenue for the town.
Start Date	07-01-2022
Completion Date	06-30-2023
How will you measure success/achievement/completion?	Actual revenues as a percentage of projections
Status as of December 31, 2022	Awaiting approval from Land Court to proceed with auction



FY24 Goals

GOAL #1	TITLE
Detailed Description	Attend online webinars hosted by MIIA in order to reduce towns insurance costs
Start Date	07-01-2023
Completion Date	06-30-2024
How will you measure success/achievement/completion?	Savings in insurance costs during the renewal period and knowledge to me

GOAL #2	TITLE
Detailed Description	Await approval for foreclosure and auction for a property that will generate \$135,000 in revenue for the town
Start Date	07-01-2023
Completion Date	06-30-2024
How will you measure success/achievement/completion?	Actual revenues as a percentage of projections

GOAL #3	TITLE
Detailed Description	Continue to work with town/school departments to establish policies/procedures on cash receipts
Start Date	07-01-2023
Completion Date	06-30-2024
How will you measure success/achievement/completion?	Detailed reports segregating cash and checks will be submitted/more online payments



Trends/Metrics

Description	2019	2020	2021	2022
Real Estate tax collection percentage	100%	100%	99.5%	99.5%
Real Estate tax bills mailed	4,707 per quarter	4,724 per quarter	4,778 per quarter	4,784 per quarter
Motor Vehicle Excise tax bills mailed in Commitment 1	10,997	11,154	10,920	11,045
Debt outstanding at year end (principal and interest)	\$57,247,410	\$50,476,894	\$52,490,773	\$46,194,093



Departmental Budget

TREASURER/COLLECTOR	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
SALARIES						
TREAS/COLL SALARY	205,337	212,184	219,233	225,817	6,584	3%
LONGEVITY-TREAS/COLL	1,500	1,550	1,600	1,650	50	3%
SALARIES - SUBTOTAL	206,837	213,734	220,833	227,467	6,634	3%
OPERATING EXP.						
DUES & MEMBERSHIPS	50	50	175	175	-	0%
PROFESSIONAL DEVELOPMENT				2,270		
TRAINING & EDUCATION*		40	470		(470)	-100%
PROFESSIONAL SVCE-BONDING	3,349	2,650		2,600		
PRINTNG-POSTG-STATY	23,167	33,091	23,800	34,000	10,200	43%
CONTR SVC-REAL EST TX						
CONTR SVC-ADP PAYROLL	38,210	37,201	42,900	40,000	(2,900)	-7%
MEETINGS+CONFERENCES*	175	1,603	875		(875)	-100%
OFFICE SUPPLIES	5,018	1,142	4,100	2,000	(2,100)	-51%
CAR ALLOW/MILEAGE		182	100	200	100	100%
BONDS & INSURANCE	1,584	1,584	3,700	2,000	(1,700)	-46%
TREAS TAX TITLE	1,314	1,149	3,800	3,000	(800)	-21%
ENCUMBRANCES	8,184				-	N/A
OPERATING EXP. - SUBTOTAL	81,051	78,692	79,920	86,245	6,325	8%
TREASURER/COLLECTOR - TOTAL	287,888	292,426	300,753	313,712	12,959	4%

* Training and education & meetings and conferences were combined into professional development in FY24



Town Clerk Department

Contact	Phone & Email	Location
Marion Bonoldi Town Clerk	508-906-3024 mbonoldi@medfield.net	Medfield Town House First Floor 459 Main Street

Mission Statement & Departmental Activities

The Town Clerk's Office demonstrates excellent customer service to the community while providing information and education and works with Town Officials and Departments to perform functions necessary to meet established goals and comply with local and state regulations.

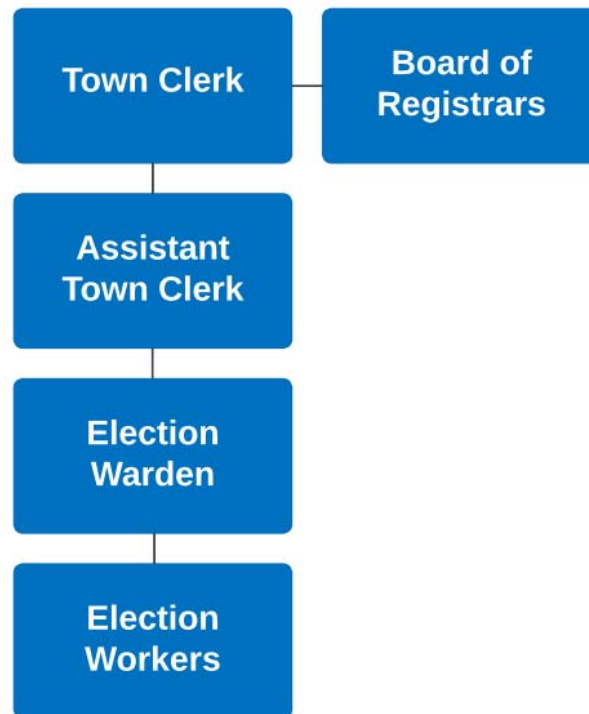
Brief Description of the Department

The Town Clerk, elected every three years, has a wide range of duties and responsibilities in local government, including:

1. Conducts, on an annual basis, a community-wide census and issues the required Street Listing book
2. Serves as keeper of the Town seal: The Town Clerk attests by signature and seal to bonds, contracts, bylaws, resolutions, vital records, and any other documents requiring town certification
3. Serves as the Chief Election Official: supervise voter registration; oversee polling places, election officers, and the general conduct of all elections; direct the preparation of ballots, polling places, voting equipment, and voting lists; administer campaign finance laws; certify nomination papers and initiative petitions; and serve on the Board of Registrars
4. Assists the Moderator during Town Meeting: prepare voting lists; keep the record of attendance, count and record votes on all matters before Town Meeting
5. Submits all zoning and general bylaw changes to the Massachusetts Attorney General's Office for approval after Town Meeting
6. Posts notices of all open meetings and administers the oath of office to elected officers and appointed committee members
7. Oversees the state-mandated compliance of all employees, board, and committee members with the annual required conflict of interest/state ethics law documentation
8. Records and maintains all birth (including adoptions, home births and out-of-state birth, death, and marriage records for the Town
9. Records all Planning Board and Zoning Board of Appeals decisions for the Town
10. Records all Conservation Commission decisions for the Town
11. Issuance annual dog licenses and maintains communication with the Animal Control Officer
12. Issuance of annual Gas Storage permits, Raffle and Bazaar permits, and Business Certificates (d/b/a)
13. Conducts reprecincting/redistricting project with the state every 10 years after Federal Census is complete
14. Serves as the Public Record officer; appointed by Board of Selectmen
15. Serves as a Notary Public
16. Serves as Justice of the Peace



Organizational Chart



FY21 Accomplishments

1. Successfully transitioned into new role as Elected Town Clerk in March 2021 after serving as Assistant Town Clerk since February 2020
2. Successfully assisted multiple departments in a May 2021 Annual Town Meeting
3. Successfully maintained a functioning Town Clerk department despite the many hurdles of the pandemic

FY22 Accomplishments

1. Successfully assisted and executed the Special Town Meeting on November 7, 2022
2. Successfully executed the Special Town Election on November 15, 2022
3. Purchased and continue the process of implementation of new voting equipment. After at least 25 years of using Optech III-Eagle voting equipment; the Town of Medfield will be transitioning to Image Cast tabulators
4. Purchased and continue the process of implementation of new Poll Pads.
5. (Tabulators and poll pads will be used for the first time in the March 2022 local election)
6. In process of implementing the new process of ordering all vital records, dog license and dog renewal licenses online; with the ability to pay online.
7. Working with the Town Planner on implementing a new portal and process of Business Certificate issuance. The new process will include an updated application and record keeping component.



FY23 Goals: Status Updates

GOAL #1	PT Assistant Needed – Top Priority
Detailed Description	The Town of Medfield has a population of approximately 13,000. The Town Clerk's office main function is to serve the residents. The goal of serving the residents in the best possible way cannot be done by one person. Daily functionality, new goals and processes require an assistant.
Start Date	06-30-2022
Completion Date	Ongoing
How will you measure success/achievement/completion?	The efficiency of the office and the service provided to the residents will improve.
Status as of December 31, 2022	Tracey Klenk hired as the part-time Assistant Town Clerk

GOAL #2	Data Retention/Storage – Refining Old School Methods
Detailed Description	To streamline the information maintained in the Town Clerk's office to online/cloud base. To implement processes that will be more efficient, environmental conscious and productive
Start Date	06-30-2022
Completion Date	06-30-2023
How will you measure success/achievement/completion?	Quicker results, more physical storage
Status as of December 31, 2022	On-going. Continuing to move process from "old school" ways to the computer.

GOAL #3	Education & Training
Detailed Description	My goal is that once an assistant is part of the Town Clerk's office, there will be time for more education and training. There are a lot of training opportunities for newly elected Town Clerks
Start Date	06-30-2022
Completion Date	06-30-2023
How will you measure success/achievement/completion?	Certifications completed and received.
Status as of December 31, 2022	Attended Massachusetts Town Clerk Spring Conference, New England Town Clerks Conference, Tri- Valley Town Clerks meeting and Mentoring session with Dottie Powers, Westwood Town Clerk. Completed courses towards certification. On-going.



GOAL #4	Election Legislation/Clerk Collaboration
Detailed Description	Due to the pandemic, election legislation is continuing to change and the Town Clerk's process at an election is constantly changing. With the mid-term elections fast approaching as well as the Presidential election in 2024, networking with neighboring Town Clerks is essential and necessary. I want to begin an association of neighboring Town Clerk to meet monthly; to discuss new election laws and processes.
Start Date	06-30-2022
Completion Date	06-30-2023
How will you measure success/achievement/completion?	Success will be measured by the willingness of other clerks to participate and share ideas.
Status as of December 31, 2022	Meet with the Norfolk and Medway Town Clerk once a month and have started to mentor a new Town Clerk in Lancaster. On-going.

FY24 Goals

GOAL #1	TITLE
Detailed Description	General Code alignment and update- General Code is overdue to be updated. Have completed 2 online courses with General Code to understand the process and have worked the Sarah Raposa, Town Planner to ensure the zoning articles are updating correctly.
Start Date	6-30-2022
Completion Date	6-30-2023
How will you measure success/achievement/completion?	To successfully have updated all General Code books with latest supplements and have 5 new updated books per TA request.

GOAL #2	TITLE
Detailed Description	Conflict of Interest launch – New state system.
Start Date	01-01-2023
Completion Date	06-30-2023
How will you measure success/achievement/completion?	Finalize training and alert boards, committee, and employees of new system. Find a way to implement OML certificates into the new Conflict of Interest system for tracking.

GOAL #3	TITLE
Detailed Description	Business Certificates – new portal launch and new form implementation
Start Date	06-30-2022
Completion Date	06-30-2023
How will you measure success/achievement/completion?	Finalize and use new Business Certificate applications, licenses and have Business Certificate portal live on website.



GOAL #4	TITLE
Detailed Description	Meeting minutes to website/implementing new process
Start Date	01-01-2023
Completion Date	06-30-2023
How will you measure success/achievement/completion?	Work to get all departments to post meeting minutes (current and past) to website.

Trends/Metrics

Description	2019	2020	2021	2022
Marriage Intentions	13	27	30	30
Deaths	92	75	80	89
Births	108	102	137	108

Note: Medfield Town House was closed to the public from March 17, 2020, until September 16, 2020 – Marriage Intentions were conducted by appointment only and applicants were met in the parking lot for paperwork completion.



Departmental Budget

TOWN CLERK	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
SALARIES						
TOWN CLERK SALARY	84,593	73,144	74,607	76,846	2,239	3%
SAL-ELECTION REGISTRARS	442	636	648	669	21	3%
PT-T ELECTION WORKRS	16,599	10,992	21,243	21,243	-	0%
TN CLK OFFICE SAL			29,284	30,588	1,304	4%
SALARIES - SUBTOTAL	101,634	84,772	125,782	129,346	3,564	3%
OPERATING EXP.						
DATA PROCESSING ELECTIONS	2,428	850	5,000	5,000	-	0%
DUES & MEMBERSHIPS	305	220	400	400	-	0%
PROFESSIONAL DEVELOPMENT				2,000	2,000	N/A
TOWN CODE UPDATES	4,293	1,395	3,000	3,000	-	0%
DOG TAGS & LICENSES	433	865	750	750	-	0%
PRINTNG-POSTG-STATY	3,003	135	3,000	3,000	-	0%
STREET LIST PRINTING-ELECTIONS	928	863	1,200	1,200	-	0%
BALLOT PRINTING-ELECTIONS	1,306		1,500	1,500	-	0%
BINDING			1,000	1,000	-	0%
ELECTION EXPENSE	10,859	14,715	11,000	11,000	-	0%
CENSUS-ELECTIONS	4,713	4,009	4,700	4,700	-	0%
MEETINGS+CONFERENCES*	460	928	2,000		(2,000)	-100%
OFFICE SUPPLIES	1,530	2,287	1,000	1,000	-	0%
CAR ALLOW/MILEAGE			500	500	-	0%
ENCUMBRANCES					-	N/A
OPERATING EXP. - SUBTOTAL	30,258	26,267	35,050	35,050	-	0%
TOWN CLERK - TOTAL	131,892	111,039	160,832	164,396	3,564	2%

* Training and education & meetings and conferences were combined into professional development in FY24



Planning & Zoning Department

Contact	Phone & Email	Location
Division Head: Maria De La Fuente Title: Director of Land Use and Planning	508-906-3027 mdelafuente@medfield.net	Town Hall Second Floor 459 Main Street

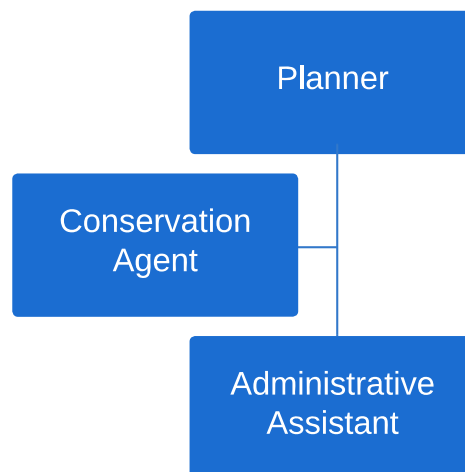
Mission Statement & Departmental Activities

To cross barriers between town departments and stakeholders to encourage efficiency and collaboration in the review and enhancement of projects while addressing the needs, interests, and priorities of Medfield residents.

Brief Description of the Department

Departmental responsibilities include administrative and professional support to the Planning Board, Zoning Board of Appeals, and the Affordable Housing Trust. The Town Planner serves as the lead project coordinator for the Town wide Master Plan and implementation, Open Space and Recreation Plan, Medfield State Hospital redevelopment and master planning efforts, economic development, downtown wayfinding. The Town Planner supports numerous boards and committees, writes grants, and acts as a local project coordinator for many grant-funded activities. In addition, the Town Planner manages the Conservation Agent and supports the Conservation Commission.

Organizational Chart





FY21 Accomplishments

2021		
DHCD One Stop	\$75,000 for Zoning Diagnostic, Route 109 Mixed Use Zoning Review, Open Space Residential Zoning Review	Received
DHCD One Stop	\$25,000 for Wayfinding Plan	Received
Housing Choice Grant	\$160,500 for engineering and design of intersection improvements at the Route 27 (North Meadows Road) and West Street intersection.	Received

FY22 Accomplishments

2022		
MOBD/495 MetroWest Partnership	\$11,000 for Online Business Portal	Received
Special Town Meeting	At the Special Town Meeting, the Planning Board voted to recommend passage of two Medfield State Hospital District Zoning Bylaw Amendment to allow for the development of Building 13 in the buildable area of the North Field. The Master Plan called for that building to be demolished so the zoning did not account for reuse. Trinity Financial intends on rehabilitating Building 13 and as such needs a zoning amendment to allow for multi-family development with ancillary infrastructure.	Near unanimous support for the redevelopment of MSH by Trinity Financial LLC. Zoning approved by AG
Annual Town Meeting	Zoning Bylaw Amendments <ul style="list-style-type: none"> Amend the Table of Use Regulations to allow “food pantry” uses by Site Plan Approval from the Planning Board in Business, Business Industrial, and Industrial Extensive zoning districts and by Special Permit in all Residential zoning districts. Amend the Town of Medfield Zoning Map, adopted pursuant to Medfield Town Code Chapter 300, Zoning, Section 3.2, by: <ul style="list-style-type: none"> locating new Well 3A and adding the 2,000 linear foot dimension as defined by Medfield Zoning Bylaw Article 16.2 definition of Well Protection District and 400’ public well or wellpoint no construction radius per § 300-16.5 fixing a display error so that the boundary of the Well Protection District coincides with the 2,000 linear foot dimension as defined by Medfield Zoning Bylaw Article 16.2 definition of Well Protection District. 	Zoning approved by AG



<p>Townwide Master Plan Implementation</p>	<p>Zoning Diagnostic: The purpose of a Zoning Diagnostic is to assess the readability and general content of the Medfield Zoning Bylaw and to make recommendations for future changes.</p> <p>Mixed Use Overlay District: A new zoning bylaw was prepared which supports Master Plan Recommendations 1.1.1, 2.2.3, and 4.1.3; along the Route 109 business corridor; which incorporates a new approach to building types & lot standards, use & density standards, parking & access standards, and includes new residential components and attention to publically-oriented open space.</p> <p>Route 109 Sidewalk Concept: A conceptual layout of a new sidewalk was prepared between the Shaw's Plaza and Pound Street (approximately .5 miles on the south side of Route 109) using existing and available plans and aerial photography.</p> <p>Opportunity Test Sites: Two locations along Main Street (Route 109) (one downtown and one along the eastern end of the business district) were selected to assess the implementation of the draft Mixed Use Overlay District bylaw. In each scenario, residential units were added, parking analyzed, façade improvements, as well as, amenities such as rooftop patios and outdoor dining.</p> <p>Open Space Neighborhood Development: A revised Open Space Residential Zoning Bylaw was prepared which supports Master Plan Recommendation 4.2.3; incorporates "best practices" tools for natural resource protection and housing choice. Dimensional requirements were removed and more housing types with new design standards were included.</p> <p>Wayfinding: The Planning Board worked with a group of residents to work on a community branding and wayfinding project. Supports Master Plan Recommendation 1.1.2, 2.2.2 and serves to welcome visitors to Medfield and orient them to the town's historic and cultural amenities; provide clear and concise signage to indicate parking regulations and restrictions for on-street and off-street locations; and, provide wayfinding signage to inform and guide motorists to parking areas and pedestrians to Downtown destinations and back to their vehicles. The Working Group, however, did not decide upon an image or tagline by the conclusion of the contract with the external consultant. The work will continue to 2023.</p>	
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FY23 Goals: Status Update

GOAL #1	Medfield State Hospital Redevelopment Permitting
Detailed Description	Manage and oversee the permitting process for the land use boards and departments under the Planning, Zoning, and Conservation umbrella.
Start Date	07-01-2022
Completion Date	03-24-2024
How will you measure success/achievement/completion?	Success will depend on various factors, including quality of applications prepared and submitted by Trinity Financial. We will measure success based on the Town's ability to provide clear processes, expectations, and conditions to the applicant in a timely fashion while uploading
Status as of December 31, 2022	On target for Planning Board submission in January 2023 for plan approval, inclusionary zoning special permit, and stormwater permitting.

GOAL #2	Open Space & Recreation Plan
Detailed Description	Assist other Town staff, the Open Space and Recreation Planning Committee, and the Town's consultant in updating Medfield's Open Space and Recreation Plan. Submit the plan to the Department of Conservation Services for approval.
Start Date	07-01-2022
Completion Date	06-30-2023
How will you measure success/achievement/completion?	Success will be measured by completion of the Open Space and Recreation Plan and submission to the state for approval.
Status as of December 31, 2022	Virtual public forum held in October 2022 with another forum planned for End of February; public survey planned for March. Draft plan to be available in May for stakeholder endorsement. Final plan to be submitted to State for 7 year approval by June 30, 2023



GOAL #3	Manage Ongoing Permitting and Plan Review Activity
Detailed Description	Administer the Town's permitting and plan review activities on behalf of various boards and committees.
Start Date	07-01-2022
Completion Date	06-30-2023
How will you measure success/achievement/completion?	Success will depend on various factors, including quality of applications prepared and submitted to Town boards. We will measure success based on the Town's ability to provide clear processes, expectations, and conditions to the applicants in a timely fashion while upholding applicable regulations, MGL and Town bylaws.
Status as of December 31, 2022	On target

FY24 Goals

GOAL #1	Manage Implementation of Records Management System for Planning Department
Detailed Description	Assess, procure and implement FY23 Community Compact IT Grant (\$80,000) for this purpose
Start Date	01-01-2023
Completion Date	06-30-2024
How will you measure success/achievement/completion?	Reviewed vendor options at MMA Tradeshow 1/20/23; IT to schedule on-site meeting with Tyler Technologies Success will depend on the proper installation and integration to existing computer systems; ability to scan/add docs by multiple departments; ability to share info
Status as of 12/31/2022	As mentioned above, work on this grant will begin in calendar year 2023.



GOAL #2	Complete Community Branding and Wayfinding Project for downtown Medfield
Detailed Description	Complete related objectives set forth by the Planning Board and residents and funded through a \$150,000 earmark
Start Date	01-01-2023
Completion Date	06-30-2024
How will you measure success/achievement/completion?	Create brand, tagline Location, fabrication, installation for electronic messaging sign

GOAL #3	Coordinate Medfield's Involvement in a New Regional Affordable Housing Shared Services Office
Detailed Description	As Medfield's representative, work with neighboring communities to establish a new Regional Affordable Housing Shared Services Office.
Start Date	01-01-2023
Completion Date	06-30-24
How will you measure success/achievement/completion?	Year 1 measures of success include securing Norfolk County ARPA funding to secure Medfield's participation on the Memorandum of Agreement between Medfield and the host community. Subsequent years will require town funding. The agreement will also require consistent town involvement in specialized affordable housing issues

GOAL #4	Complete Economic Development Plan for the town's Industrial Extensive Zone
Detailed Description	Develop economic development plan for this area funded through \$45,000 Housing Choice Grant.
Start Date	01-01-2023
Completion Date	06-30-24
How will you measure success/achievement/completion?	Provide analysis and recommendations to support economic activity, the commercial and industrial tax base, and commercial and industrial uses within the town's Industrial Extensive Zone.



GOAL #5	Secure Medfield's Compliance with MBTA Communities zoning requirements legislation
Detailed Description	Comply with new zoning requirements set forth in Massachusetts General Law Chapter 40A, Section 3A
Start Date	07-01-23
Completion Date	12-31-24
How will you measure success/achievement/completion?	Compliance with MBTA Communities 3A Legislation granted by DHCD.

Trends/Metrics

Description	2019	2020	2021	2022
Zoning Board of Appeals Special Permits Reviewed	10	15	16	20
Zoning Board of Appeals Comprehensive Permits Approved	1	1	1	1
Zoning Board of Appeals Comprehensive Permits Insubstantial Modifications	6	1	2	5
Zoning Board of Appeals Section 6 Finding	0	0	0	1
Zoning Board of Appeals Appeal of Building Commissioner Determination	0	0	0	4
Planning Board Subdivisions of Land Reviewed	4	5	4	0
Planning Board Changes of Use Reviewed	3	5	6	1
Planning Board Site Plan Approvals	0	1	0	1
Conservation Commission – Requests for Determinations of Applicability	11	6	13	4
Conservation Commission – Notices of Intent	4	10	11	4
Sign Advisory Board Applications Approved	11	11	10	7



Departmental Budget

PLANNING & ZONING	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
SALARIES						
TN PLANNR DPT SAL	98,705	110,623	125,425	129,751	4,326	3%
LONGEVITY	400	450	500		(500)	-100%
SALARIES - SUBTOTAL	99,105	111,073	125,925	129,751	3,826	3%
OPERATING EXP.						
ADVERTISING	1,382	622	1,500	1,500	-	0%
DUES & MEMBERSHIPS	966	591	1,000	1,000	-	0%
PROFESSIONAL DEVELOPMENTS				3,755		
TRAINING & EDUCATION*		388	1,500		(1,500)	-100%
PROFESSIONAL SERVICES		1,019	1,500	1,500	-	0%
PLANNING CONSULTANT	3,480	4,855	6,000	6,000	-	0%
PRINTNG-POSTG-STATY	2,304	1,508	2,250	2,250	-	0%
MEETINGS+CONFERENCES*	193	1,181	2,255		(2,255)	-100%
OFFICE SUPPLIES	1,420	2,446	880	880	-	0%
ENCUMBRANCES	96	109			-	N/A
OPERATING EXP. - SUBTOTAL	9,841	12,719	16,885	16,885	-	0%
ZONING & APPEALS**						
ADVERTISING					-	-
PROFESSIONAL SERVICES					-	-
PRINTNG-POSTG-STATY					-	-
OFFICE SUPPLIES					-	-
ENCUMBRANCES					-	-
ZONING & APPEALS - SUBTOTAL	-	-	-	-	-	-
PLANNING & ZONING - TOTAL	108,946	123,792	142,810	146,636	3,826	3%

* Training and education & meetings and conferences were combined into professional development in FY24

**Beginning in FY2021, Zoning & Appeals budgets were included in the Planning & Zoning departmental budget.



Departmental Budget

CONSERVATION	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
SALARIES						
CONSERV AGENT SALARY	45,189	33,323	36,669	36,050	(619)	-2%
SALARIES - SUBTOTAL	45,189	33,323	36,669	36,050	(619)	-2%
OPERATING EXP.						
DUES & MEMBERSHIPS	872	902	950	950	-	0%
PROFESSIONAL DEVELOPMENT				600	600	N/A
TRAINING & EDUCATION*		276	600		(600)	-100%
PRINTNG-POSTG-STATY	633	818	350	350	-	0%
NEWSPAPERS	302	354	125	125	-	0%
POND MAINTENANCE		4,800	5,000	5,000	-	0%
OFFICE SUPPLIES	588	616	640	640	-	0%
CAR ALLOW/MILEAGE	121		275	275	-	0%
ENCUMBRANCES	611	5,115			-	N/A
OPERATING EXP. - SUBTOTAL	3,127	12,881	7,940	7,940	-	0%
CONSERVATION - TOTAL	48,316	46,204	44,609	43,990	(619)	-1%

* Training and education & meetings and conferences were combined into professional development in FY24

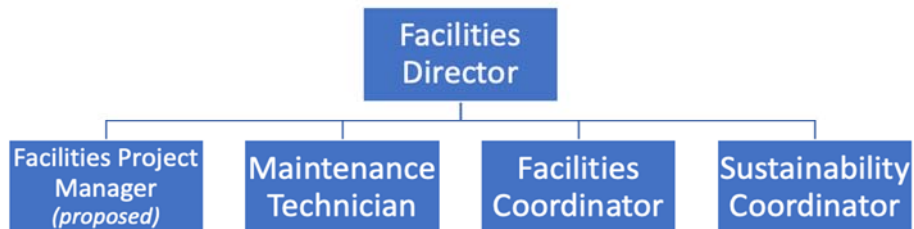
Facilities

Contact	Phone & Email	Location
Amy Colleran Director of Facilities	508-906-3068 acolleran@email.medfield.net	Medfield Public Works Garage 55 North Meadows Road

Brief Description of the Department

The Facilities Department oversees the facilities management, maintenance and construction responsibilities for all Town and School buildings. The department is also responsible for managing all major building-related capital projects and capital improvements, maintains the Town's Green Community designation and energy efficiency programs, and assists in the procurement of energy contracts for supply and renewable energy.

Organizational Chart



FY21 Accomplishments

- Maintain Town and School facilities during reopening phases to ensure continued delivery of educational and municipal services
- Implement various improvement projects to enable Town and School buildings to reopen safely for employees, visitors, and students
- Procure and complete various capital projects funded by the Municipal Buildings Stabilization Fund for Town and School facilities

FY22 Accomplishments

- Goal: Secure another round of Green Communities grant funding for various Town and School projects in collaboration with the Medfield Energy Committee
- Status: Awarded a grant in the amount of \$179,884 in February 2022
- Goal: Prepare and implement projects funded by the 2022 Green Communities grant
- Status: Projects underway and expected to be completed during summer 2022
- Goal: Complete various projects funded by the Municipal Buildings Stabilization Fund
- Status: Improvement projects at Town and School facilities underway throughout the fiscal year

FY23 Goals: Status Update

GOAL #1	Complete 2022 Green Communities projects
Detailed Description	Implement and close out all projects funded by the 2022 Green Communities grant
Start Date	07-01-2022
Completion Date	09-01-2022
How will you measure success/achievement/completion?	Review whether capital projects have been completed to enable the Town to apply for another Green Communities grant in Fall 2022.
Status as of 12/31/2022	Medfield applied for a Green Communities grant in January 2022. The grant award of \$179,884 was made to fund energy conservation measures, lighting controls, LED lighting, dimulator nodes on exterior lighting, heat pump hot water heaters, EV charging stations, and administrative assistance, in municipal facilities including EV infrastructure, and High, Memorial, and Blake Schools. The projects are on track to be completed by the grant deadline of February 3, 2023. The town then plans to apply for the next round of finding by May 4, 2023.

GOAL #2	Update 20-year Facilities Plan
Detailed Description	Assist Town and School administration in updating the Facilities 20-year capital plan to prioritize facilities improvements and repair projects
Start Date	07-01-2022
Completion Date	06-30-2023
How will you measure success/achievement/completion?	Completed update to the Facilities 20-year plan
Status as of 12/31/2022	The request for proposal for a vendor to work with the Town and School administration on updating the Facilities 20-year capital plan is scheduled to go out to bid following the Annual Town Meeting.

GOAL #3	DPW Town Garage Solar Project
Detailed Description	Assist Sustainability Coordinator and Town Administration in completing installation of solar on the DPW Town Garage roof
Start Date	07-01-2022
Completion Date	12-31-2022
How will you measure success/achievement/completion?	Project is complete and approved by Eversource
Status as of 12/31/2022	Due to supply chain and equipment delays, the system's combiner panel has not yet been delivered, but is expected to arrive on January 31 st . The town's solar contractor expect permission to operate in February.

GOAL #4	Town and District Wide Solar Projects
Detailed Description	Assist Sustainability Coordinator and Town and School Administration in analyzing future solar projects for Town and School facilities and grounds in collaboration with the Medfield Energy Committee
Start Date	07-01-2022
Completion Date	06-30-2022
How will you measure success/achievement/completion?	Completion of a plan for future solar projects to reduce energy costs and help reduce greenhouse gas emissions
Status as of 12/31/2022	At the upcoming Annual Town Meeting, residents will be asked to approve an article that will allow the School Committee to enter into power purchase agreements and lease agreements for power generated by solar energy systems. These agreements for would be solar energy systems to be potentially located at the Amos Clark Kingsbury High School, Thomas Blake Middle School, Memorial School, and/or other school property. This article will come before Town Meeting via a Citizens' Petition submitted by the Medfield Energy Committee.

FY24 Goals

GOAL #1	Continue Participation in Green Communities Grant Program
Detailed Description	Implement and close out all projects funded by the 2023 Green Communities grant and apply for next round of available funding.
Start Date	5/04/2023
Completion Date	12/31/2023
How will you measure success/achievement/completion?	Success will be measured by the town completing all projects funded through the Spring 2023 Green Community funding block and continuing its designation of a Green Community.

GOAL #2	Update 20-year Facilities Plan
Detailed Description	Assist Town and School administration in updating the Facilities 20-year capital plan to prioritize facilities improvements and repair projects
Start Date	07-01-2023
Completion Date	12-31-2023
How will you measure success/achievement/completion?	This goal was not achieved in FY23. Success will be measured by presenting an updated plan to the Select Board, Capital Budget Committee, and other stakeholders. The plan will also be made available on the town's website.



Departmental Budget

BUILDINGS & PROPERTY MAINT.	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
SALARIES						
PUB BLD+PROP MAI SAL EXP	108,811	98,225	117,278	208,081	90,803	77%
Longevity			250	300	50	N/A
SALARIES - SUBTOTAL	108,811	98,225	117,528	208,381	90,853	77%
OPERATING EXP.						
VEHCL EQ REPR+SVC		3,502	500	500	-	N/A
UTIL-CELL PHONE	1,118	1,095	1,800	1,800	-	0%
CLOTHING ALLOW	2,369	1,478	500	500	-	0%
PROFESSIONAL DEVELOPMENT MEETINGS & CONFERENCES*			1,000	1,000	(1,000)	-100%
OFFICE SUPPL FAC MGR	821	147	440	440	-	0%
CopyMachSupp Fac Mgr			100	100	-	0%
ENR MGR CONTR SERV		19,700	20,000	20,000	-	0%
ENCUMBRANCES	3,643	23,001			-	N/A
OPERATING EXP. - SUBTOTAL	7,951	48,923	24,340	24,340	-	0%
BUILDING MAINTENANCE CONTRACTS						
TnHall-BldgContr	32,576	26,765	24,150	20,350	(3,800)	-16%
PubSaf BldgContr	33,677	42,906	71,100	73,900	2,800	4%
DPW TnGar Bldg Contr	10,047	13,659	33,560	34,760	1,200	4%
COA BLDG CONTRACTS	7,178	8,139	19,000	20,300	1,300	7%
LIBRARY BLDG CONTRAC	42,224	31,875	36,800	39,600	2,800	8%
PARK+REC BLD CONTR	21,816	23,027	26,500	18,900	(7,600)	-29%
BLDNG. MAINT. CONTRACTS - SUBTOTAL	147,518	146,371	211,110	207,810	(3,300)	-2%
ELECTRICITY						
TOWN HALL ELEC	18,560	26,171	28,500	30,495	1,995	7%
PublSafety Elec	69,413	81,141	80,000	85,600	5,600	7%
PW-TN GAR ELEC	29,166	27,115	38,000	40,660	2,660	7%
PW-TRF STN ELEC	4,446	4,924	6,300	6,741	441	7%
COA ELECTRIC	5,678	11,221	15,000	16,050	1,050	7%
ELECTRICITY - SUBTOTAL	127,263	150,572	167,800	179,546	11,746	7%



Departmental Budget

BUILDINGS & PROPERTY MAINT.	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
BUILDING HEAT						
TOWN HALL HEAT	4,000	4,540	4,000	4,000	-	0%
PublSafty Heat	13,736	21,531	20,000	20,000	-	0%
PW-TN GAR HEAT	17,926	19,895	30,000	30,000	-	0%
COA HEAT	3,728	4,377	4,000	4,000	-	0%
BUILDING HEAT - SUBTOTAL	39,390	50,343	58,000	58,000	-	0%
BUILDING MAINTENANCE & REPAIRS						
TnHall B M+Repairs	9,820	49,233	13,650	13,650	-	0%
PublSaf B M+Re	24,915	32,180	16,450	25,450	9,000	55%
DPW TnGar B M+R	18,046	13,786	10,250	10,250	-	0%
COA BLDG M+REP	2,287	6,337	8,700	8,700	-	0%
LIBR BLDG M+RE	6,642	14,571	11,250	11,250	-	0%
P&R BLD MAI+REPAIRS	1,431	4,466	3,300	3,300	-	0%
DwightDer B M+R			500	500	-	0%
BUILDING MNT. & REPAIRS - SUBTOTAL	63,141	120,573	64,100	73,100	9,000	14%
WATER & SEWER FACILITIES						
TOWN HALL W+S	575	898	1,100	1,100	-	0%
PublSafety W+S	1,902	2,087	2,150	2,150	-	0%
PW-TN GAR W+S		890			-	N/A
PW-TRF STN W+S		172			-	N/A
PW-CEMTERY W+S					-	N/A
COA-WATER+SEWR	1,166	1,199	1,300	1,300	-	0%
WATER & SEWER FAC. - SUBTOTAL	3,643	5,246	4,550	4,550	-	0%
BUILDINGS & PROPERTY MAINT. - TOTAL	497,717	620,253	647,428	755,727	108,299	17%

* Training and education & meetings and conferences were combined into professional development in FY24



Police Department

Contact	Phone & Email	Location
Michelle Guerette Police Chief	508-359-2315 mguerette@medfield.net	Public Safety Building 112 North Street

Mission Statement & Departmental Activities

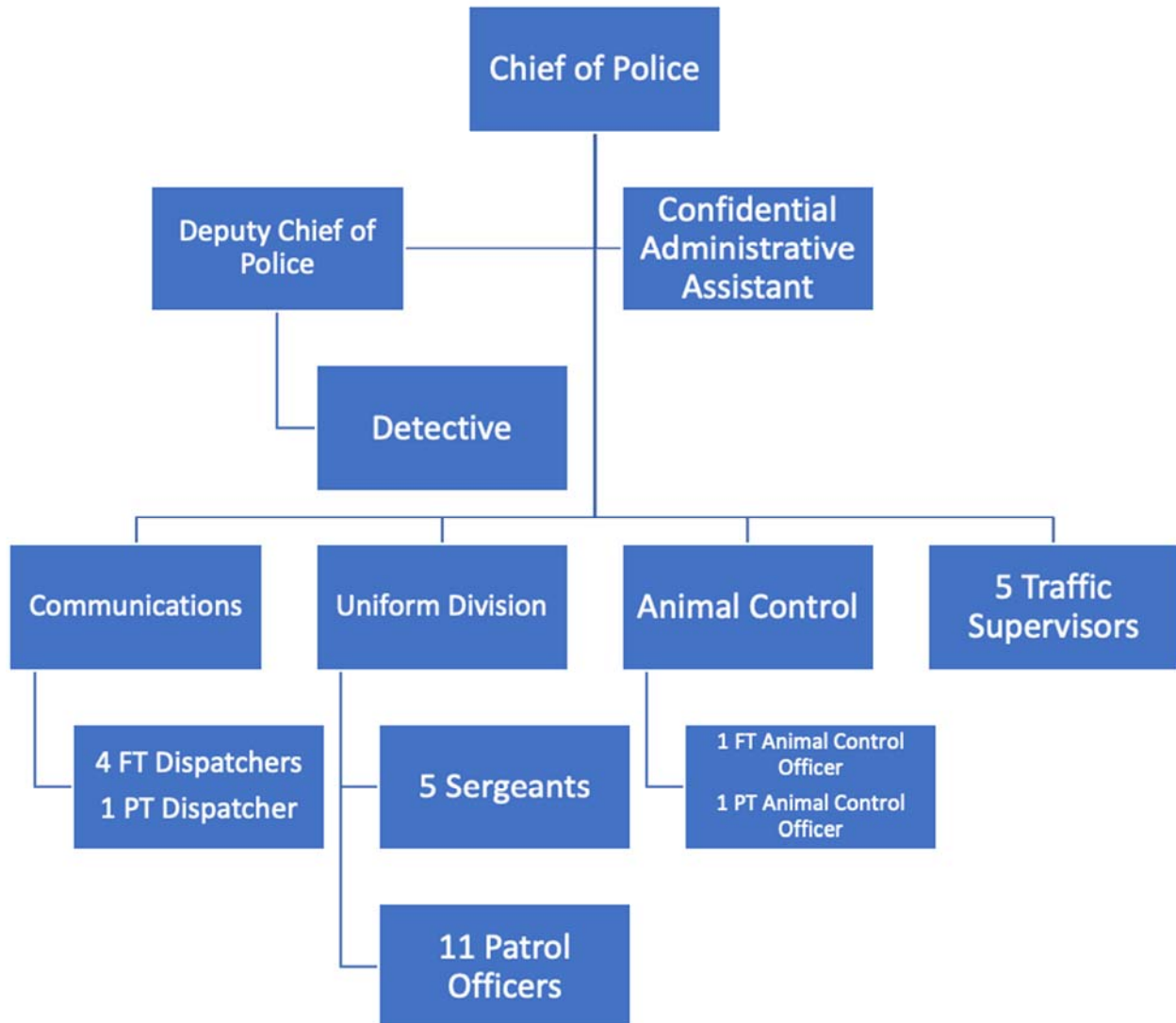
The Medfield Police Department is committed to providing the highest level of public safety and service to the citizens and businesspeople within the community. The members of the Department are empowered to enforce state and local laws to ensure that the peace and tranquility of our neighborhoods are maintained, and that crime and the fear of crime are reduced.

Brief Description of the Department

The Medfield Police Department is budgeted for 19 sworn officers including the Chief and Deputy Chief of Police, 4 full-time and 1 part-time dispatchers who operate our E911 communications center, 1 full-time and 2 part-time Animal Control Officers, and 5 crossing guards. Our primary objective is to reduce the occurrence of crime and provide exceptional services to the community. This goal is accomplished with strong working relationships with other Town departments and the citizens of Medfield.



Organizational Chart



FY21 & FY22 Accomplishments

- The Police Department hired its final officer to replenish our ranks and return to full staffing. Additional hires in dispatch fulfilled those staffing levels as well.
- A complete overhaul of policies and procedures was completed and disseminated consistent with accreditation standards and police reform requirements.
- New positions and specialties which included a detective, trained bike patrol officer and weights and measures officer were created to enhance investigations, community engagement, and commercial traffic enforcement.
- A focus on traffic enforcement resulted in a 400% increase in traffic post assignments.



- The Department received a 911 grant in the amount of \$31,891 to provide training for our department members, MedProject grant in the amount of \$1300 for our drug take back program, and a defibrillator grant in the amount of \$2500 to maintain our defibrillators.
- To focus on de-escalation tactics, the Department received a MIIA grant to purchase a scenario-based simulation program.
- The Department continues to equip our officers with the valuable tools they need to successfully accomplish our mission. To that end, the department purchased new portable radios for all officers, new mobile data terminals and radar units and has replenished our fleet back to a regular fleet management program.

FY23 Goals: Status Updates

GOAL #1	Continue to Comply with POST Commission Police Reform Mandates
Detailed Description	To adapt policies and training swiftly as reform mandates roll out with no disruption of services to citizens.
Start Date	ongoing
Completion Date	ongoing
How will you measure success/achievement/completion?	As new statutory requirements, certification processes and training objectives are promulgated, policies and practices will adjust/adapt to meet requirements.
Status as of December 31, 2022	Special officers Cronin and Hamano completed Bridge Academy and received a training exemption per MPTC and POSTC new requirements. Officer McKenna was hired through civil service transfer and is enrolled in the current Bridge Academy as outlined by alphabetical order (I-P). All officers A-H certified under the police reform were required to be recertified by June 2022. This was completed per statutory requirement including the Office of the Chief of Police.



GOAL #2	Through Grant Acquisition, Partner with Neighboring Agency to Provide Clinician to Accompany Officers
Detailed Description	To assist officers when dealing with social issues. To enhance follow-up and services for mental health cases, substance abuse, and victims.
Start Date	Quarters 2 - 4
Completion Date	Quarters 2 - 4
How will you measure success/achievement/completion?	# of calls for service in these categories # of cases clinician followed-up
Status as of December 31, 2022	Funding was stalled. We currently maintain a working relationship with Riverside.

GOAL #3	Evaluate Feasibility of Local Citizens' Police Academy
Detailed Description	Engagement with the community by educating residents on departmental procedures and efforts.
Start Date	Quarters 1 - 4
Completion Date	Quarters 1 - 4
How will you measure success/achievement/completion?	Interest from other towns # of citizens who attend Feedback of citizens who attend
Status as of December 31, 2022	Redirected staffing to increased traffic enforcement identifying 7 officers to proactively engage motorists and deter motor vehicle violations. Moved goal to FY24.



GOAL #4	Optimize Grant Finding
Detailed Description	To allow the department to supplement current and future initiatives.
Start Date	Quarters 1 - 4
Completion Date	Quarters 1 - 4
How will you measure success/achievement/completion?	# of grants currently # of awarded grants
Status as of December 31, 2022	Grant awarded for PowerPhone to train all personnel in E911 Grant awarded for MedProject for drug turn in. Partnered with Dover for destruction of unused medications Bullet Proof Vests - to provide our officers with equipment to increase officer safety

GOAL #5	Expand Police Culture to Promote Community Engagement
Detailed Description	To reduce crime and the fear of crime through strong community relationships.
Start Date	Quarters 1 - 4
Completion Date	Quarters 1 - 4
How will you measure success/achievement/completion?	# of non-enforcement encounters Community survey
Status as of December 31, 2022	Increase in community engagement activities: Building checks > 9000 Traffic Enforcement Posts > 800 Park, Lock and Walk > 400 Courtesy Escorts > 50



FY24 Goals

GOAL #1	TITLE
Detailed Description	There is a national crisis in recruiting and retaining qualified personnel. As a small town police agency, we struggle to recruit residents though civil service as the focus on our youth is education driven. As a result, we find ourselves as a training ground for officers to get the required certifications only to leave for agencies that can offer different opportunities. We need to change our hiring practices to focus on applicants who express a desire to work in Medfield for its small town, community oriented philosophy. Our focus MUST be on finding qualified, educated, passionate and loyal candidates.
Start Date	Q1
Completion Date	Q4
How will you measure success/achievement/completion?	The majority of our newer officers express satisfaction in their workplace. We will keep communication open with members and measure our success by their commitment to growing within the agency. Identify through initial candidate questions and current member survey what about Medfield Policing appeals to each candidate and satisfies current officer's enforcement objectives

GOAL #2	TITLE
Detailed Description	Provide training which focuses on Officer Wellness, Vulnerable Populations and Career Growth. Retention revolves around providing officers with an environment that supports their mental health and provides pathways to expand knowledge and experience. Policing is dangerous, at times heartbreaking, and physically demanding. In addition to our fitness policy which allows officers to exercise on duty, we assign officers to participate in mandated officer wellness training. Through MPTC, officers are required to participate in classes specifically designed for dealing with the vulnerable public such as mentally ill persons, substance abuse, domestic violence and human trafficking. We will continue to provide officers with opportunities to attend additional training that they have identified a personal interest in.
Start Date	In progress
Completion Date	Continuing
How will you measure success/achievement/completion?	Monitoring officer health and wellness through peer support, supervisory observations of performance indicators and an open communication line for officers to express difficulties.



GOAL #3	TITLE
Detailed Description	Positively impacting employee satisfaction
Start Date	In progress
Completion Date	Continuing
How will you measure success/achievement/completion?	Continued open dialogue between individual members and union representatives regarding employee initiated programs and training opportunities. Establishing a mentorship program for newer officers and veteran officers/supervisors/administration to better understand the decision making processes and challenges, thus preparing members to develop skills necessary to advance.

GOAL #4	TITLE
Detailed Description	Expand community communication
Start Date	In progress
Completion Date	Continuing
How will you measure success/achievement/completion?	As social media platforms popularity change, continuously monitor alternative outreach options to reach a greater audience for information sharing

Trends/Metrics

Description	2019	2020	2021	2022
Crimes against the person	30	24	15	20
Crimes against property	72	62	52	71
Crimes against society	93	44	36	4
Bylaw Offenses	48	40	51	23
Call volume (including officer initiated/shift/detail assignments)	15,989	13,778	13,029	16,418



Departmental Budget

POLICE, TRAFFIC MARKINGS/SIGNS & ANIMAL CONTROL

	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
POLICE SALARIES						
POLICE OP SAL EXP	2,244,408	2,293,901	2,439,275	2,540,636	101,361	4%
SCHL TRA SAF OFF			60,488	62,329	1,841	N/A
POLICE LONGEVITY	7,750	5,800	6,600	4,500	(2,100)	-32%
ENCUMBRANCES	28,104	4,706			-	N/A
RETRO CONTRACT PAYMENTS	30,000				-	N/A
SALARIES - SUBTOTAL	2,310,262	2,304,407	2,506,363	2,607,465	101,102	4%
OPERATING EXP.						
TELEPROCESSING	1,121		1,318	1,318	-	0%
CRUISER REPAIR+SERV	23,441	10,987	21,000	19,000	(2,000)	-10%
OTHER EQUIPMENT	2,026	5,343	2,250	2,250	-	0%
POLICE OFFICER EQUIPMENT	9,894	7,931	18,000	12,000	(6,000)	-33%
EQUIP MAINT CONTRACTS	45,337	43,407	49,500	49,500	-	0%
RADIO REPAIRS+MAINT	2,272	5,196	5,000	5,000	-	0%
GASOLINE	20,772	34,138	35,522	48,000	12,478	35%
UTIL-TELEPHONE	35,142	31,142	39,021	39,021	-	0%
DUES & MEMBERSHIPS	7,668	5,600	10,000	10,000	-	0%
PROFESSIONAL DEVELOPMENT				29,000	29,000	N/A
TRAINING & EDUCATION*	17,663	18,558	29,000		(29,000)	-100%
PROFESSIONAL SERVICES		721	3,000	3,000	-	0%
MEDICAL SERV+SUPPLIES	1,308	6,002	12,250	12,250	-	0%
PRINTNG-POSTG-STATY	892	508	2,188	2,188	-	0%
MEALS	329	39	400	400	-	0%
UNIFORMS	42,531	41,940	40,950	52,950	12,000	29%
UNI-SchTraSafOff			1,000	1,000	-	N/A
SUPPLY EXPENSE	2,734	3,411	4,000	4,000	-	0%
BOOKS-PERIODICALS-SUBSCRIPTION	2,597	1,442	3,000	3,000	-	0%
OFFICE SUPPLIES	1,798	2,031	3,200	3,200	-	0%
COPY MACHINE SUPPLIES	306	518	700	700	-	0%
PETTY CASH	40		100	100	-	0%
PHOTO SUPPLIES			500	500	-	N/A
CAR ALLOW/MILEAGE	18		100	100	-	0%
ENCUMBRANCES	4,261	63,657			-	N/A
OPERATING EXP. - SUBTOTAL	222,150	282,571	281,999	298,477	16,478	6%



Departmental Budget

POLICE, TRAFFIC MARKINGS/SIGNS & ANIMAL CONTROL	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
PUBLIC SAFETY BUILDING OPER. EXP.**						
UTIL-ELECTRICITY					-	N/A
UTIL-NATURAL GAS					-	N/A
UTIL-TELEPHONE					-	N/A
UTIL-WATER & SEWER					-	N/A
						N/A
PUBLIC SAFETY BUILDING - SUBTOTAL.	-	-	-	-	-	N/A
POLICE - TOTAL	2,532,412	2,586,978	2,788,362	2,905,942	117,580	4%
TRAFFIC MARK SIGNS-OPERATING						
TRAFFIC LIGHT MAINTENANCE	4,864	7,124	15,024	15,024	-	0%
TRAFFIC MARKINGS	35,390	40,000	43,000	14,983	(28,017)	-65%
STREET SIGNS	499	3,564	7,000	7,000	-	0%
TRAFFIC MARKINGS/SIGNS. - TOTAL	40,753	50,688	65,024	37,007	(28,017)	-43%
ANIMAL CONTROL SALARIES						
ACO SALARIES	89,755	93,924	98,740	101,702	2,962	3%
LONGEVITY-ACO	1,000	1,000	1,000	1,000	-	0%
SALARIES - SUBTOTAL	90,755	94,924	99,740	102,702	2,962	3%
ANIMAL CONTROL - OPERATING EXP.						
EQUIP REPAIR & SERVICE			3,000	3,000	-	0%
OTHER EQUIPMENT	117	18	400	400	-	0%
KENNEL OPERATIONS	7,000	7,000	7,000	7,000	-	0%
RADIO MAINTENANCE			429	429	-	0%
GASOLINE	924	1,510	2,000	2,000	-	0%
DUES & MEMBERSHIPS	80		200	200	-	0%
PROFESSIONAL DEVELOPMENT				500	500	N/A
TRAINING & EDUCATION*			500		(500)	-100%
PRINTNG-POSTG-STATY		58	75	75	-	0%
LAB FEES	120	95	500	500	-	0%
UNIFORMS	113	247	750	750	-	0%
ENCUMBRANCES		156			-	N/A
OPERATING EXP. - SUBTOTAL	8,354	9,084	14,854	14,854	-	0%
ANIMAL CONTROL - TOTAL	99,109	104,008	114,594	117,556	2,962	3%
POLICE, SIGNS & ANIMAL CONT. - TOTAL	2,672,274	2,741,674	2,967,980	3,060,505	92,525	3%

* Training and education & meetings and conferences were combined into professional development in FY24

**Public Safety Building expenditures were consolidated into Facilities beginning in FY2021.



Fire Department

Contact	Phone & Email	Location
William C. Carrico II Fire Chief	508-359-1121 wcarrico@medfield.net	Medfield Public Safety Building 112 North Street

Mission Statement & Departmental Activities

It is the mission of the Medfield Fire Department to provide efficient, effective, and professional emergency response to the citizens of Medfield and its visitors, to ensure community safety and enhance our quality of life.

Brief Description of the Department

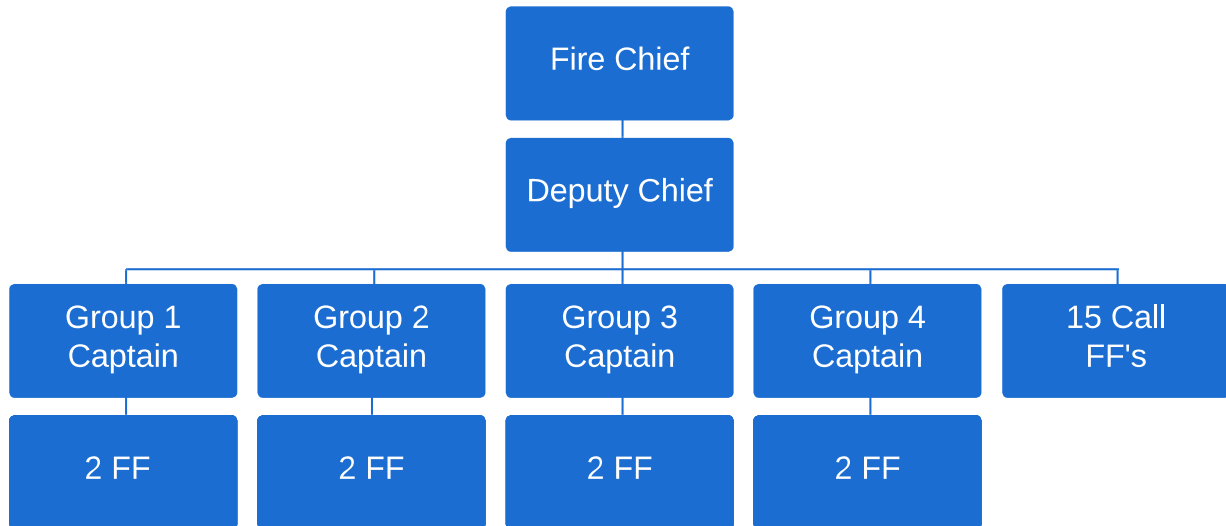
Current Operational Model: The Medfield Fire-Rescue Department (MFD) is a 29-member combination department, consisting of 13 full time personnel and 16 call department members based out of one centrally located fire station. The MFD provides emergency fire response, advanced life support (ALS) and basic life support (BLS) emergency medical services, mutual aid emergency services, fire prevention, and emergency management to the residents of Medfield and surrounding mutual aid communities. The MFD has been actively attempting to rebuild the call department to a previous staffing level of 35 members with minimal success. The on-duty shift strength consists of three career firefighters, two of which are paramedics. Due to funding restrictions, shift strength is reduced to two personnel minimum per shift due to vacation, sick calls, etc. All fulltime members are cross trained as Emergency Medical Technicians (EMT-Basic, Advanced or Paramedic) and respond to medical emergencies with the department's ambulance.

Additional staffing for emergency calls is augmented by on-call members and off duty full time personnel that are "paged" to the station to provide additional staffing. This structure has yielded minimal and inconsistent success on fire responses and high acuity medical calls. Therefore, The MFD relies heavily on mutual aid and recall for additional staffing on any large event or high acuity medical call.

All fulltime members are certified to NFPA 1001- FF I, II. MFD responds to approximately 1,400 emergency calls per year, with 60% being for emergency medical service. In addition, the Fire Chief and on-duty shift personnel perform all inspections and fire prevention services within the town. Currently, the MFD lacks any administrative staff to assist the Fire Chief.



Organizational Chart



FY21 Accomplishments

PORTABLE RADIOS

Purchased several portable radios to replace 25-year-old portables no longer serviceable.
Completed 09-2020

SCBA PACKS AND BOTTLES

Received an Assistance to Firefighters Grant (AFG) for the replacement of all our SCBA packs and bottles. Completed 12-2020

REGIONAL COVID SUPPLIES

Received an Assistance to Firefighters Grant (AFG) for regional COVID supplies for 14 Norfolk County Fire Departments.
Completed 12-2020

ENGINE 3

Purchase a 2020 Spartan S-180 engine which was the replacement for the 1984 Mack Engine.
Completed 12-2020

CARDIAC THUMPER

Purchased a cardiac thumper for Ambulance 2.
Completed 06-2021

FY22 Accomplishments

POWER LOAD SYSTEM

Purchased a Stryker Stretcher Power load system for Ambulance 1.
Completed 08-2021

BATTERY OPERATED JAWS

Purchased new battery powered extrication equipment for Engines 2 and 3.
Completed 10-2021

**BRUSH GEAR**

Received a DFS Equipment grant for the purchase of brush gear.
Completed 09-2021

CHIEF'S CAR

Purchased a new 2020 Tahoe which was the replacement of the 2010 Explorer.
Completed 09-2021

ENGINE 2

Purchase a 2021 Spartan S-180 engine which was the replacement for the 1992 Pierce Engine.
Completed 12-2021

AMBULANCE

Purchased a replacement for the 2008 Horton Ambulance.
Completed 02-2022

BRUSH TRUCK

Purchased a replacement for the 1986 Brush

FY23 Goals: Status Updates

GOAL #1	Portable Radio Replacement
Detailed Description	The department is currently using portable radios that are 25 plus years old and which require constant repair. Communications is fundamental to the operation of the fire department. As the serviceability and capabilities of these existing radios are limited, we need to have a replacement program.
Start Date	07-01-2022
Completion Date	12-01-2022
How will you measure success/achievement/completion?	Removal of all 25-year-old radios.
Status as of 12/31/2022	Complete

GOAL #2	AED Replacement
Detailed Description	Replace 7 AEDs which have hit their maximum life span and are not compatible with the Town's existing ALS Cardiac monitor.
Start Date	07-01-2022
Completion Date	08-01-2022
How will you measure success/achievement/completion?	Replace all outdated AED's with units compatible with existing Physio-control monitors.
Status as of 12/31/2022	Complete



GOAL #3	Ladder 1 Tire Replacement
Detailed Description	Ladder 1 - Fire apparatus tires cannot be older than 8 years old per NFPA 1901. Existing tires are from 2006.
Start Date	07-01-2022
Completion Date	09-01-2022
How will you measure success/achievement/completion?	Replace all tires.
Status as of 12/31/2022	Complete

GOAL #4	Maintain 3 Per Shift
Detailed Description	The efficiency of the department improves when there are three members on a group. We provide better services, operate safer, and are able to maintain an officer in town.
Start Date	07-01-2022
Completion Date	On-going
How will you measure success/achievement/completion?	By tracking shift performance, improved response times, shorter on-scene times, and reduction of injuries.
Status as of 12/31/2022	Partially complete, we cannot cover members going to the fire academy.

FY24 Goals

GOAL #1	Fire Gear
Detailed Description	Replacement of ten sets of fire gear jacket and coat
Start Date	07-01-2023
Completion Date	6 to 9 months from ordering
How will you measure success/achievement/completion?	Get the clothing

GOAL #2	E3 Foam System
Detailed Description	Install foam pro system in E3
Start Date	07-01-2023
Completion Date	3 weeks from receiving parts
How will you measure success/achievement/completion?	Make foam with E3



GOAL #3	Maintain 3 Per Shift
Detailed Description	The efficiency of the department improves when there are three members on a group. We provide better services, operate safer, and are able to maintain an officer in town.
Start Date	07-01-2023
Completion Date	On-going
How will you measure success/achievement/completion?	By tracking shift performance, improved response times, shorter on-scene times, and reduction of injuries.

Trends/Metrics

Description	2019	2020	2021	2022
BLS	302	277	185	194
ALS	318	245	542	635
Total Ambulance Calls	784	731	745	840
Fire Calls	668	683	562	565



Departmental Budget

FIRE & RESCUE DEPARTMENT	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
SALARIES						
F&R ADMIN SAL EXP**					-	N/A
F&R OP SAL EXP	1,186,919	1,302,715	1,412,837	1,480,137	67,300	5%
RETRO CONTRACT WAGES	7,500		4,450	5,400	950	21%
LONGEVITY-F&R OPERATIONS	4,800	4,250			-	N/A
SALARIES - SUBTOTAL	1,199,219	1,306,965	1,417,287	1,485,537	68,250	5%
OPERATING EXP.						
EQUIP REPAIR & SERVICE	38,236	42,534	35,725	36,025	300	1%
OTHER EQUIPMENT	24,909	25,050	25,000	25,250	250	1%
EQUIP MAINT CONTRACTS	11,029	12,292	10,825	11,900	1,075	10%
RADIO MAINTENANCE	5,498	6,072	5,800	5,800	-	0%
FIRE ALARM MAINTENANCE					-	N/A
UTIL-FUEL & OIL					-	N/A
GASOLINE	10,170	14,031	12,700	14,325	1,625	13%
UTIL-TELEPHONE	2,036	2,321	2,000	3,720	1,720	86%
LICENSES	3,714	1,229	3,300	3,500	200	6%
PROFESSIONAL DEVELOPMENT				6,200	6,200	N/A
TRAINING & EDUCATION*	6,475	8,306	6,500		(6,500)	-100%
MEDICAL SERV+SUPPLIES	20,620	22,981	24,700	25,875	1,175	5%
SCREENING/PHYSICAL			3,600	5,400	1,800	50%
CONTR SVC-AMBUL BILLING SERV	19,506	17,545	20,000	20,000	-	0%
OTHER SUPPLIES	18,816	11,565	10,000	10,000	-	0%
CONTRACTUAL SVCE-MUTUAL AID	3,600	3,348	3,500	2,000	(1,500)	-43%
UNIFORMS	9,645	10,139	9,500	9,300	(200)	-2%
UNIFORM CLEANG ALLOW	3,600	3,547			-	N/A
ENCUMBRANCES					-	N/A
OPERATING EXP. - SUBTOTAL	177,854	180,960	173,150	179,295	6,145	4%
EMERGENCY MANAGEMENT						
STIPEND-EMER MGMT	4,000	4,000	4,000	4,000	-	0%
EQUIP REPAIR & SERVICE	1,072	1,280	7,500	7,500	-	0%
EMERGENCY MANAGMENT - SUBTOTAL	5,072	5,280	11,500	11,500	-	0%
FIRE & RESCUE DEPT. - TOTAL	1,382,145	1,493,205	1,601,937	1,676,332	74,395	5%

* Training and education & meetings and conferences were combined into professional development in FY24

**Admin Division expenditures were moved to Operations Division budget in FY2021.



Building/Inspections Department

Contact	Phone & Email	Location
Dana Hinthorne, CBO Building Commissioner, Zoning Enforcement Officer	508-906-3007 dhinthorne@medfield.net	Medfield Town Hall Ground Floor 459 Main Street

Mission Statement & Departmental Activities

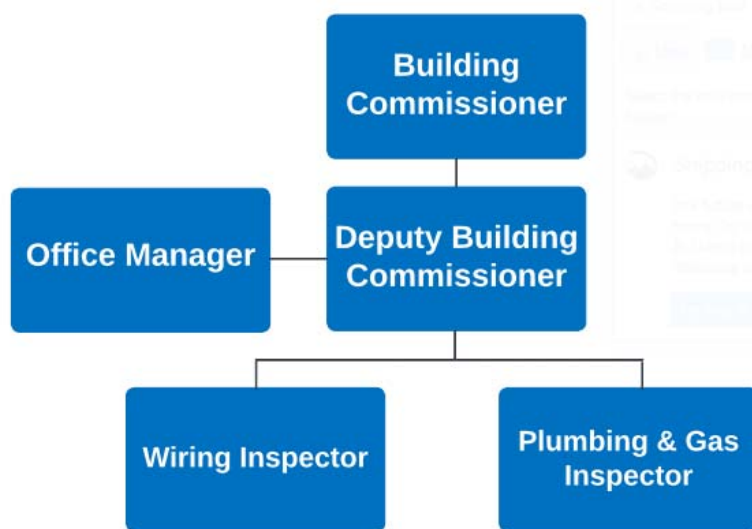
To ensure the health, welfare, and safety of the residents of Medfield by monitoring and enforcing the MA State Building Code and Medfield Zoning Bylaws.

Brief Description of the Department

The Medfield Building Department provides services to Medfield Residents and Business Owners. This is primarily done through the review and Issuance of permits, and conducting the field inspections required for all work regulated by:

1. The MA State Building Code
2. MA Sheet Metal Law
3. The MA State Electrical Code
4. The MA State Plumbing and Gas Code
5. Enforcement of Medfield Zoning Bylaws
6. Response to Code and Zoning Inquiries
7. Required Periodic Inspections of Public Building
8. Emergency Inspections and Support to Medfield Fire Dept

Organizational Chart





FY21 Accomplishments

- The Building Department Issued 2000 permits in FY 2021 with Fees totaling \$643,834
- Medfield Inspectors conducted over 1800 field inspections
- 30 New Certificates of Occupancy were issued
- Medfield Building Department continued to oversee 3 ongoing 40B affordable housing developments
- Medfield appointed 2 New Wiring Inspectors, and 1 new Plumbing Inspector

FY23 Goals: Status Update

GOAL #1	Deputy Building Commissioner
Detailed Description	Appoint a Deputy Building Commissioner to assume the duties and responsibilities of the Building Commissioner in his absence.
Start Date	07-01-2022
Completion Date	07-01-2023
How will you measure success/achievement/completion?	Appointment by the Medfield Board of Selectman
Status as of 12/31/2022:	The Deputy Building Commissioner began in fall 2022.

GOAL #2	Upgrade Building Department Physical File System
Detailed Description	Obtain a more functional file system and layout and reorganize the physical files to be more efficient and increase capacity
Start Date	07-01-2022
Completion Date	12-31-2022
How will you measure success/achievement/completion?	Year-end new file system in place
Status as of 12/31/2022:	Due to the departure of Medfield's Building Commissioner in fall 2022, this goal remains a work in progress. The hiring process for the new Building Commissioner is ongoing.



GOAL #3	Evaluate/Improve/Upgrade Online Permitting System
Detailed Description	Take stock of the ongoing functionality of the current online permitting system versus other systems used in the marketplace and evaluate the performance of the current system in place, options for upgrades as well as replacement.
Start Date	03-01-2022
Completion Date	12-31-2022
How will you measure success/achievement/completion?	More user-friendly system in place
Status as of 12/31/2022:	Due to the departure of Medfield's Building Commissioner in fall 2022, this goals remains a work in progress. The hiring process for the new Building Commissioner is ongoing.

FY24 Goals

GOAL #1	Upgrade Building Department Physical File System
Detailed Description	Obtain a more functional file system and layout and reorganize the physical files to be more efficient and increase capacity
Start Date	06-01-2023
Completion Date	07-01-2024
How will you measure success/achievement/completion?	Have a new file system in place by year-end.
Status as of 12/31/2022:	Due to the departure of Medfield's Building Commissioner in fall 2022, this goals remains a work in progress.

GOAL #3	Evaluate/Improve/Upgrade Online Permitting System
Detailed Description	Take stock of the ongoing functionality of the current online permitting system versus other systems used in the marketplace and evaluate the performance of the current system in place, options for upgrades as well as replacement.
Start Date	06-01-2023
Completion Date	07-01-2024
How will you measure success/achievement/completion?	Make upgrades to our existing online permitting system to make it more user-friendly.



Departmental Budget

BUILDING INSPECTIONS	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
SALARY EXPENSE						
INSPECTORS SAL EXP	212,576	236,541	240,980	282,199	41,219	17%
LONGEVITY	800	850	900	950	50	6%
BUILDING INSPECTIONS-SALARY EXP	213,376	237,391	241,880	283,149	41,269	17%
OPERATING EXPENSE						
UTIL-TELEPHONE	1,921	1,100	3,150	3,150	-	0%
DUES & MEMBERSHIPS		636	875	875	-	0%
PROFESSIONAL DEVELOPMENT				1,375	1,375	N/A
TRAINING & EDUCATION*		754	1,375		(1,375)	-100%
PRINTNG-POSTG-STATY	33	227	420	420	-	0%
SUBSCRIPTIONS			1,650	1,650	-	0%
OFFICE SUPPLIES	608	735	788	788	-	0%
CAR ALLOW/MILEAGE	6,338	7,502	6,000	6,000	-	0%
ENCUMBRANCES		225			-	N/A
BUILDING INSPECTIONS-OPERATING	8,900	11,179	14,258	14,258	-	0%
BUILDING INSPECTIONS - TOTAL	222,276	248,570	256,138	297,407	41,269	16%

* Training and education & meetings and conferences were combined into professional development in FY24

Department of Public Works (DPW)

Contact	Phone & Email	Location
Maurice Goulet Director of Public Works	508-906-3002 mgoulet@medfield.net	Public Works Garage First Floor 55 North Meadows Road

Mission Statement & Departmental Activities

The mission of the Public Works Department is to provide the Town residents with quality public services, utilizing the Department's talents, professionalism, and dedication, balanced through efforts to preserve the Town's infrastructure, maintain a cost-effective operation and to provide these services in a responsible and efficient manner.

Brief Description of the Department

The Department of Public Works and its multiple Divisions provide cost-effective, high-quality services in the operation, maintenance, planning, review, and construction of public works infrastructure for the Town of Medfield. These Public Works Divisions include DPW Administration, Highway, Tree, Equipment Repair and Service, Solid Waste and Recycling, Cemetery, Water, Sewer, and the operation of its Water and Wastewater Treatment Facilities. Public Works staff members are dedicated, well-trained and licensed professionals providing the Town of Medfield with a high level of service through their respective Divisions:

DPW Administration

The Administration Division is responsible for the general oversight of the Department dealing with the financial accounts, warrants, budgeting, permitting, providing strong customer service, staff training and professional development.

Highway Division

Highway personnel provides safe travel over town roadways and sidewalks and oversees and maintains the management of stormwater compliance under the MA NPDES General Permit. The Division is also responsible for roadside vegetation management, drainage, paving, road and sidewalk construction and rehabilitation.

Tree Division

The Tree Warden schedules tree removals, trimmings, and plantings throughout the Town with a contracted tree service. The Division also schedules tree public hearings (if necessary) and coordinates line clearing with the local utility company that involves tree removal and limb cutting away from overhead electrical lines.

Equipment Repair and Service Division

Mechanics perform preventative maintenance on all vehicles and equipment under their care. They are responsible for repairs and scheduled services for town vehicles and are essential in the decision-making process for capital expenditures.

Solid Waste and Recycling Division

Most of the Town's solid waste and recycling is collected at the Transfer Station. Staff members haul solid waste periodically during each week to an incinerator for disposal. Recycling is single-stream and is collected in compactors to maximize space and minimize trucking costs. Household hazardous waste is collected one day annually and programs for organic waste and reuse of many household items through the SWAP and donation bins are attained. This Division collects and recycles mattresses through a vendor and textiles are collected and recycled through donation bins as both recyclables are now considered waste ban items.

Cemetery Division

This Division manages the existing, active cemetery by maintaining the grounds, preparing for burials, coordinating services, and providing administrative responsibilities to deal with the sale of lots and keeping records organized and updated.

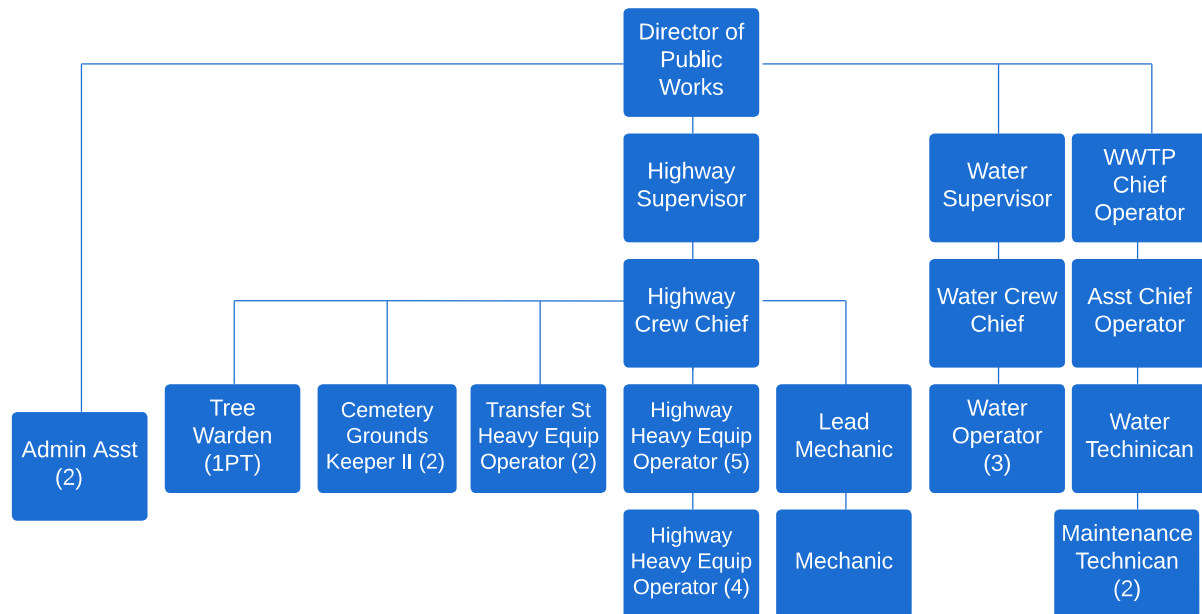
Water and Sewer Division

The Water and Sewer Division provides treatment and distribution of high-quality potable water from professionally qualified and licensed staff and collection of wastewater directed to the Wastewater Treatment Facility. There is approximately 90 miles of multi-infrastructure piping, valves, hydrants, 2 large storage tanks, 5 water pumping stations and 9 sewer lift stations to maintain throughout the Town. This Division is also responsible for maintaining the newly constructed Water Treatment Facility.

Wastewater Treatment Facility

Personnel at the Wastewater Treatment Facility is responsible for the conveyance and treatment of wastewater in the plant and the return of effluent to the watershed area through an existing water body.

Organizational Chart



FY21 Accomplishments

The Town began Phase I of its sign replacement program. The goal was to institute a standard street sign designation in accordance with the Manual on Uniform Traffic Control Devices (MUTCD).

The Town utilized a warm mix additive to their SuperPave Hot Mix Asphalt (HMA) Design. The purpose of the warm mix additive is to allow truckloads of asphalt to cool and still be pliable for installation and proper compaction on the constructed roadways.

Highway Division installed a new 5-foot-wide concrete sidewalk with granite curbing along the entire length of Metacomet Street. This also included a 75 foot stonewall installed by Highway personnel due to grade changes at the South Street intersection.

All drainage outfalls were mapped, measured, and sampled for compliance in the NPDES Stormwater Management along with removing all catch basin sump debris spoils and town-wide sweeping of all public roadways.

Rehabilitation of the Town's 2.4-million-gallon storage tank was completed. The work consisted of minor repairs made to the inside and outside walls, spraying multiple paint layers, disinfection on the interior walls and safety improvements to the exterior.

Approximately 500 feet of watermain was replaced on Green Street as part of the Town's leak detection program repairs to assist in reducing Unaccounted for Water (UAW) being lost in the system.

FY22 Accomplishments

Goal: Pavement Management: Continue to utilize pavement management for the prioritization of improvements – Resurvey roadway network to update the Roadway Surface Rating (RSR) every 4-5 years for accurate data

Status: Survey for roadway network completed in April 2022, final report and current ratings completed

Goal: Fleet Preventative Maintenance Program: Create a preventative maintenance program for all serviced vehicles and equipment – Track all serviced vehicle repair costs

Status: On-going, fleet mechanics have utilized GIS forms to collect data on each serviced vehicle and piece of equipment to create future metrics and utilize this data to assist in developing a vehicle replacement curve/schedule.

Goal: Water Infrastructure Improvements: Improve Operations and Maintenance of the Public Water System – Implement FlexNet System for automated water meter reading capabilities

Status: Antenna has been installed on water storage tank – MXU transmitter replacements are on-going

Goal: Public Works Personnel: Improve the current DPW personnel structure and professionalism - Structure Department for additional future Divisions

Status: Structure has been updated and completed utilizing the organizational chart. Reorganization will be discussed during the proposed reclassification study being conducted in FY24.

Goal: WWTP/Sewer Improvements: Improve Operations and Maintenance of the Public Sewer System at the WWTP

Status: Investigation and implementation of methods to handle inflow and infiltration have taken place (flow meters, inspections of interceptor, smoke tests, CCTV, sump investigations)

Goal: Street Sign Replacement Program: Develop a Street Sign Replacement Plan – Create a plan and design to comply with the standards of MUTCD rules and regulations and replace signs with this new standard.

Status: Phase II of the Street Sign Replacement Program has been completed. Two-thirds of the Town's street signs have been ordered and replaced town-wide

FY23 Goals: Status Updates

GOAL #1	Pavement Management: Continue to utilize pavement management for the prioritization of improvements
Detailed Description	Create a two-year pavement management schedule for roadway improvements.
Start Date	07/01/2022
Completion Date	06/30/2023
How will you measure success/achievement/completion?	Utilize the proper construction/reconstruction methodologies for each roadway project in categories of reclamation, mill and overlay, bonded wearing course and rubber chip seal.
Status as of December 31, 2022	A two-year pavement management schedule for roadway improvements will be developed once our engineering consultants submit their final roadway surface rating update.

GOAL #2	Roadway Infrastructure Improvements: Conduct studies for intersection improvements
Detailed Description	Reconstruct West Mill Street and Adams Street intersection for safety improvements and traffic flow according to the results found in engineered transportation reports.
Start Date	07/01/2022
Completion Date	06/30/2023
How will you measure success/achievement/completion?	Re-establish the super elevation of roadway on the curve at the intersection of Adams Street. Reconfigure the travel lanes on West Mill Street to straighten out curve. Remove, replace, and add proper signage and repaint traffic markings according to the improvements.
Status as of December 31, 2022	Engineer has been contacted for a design proposal for the reconstruction of the intersection.

GOAL #3	Solid Waste and Recycling: Promote the concept of Reduce, Reuse, and Recycle
Detailed Description	Establish personnel as gate attendants to conduct efficient solid waste and recycling at the Transfer Station.
Start Date	05/03/2022
Completion Date	06/30/2023
How will you measure success/achievement/completion?	Hire and train new personnel to provide strong customer service to the residents that utilize the services of the Transfer Station. Provide these new positions with the proper training and tools to ensure professional services are continuing and that the rules and regulations are being adhered to as intended.
Status as of December 31, 2022	Gate attendants have been hired and trained and have proven to be instrumental in the operation of the Transfer Station.

GOAL #4	Stormwater Management: Stormwater Phase II Permit-Continue to comply with existing stormwater permit and its requirements.
Detailed Description	Conduct outfall inspections/sampling as required.
Start Date	07/01/2022
Completion Date	06/30/2023
How will you measure success/achievement/completion?	Ensure Highway personnel has the training and resources to sample each outfall at the required intervals for compliance in stormwater management. All outfalls will be inspected annually and sampling for wet and dry weather shall be conducted and properly reported.
Status as of December 31, 2022	Outfalls have been inspected, sampled for wet and dry weather and continue to do so by Highway personnel.

GOAL #5	Water: Infrastructure Improvements: Improve Operations and Maintenance of the Public Water
Detailed Description	Replace 60% of all MXU's (transmitter on all Sensus brand water meters) in the Town's water system.
Start Date	7/1/2022
Completion Date	6/30/2023
How will you measure success/achievement/completion?	The MXU's are transmitters for the water meters in the water distribution system that allows the antenna on the water storage tank to receive information and usage for that meter. By replacing 60% of our MXU's, customer data will become readily available for use.
Status as of December 31, 2022	Replacement of 32% of the MXU's have been completed. The remaining transmitters have been ordered but not delivered. We are experiencing major supply chain issues beyond our control.

GOAL #6	Highway: Street Sign Replacement Program: Develop a Street Sign Replacement Plan
Detailed Description	Create a plan and design to comply with the standards of MUTCD rules and regulations and replace signs with this new standard.
Start Date	05/01/2022
Completion Date	06/30/2023
How will you measure success/achievement/completion?	Phase III (Final Phase) of the Street Sign Replacement Program will continue to purchase the remaining street signs that need to be replaced according to the new standard that has been determined and Highway staff will install these during the year.
Status as of December 31, 2022	This is the final phase of this replacement program. The remaining signs have been identified and are scheduled to be ordered by the spring.

FY24 Goals

GOAL #1	Fleet: Equipment Repair and Service: Adapt the Public Works Department to become more Energy Efficient
Detailed Description	Order a new electric vehicle to replace Director's existing vehicle if approved through the Capital Budget process.
Start Date	07/01/2023
Completion Date	06/30/2024
How will you measure success/achievement/completion?	The all electric vehicle will cut down on our carbon emissions as a starting point to become more energy efficient

GOAL #2	Highway: Roadway Infrastructure Improvements: Design and Construct intersection improvements for safety
Detailed Description	Reconstruct the intersection at Bridge Street and Main Street (Route 109) to make safer turning movements.
Start Date	07/01/2023
Completion Date	6/30/2024
How will you measure success/achievement/completion?	Engineer has been contacted for a design proposal for the reconstruction of the intersection. Removal of existing island, paving, traffic markings and installation of new signage will improve the safety of all vehicular traffic utilizing this route.

GOAL #3	Cemetery: Infrastructure improvements for the Maintenance and Care of the Existing Cemetery
Detailed Description	Design for the expansion of the remaining land available for plot/lots and columbarium layouts. Construction to follow.
Start Date	07/01/2023
Completion Date	06/30/2024
How will you measure success/achievement/completion?	Design for the expansion of the Vinelake Cemetery will give residents of the Town approximately 25-30 years or more of professional layout of over 2000 plot/lots and Columbarium spaces for purchase.

GOAL #4	DPW Administration: Overall Outreach and Communication to the Public
Detailed Description	Renovate Public Works website pages to include updates, construction projects and current events of the Department
Start Date	07/01/2023
Completion Date	06/30/2024
How will you measure success/achievement/completion?	Creating easy-to-use and informative pages and links on the Town's website for Public Works will engage community interests and educate the residents.

GOAL #5	Highway: Infrastructure Improvements for ADA Compliance
Detailed Description	Reconstruct multiple sidewalk ramps with concrete sections and detectable warning panels for ADA compliance
Start Date	07/01/2023
Completion Date	06/30/2024
How will you measure success/achievement/completion?	Reconstructing existing non-compliant ramps will work towards the Town goals of ADA compliant ramps throughout the Town

GOAL #6	Wastewater: Infrastructure Improvements: Improve Operations and Maintenance of the WWTP
Detailed Description	Conduct a procurement for the replacement of the Influent Screen at the WWTP
Start Date	07/01/2023
Completion Date	06/30/2024
How will you measure success/achievement/completion?	The Influent Screen is the first line of defense at the beginning of the treatment process at the WWTP. It will make the other processes at the plant work more efficiently by removing more of the debris that affects the treatment process.

Trends/Metrics

Description	2019	2012	2021	2022
Solid Waste Disposal (in tons)	2723	2642	2915	2575
Single Stream Recycling Disposal (in tons)	970	922	973	811
Organics Collections (in tons)	12	18.35	25.46	26.25
Brush and Leaves Collections (in tons)	1674	1143	1972	2375
Water Pumped (in millions of gallons)	425.21	386.32	420.96	407.03
Wastewater Sludge Removal (in millions of gallons)	2.7676	2.8754	2.1675	2.8735



Departmental Budget

DEPARTMENT OF PUBLIC WORKS	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
GENERAL FUND DIVISIONS						
TREES						
SALARIES						
TREE SALARIES	23,689	15,008	24,491	25,226	735	3%
SALARIES - SUBTOTAL	23,689	15,008	24,491	25,226	735	3%
OPERATING EXP.						
GASOLINE					-	N/A
UTIL-TELEPHONE					-	N/A
POLICE SPECIAL DETL	3,226	7,546	2,000	5,000	3,000	150%
CONTRACT SVCE-TREE	42,400	42,420	40,000	42,500	2,500	6%
TREE SUPPLIES		470	1,600	1,600	-	0%
ENCUMBRANCES					-	N/A
OPERATING EXP. - SUBTOTAL	45,626	50,436	43,600	49,100	5,500	13%
TREES - TOTAL	69,315	65,444	68,091	74,326	6,235	9%
SIDEWALKS						
SIDEWALK MATERIALS	33,770	35,000	35,000	35,000	-	0%
SIDEWALKS - TOTAL	33,770	35,000	35,000	35,000	-	0%
PW UTILITIES**						
UTIL-TOWN GARAGE-ELECTRIC					-	N/A
UTIL-SOLID WASTE ELECTRICITY					-	N/A
UTIL-TN GAR-HEAT					-	N/A
UTIL-TELEPHONE					-	N/A
UTIL-WATER & SEWER					-	N/A
ENCUMBRANCES					-	N/A
UTILITIES - TOTAL	-	-	-	-	-	N/A
STREET LIGHTING OPERATING EXP.						
STREET LIGHTS	1,712	3,522	10,000	10,000	-	0%
TRAFFIC LIGHTS		1,784	2,500	2,500	-	0%
ENCUMBRANCES	138	7			-	N/A
STREET LIGHTING - TOTAL	1,850	5,313	12,500	12,500	-	0%



Departmental Budget

DEPARTMENT OF PUBLIC WORKS	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
HIGHWAY						
SALARIES						
HIGHWAY SALARIES	946,683	974,137	1,090,918	1,109,036	18,118	2%
LONGEVITY-HIGHWAY	5,950	6,400	7,150	6,800	(350)	-5%
ENCUMBRANCE		102				
SALARIES - SUBTOTAL	952,633	980,639	1,098,068	1,115,836	17,768	2%
OPERATING EXP.						
ADVERTISING	384	409	2,000	2,000	-	0%
HIGHWAY MATERIALS	201,636	244,629	247,500	257,500	10,000	4%
EQUIP REPAIR & SERVICE					-	N/A
REPAIRS-DAM/BRIDGE	10,850	5,000	5,000	5,000	-	0%
OTHER EQUIPMENT					-	N/A
UTIL-TELEPHONE	14,761	14,812	8,980	11,980	3,000	33%
DUES & MEMBERSHIPS	5,800	6,100	5,000	5,000	-	0%
LICENSES	428	845	1,200	1,200	-	0%
PROFESSIONAL DEVELOPMENT				12,000	12,000	N/A
TRAINING & EDUCATION*	1,697	1,444	7,000		(7,000)	-100%
MEDICAL SERV+SUPPLIES	4,885	2,065	3,600	3,600	-	0%
POLICE SPECIAL DETAIL	10,519	6,628	13,500	13,500	-	0%
CONTRACTED PW SERVICES	11,700	30,900	20,000	20,000	-	0%
ConSvc-M Sta Hosp		83,920	25,000	25,000	-	0%
STORMWATER MANAGEMENT	37,353	43,796	50,535	75,535	25,000	49%
PRINTING-POSTG-STATIONERY	988	1,073	660	660	-	0%
MEALS		531	300	300	-	0%
CLOTHING ALLOWANCE	5,000	5,000	5,500	5,500	-	0%
MEETINGS+CONFERENCES*	95	4,314	5,000		(5,000)	-100%
OFFICE SUPPLIES	1,362	1,559	1,200	1,200	-	0%
ENCUMBRANCES	41,433	55,745			-	N/A
OPERATING EXP. - SUBTOTAL	348,891	508,770	401,975	439,975	38,000	9%
HIGHWAY - TOTAL	1,301,524	1,489,409	1,500,043	1,555,811	55,768	4%
SNOW & ICE						
SALARIES						
SNOW SAL EXP	165,177	150,159	110,463	110,464	1	0%
SALARIES - SUBTOTAL	165,177	150,159	110,463	110,464	1	0%



Departmental Budget

DEPARTMENT OF PUBLIC WORKS	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
OPERATING EXP.						
EQUIP REPAIR & SERVICE	45,461	36,276	40,000	40,000	-	0%
OTHER EQUIPMENT					-	N/A
GASOLINE	10,762	9,240	19,371	19,371	-	0%
CONTRACTED SNOW PLOWING	25,090	29,725	40,061	40,061	-	0%
SAND & SALT	86,151	121,416	79,541	79,541	-	0%
MEALS	3,075	2,854	4,000	4,000	-	0%
OPERATING EXP. - SUBTOTAL	170,539	199,511	182,973	182,973	-	0%
SNOW & ICE - TOTAL	335,716	349,670	293,436	293,437	1	0%
EQUIPMENT REPAIR & MAINTENANCE						
SALARIES						
DPW EQ REP SALARIES	133,528	138,446	156,746	163,241	6,495	4%
LONGEVITY-EQUIP MAINT		250	300	250	(50)	-17%
SALARIES - SUBTOTAL	133,528	138,696	157,046	163,491	6,445	4%
OPERATING EXP.						
EQUIP REPAIR & SERVICE	205,991	194,793	239,750	239,750	-	0%
GASOLINE	38,917	72,372	52,763	67,763	15,000	28%
CLOTHING ALLOWANCE	1,000	1,000	1,000	1,000	-	0%
ENCUMBRANCES	35,748	17,443			-	N/A
OPERATING EXP. - SUBTOTAL	281,656	285,608	293,513	308,513	15,000	5%
EQUIPMENT REPAIR & MAINT. - TOTAL	415,184	424,304	450,559	472,004	21,445	5%
SOLID WASTE DISPOSAL						
SALARIES						
SOLID WASTE SALARIES	203,441	190,557	234,382	244,316	9,934	4%
LONGEVITY-SOLID WASTE	1,000	1,100	1,200	1,300	100	8%
ENCUMBRANCE		493				
SALARIES - SUBTOTAL	204,441	192,150	235,582	245,616	10,034	4%



Departmental Budget

DEPARTMENT OF PUBLIC WORKS	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
OPERATING EXP.						
GROUNDS & BUILDG MAINT	51,582	16,885	17,000	20,000	3,000	18%
EQUIP REPAIR+SERV						
GASOLINE						
POLICE SPECIAL DETAIL	9,928	11,772			-	N/A
CONTR SVCE-TIPPING FEE	321,695	248,425	311,232	311,232	-	0%
CONTRACTED SVE-LANDFILL	24,300	27,375	41,000	41,000	-	0%
RECYCLING					-	N/A
CLOTHING ALLOWANCE	1,000	1,000	1,000	1,000	-	0%
HOUSHLD HAZ W DSP		11,156	20,000	20,000	-	0%
ENCUMBRANCES	8,960	1,441			-	N/A
OPERATING EXP. - SUBTOTAL	417,465	318,054	390,232	393,232	3,000	1%
SOLID WASTE DISPOSAL - TOTAL	621,906	510,203	625,814	638,848	13,034	2%
CEMETERY						
SALARIES						
CEMETERY SALARIES	124,103	131,394	171,046	160,116	(10,930)	-6%
LONGEVITY-CEMETERY	500	600	700	400	(300)	-43%
SALARIES - SUBTOTAL	124,603	131,994	171,746	160,516	(11,230)	-7%
OPERATING EXP.						
GROUNDS & BUILDG MAINT	4,573	10,532	13,900	13,900	-	0%
EQUIP REPAIR+SERV	128					
GASOLINE						
UTIL-WATER & SEWER		133	200	200	-	0%
CONTRACT SVCE-CEMETERY	26,600	24,775	20,000	24,000	4,000	20%
FERTILIZER						
PRINTNG-POSTG-STATY			300	300	-	0%
CLOTHING ALLOWANCE	1,000	1,000	1,000	1,000	-	0%
OFFICE SUPPLIES			240	240	-	0%
ENCUMBRANCES					-	N/A
OPERATING EXP. - SUBTOTAL	32,301	36,440	35,640	39,640	4,000	11%
CEMETERY - TOTAL	156,904	168,434	207,386	200,156	(7,230)	-3%
DPW (GENERAL FUND) - TOTAL	2,936,169	3,047,777	3,192,829	3,282,082	89,253	3%



Departmental Budget

DEPARTMENT OF PUBLIC WORKS	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
ENTERPRISE FUND DIVISIONS						
WATER DIVISION ENTERPRISE						
SALARIES						
WATER DEPT SAL	410,178	407,346	487,581	508,506	20,925	4%
LONGEVITY-WATER	1,250	1,000	1,250	1,300	50	4%
SALARIES - SUBTOTAL	411,428	408,346	488,831	509,806	20,975	4%
OPERATING EXP.						
EQUIP REPAIR+SERV	12,225	12,867	10,000	13,000	3,000	30%
UTIL-ELECTRICTY PUMPS	181,729	196,523	200,000	225,000	25,000	13%
UTIL-FUEL & OIL	1,357	1,232	10,800	10,800	-	0%
GASOLINE	4,250	11,638	7,020	7,020	-	0%
PROPANE				11,250	11,250	N/A
UTIL-TELEPHONE	1,776	2,326	2,000	2,000	-	0%
DUES & MEMBERSHIPS	865	1,821	1,500	1,500	-	0%
LICENSES		1,491	800	800	-	0%
PROFESSIONAL DEVELOPMENT				5,200		
TRAINING & EDUCATION*	832	3,430	3,900		(3,900)	-100%
MEDICAL SERV+SUPPLIES		786	500	500	-	0%
POLICE SPECIAL DETAIL	7,006	4,479	4,000	5,000	1,000	25%
CONTRACT SERVICES-WATER	145,618	135,024	102,000	107,000	5,000	5%
WATER SUPPLIES	153,814	109,940	150,000	160,000	10,000	7%
WATER CHEMICALS	10,682	25,385	35,000	60,000	25,000	71%
PRNTG-POSTG-STATY	1,850	1,994	7,000	7,000	-	0%
LAB FEES	13,691	26,282	31,000	31,750	750	2%
CLOTHING ALLOWANCE	2,500	2,500	2,500	2,500	-	0%
MEETINGS+CONFERENCES*			1,300		(1,300)	-100%
EMERGENCY RESERVE		50,000	50,000	100,000	50,000	N/A
ENCUMBRANCES	6,162	11,597			-	N/A
OPERATING EXP. - SUBTOTAL	544,357	599,315	619,320	750,320	131,000	21%
WATER DIVISION ENTERPRISE - TOTAL	955,785	1,007,661	1,108,151	1,260,126	151,975	14%



Departmental Budget

DEPARTMENT OF PUBLIC WORKS	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
SEWER DIVISION ENTERPRISE						
SALARIES						
SEWER DEPT SAL	202,142	251,032	337,183	346,759	9,576	3%
LONGEVITY-SEWER	1,000		1,250	1,300	50	4%
SALARIES - SUBTOTAL	203,142	251,032	338,433	348,059	9,626	3%
OPERATING EXP.						
EQUIP REPAIR+SERV	451		2,500	2,500	-	0%
UTIL-ELECTRICITY	139,076	157,883	124,600	139,600	15,000	12%
UTIL-FUEL & OIL	12,006	18,209	22,800	22,800	-	0%
GASOLINE	1,034	2,840	6,780	6,780	-	0%
UTIL-TELEPHONE	4,913	6,649	5,250	5,250	-	0%
UTIL-WATER & SEWER	166	828	1,000	1,000	-	0%
DUES & MEMBERSHIPS	80	504	500	500	-	0%
LICENSES	30	150	300	300	-	0%
PROFESSIONAL DEVELOPMENT				3,800	3,800	N/A
TRAINING & EDUCATION*	130	901	3,300		(3,300)	-100%
MEDICAL SERV+SUPPLIES		95	500	500	-	0%
POLICE SPECIAL DETAIL	1,803	1,384	1,500	1,500	-	0%
CONTRACT SERVICES	280,900	280,672	240,000	250,000	10,000	4%
SEWER SLUDGE DISPOSAL	215,185	216,363	214,000	222,000	8,000	4%
SEWER SUPPLIES	93,422	96,008	171,500	171,500	-	0%
SEWER CHEMICALS	86,395	124,766	100,000	125,000	25,000	25%
PRNTG-POSTG-STATY	1,850	1,940	4,000	4,000	-	0%
LAB FEES	33,893	29,774	34,000	34,000	-	0%
CLOTHING ALLOWANCE	2,000	1,500	2,000	2,000	-	0%
MEETINGS+CONFERENCES*			500		(500)	-100%
WATER METERS	26,465					
INFILTRATION AND INFLOW	11,000		25,000	25,000	-	N/A
EMERGENCY RESERVE		27,679	50,000	100,000	50,000	N/A
ENCUMBRANCES	26,627	20,409			-	N/A
OPERATING EXP. - SUBTOTAL	937,426	988,554	1,010,030	1,118,030	108,000	11%
SEWER DIVISION ENTERPRISE - TOTAL	1,140,568	1,239,586	1,348,463	1,466,089	117,626	9%
DPW (ENTERPRISE FUNDS) - TOTAL	2,096,353	2,247,247	2,456,614	2,726,215	269,601	11%
DEPARTMENT OF PUBLIC WORKS - TOTAL	5,032,522	5,295,024	5,649,443	6,008,297	358,854	6%

* Training and education & meetings and conferences were combined into professional development in FY24

**DPW facilities utilities costs were moved to Facilities in FY2021.

Health Department

Contact	Phone & Email	Location
Nancy Bennotti Administrative Assistant	508-906-3006 nbennotti@medfield.net	Medfield Town House Ground Floor 459 Main Street
Brenda Healy Public Health Nurse	(508) 906-3044 bhealy@medfield.net	

Mission Statement & Departmental Activities

The mission of the Medfield Health Department is to prevent disease and injury and to protect the health, safety and welfare of the Town's residents and visitors through the enforcement of State and Local laws and bylaws, codes, and regulations.

Brief Description of the Department

The Department performs the following functions:

- Assess and monitor health status to identify community health problems.
- Diagnose and investigate health problems and health hazards in the community.
- Inform and educate people about health issues.
- Mobilize community partnerships to identify and solve health problems.
- Develop policies and plans that support individual and community health efforts and emergency preparedness
- Enforce laws and regulations that protect health and ensure safety

Organizational Chart



FY21 Accomplishments

1. Collaborate with the Massachusetts Department of Public Health, regional and neighboring health departments, and the contracted public health nurse to respond to the COVID-19 pandemic
2. Keep the community informed about ongoing public health issues, particularly COVID-19. Share information and assist with prevention with Town departments, personnel, businesses and residents.
3. Review and approve various permit applications in the Health Department's purview, including food service, recreational camps, stormwater and drainage, private water wells, septic, and wildlife management.

FY22 Accomplishments

Goal: Assist in transition of Public Health Nurse to a full-time staff member from a contracted position

Status: Public Health Nurse started in November 2021

Goal: Continue ongoing efforts to keep public informed about COVID-19

Status: Provide continued updates to the Medfield Board of Health, town administration, and residents regarding COVID-19 in Medfield

Goal: Assist ongoing efforts to support COVID-19 prevention and vaccination initiatives

Status: Worked closely with the Council on Aging and other community organizations to provide access to COVID-19 vaccines

Goal: Expand public health outreach efforts

Status: Public Health Nurse engages in regular outreach activities, including working from the Council on Aging, visiting Tilden Village (Medfield Housing Authority), and other community organizations, such as the Medfield Food Cupboard to provide access to preventative health services

FY23 Goals: Status Update

GOAL #1	Support Public Health Efforts
Detailed Description	Provide public health outreach services and expand level of service provided by the Health Department
Start Date	07/01/2022
Completion Date	06/30/2023
How will you measure success/achievement/completion?	The Health Department and the Public Health Nurse will continue to work on public health outreach, including additional preventative health screening services as well as vaccination services.
Status as of 12/31/2022:	The Public Health Nurse had held bi-weekly blood pressure clinics at Tilden Village and Wilkens Glen and weekly clinics at the CENTER at Medfield. These services have also available on a “drop-in” basis at the Town House. Additionally, the Public Health Nurse has held multiple influenza and COVID-19 vaccination clinics at the Medfield High School, Dale Street School, Public Safety Building, and the CENTER at Medfield.

GOAL #2	Provide Timely Information Regarding COVID -19
Detailed Description	Continue to keep community informed regarding COVID-19, including rates of infection in Medfield and support vaccination efforts
Start Date	07/01/2022
Completion Date	06/30/2023
How will you measure success/achievement/completion?	Review quality and quantity of information shared regarding infections rates and vaccination rates in Medfield. Respond to any concerns regarding level of information shared.
Status as of 12/31/2022:	As the COVID-19 pandemic began to wind down, the town felt it was no longer necessary to publish data dashboards regarding infection rates in Medfield. Instead, efforts were turned towards increasing accessibility to vaccines, testing kits, and other resources. The town’s clinics allowed 250 individuals to receive their COVID-19 boosters and 3,840 testing kits were distributed.

GOAL #3	Review Medfield's Stormwater Regulations
Detailed Description	Review Medfield's stormwater regulations to assist the Land Use Department with a goal of streamlining the stormwater regulatory process which involves several Town departments, including the Health Department. Improve understanding of stormwater regulations and collaborate with other departments, boards, and committees that work on stormwater.
Start Date	07/01/2022
Completion Date	06/30/2023
How will you measure success/achievement/completion?	Review the department and the Board of Health's progress towards the effort to be understand the department and Board's roles and responsibilities on stormwater.
Status as of 12/31/2022:	A Stormwater Work Group has been formed and attended a stormwater training hosted by the Neponset River Watershed Association.

FY24 Goals

GOAL #1	Increase Collaboration with Other Town Departments
Detailed Description	The Health Department will collaborate with Medfield Outreach, Council on Aging, Building Department, Police Department, and Fire Department to provide community health care and environmental services.
Start Date	7/1/2023
Completion Date	6/30/2024
How will you measure success/achievement/completion?	Success will be measured by determining need for better focused efforts on existing services provided (screenings, clinics, etc.) or new services to be offered.

GOAL #2	Improvement in Community Emergency Preparedness
Detailed Description	The Public Health Nurse will work with the Fire Department to increase the participation and involvement of the Medical Reserve Corps (MRC) in Public Health Emergency Preparedness.
Start Date	7/1/2023
Completion Date	6/30/2024
How will you measure success/achievement/completion?	Medfield will have 15 members of the community actively involved on the MRC attend training and other educational programs on emergency preparedness.

GOAL #3	Achieve Heart Safe Community Designation
Detailed Description	Over 160 cities and towns in Massachusetts are Heart Safe communities. Medfield is striving to be one of the next ones designated. The Public Health Nurse will achieve this by working with the Board of Health and other town officials and community members.
Start Date	7/1/2023
Completion Date	6/30/2024
How will you measure success/achievement/completion?	Medfield's certification as a Heart Safe community.

Trends/Metrics

Description	2019	2020	2021	2022
Soil Tests	8	7	8	8
Hauler Permits	13	11	10	12
Food Permits	54	58	63	60
Temp Food Establishments	22	6	10	21
Plan Reviews	8	10	10	12
Installer Permits	25	23	18	23
Septic Repairs	20	17	23	16
OFFAL Permits	17	12	9	15
Tobacco/Nicotine Delivery Products	6	6	6	6
Form A – Renovations Review	56	36	50	31
Well Permits	2	3	6	4
Animals	28	30	33	34
Camps	5	6	7	6
Semi Public Pool	3	3	3	3
Bathing Beach	1	1	1	1



Departmental Budget

HEALTH DEPARTMENT	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
SALARIES						
SALARIES-HEALTH	35,055	34,975	125,772	129,558	3,786	3%
SALARIES - SUBTOTAL	35,055	34,975	125,772	129,558	3,786	3%
OPERATING EXP.						
ADVERTISING			60	250	190	317%
UTIL-TELEPHONE			600		(600)	N/A
DUES & MEMBERSHIPS	150	150	150		(150)	-100%
PROFESSIONAL DEVELOPMENT				1,000	1,000	N/A
TRAINING & EDUCATION*	75	422	400		(400)	-100%
MEDICAL SERV&SUPPL	2,123	5,297	3,500	7,000	3,500	100%
PRINTNG-POSTG-STATY	41	618	700	700	-	0%
LAB FEES					-	N/A
CNTR SV-HEA AGENT	53,467	56,400	56,400	56,400	-	0%
CNTR SV-P HEA NURSE	9,654				-	N/A
CNTR SV-MNTL HEALTH	7,988	7,988	7,988	7,988	-	0%
MEETINGS+CONFERENCES			200		(200)	-100%
OFFICE SUPPLIES*	349	1,901	600	1,500	900	150%
CAR ALLOW/MILEAGE		250	225	500	275	122%
CONTRACT SERVICE					-	N/A
ENCUMBRANCES		203			-	N/A
OPERATING EXP. - SUBTOTAL	73,847	73,229	70,823	75,338	4,515	6%
HEALTH DEPARTMENT - TOTAL	108,902	108,204	196,595	204,896	8,301	4%

* Training and education & meetings and conferences were combined into professional development in FY24



Council on Aging

Contact	Phone & Email	Location
Sarah Hanifan Director	508-359-3665 shanifan@medfield.net	The Center at Medfield One Ice House Road

Mission Statement & Departmental Activities

The mission of the Council on Aging is to foster an atmosphere of wellness by addressing the emotional, social, physical, and often the spiritual needs of older individuals and their families during the aging process. The Council on Aging goal is to enhance the quality of life and promote independence by providing programs, social events, services, and referrals to support community members throughout their life journey.

Brief Description of the Department

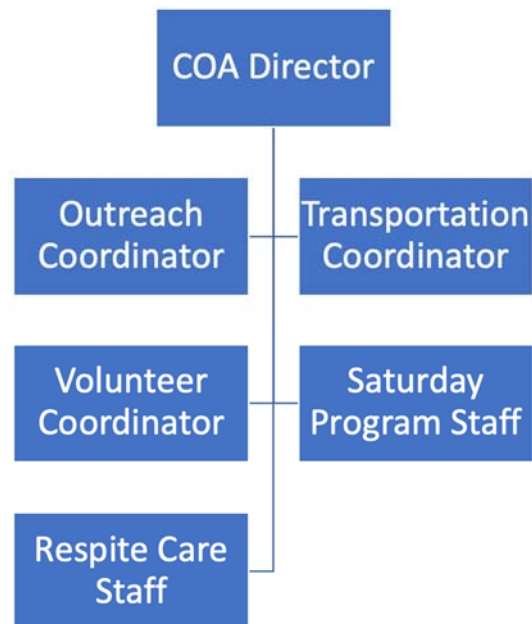
The Center at Medfield offers valuable services to our senior community and their families by providing transportation, meals, counseling, and a variety of other benefits as we collaborate with human service agencies, voluntary organizations, governmental agencies and HESSCO to ensure that community member's needs are met. A monthly newsletter is available on the town website or by mail detailing events, activities and services provided by the Council on Aging.

Services Provided:

Information, Outreach, Family Counseling, Housing Support, Fuel Assistance and SNAP Applications, Nutrition, Transportation, Advocacy, Health Clinics, Monthly Newsletter, Daily Activities, Technology Assistance, Exercise Classes, Yoga, Tai Chi, Card Games, Craft Classes, Tax Work-Off program, Medical Equipment Loans, Supper Club, Book Club, Supportive Day Program, Trips, Social Events, Support Groups



Organizational Chart



FY21 Accomplishments

1. Provided programs that met the needs of the senior community during the pandemic. Utilizing Zoom and Conference Call programs initially from January to March, the moved to outside activities and eventually in May began inside activities.
2. COA maintained our transportation services throughout 2020 and 2021 following all guidelines by the CDC and local BOH. In 2021 COA drove over 4,150 miles for shopping, in-house programming, local trips, and medical appointments.
3. Assisted senior residents with scheduling vaccine and booster
4. In 2021 the AARP tax aid completed 61 in house tax-returns
5. The COA was able to complete a reduced Tax Work Off Program for 30 residents each providing 37 hours of volunteer service.

FY22 Accomplishments

Goal: Provide programming that meets the needs of the senior community despite ongoing COVID-19 impacts

Status: The COA continued to provide in person programming throughout FY22, including options for seniors who did not feel comfortable in enclosed spaces

Goal: Submit grant application to the state to replace COA vehicle(s)

Status: Grant application successfully submitted in June 2022

Goal: Complete a full Tax Work Off Program during FY2022

Status: The Town / COA administered the Tax Work Off Program for 61 residents each providing 70 hours of service in exchange for reduction on their property tax bills



Goal: Continue to provide transportation services throughout 2022

Status: In FY2022, COA drove over 9,300 miles for shopping, in-programming, local trips, and medical appointments. The COA provided 117 round trips through the Volunteer Medical Ride Program.

FY23 Goals

GOAL #1	Continue to Provide Stimulating & Engaging Programs
Detailed Description	The Center offers a variety of programs monthly with an average of 350 programs per month. Programs range from exercise classes, educational classes, social activities, shopping trips and more as seen in the monthly newsletter.
Start Date	07-01-2022
Completion Date	06-30-2023
How will you measure success/achievement/completion?	Outcomes will be identified through the My Senior Center software utilized by the COA. For example: In FY21 we served 799 unduplicated individuals with a duplicated number of 7,479.
Status as of December 31, 2022	987 unduplicated Individuals, and 19,746 duplicated.

GOAL #2	Provide Ongoing Information Regarding Pandemic Status
Detailed Description	Work with the local Board of Health Nurse to receive updates and any concerns regarding the Covid status and pass on the information as required.
Start Date	07-01-2022
Completion Date	06-30-2023
How will you measure success/achievement/completion?	Reach as many of our participants as possible through programs, presentations, newsletter, and local media as required.
Status as of December 31, 2022	We've held two booster clinics here at the COA with the Medfield Public Health Nurse, Brenda Healy. The COA has Brenda onsite each Wednesday to be available for questions, 1:1 consults and blood pressure checks.



GOAL #3	Install Walkway from Side Door to Patio & Repair Non-Compliant ADA Front & Rear Entrances
Detailed Description	COA will obtain quotes for above goal in FY 22 and work with or without Facilities Department to reach this goal before or in FY23.
Start Date	07-01-2022
Completion Date	06-30-2023
How will you measure success/achievement/completion?	The success of this goal will be measured by our participants who utilize a cane or walker will safely move over the repaired areas and new walkway with much lower risk of falling and all will be ADA compliant.
Status as of December 31, 2022	We've gone back to bid with this. I will include this in FY24 Goals.

GOAL #4	Increase the 55-64 y/o participation to 10% of total
Detailed Description	This is a stretch goal. Attracting younger seniors continues to be a challenge. Adding programs that are more appealing to that age group on Saturdays and evening will be key. Staffing might be an obstacle.
Start Date	07-01-2022
Completion Date	06-30-2023
How will you measure success/achievement/completion?	My Senior Center software will be utilized to measure the success.
Status as of December 31, 2022	Ages 55-59 – 1.7% and ages 60-64 – 4.0% - Did not meet this goal, this is something we are still working on.



GOAL #5	Successful Construction of 3-Bay Garage
Detailed Description	Detailed Description: FOSI has been fundraising for many years initially for building expansion and when our article failed a few years ago, they pivoted to put their efforts, along with the COA, to build a garage for our vehicles. The current vehicles are old; 2008(8 passenger with lift), 2010 (14 passenger with lift) and 2013 (11 passenger). Eventually these will be replaced. The garage will extend the life of our vehicles and definitely that of future vehicles the COA acquires.
Start Date	07-01-2022
Completion Date	06-30-2023
How will you measure success/achievement/completion?	Success/completion will be measured when the busses are under cover!
Status as of December 31, 2022	Construction of the garage will be considered at the Annual Town Meeting in May 2023.

FY24 Goals

GOAL #1	Continue to Provide Stimulating & Engaging Programs
Detailed Description	The Center offers a variety of programs monthly with an average of 350 programs per month. Programs range from exercise classes, educational classes, social activities, shopping trips and more as seen in the monthly newsletter.
Start Date	07-01-2023
Completion Date	06-30-2024
How will you measure success/achievement/completion?	Outcomes will be identified through the My Senior Center software utilized by the COA. For example: In FY23 we served 987 unduplicated individuals with a duplicated number of 19,746.



GOAL #2	Successful Construction of 3-Bay Garage
Detailed Description	At the Annual Town Meeting in May 2023, the construction of the garage was approved. The COA Board will work closely with the town to construct a 3- Bay Garage for our busses, as well as for much needed storage at the Center.
Start Date	07/01/2023
Completion Date	06/30/2024
How will you measure success/achievement/completion?	The garage will be built and the busses will be covered.

GOAL #3	Install Walkway from Side Door to Patio & Repair Non-Compliant ADA Front & Rear Entrances
Detailed Description	COA will obtain quotes for above goal in FY 24 and work with or without Facilities Department to reach this goal before or in FY24.
Start Date	07/01/2023
Completion Date	06/30/2024
How will you measure success/achievement/completion?	The success of this goal will be measured by our participants who utilize a cane or walker will safely move over the repaired areas and new walkway with much lower risk of falling and all will be ADA compliant.

Trends/Metrics

Description	2019	2020	2021	2022
Number of Events	15,322/605	11,802/567	4860/421	17,279/812
Number of services provided	521/195	2,259/476	1,888/645	946/400
Number of people exercising at the Center	5249/269	4016/238	1345/128	4340/279
Number of Saturday participation	1659/137	1244/115	Closed	1013/115
Number of volunteers including tax work off	90	83	45	76

Note: Trends/Metrics = First number duplicated/Second Number unduplicated



Departmental Budget

COUNCIL ON AGING	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
SALARIES						
COA SALARIES	200,563	199,491	217,533	222,125	4,592	2%
LONGEVITY-COA	900	950	1,250		(1,250)	-100%
SALARIES - SUBTOTAL	201,463	200,441	218,783	222,125	3,342	2%
OPERATING EXP.						
INFORMTN TECH-COMCAST	1,075	1,193	1,140	1,200	60	5%
GRNDS MAINT/LANDSCAPG	6,963	5,459	7,000	7,000	-	0%
BUILDING MAINTENANCE					-	N/A
PREVENTATIVE MAINT	920	1,155	2,000	2,100	100	5%
EQUIPMT REPAIR & SERV	3,585	2,256	3,000	3,000	-	0%
OTHER EQ/COPIER+TONER	4,507	4,273	4,600	4,600	-	0%
UTIL-ELECTRICITY					-	N/A
UTIL-HEAT-OIL/GAS					-	N/A
GASOLINE	1,192	3,105	3,000	3,200	200	7%
UTIL-TELEPHONE	4,183	3,121	3,600	3,500	(100)	-3%
UTIL-WATER & SEWER					-	N/A
PROFESSIONAL DEVELOPMENT				1,800	1,800	N/A
TRAINING & EDUCATION*	425	674	1,000		(1,000)	-100%
PRINTNG-POSTG-STATY	2,269	2,502	2,500	2,500	-	0%
CONTR SVC-SOFTWARE LIC/SUPP	1,290	1,770	1,500	1,500	-	0%
MEETINGS+CONFERENCES*			500		(500)	-100%
SENIOR PROGRAM DEVELOPMENT	2,429	3,222	2,800	3,000	200	7%
OFFICE SUPPLIES	663	1,022	1,100	1,200	100	9%
CAR ALLOW/MILEAGE	143	136	200	200	-	0%
ENCUMBRANCES		567			-	N/A
OPERATING EXP. - SUBTOTAL	29,644	30,455	33,940	34,800	860	3%
COUNCIL ON AGING - TOTAL	231,107	230,896	252,723	256,925	4,202	2%

* Training and education & meetings and conferences were combined into professional development in FY24



Outreach Department

Contact	Phone & Email	Location
Kathy McDonald Outreach Director	508-359-7121 kmcDonald@medfield.net	Medfield High School Floor: 1 Former Medfield TV Studio Door 12 88 Rear South Street

Mission and Vision Statement & Departmental Activities

The mission of Medfield Outreach is to provide access to high quality behavioral health and social services for Medfield residents in order to optimize wellness in our community. The vision of Medfield Outreach is a community in which all people are valued, healthy, and empowered to live healthy and fulfilling lives.

Brief Description of the Department

1. Clinical Services
2. Needs-based Assistance
3. Prevention Programming

Medfield Outreach provides counseling, when suitable, to Medfield residents through individual, family, and group therapy. Treatment focus areas include, but are not limited to anxiety, adjustment issues, coping with divorce, family discord, grief and loss, bereavement, financial difficulties, sexuality, body image, disordered eating, social skill building, substance misuse, parenting support, depression, self-harm, suicidal ideation, autism spectrum disorder and related concerns, bullying, stress management and coping skill development.

In addition to providing clinical services, Medfield Outreach routinely offers referrals to outside providers, support groups, advocates, substance misuse services, needs-based assistance programs, local discretionary funding sources, and state/federal programs.

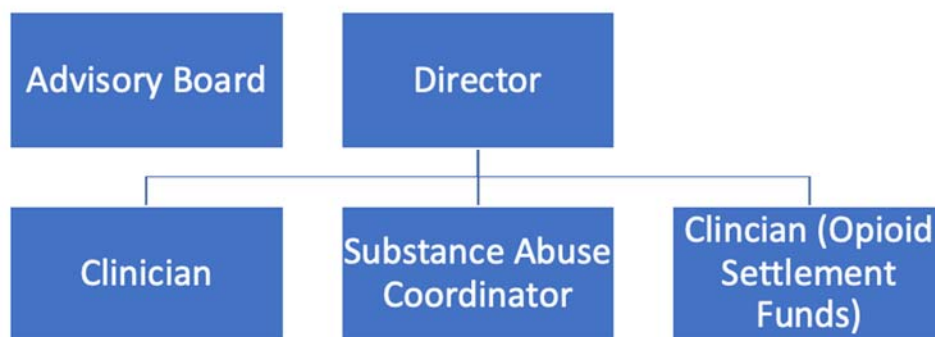
Medfield Outreach facilitates various groups, programs, and services within the community. This programming aims to be responsive to the needs of the community. The program offerings are often focused on prevention and psychoeducation. Many programs reflect a collaborative relationship with other organizations. During much of the pandemic, many of Medfield Outreach's services were adapted to comply with COVID-19 pandemic guidelines. While most meetings and programs have transitioned back to in-person, the option to meet virtually is utilized when appropriate or preferred. Zoom or other HIPAA compliant telehealth platforms are utilized as needed.

Medfield Outreach collaborates with a wide network of organizations to better meet the needs of Medfield youth, families, and residents, including Medfield Public Schools, Medfield Police Department,



Norfolk County District Attorney's Office, the Internship Clinical Collaborative (with similar offices in Needham, Dedham, and Westwood), the MetroWest Substance Awareness & Prevention Alliance, the South Middlesex Opportunity Council Fuel Assistance Program, Medfield Food Cupboard, Medfield Home Committee, Medfield Helping Hands, The Medfield Foundation, Medfield Council on Aging, Medfield Public Library, Medfield Park and Recreation, the Medfield Angel Run Fund, Medfield Cares About Prevention, Medfield Coalition for Suicide Prevention, Riverside Community Care, Medfield Christmas Angels, the Lion's Club, MEMO, the United Church of Christ- Medfield, St. Edward's Church, and various other state and federal agencies, professional associations, clinical services, religious institutions, and civic organizations. Medfield Outreach staff have promoted prevention programming by presenting in various Medfield Middle and High School classes on topics including mental wellness, supporting a friend/loved one who may be struggling with mental health issues, and substance misuse prevention.

Organizational Chart



FY21 Accomplishments

1. Secured a \$12,000 grant from The Medfield Foundation Legacy Fund to hire a consultant to conduct a community needs assessment and create a strategic plan that will inform the work of the department over the next 3-5 years
2. Increased collaboration with the schools and increased interaction with students: visits from 8th grade Wellness classes; visits to 9th and 10th grade Wellness classes to provide psychoeducation about mental health and substance use prevention and to familiarize students with the Medfield Outreach's services; and a presentation to middle and high school Wellness teachers about the signs and symptoms of eating disorders and other mental health issues in students
3. Backpack distribution including school supplies (75 Backpacks) partnered with Backpacks for New Beginnings



4. Development and implementation of needs-based vetting criteria that is aligned with other Medfield needs-based programs
5. Vetting of applicants for Medfield Foundation's Angel Run Fund, coordination of payment disbursement, provision of alternate appropriate resources
6. Vetting of applicants for MFI Campership Scholarships, collaboration with Parks and Rec and provision of MFI Campership Scholarships
7. Hosted a summer Intern who played key role in fall prevention programming initiative
8. Continued participation in "The Gift of Reading", vetting of applicants for the program, responsible for coordination of Book Bucks confidential disbursement - Approx. 60 gift certificates to purchase independent reading books distributed to children from income eligible families
9. Field placement site for Boston College clinical intern, which increased capacity of provision of clinical services by 5 students
10. Certification of Youth Mental Health First Aid for all staff in Outreach Department
11. All staff attended an active bystander training led by Quabbin Mediation and led by Jewish Family Services of MetroWest and Open Spirit
12. Provided in-service training to the Wellness Staff about disordered eating and eating disorders
13. Partnered with Kate Thomas, Owner of Karuna Nutrition to provide additional information regarding eating disorders and disordered eating to Wellness Department staff.
14. Collaborated with MCSP and MCAP to co-host a double booth at Medfield Day focused on providing information and resources about mental health, substance use prevention, and self-care. The booth included a wheel game for kids and a collaborative community art project.

Medfield Cares About Prevention Accomplishments

1. Concluded Year 2 (10/31/20-10/30/21) and commenced year 3 (10/31/21-9/30/22) of the Drug-Free Communities Grant (5-year grant). The Town of Medfield is the fiscal agent for this grant and continues to meet and exceed all expectations associated with federal grant requirements and remains in excellent standing.
2. Medfield Outreach has secured the services of a consultant in preparation for applying for years 6-10 of the Drug-Free Communities Grant. Prior collaboration with a consultant has put Medfield in a desirable position to be refunded.
3. MCAP has contracted with the Community of Anti-Drug Coalitions of America (CADCA) Evaluation Team, to assist with data collection related to our coalition work (consultation, survey planning, data collection, analysis, reporting, and training)
4. In 2021, 14 Medfield High School students participated in key informant interviews related to current youth drug use trends and parent perceptions across Medfield. The goal of these interviews was to inform future programming and to help guide the creation of a parent survey related to youth substance use.
5. Carried out a Red Ribbon Campaign in October highlighting stigma reduction of substance misuse and bringing awareness to the disease of addiction. This was accomplished by: hanging red ribbons on telephone poles around downtown Medfield with signage explaining their meaning; creating a table display in the high school lobby with red ribbons to wear, information about addiction and resources available to those in need; and placing red ribbons with explanatory



signage at the checkout in many local businesses (for example: Brothers Marketplace, Park Street Books, Starbucks, Blue Moon, the Medfield Library, the Town Hall).

6. Partnered with Medfield Public Library to present a self-care workshop for a summer youth series
7. Partnered with the Medfield Police to advertise and facilitate two Drug Take-Back Days at the Public Safety Building.
8. Partnered with Program RISE, a component of the Justice Resource Institute, to bring free naloxone training to Medfield Residents.
9. Brought the iDECIDE (Drug Education Curriculum: Intervention, Diversion, and Empowerment) program to the Medfield Public Middle and High Schools, who have signed on along with many other Massachusetts Public Schools for their early access program. iDECIDE was developed by the Center for Addiction Medicine at Massachusetts General Hospital (MGH) in collaboration with the Office of Youth and Young Adult Services at the Massachusetts Department of Public Health (DPH) and the Institute for Health Recovery (IHR). The program is designed to provide schools with an equitable, supportive, and scalable curriculum that can be implemented as an alternative to punishment for substance use infractions.
10. The Substance Use Prevention Coordinator and Medfield Public School's Director of Wellness took 12 students to the Norfolk District Attorney's Team Rival Leadership Conference. At the conference, Medfield
11. High School was awarded \$1,500 for winning their bracket against Dover and Westwood. This award was earmarked for future substance use prevention initiatives in the high school.
12. Collaborative Youth Art Maker Space Project titled; "Reaching into Medfield" was completed in October 2021. The project was installed in front of Building 13 in the northern section of the Medfield State Hospital campus. This work was a collaboration between MCAP, Medfield Outreach, the Cultural Alliance of Medfield, SPOKE (previously, Medicine Wheel Productions) and a group of high school students. Go check it out!
13. MCAP and Medfield Outreach significantly increased our collaboration with both the Medfield Middle School and High School by providing both in-class presentations and programming at the Medfield Outreach office focused on substance use, mental health, and available resources.
14. MCAP partnered with Medfield Outreach and the Medfield Public Schools to bring the Self-Care Bear initiative to Memorial, Wheelock, and Dale. This initiative gifted small teddy bears with coping strategies to each teacher within the three schools, as well as in the nurse's and guidance offices. Each bear and set of coping cards were accompanied by optional in-class programming. A packet was also sent home to families with students in these three schools to facilitate the home-school connection.
15. Additionally, MCAP participated in the 2021 Medfield High School Rolling Rally celebration for the graduating class, recorded substance use prevention content with the School Resource Officer for Medfield High School's Senior Safety Webinar and staffed a resource table at Medfield Day.

Medfield Coalition for Suicide Prevention Accomplishments

1. Medfield Moves for Mental Health
 - a. The MCSP coalition was able to pivot its programming to adapt to safety protocols during the pandemic. The coalition sponsored a "Medfield Moves for Mental Health" initiative



during the month of May during Mental Health Awareness month and the support and participation was amazing! Representative Denise Garlick sponsored t-shirts and hoodie sweatshirts to help promote the event. The first 150 registrants received a free “Medfield Moves for Mental Health” T-shirt

- b. The coalition encouraged community members to register and post photos of themselves “moving for mental health”. Participants were entered into weekly drawings and two final end-of-the-month drawings of items from local businesses.
 - c. Tracy Buckley from Medfield Yoga Studio donated her time and talents to lead an outdoor Yoga on the Turf event on Sunday, May 23 as part of the Mental Health May initiative.
 - d. Over 30 flyers with facts and resources about mental health were posted around Medfield State Hospital to provide education and awareness to MSH visitors.
 - e. This initiative raised about \$1700, and the Holistic Wellness Center donated another \$2000 to the coalition in support of the Medfield Moves for Mental Health initiative.
2. Suicide Prevention Awareness Month
- a. For Suicide Prevention Awareness Month in September, the coalition hosted a variety of initiatives. To increase visibility of the cause, purple (the color associated with suicide prevention) ribbons were installed on telephone poles on Main Street and in front of Park Street Books. Purple lights were displayed in businesses and organizations in the center of town
 - b. including Medfield TV, Nosh and Grog, Avenue, Be Charmed, Butterfly Tree Shop, Salon One, Starbucks, Brothers Market, Noon Hill Grill, Holistic Wellness Center, and the Upham House.
 - c. A Yoga on the Turf event was held on Sunday, Sept 26 at 12 pm and was led by Tracy Buckley of Medfield Yoga Studio
 - d. A screening of the documentary, “My Ascension”, was held at Medfield High School on Wednesday, Sept 29th. A panel of mental health professionals (Kathy McDonald, Nadja Reilly, Jim McCauley, and Dave Worthley) answered audience questions after the documentary.
 - e. The Medfield Coalition for Suicide Prevention collaborated with Medfield Outreach and MCAP to host a joint booth on Medfield Day focused on mental health, substance use prevention, and self-care.

FY22 Accomplishments

1. Maintained fiscal responsibility not exceeding the approved budget for FY22.
2. Streamlined referral process from schools to Outreach. Improved collaboration with the schools by attending three (3) collaborative meetings with Adjustment Counselors, Guidance, and/or Nurses at the Medfield High School and Middle School by June 2022 to better support the clinical needs of students.
3. Increased awareness of local mental health resources by providing mental health resources (e.g. Medfield Outreach brochures and Interface cards) at more than five (5) community events or other department locations by June 2022 for Medfield residents.



4. Implemented needs-based policies and procedures to create equal access to resources. Distributed financial assistance applications to all ninety (90) Medfield families in the Medfield Outreach database by November 2022 to comply with internal policies.
5. Increased prevention programming to youth to promote wellness in the Medfield youth population. Collaborated with the Medfield Public Schools to carry out three (3) joint initiatives by June 2022 (i.e. Inclusive Community Club, Self-Care Bear Initiative, iDecide, Health & Wellness Coalition).
6. Increased community awareness of MCAP and Medfield Outreach. Presented at two (2) public government meetings about the importance and impact of MCAP and Medfield Outreach to increase buy-in and awareness of our work in the community.
7. Increase understanding of substance use culture in Medfield to better inform youth substance use prevention. Held three (3) youth and 2 adult focus groups about youth substance use in Medfield.
8. Increase understanding of substance use culture in Medfield to better inform youth substance use prevention. Use these data (#& goal) to create and administer a parent survey about Medfield youth substance use by December 2022. A parent survey will be created and disseminated using the Medfield Public School's email distribution list in Spring of 2023.
9. Increase office space by seeking creative ways to maximize space use in the office. Seek additional locations, including space sharing with other departments, to allow for increased service provision.
10. In conjunction with key stakeholders in the community and a consultant, create, disseminate, and evaluate a community needs assessment. Use data from the assessment to inform the creation of a strategic plan that will guide future departmental programming. Publicize results of the needs assessment to the larger community. Achieve 0.03% response rate, which is consistent with best practice targets for survey completion. Disseminated the survey throughout the community to engage all sectors of the population. The survey went live starting on March 14th and end March 25, 2022. For details see here: <https://www.town.medfield.net/2120/Outreach-Strategic-Plan-Community-Survey>

FY23 Accomplishments

Key Highlights in 2022

1. Made possible with a \$12,000 grant from the Medfield Foundation Legacy Fund, Medfield Outreach worked with a group of stakeholders and a consultant to conduct a community needs assessment and created a strategic plan that will inform the work of the department over the next 3 years. For more information see: <https://www.town.medfield.net/2120/Outreach-Strategic-Plan-Community-Survey>
2. Provision of over 965 hours of Clinical services during calendar year 2022; approximately 20 hours/week. (Up from approximately 600 hours during 2021 with no increase in staff).
3. Continued collaboration with the schools included: visits to 10th grade Wellness classes to provide psychoeducation about mental health and substance use prevention and to familiarize students with the Medfield Outreach's services.



4. Two MHS student groups have formed in collaboration with Medfield Outreach: a student support group that meets monthly during flex period to discuss current youth issues, and an after school student club “Students for Medfield” focused on uplifting youth voices on topics related to promoting wellness.
5. Provided Child Development/Play Therapy Presentation to students in High School studying Child Development.
6. Backpack distribution (70 Backpacks) partnered with Backpacks for New Beginnings; backpacks included school supplies and \$25 gift-certificate for Park Street Books, program partnership with The Gift of Reading.
7. Determination of eligibility of applicants for Medfield Foundation’s Community Assistance Fund, coordination of payment disbursement, provision of alternate appropriate resources.
8. Determination of eligibility of applicants for MFI Campership Scholarships, collaboration with Parks and Rec and provision of MFI Campership Scholarships and Pond Passes.
9. Hosted a summer Intern who played key role in fall prevention programming initiative
10. Continued participation in “The Gift of Reading”, determination of eligibility of applicants for the program, responsible for coordination of Book Buck and their confidential disbursement - approx 60 gift certificates to purchase independent reading books distributed to children from income eligible families
11. Field placement site for Boston College clinical intern, which increased capacity of provision of clinical services to four youth and their families
12. Certification of QPR Gatekeeper Training for Suicide Prevention for three staff in Outreach Department.
13. Collaborated with MCSP and MCAP to co-host a double booth at Medfield Day focused on providing information and resources about mental health, substance use prevention, and self-care. The booth included a wheel game, education and prizes for kids.

Key Prevention Programming Highlights in 2022:

Medfield Cares About Prevention (MCAP): Medfield Outreach is a founding member of MCAP, a community coalition that strives to reduce substance misuse and to promote a culture of safety throughout Medfield. Our membership consists of: parents, clergy, law enforcement, schools, town government, youth, youth-serving agencies, health professionals, park & recreation, substance misuse prevention professionals, pharmacists, volunteers, and more. For more information about MCAP visit www.medfieldcares.org. In October of 2019, MCAP began year one of a federal Drug-Free Communities Grant. This grant provides \$625,000 over a period of five years and aims to implement evidence-based strategies resulting in reduced youth substance use.

1. Concluded Year 3 (09/30/21-9/29/22) and commenced year 4 (9/30/22-9/29/23) of the Drug-Free Communities Grant (5 year grant). The Town of Medfield is the fiscal agent for this grant and continues to meet and exceed all expectations associated with federal grant requirements and remains in excellent standing.
2. Medfield Outreach has secured the services of a consultant in preparation for applying for years 6-10 of the Drug-Free Communities Grant. Prior collaboration with a consultant has put Medfield in a desirable position to be refunded.
3. Completed Minimum Purchase Age Compliance Checks in partnership with the Alcoholic Beverage Control Commission of Massachusetts and the Medfield Police Department.



All 12 Medfield establishments that were open at the time the compliance checks were carried out passed. These checks will continue annually.

4. Initiated and collaborated with the Medfield Board of Health to complete two tobacco/nicotine undercover buyer inspections, and a retail store inspection, at each of the six tobacco and nicotine retailers in town. These checks will continue to be carried out twice per year.
5. MCAP continues to work closely with the Community of Anti-Drug Coalitions of America (CADCA) Evaluation Team, to assist with data collection related to our coalition work. 2022 outcomes include: facilitating 3 adult focus groups about local youth substance use; the creation of a parent/guardian survey about Medfield youth substance use (to come out in early 2023); completion of a coalition member training about how to determine the best evidence-based strategies to address youth substance use; and the creation of a year-long Process Evaluation Plan
6. Partnered with the Medfield Police to advertise and facilitate one Drug Take-Back Day at the Public Safety Building.
7. Five staff from both Medfield Outreach and Medfield High School attended a full-day iDECIDE facilitator training in December. The iDECIDE (Drug Education Curriculum: Intervention, Diversion, and Empowerment) program was developed by the Center for Addiction Medicine at Massachusetts General Hospital (MGH) in collaboration with the Office of Youth and Young Adult Services at the Massachusetts Department of Public Health (DPH) and the Institute for Health Recovery (IHR). The program is designed to provide schools with an equitable, supportive, and scalable curriculum that can be implemented as an alternative to punishment for substance use infractions. Medfield Outreach staff are now well positioned to support the Medfield Public Schools with this program, as needed.
8. Partnered with the Medfield Public Schools, the Medfield Police Department and the Town of Medfield to design, locate, print and place new “no substances allowed on school property” signs at all school-maintained fields and outdoor sporting facilities.
9. The Director of Medfield Outreach and Medfield Public School’s Director of Wellness took seven students to the Norfolk District Attorney’s Team Rival Leadership Conference. At the conference, Medfield High School was awarded \$1,500 for winning their bracket against Dover and Westwood. This award was earmarked for future substance use prevention initiatives in the high school. Medfield has won its bracket every year since the program’s inception.
10. MCAP and Medfield Outreach continued to collaborate with the MPS to offer presentations and programming focused on substance use, mental health and the available resources.
11. In April 2022, Medfield Outreach staff advised an inspired MHS sophomore to design and carry out the first ever student-led, student-focused local resource fair for MHS students, called Medfield Connects. The second annual Medfield Connects resource fair will be taking place in April 2023. MHS was a huge supporter of this initiative and it was a success! The Norfolk Sheriff’s Department attended and offered a distracted driving program during the fair, increasing their reach to students.
12. MCAP helped to financially support the 2022 All Night Graduation Party for MHS seniors as well as provided coalition members to chaperone on the night of the event.
13. MCAP paid in-full for all student bus transportation to and from the senior prom. A quote from resident and prom organizer, Mod Coletti, about the impact of this initiative: “We had 312 sign up for the bus. It was the first ‘normal’ prom in two years and I think



this subsidy just helped the students make the prudent choice of taking the bus. So much so that we had a last minute scramble to try to find an additional bus which wasn't easy in light of timing and driver shortage." A true public safety victory!

Medfield Coalition For Suicide Prevention (MCSP): Medfield Outreach is a founding member of the Medfield Coalition for Suicide Prevention (MCSP). This coalition formed in September of 2017 in response to loss through deaths by suicide and growing concerns around how these losses have impacted the broader community. Membership includes key stakeholders in the community from various sectors including: law enforcement, schools, faith groups, council on aging, parents, medical professionals, mental health professionals, and youth. MCSP's focus has been multipronged: to reduce stigma associated with mental health; to provide education about access to mental health resources and to educate residents about various ways to help prevent suicide. For more information about the MCSP coalition, visit the website at medfieldcsp.org.

Key Suicide Prevention Programming Highlights in 2022:

1. **Medfield Moves for Mental Health:**
The MCSP coalition again sponsored a "Medfield Moves for Mental Health" initiative during the month of May during Mental Health Awareness month. Throughout the month of May, mental health facts and resources were shared via social media. Community members who participated in the month-long programming by moving to improve mental health, or by sharing social media posts, were entered into drawings for prizes donated by local businesses.
2. Tracy Buckley from Medfield Yoga Studio donated her time and talents to lead an outdoor Yoga on the Turf event as part of the Mental Health May initiative.
3. In April, MCSP sponsored a virtual presentation of "Healthy or Disordered Eating?" The Executive Director of the Multi-Service Eating Disorders Association, MEDA, presented via Zoom.
4. In June 2022, Three staff attended an all day training to receive a three-year Certification of QPR Gatekeeper Training for Suicide Prevention.
5. **Suicide Prevention Awareness Month:** Every September, the coalition hosts a variety of initiatives. To increase visibility of the cause, purple (the color associated with suicide prevention) ribbons were attached to telephone poles on Main Street and North Street. The ribbons were tied with tags containing QR codes that were scannable for resources pertinent to suicide prevention. Purple lights were displayed in businesses and organizations in, and around, the center of town.
6. Yoga on the Turf event was held in September, again, led by Tracy Buckley of Medfield Yoga Studio. The turn out by students was impressive!
7. The Medfield Coalition for Suicide Prevention collaborated with Medfield Outreach and MCAP to host a joint booth on Medfield Day focused on mental health, substance use prevention, and self-care.
8. MCSP continues to partner with the Medfield High School Student Chapter of Active Minds. This year, MCSP sponsored purple beads to all students in the middle and high schools for a day-long "Purple Washout" to promote awareness of mental health and suicide prevention.
9. Director of Medfield Outreach, SEL Director, David Worthley, and student leaders attended King Phillip High Schools Active Minds suicide prevention exhibit "Send



Suicide Packing”. This event raised awareness about suicide prevention, the ripple effect of suicide on others as well as the provision of resources.

FY23 Goals: Status Updates

GOAL #1	Fiscal Responsibility
Detailed Description	Operate Medfield Outreach in a fiscally responsible manner as to not exceed the approved budget during FY23
Start Date	07-01-2022
Completion Date	06-30-2023
How will you measure success/achievement/completion?	We will measure success by staying within the departmental budget total at the end of fiscal year 2023.
Status as of December 31, 2022:	On-target

GOAL #2	Increase Awareness of Local Mental Health Resources
Detailed Description	Increase awareness of local mental health resources by providing mental health resources (e.g. Medfield Outreach brochures and Interface cards) at a minimum of five (5) community events or other department locations by June 2023 for Medfield residents.
Start Date	07-01-2022
Completion Date	06-30-2023
How will you measure success/achievement/completion?	Presence of printed resources at community events such as Medfield Day, Daffodil Days, and Drug Take-back Days as well as placing resources at other department locations frequently visited by community members.
Status as of December 31, 2022:	Goal Achieved

GOAL #3	Store and/or Destroy Medfield Outreach Records in Compliance with Records Retention Law
Detailed Description	Seek clarification around record retention law to inform documentation storage and record destruction (FY23).
Start Date	07-01-2022
Completion Date	06-30-2023
How will you measure success/achievement/completion?	Medfield Outreach records will be stored and/or destroyed in compliance with the identified record retention law.
Status as of December 31, 2022:	On-going



GOAL #4	Streamline Community Holiday Giving Programs
Detailed Description	Collaborate with existing community giving networks to maximize efficiency and reduce overlap of clientele who participate in multiple holiday giving programs.
Start Date	10-01-2022
Completion Date	12-31-2022
How will you measure success/achievement/completion?	Hold 1-2 meetings with relevant stakeholders involved in giving programs to explore opportunities to collaborate. The success of this goal will be measured by the stakeholders buy-in to the final plan.
Status as of December 31, 2022:	Goal Achieved

GOAL #5	Increase Prevention Programming to Youth
Detailed Description	Increase prevention programming to youth to promote wellness in the Medfield youth population. Collaborate with the Medfield Public Schools to carry out three (3) joint initiatives by June 2023 (i.e. Inclusive Community Club, Self-Care Bear Initiative, iDecide, Health & Wellness Coalition).
Start Date	09-01-2022
Completion Date	06-30-2023
How will you measure success/achievement/completion?	Three joint initiatives with the Medfield Public Schools will be completed by the end of the 22-23 academic year.

GOAL #6	Increase Community Awareness of MCAP, MCSP, and Medfield Outreach
Detailed Description	Present at two (2) public government meetings about the importance and impact of MCAP, MCSP, and Medfield Outreach to increase buy-in and awareness of our work in the community.
Start Date	07-01-2022
Completion Date	06-30-2023
How will you measure success/achievement/completion?	Two public government meetings will be attended by at least one (1) Medfield Outreach staff member, who will share vital information about the work of MCAP, MCSP, and MO.
Status as of December 31, 2022:	Goal Achieved



GOAL #7	Move Towards Fiscal Sustainability of Prevention Programming
Detailed Description	Hold one (1) meeting with Warrant Committee and one (1) meeting with the Personnel Board to inquire about the required steps needed to incorporate the costs and scaffolding associated with supporting a prevention programming after DFC funding has concluded.
Start Date	07-01-2022
Completion Date	06-30-2023
How will you measure success/achievement/completion?	Two key meetings will be attended by relevant parties.
Status as of December 31, 2022:	Goal partially met, (meeting with warrant committee achieved)

GOAL #8	Continue to Modify Medfield Outreach Office Space
Detailed Description	Increase office space by seeking creative ways to maximize space use in the office. Seek additional locations, including space sharing with other departments, to allow for increased service provision.
Start Date	07-01-2022
Completion Date	06-30-2023
How will you measure success/achievement/completion?	The back room will be modified to ensure privacy and allow for increased service provision. A consultation meeting will be held with the Facilities Director to discuss options.
Status as of December 31, 2022:	Goal partially achieved; back room has not been modified, however collaborations with other town departments have allowed for shared space when requested. Ongoing need for securing use of space that offers confidential meetings.



GOAL #9	Adhere to the “Buy Recycled Policy” of the Town
Detailed Description	Ensure that all purchased office materials are in line with the town policies enacted on February 14, 2022.
Start Date	07-01-2022
Completion Date	06-30-2023
How will you measure success/achievement/completion?	No less than 30% post-consumer recycled materials will be purchased (when at all possible) with our office supply budget.
Status as of December 31, 2022:	Goal adhered to/achieved

GOAL #10	Transition to Electronic Medical Records
Detailed Description	Secure HIPAA-compliant EMR software and transition from paper records to electronic records.
Start Date	07-01-2022
Completion Date	06-30-2023
How will you measure success/achievement/completion?	EMR software is purchased and implemented by clinical staff members.
Status as of December 31, 2022:	Goal Achieved for clinical records

FY24 Goals

GOAL #1	Develop Effective and Efficient Infrastructure
Detailed Description	Secure additional professional, confidential, centrally located, accessible office space.
Start Date	7-1-2023
Completion Date	6-30-2024
How will you measure success/achievement/completion?	Additional office space will be identified for use by Outreach staff that provides flexible, confidential space.



GOAL #2	Continue to Provide High-quality Services
Detailed Description	Consistently demonstrate a high degree of professionalism, empathy and collaboration.
Start Date	7-1-2023
Completion Date	6-30-2024
How will you measure success/achievement/completion?	Allow opportunity for residents to provide verbal and/or written feedback about their experiences with Outreach staff and service provision.

GOAL #3	Continue to Provide High-quality Responsive Services
Detailed Description	Meet urgent needs of residents and find creative ways to serve more clients as demand increases.
Start Date	7-1-2023
Completion Date	6-30-2024
How will you measure success/achievement/completion?	Collaborate with community partners, and foster relationships with local, regional, state, federal collaborators.

GOAL #4	Increase awareness of Medfield Outreach's mission, services, and how to access help
Detailed Description	Publicize our services so that all Medfield residents and staff are aware of the department and what it offers
Start Date	7-1-2023
Completion Date	6-30-2024
How will you measure success/achievement/completion?	Continue to collaborate with town and school departments and other community partners to increase awareness and utilization of Outreach services. Provide brochures and information about Outreach in additional languages in addition to English.



GOAL #5	Build upon diversity, equity, and inclusion competencies within our department as well as within programming and services
Detailed Description	Ensure that Medfield Outreach staff are well-trained and well versed in cultural awareness and competence
Start Date	7-1-2023
Completion Date	6-30-2024
How will you measure success/achievement/completion?	Offer training to staff on a variety of DEI topics; Participate as a member on the DEI task force within the school.

GOAL #6	Fiscal Responsibility
Detailed Description	Operate Medfield Outreach in a fiscally responsible manner as to not exceed the approved budget during FY24
Start Date	7/1/2023
Completion Date	6/30/2024
How will you measure success/achievement/completion?	We will measure success by staying within the departmental budget total at the end of fiscal year 2024

GOAL #7	Adhere to the “Buy Recycled Policy” of the Town
Detailed Description	Continue to ensure that all purchased office materials are in line with the town policies enacted on February 14, 2022.
Start Date	7/1/2023
Completion Date	6/30/2024
How will you measure success/achievement/completion?	No less than 30% post-consumer recycled materials will be purchased (when at all possible) with our office supply budget.



GOAL #8	Increase prevention services in order to build a healthy community
Detailed Description	Ensure the long-term sustainability of prevention efforts by adding the Prevention Coordinator position to the annual operating budget
Start Date	12-30-2023
Completion Date	6-30-2024
How will you measure success/achievement/completion?	Funding will be added to Outreach's departmental budget to allow for sustainability in securing a prevention staff person.

GOAL #9	Increase prevention services in order to build a healthy community
Detailed Description	Extend mental health and substance abuse prevention programming across the community, including into lower grades, in collaboration with the schools and other community partners
Start Date	7-1-2023
Completion Date	6-30-2024
How will you measure success/achievement/completion?	Meet with other town groups (e.g., Board of Health, Schools, Parks & Rec, COA, schools) to obtain their perspectives on and support for proposed prevention efforts.

GOAL #10	Increase prevention services in order to build a healthy community
Detailed Description	Broaden Medfield residents' understanding of the scope of Outreach prevention programming to include promoting wellness in the community
Start Date	7-1-2023
Completion Date	6-30-2024
How will you measure success/achievement/completion?	Strengthen our community coalitions' capacity by offering trainings in substance misuse and suicide prevention frameworks. Offer training and programming specifically targeted to reach underserved groups, including non-school-age residents, residents of color, non-native English speakers, LGBTQ+ residents, etc.



Trends/Metrics

Description	2019	2020	2021	2022
Number of Clinical Hours Provided	713 hours	300 hours	600 hours	965 hours



Departmental Budget

OUTREACH DEPARTMENT	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
SALARIES						
OUTREACH SAL EXP	151,000	157,465	171,056	246,235	75,179	44%
LONGEVITY- OUTREACH	250	300	350		(350)	-100%
SALARIES - SUBTOTAL	151,250	157,765	171,406	246,235	74,829	44%
OPERATING EXP.						
RENT	8,500	8,500	8,500	8,500	-	0%
UTIL-TELEPHONE	480	480	480	480	-	0%
DUES & MEMBERSHIPS	5,787	6,041	6,500	6,500	-	0%
PROFESSIONAL DEVELOPMENT				1,400	1,400	N/A
TRAINING & EDUCATION	1,510	1,112	1,400		(1,400)	-100%
PROFESSIONAL SERVICES	5,562	4,771	4,800	5,250	450	9%
OFFICE SUPPLIES	2,049	2,838	2,200	2,200	-	0%
CAR ALLOW/MILEAGE	116	245	500	500	-	0%
ENCUMBRANCES					-	N/A
OPERATING EXP. - SUBTOTAL	24,004	23,987	24,380	24,830	450	2%
OUTREACH - TOTAL	175,254	181,752	195,786	271,065	75,279	38%

* Training and education & meetings and conferences were combined into professional development in FY24



Library Department

Contact	Phone & Email	Location
Pamela Gardner Library Director	508-359-4544 pgardner@minlib.net	Medfield Library First Floor, Director's Office 468 Main Street

Mission Statement & Departmental Activities

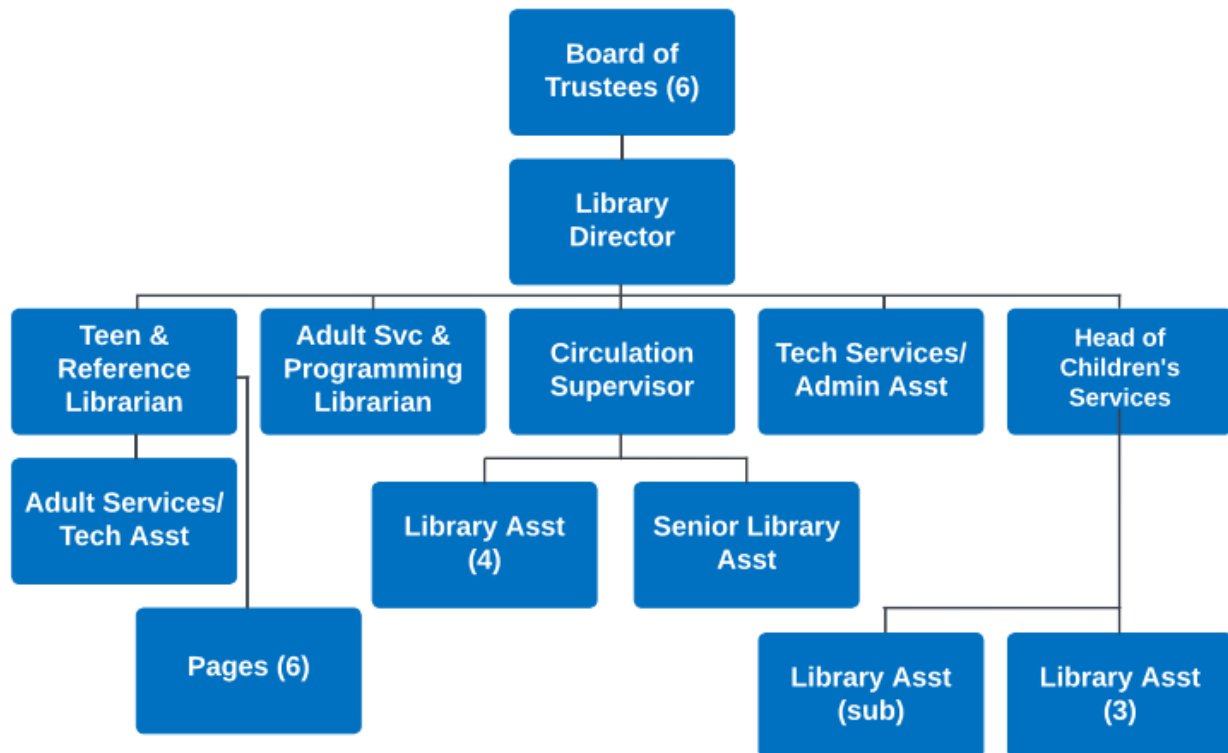
To be a community meeting house for learning, growth, and more. Medfield Public Library's Mission is to strengthen our community by:

- Inspiring lifelong learning, reading and literacy
- Encouraging creativity, innovation, and community education
- Facilitating social interactions and the exchange of information and
- Providing cultural enrichment

Brief Description of the Department

The Medfield Memorial Public Library enriches the lives of Medfield community members by providing free and equitable access to a full range of collections, services, and programs that interpret and anticipate community needs for educational and recreational pursuits. The library is committed to providing a welcoming place with comfortable, useful space and excellent customer service to all. The library provides resources, opportunities, and programs for learning and education for people of all ages, from lending books, movies, toys, tools, and more; to providing a place to study, work or host meetings; to providing fun, educational and enriching programs from children, teens and adults.

Organizational Chart



FY21 Accomplishments

1. Purchased and promote display case in library for local organizations to use to display items of interest to the community
2. Re-opened library building after being closed to the public for six months, which involved extensive planning to care for safety of the public and staff. Following the opening, adapted service levels numerous times to safely offer longer hours and more access to the building for the public
3. Library staff prepared for lower-level carpet installation by moving 2/3rd of lower-level collection out of the area before installation, then moving that portion of the collection back once the installation was complete
4. Planned for a summer reading program which reinvigorated teen and adult participation by offering materials for all ages to each participant which promoted family and inter-generational participation
5. Provided space, both physical and virtual, and resources to patrons who wanted to lead community programs directed towards adult audience.
6. Re-imagined teen-led Haunted House, which is usually held on the lower level of the library by offering it as an incredibly popular drive-thru option on the grounds of the state hospital
7. Created a children's area on the first floor of the building while the children's floor was closed to the public, offering a wide range of popular children's items for families to browse and enjoy together

8. Created approximately 3,000 take & make bags for children, which included crafts supplies and literacy enrichment activities

FY22 Accomplishments

1. Formalized and documented onboarding procedures for new employees, currently working on cross-training all staff biannually to provide flexibility in staffing and department cohesion
2. Implemented process for reporting informal conversations or suggestions from patrons about improvements or issues with building or operations
3. Began providing one regularly recurring program for children with special needs with very positive feedback from parents and regularly implementing practices for all children's programming to be comfortable and welcoming to children with special needs
4. Purchased and promoted new display case in library for local organizations to use to display items of interest to the community
5. Improved seating on the first and second floors of the library and adjusted lighting to improve nighttime visibility in the Friends of the Library bookstore
6. Developed customer service policy and provided onboarding training for new employees to provide consistent and excellent customer service; informal feedback about friendliness and helpfulness of staff has improved

FY23 Goals: Status Updates

GOAL #1	Signage
Detailed Description	Improve signage throughout the library building and develop ongoing system for changing signage as collections move
Start Date	09-01-2022
Completion Date	12-31-2022
How will you measure success/achievement/completion?	Staff will be able to use signs to help patrons reach desired location in the building; fewer questions about locations of collections in the building
Status as of December 31, 2022	Ongoing system for changing signage has been developed and implemented in some parts of the library; new wayfinding signs are in the process of being designed for each floor.

GOAL #2	Automated Returns
Detailed Description	Investigate feasibility and usefulness and, if needed, develop a plan for implementing an automated returns system or other technological tools to support ease and speed of circulation of materials
Start Date	08-01-2022
Completion Date	02-28-2023
How will you measure success/achievement/completion?	Report to trustees on implementation needs and usefulness; develop plan and install system if needed
Status as of December 31, 2022	Automated returns system has been investigated and has been deemed not a cost effective use of resources or space in the library building at this time, other technological tools are still being investigated for ROI.

GOAL #3	Town Webpage
Detailed Description	Add webpage to library website including town links, especially focused on local history resources both available in the library and available elsewhere on the web or around town
Start Date	11-01-2022
Completion Date	01-31-2023
How will you measure success/achievement/completion?	Will use webpage in reference interactions involving local history
Status as of December 31, 2022	Online resources have been gathered, working on cataloging library resources in a user-friendly and easily readable way.

GOAL #4	Study Tables
Detailed Description	Review use and placement of study tables and upgrade or replace with other seating options as needed
Start Date	09-01-2022
Completion Date	04-30-2023
How will you measure success/achievement/completion?	Seating use audit conducted in spring 2023 will find more seating being used than same audit conducted in 2022
Status as of December 31, 2022	New study room tables have been identified, the style and placement are still being reviewed.

FY24 Goals

GOAL #1	Noise Reducing Solutions
Detailed Description	Investigate sound paneling or other noise reducing solutions in the children's play area
Start Date	8/1/23
Completion Date	1/31/24
How will you measure success/achievement/completion?	Children's staff report fewer noise problems in children's area

GOAL #2	5-Year Strategic Plan
Detailed Description	Develop new 5-year strategic plan
Start Date	9/1/23
Completion Date	6/30/24
How will you measure success/achievement/completion?	New 5-year strategic plan will be completed

GOAL #3	Lighting Solutions
Detailed Description	Enhance lighting in dimly lit spaces
Start Date	7/1/23
Completion Date	9/30/23
How will you measure success/achievement/completion?	Fewer complaints about lighting during winter months when there is less natural light during the evenings

GOAL #4	Public Computers
Detailed Description	Investigate use and ROI of current public computer system; develop a new plan for public computer use if deemed necessary
Start Date	7/1/23
Completion Date	10/31/23
How will you measure success/achievement/completion?	Computer use will remained plateaued or other avenues for accessing internet and library resources will be used

Trends/Metrics

Description	2019	2020	2021	2022
Library Visits	110,126	71,863	15,479	57,774
Items Borrowed	173,553	139,829	118,951	156,223
Books Borrowed	107,107	81,678	59,590	104,912
eBooks Borrowed	11,833	15,306	29,989	18,636
Holdings in Collection	137,335	142,565	163,219	165,750
# of Registered Borrowers	7,771	7,510	7,024	6,717
Sessions of Computer Use	6,240	4,368	988	1,300
Children's Programs	592	507	178	206
Children's Attendance	10,035	8,646	2687	5,255
Teen Programs	78	57	82	113
Teen Attendance	1,066	725	5,187	961
Adult Programs	252	177	126	121
Adult Attendance	1,469	1,224	1,097	1,070
General Audience Programs				1
General Audience Attendance				1,595
Volunteers	33	71	31	63
Hours Volunteered	704	441	260	1,024
Website Visits	51,956	46,128	50,019	50,744
Room Use	1,460			390



Departmental Budget

MEDFIELD PUBLIC LIBRARY	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
SALARIES						
LIBRARY SALARIES	504,567	548,873	587,672	607,930	20,258	3%
LONGEVITY-LIBRARY	850	1,000	1,400	1,600	200	14%
SALARIES - SUBTOTAL	505,417	549,873	589,072	609,530	20,458	3%
OPERATING EXP.						
INFORMATN TECH-MLN	41,979	37,611	38,348	40,633	2,285	6%
UTIL-ELECTRICITY	17,047	21,299	28,000	28,000	-	0%
UTIL-HEAT-OIL/GAS	6,065	6,674	7,700	7,700	-	0%
UTIL-TELEPHONE	4,781	4,703	4,800	4,800	-	0%
UTIL-WATER & SEWER	664	904	2,000	2,120	120	6%
LIBRARY MATERIALS	123,007	126,241	128,500	133,500	5,000	4%
PROFESSIONAL DEVELOPMENT				1,500		
MEETINGS+CONFERENCES*	253	1,317	1,500		(1,500)	-100%
OFFICE SUPPLIES	7,711	9,285	10,300	11,500	1,200	12%
ENCUMBRANCES					-	N/A
OPERATING EXP. - SUBTOTAL	201,507	208,034	221,148	229,753	8,605	4%
MEDFIELD PUBLIC LIBRARY - TOTAL	706,924	757,907	810,220	839,283	29,063	4%

* Training and education & meetings and conferences were combined into professional development in FY24

Parks & Recreation Department

Contact	Phone & Email	Location
Katie Walper Director	508-359-2715 kwalper@medfield.net	Pfaff Community Center 124 North Street

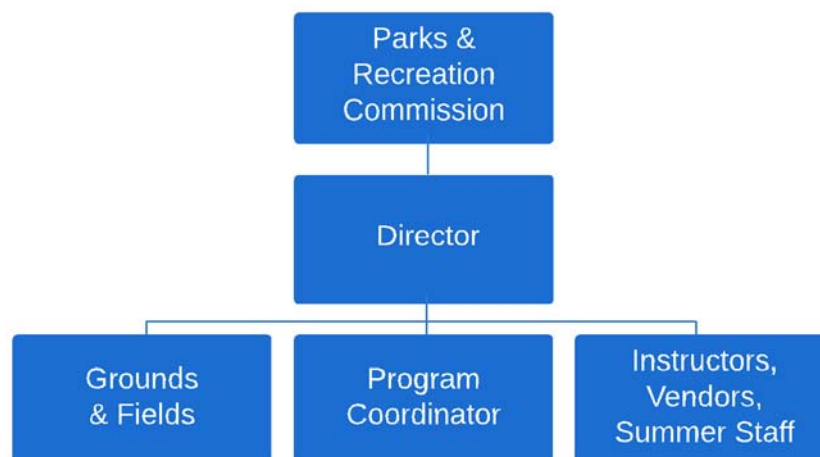
Mission Statement & Departmental Activities

The Parks and Recreation Department strives to offer fun, diverse and affordable programs that help the overall health and wellness of the community.

Brief Description of the Department

- We offer a wide variety of programs for toddlers through senior citizens.
- We maintain athletic fields at McCarthy Park and Metacomet Park, including baseball, softball, soccer, lacrosse, and field hockey fields.
- We do maintenance at our other properties, including Hinkley Park (playground and pond) and the Pfaff Community Center.
 - Additionally, we do outdoor grounds maintenance at Town Hall, Public Safety Building, Baxter Park, Meetinghouse Pond, and several historical buildings in town.
- We operate the Hinkley Swim Pond each summer from June through August and continue testing for safety of swimming through September.
- We run one of the larger summer camps in the region.
 - With this, we are one of the larger summer seasonal employers in the area, hiring close to 100 staff members

Organizational Chart



FY21 Accomplishments

- We're one of the only Recreation Departments in the state to successfully operate a full summer camp schedule. We were able to offer a modified version of our camp (9am-2pm) while following all the changing and challenging protocols due to COVID-19.
- Were one of the only Recreation Departments in the state to successfully open and operate a swimming area during the summer. Hinkley Swim Pond was available for swimmers for our community to enjoy swimming and relaxation close to home while again following the protocols in place for COVID-19.
- We were able to use our outdoor space at McCarthy Park and Metacomet Park to operate fall and early winter programs for youth through adults. With this, we saw a huge demand for participation in these programs and most of them often ran at capacity.
- Helped fill a void in the community by offering a gym class program on Wednesdays, which was a half-day in Medfield during the school year. This allowed kids the opportunity to exercise and be active after the school day and replicated some of the games and activities they might see in a traditional gym class setting. This program was held outside the entire school year, including the winter.
- Director Kevin Ryder presented a talk to the Massachusetts Recreation and Park Association (statewide organization) about running summer camp during a pandemic.
- With not being able to hold traditional holiday programs, started a new initiative, "Letters From Santa," co-sponsored by Park Street Books. Hand wrote 200+ letters to Medfield kids "from Santa," each personalized to the child. Was a huge hit with parents and kids and helped "keep the magic alive" for several kids for another year.

FY22 Accomplishments

- Operated our busiest summer camp to date, spanning eight weeks.
 - Camp was at capacity just about every week
 - Largest attendance in our history
- Brought back some popular programs that were canceled during COVID
 - Sports leagues saw a surge in participation from previous year
 - Started going on field trips with kids
 - Brought back popular Middle School Ski Club that sold out (154 spots) in 24 minutes
- Expanded our offerings of programs and enrichment opportunities to continue to meet the growing needs and diverse interests of our community

FY23 Accomplishments

- Added some one day events for families and children
 - Terrarium Classes for adults
 - Free Kids Night Out for 2-5th graders
- Created a new refund policy
- Hired a New Recreation Director
- Continued with our Field Permit Study

- Collaborated with various town organizations to put on events like EV Car Show.
- Final stages of a new Hinkley Playground along side with Hinkley Helpers

Completed goals:

- Goal: To allow staff to attend in-person continuing education opportunities
 - Status: Completed. In March, all three full-time staff members were able to attend in-person conferences to network with colleagues from the region and bring new and fresh ideas back to Medfield.
- Goal: To continue fiscal responsibility within the department and see positive growth in revenue from programs.
 - Status: On track to have a turnback of FY22 operating funds (expected +/- \$3,000) while seeing a growth in revenue (expected +/- 10% over last year). Finished FY21 with revenue of \$630K, expected to be close to \$700K in FY22.
- Goal: Continue to give the staff and department necessary tools needed to continue to provide the best playing fields in the region.
 - Status: Completed, thanks to the purchase and delivery in March (after 7 month wait) of a new spreader. (Still waiting for the ability to purchase a new passenger van that was approved at Town Meeting.)

FY23 Goals

GOAL #1	Boost Programs to pre-COVID Levels
Detailed Description	As we come out of COVID protocols, we will be looking to re-establish our programs that were popular pre-pandemic, but we have not been able to offer over the past two years.
Start Date	07-01-2022
Completion Date	06-30-2022
How will you measure success/achievement/completion?	This will be something monitored throughout the year and updated as we progress. Success will be determined on offering these programs and having registrations for said programs.
Status as of December 31, 2022	Completed, Summer 2022 was successful and saw pre-covid numbers

GOAL #2	Review of Athletic Field Reservation Fees
Detailed Description	With the Park & Recreation Commission, review the field usage fees charged and update as needed. The fees have not been updated or adjusted in 10+ years and need to be evaluated considering rising costs of materials.
Start Date	07-01-2022
Completion Date	TBD
How will you measure success/achievement/completion?	Have an updated fee structure for field reservations
Status as of December 31, 2022	Currently working to finish these for Fall 2023

GOAL #3	Explore a disc golf course option
Detailed Description	Look at the possibility of constructing a disc golf course in Medfield (McCarthy Park or elsewhere) to meet a growing need for a popular sport. Look at partnering with local stores to offer discounts on equipment. Work with Commissioner Rob Tatro, an avid player, on the project.
Start Date	07-01-2022
Completion Date	TBD
How will you measure success/achievement/completion?	Either we can build the course or not. Lot of factors, including space and field usage and how to allow use of a disc golf course around other activities, like soccer, lacrosse, baseball, etc.
Status as of December 31, 2022	Currently in the middle stages, should be completed by 2024

GOAL #4	Determine needs of Metacomet tennis courts
Detailed Description	Have done "band-aid" work on the court surfacing over the past few years. Now we need to determine a complete update of the courts and lights at the courts. Currently, lights are on a timer system from the 1980s and want to update to new, energy efficient bulbs with timer connected to a WiFi on an ipad. Additionally, we need to address cracks on courts and fencing around the courts.
Start Date	07-01-2022
Completion Date	TBD
How will you measure success/achievement/completion?	Depends on funding available for the project. If we are successful, we will have new courts and lights. But success could be the replacement of the lights to start and possibly doing the courts later.
Status as of December 31, 2022	Not completed, is being addressed for FY 25

FY24 Goals

GOAL #1	
Detailed Description	Adding a Full Time Staff Member - Our recreation department is currently spread thin and aren't able to expand to our full potential due to small staff. We'd like to be able to offer more for our residents, however we need an additional staff member to fulfill the needs of the department.
Start Date	07-01-2023
Completion Date	06-30-2024
How will you measure success/achievement/completion?	We will measure this achievement if for FY 25 we are able to create a full time position for the department.

GOAL #2	
Detailed Description	Pickleball Courts - With Pickleball being as popular as it is, we'd like to start the process of adding courts to Medfield. We will survey the areas that are under our jurisdiction and see if we can add them.
Start Date	07-01-2023
Completion Date	06-30-2024
How will you measure success/achievement/completion?	We will measure the achievement if we are able to find a location that could be a home for the pickleball courts.

GOAL #3	
Detailed Description	Expand Recreational Offerings. Most of our current programs are geared to the 3-13 year old range. We would like to add at least 3 programs for adults and 3 new programs for middle/high school age. We plan to send out a survey to the MyRec users for feedback about ideas but also what we have planned.
Start Date	07-01-2023
Completion Date	06-30-2024
How will you measure success/achievement/completion?	We will add programs for various aged, and measure the success it the programs run and see what the feedback is from the participants of what they liked and how we could make it better.



Trends/Metrics

Description	2019	2020	2021	2022
Participation	8757	6338	4302	5220
Revenue	\$740,000	\$624,689	\$629,737	\$618,553



Departmental Budget

PARKS & RECREATION	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY23
SALARIES						
P&R SALARIES	223,334	233,436	258,725	274,885	16,160	6%
LONGEVITY-P&R	800	900	1,000	650	(350)	-35%
SALARIES - SUBTOTAL	224,134	234,336	259,725	275,535	15,810	6%
OPERATING EXP.						
GROUNDS & BUILDG MAINT	9,651	2,036	3,400	3,400	-	0%
UTIL-ELECTRICITY	12,624	16,820	10,000	16,820	6,820	68%
UTIL-FUEL & OIL	7,083	7,888	10,500	10,500	-	0%
UTIL-TELEPHONE	2,264	3,005	3,000	3,000	-	0%
UTIL-WATER & SEWER	18,036	21,456	25,000	25,000	-	0%
CLOTHING ALLOWANCE	500	500			-	N/A
OPERATING EXP. - SUBTOTAL	50,158	51,705	51,900	58,720	6,820	13%
PARKS & RECREATION - TOTAL	274,292	286,041	311,625	334,255	22,630	7%



Medfield Public Schools



Budget Summary

Overview

OVERVIEW	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGET	FY2024 REQUEST	FY23 - FY24 BUDGET VARIANCE	FY2023 FTE	FY2024 FTE	FTE INC. FY23-FY24
Memorial School	3,928,140	3,823,931	3,870,464	4,156,421	285,958	47.5	48	0.5
Ralph Wheelock School	3,790,851	4,022,061	4,182,673	4,438,481	255,809	50	51	1.0
Dale Street School	4,013,651	4324,298	4,429,653	4,727,015	297,362	57	57	-
Blake Middle School	7,418,436	7,884,240	8,099,601	8,327,781	228,179	85.2	85.2	-
High School	9,898,587	10,111,889	10,344,504	10,815,177	470,673	105.4	104.4	(1.0)
District Services	3,448,189	3,470,815	3,718,404	3,917,693	199,289	11.2	11.2	-
Student Services	2,862,260	2,635,328	3,176,555	3,094,358	(82,197)	14.5	14.5	-
Administration	1,463,023	1,959,301	1,685,094	1,699,858	14,764	7.4	7.4	-
TOTALS	36,823,136	38,232,403	39,506,948	41,176,784	1,669,836	378.2	378.7	0.5
AMENDED BUDGET			<u>39,506,948</u>	<u>41,176,784</u>	4.23%			



BY DESE Function

FUNCTION	FY2022 ACTUAL	FY2023 BUDGET	FY2024 REQUEST
1000 District Leadership	1,570,211	1,598,693	1,636,090
2000 Instructional Services	29,246,185	30,059,210	31,469,782
3000 Other Student Services	3,159,251	3,559,331	3,806,438
4000 Ops & Maintenance	2,822,615	2,987,985	3,194,039
5000 Fixed Charges	118,298	161,000	169,000
7000 Replacement of Assets	37,019	65,000	69,000
9000 Programs w/Other Districts	1,278,824	1,075,729	832,435
TOTAL	38,232,403	39,506,948	41,176,784

BY DESE Expense Type

EXPENSE TYPE	FY2022 ACTUAL	FY2023 BUDGET	FY2024 REQUEST
1 Professional Salaries	27,874,866	28,989,217	30,237,553
2 Clerical Salaries	908,490	900,412	931,200
3 Other Salaries	3,096,923	3,125,366	3,356,111
4 Services	2,375,227	2,822,645	3,070,845
5 Supplies	1,537,965	1,305,920	1,300,380
6 Other Expenses	1,160,109	1,287,660	1,448,260
9 Tuitions (net)	1,278,824	1,075,729	832,435
TOTAL	38,232,403	39,506,948	41,176,784
			4.23%



Budget Development

FY2024 Timeline, Assumptions & Budget Drivers

Timeline

October	Budget Requests & Priorities	Leadership Team
November	Preliminary Budget Preparation	Leadership Team
December	Review Preliminary Budget	School Committee Warrant Committee
January	Public Hearing & Presentation Vote to Approve Budget Final Amendments	School Committee School Committee School Committee
February/March	Budget Decisions	School Committee Warrant Committee
April	Approval & Adoption	Annual Town Meeting
May	Revisions, if necessary	School Committee

Assumptions

Revenue	Chapter 70, Fees, Gifts will be level-funded Continuation of tuition-based programs
Grants	Federal Entitlement Grants will be level funded. State and local grants will be level funded.
Tuition	Continuation and expansion of tuition based programs
Circuit Breaker	Will be funded at 75%.

Budget Drivers

Instructional Personnel	CBA Agreements and contracts.
Transportation	Year 3 of a 3-year contract.
Special Education	In District positions/out-of-District placements/program development
Professional Development	Continue commitment to teacher and administrator quality.
Technology	Equipment replacement and software
Utilities	Market projection for electricity



Major Budget Components

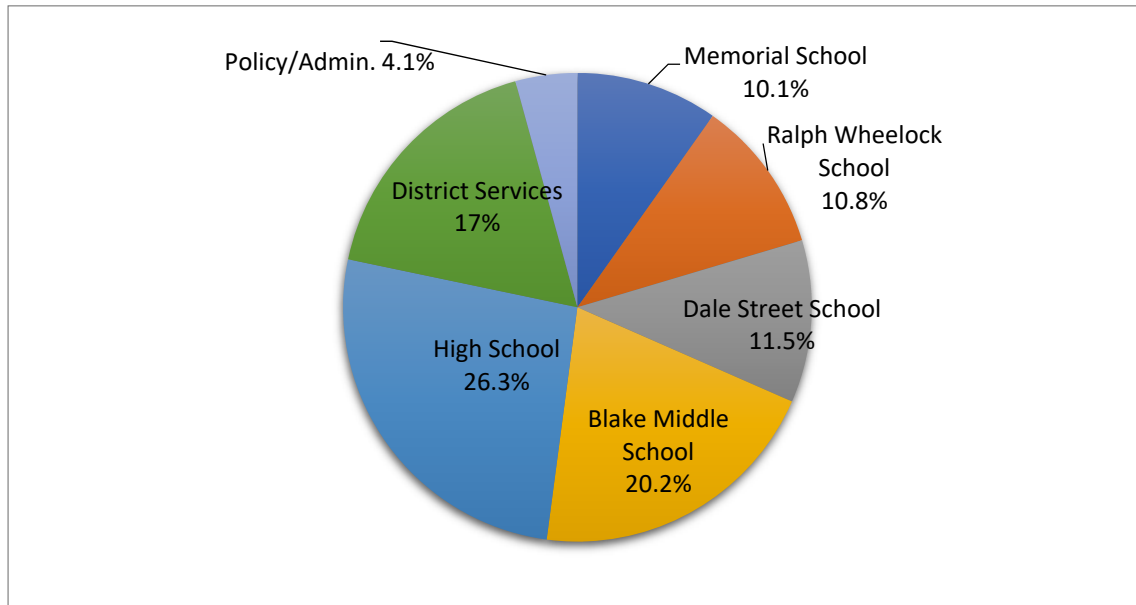
FY2024 Recommended Budget

Existing Staff (FTE)	Teachers – Steps/Lanes/% of increase/Longevity	1,022,929
		121,878
		<u>111,284</u>
		1,256,091
New Positions	0.5 Guidance Counselor Memorial	54,843
	0.5 Guidance Counselor Wheelock	45,930
	1.5 Assistant Athletic Director	31,260
	1.5 Teaching Assistants	<u>40,246</u>
		<u>172,279</u>
Other Expenses	Supplies & Services	29,040
	Other Expenses	193,820
	Special Education Services	5,100
	Transportation	256,799
	Out of District Tuition	<u>(243,293)</u>
		<u>241,466</u>
Budget Change (from FY2023)		<u>1,669,836</u>
		<u>4.23%</u>



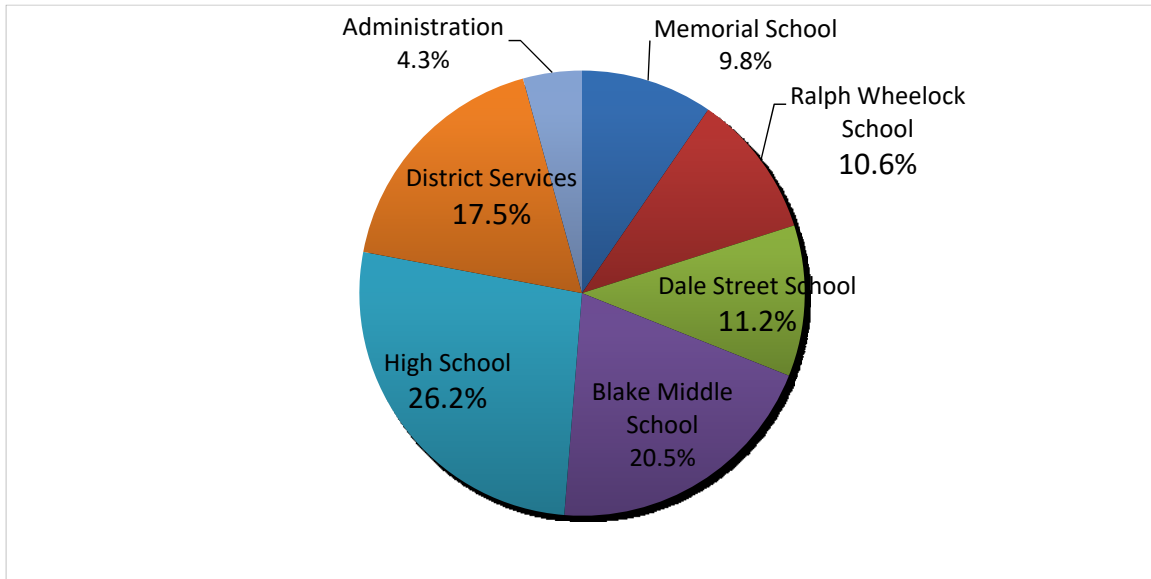
Distribution of Budget Expenditure

Fiscal FY2024 Request Budget (4.23% increase)



School	FY2024 Request	% of Total
Memorial School	4,156,421	10.1%
Ralph Wheelock School	4,438,481	10.8%
Dale Street School	4,727,015	11.5%
Blake Middle School	8,327,781	20.2%
High School	10,815,177	26.3%
District Services	7,012,051	17.0%
Administration	1,699,858	4.1%
TOTAL	41,176,784	100%

Fiscal Approved 2023 Budget

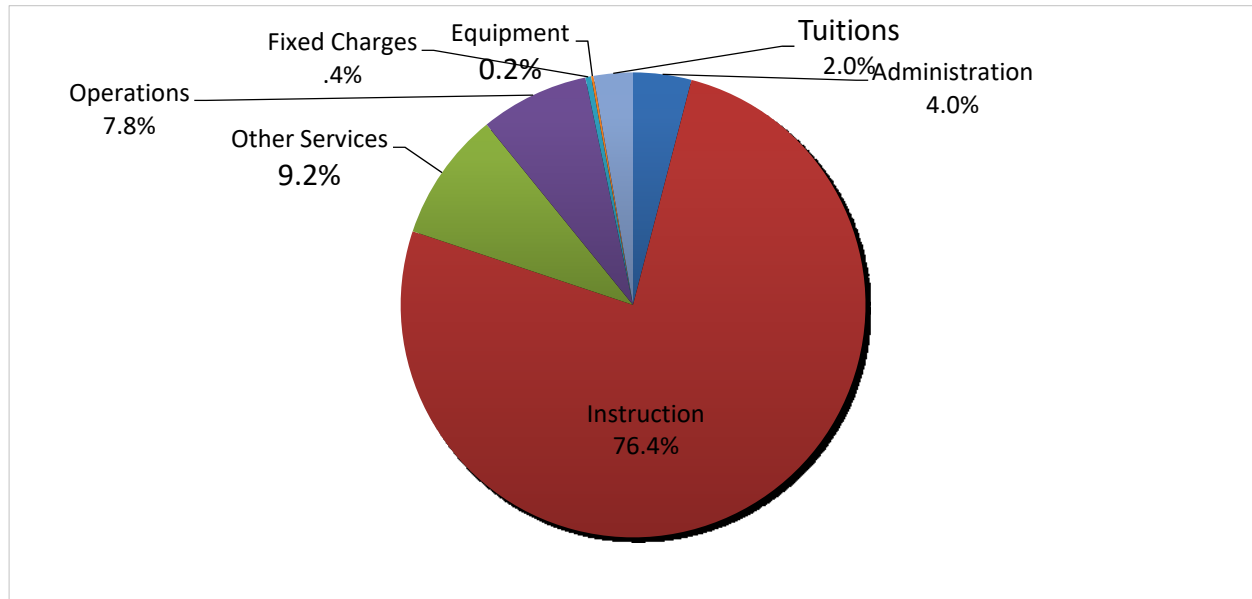


School	FY2023 Budget	% of Total
Memorial School	3,870,464	9.8%
Ralph Wheelock School	4,182,673	10.6%
Dale Street School	4,429,653	11.2%
Blake Middle School	8,099,601	20.5%
High School	10,344,504	26.2%
District Services	6,894,959	17.5%
Administration	1,685,094	4.3%
TOTAL	39,506,948	100%



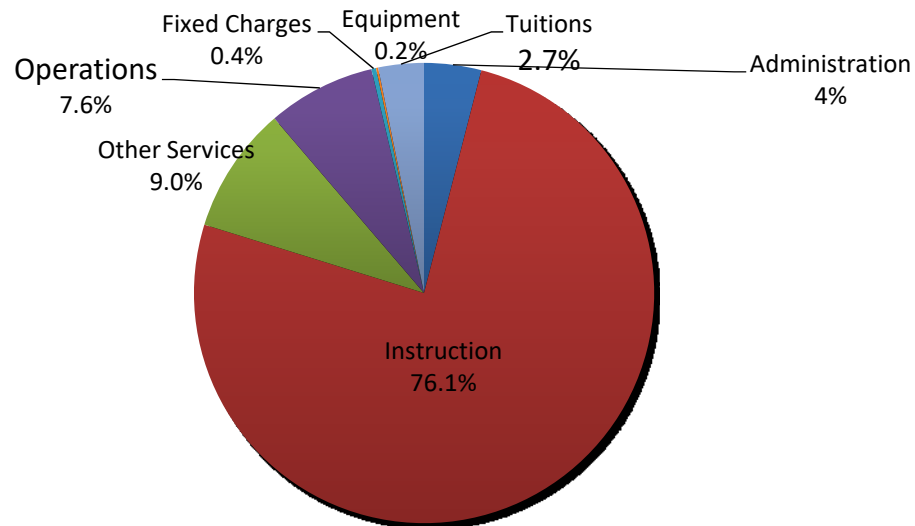
Distribution of Budget Expenditures by DOE Function

FY2024 Request Budget (4.23%)



	FY2023 Request	% of Total
Administration	1,636,090	4.0%
Instruction	31,469,782	76.4%
Other Services	3,806,438	9.2%
Operations	3,194,039	7.8%
Fixed Charges	169,000	0.4%
Equipment	69,000	0.2%
Tuitions	832,435	2.0%
TOTAL	41,176,784	100%

Approved Fiscal 2023 Budget

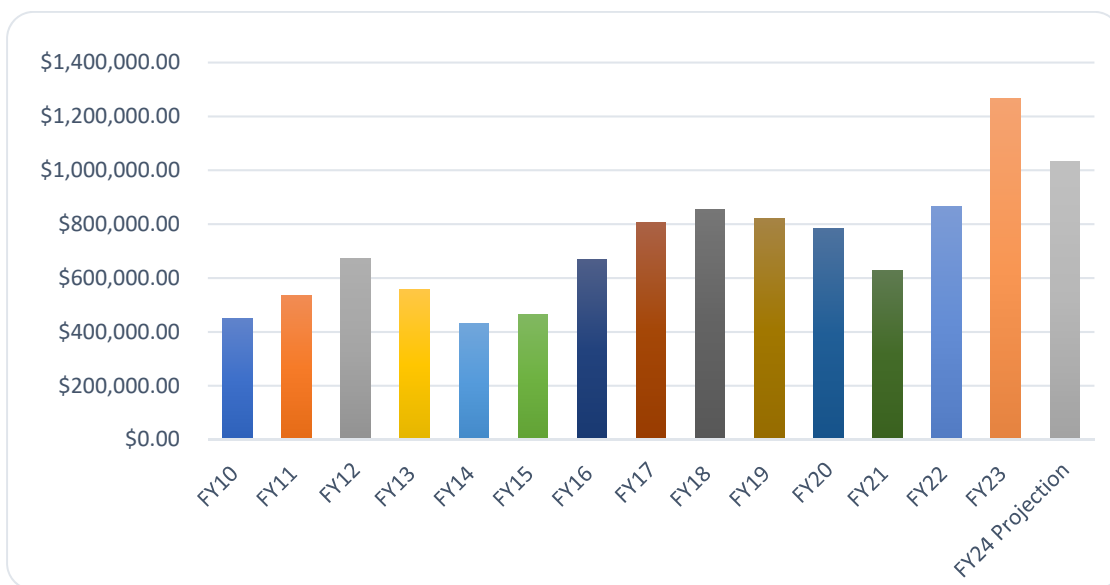


	FY2023 Budget	% of Total
Administration	1,598,693	4.0%
Instruction	30,059,210	76.1%
Other Services	3,559,331	9.0%
Operations	2,987,985	7.6%
Fixed Charges	161,000	0.4%
Equipment	65,000	0.2%
Tuitions	1,075,729	2.7%
TOTAL	39,506,948	100%



Circuit Breaker Summary

Fiscal Year	Net Claim	Reimbursement Amount	CB Extraordinary Relief	% of Claim	Number of Students
FY07	324,090.00	243,068.00	0.00	75%	19
FY08	413,906.00	310,430.00	0.00	75%	28
FY09	392,617.00	282,684.00	0.00	72%	24
FY10	447,860.00	189,632.00	0.00	42%	35
FY11	535,979.00	234,033.00	0.00	44%	30
FY12	671,447.00	461,338.00	0.00	69%	21
FY13	556,238.00	414,935.00	0.00	75%	21
FY14	429,497.00	322,125.00	0.00	75%	16
FY15	463,735.00	341,129.00	0.00	74%	15
FY16	668,376.00	501,282.00	0.00	75%	16
FY17	808,236.00	591,278.00	0.00	73%	19
FY18	854,543.00	616,039.10	0.00	72%	19
FY19	820,959.00	591,090.48	0.00	72%	19
FY20	782,263.00	586,468.00	0.00	75%	23
FY21	629,265.00	471,949.00	0.00	75%	18
FY22	867,568.00	650,676.00	0.00	75%	18
FY23	1,264,508.00	948,385.00	0.00	75%	21
FY24 Projection	1,031,317.14	773,487.86	\$0.00	75%	19



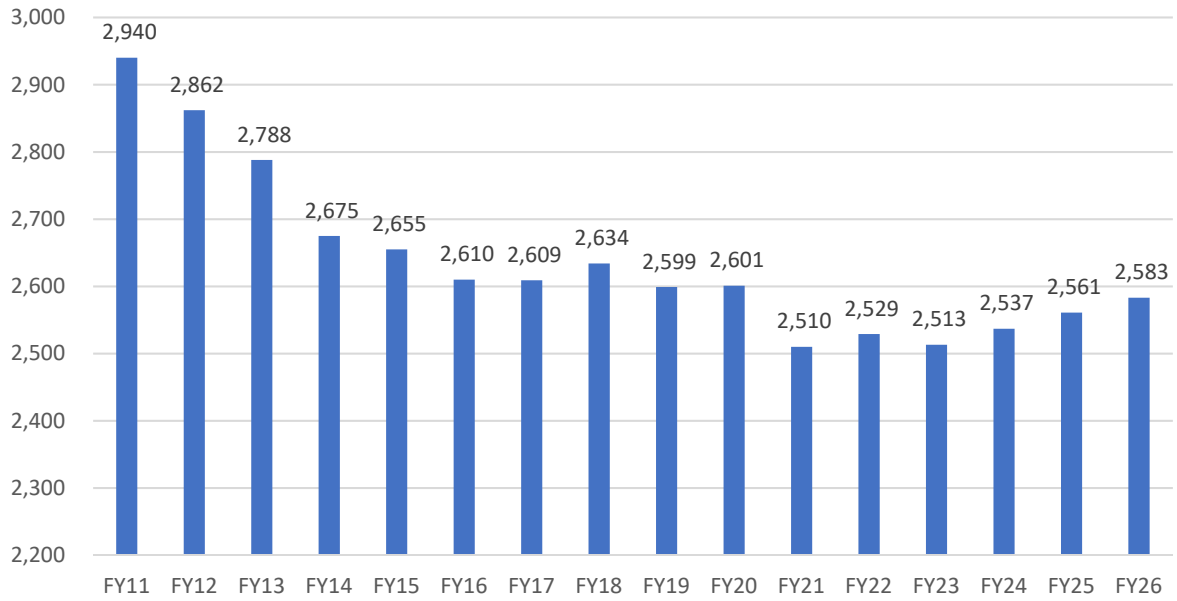


Enrollment

Actual Pupil Enrollment (October 1st)

Grade	Projected Enrollment					
	FY21	FY22	FY23	FY24	FY25	FY26
Total Pupil Census						
Pre-K	36	49	48	49	50	51
K	164	197	169	216	201	187
1	188	181	205	176	225	210
2	192	200	179	210	180	230
3	190	196	201	181	213	183
4	196	194	198	205	184	217
5	211	197	191	201	208	187
Subtotal, Pre-K-5	1,177	1,214	1,191	1,238	1,261	1,265
6	191	206	198	192	202	209
7	186	184	202	195	189	199
8	183	176	182	198	192	186
Subtotal, Middle School	560	566	582	585	583	594
9	185	179	177	177	192	186
10	201	183	177	175	175	190
11	192	197	186	176	174	174
12	195	190	1200	186	176	174
Subtotal High School	773	749	740	714	717	724
Total	2,510	2,529	2,513	2,537	2,561	2,583

ENROLLMENT





Budget vs. Actual

ACCOUNT	DESCRIPTION	FY21 Budget	FY21 Actual	FY22 Budget	FY22 Actual	FY23 Budget	FY24 Request
01 -300-305-41-2-1110-000-573601	SC - OTHER EXPENSES	10,093.00	17,887.00	14,000.00	12,957.48	14,000.00	14,000.00
01 -300-305-41-2-1110-000-573602	SC - CONF & TRAVEL	500.00	1,490.00	500.00	1,035.00	500.00	500.00
01 -300-305-41-1-1210-000-513201	SUPT-OFFICE-SALARY	352,537.00	348,688.13	347,537.00	366,058.20	363,349.66	375,616.85
01 -300-305-41-1-1210-000-513102-	MAN RSRV 2	-	-	95,000.00	-	90,000.00	85,000.00
01 -300-305-41-2-1210-000-543501	SUPT-CO SUPPLIES	4,000.00	9,139.00	5,000.00	6,163.92	5,000.00	5,000.00
01 -300-305-41-2-1210-000-573601	SUPT-CO OTH EXPENSES	20,000.00	29,787.00	20,000.00	29,470.48	20,000.00	20,000.00
01 -300-305-41-2-1210-000-573602	SUPT-CO CONF+TRAVEL	14,000.00	3,894.00	14,000.00	9,994.73	14,000.00	14,000.00
01 -300-305-41-2-1210-000-573603-	TEC COLLAB MMBRSH	20,000.00	12,269.00	20,000.00	12,685.00	20,000.00	20,000.00
01 -300-305-41-2-1210-000-573604-	ACCEPT COLLA MMBRSH	5,000.00	4,000.00	5,000.00	4,000.00	5,000.00	5,000.00
01 -300-305-41-1-1410-000-513101	BUS -OFFICE-SALARY	368,503.00	369,746.48	368,504.00	402,481.26	388,444.07	380,941.00
01 -300-305-40-2-1420-000-523401	HR-G CNTR-BENEFIT	6,000.00	219.00	6,000.00	5,673.58	6,000.00	6,000.00
01 -300-305-41-2-1430-000-523403	LEGAL CONTRACT SERVICES - REG	35,000.00	20,583.00	35,000.00	18,476.25	35,000.00	35,000.00
01 -300-305-41-2-1430-000-523404	LEGAL CONTRACT SERVICES SPED	20,000.00	12,005.00	20,000.00	22,092.93	20,000.00	20,000.00
01 -300-305-40-1-1440-000-523401	DI IT-MEDIA TECHNICIANS	283,862.00	285,361.76	283,862.00	297,498.76	297,498.83	308,636.00
01 -300-305-43-2-1450-000-523401-	DIST IT - SOFTWARE LICENSING	110,000.00	136,050.00	110,000.00	135,966.89	125,000.00	150,000.00
01 -300-305-43-2-1450-000-523404	DIST IT - TECHNOLOGY CONTRACT	70,000.00	96,482.00	70,000.00	121,920.09	70,000.00	70,000.00
01 -300-305-43-2-1450-000-523407-	DIST IT - PROFESSIONAL DEVELOP	3,000.00	2,100.00	3,000.00	4,137.50	3,000.00	3,000.00
01 -300-305-40-1-1450-000-513101	DI IT-TECH INTEGRATO	352,059.00	444,018.13	454,353.00	460,680.46	420,749.01	449,032.93
01 -300-305-11-1-2110-000-513101-	DA CURR COORD-CONTENT SPEC	10,617.00	14,499.90	10,617.00	14,499.90	15,500.00	23,000.00
01 -300-301-12-1-2110-000-513101-	WH CURR COORD-CONTENT SPEC	10,617.00	21,499.64	10,617.00	21,499.86	15,500.00	23,000.00
01 -300-301-13-1-2110-000-513101-	ME CURR COORD-CONTENT SPEC	10,618.00	17,499.82	10,618.00	23,499.66	15,500.00	23,000.00
01 -300-301-21-1-2110-000-513101-	MS CURR COORD-CONTENT SPEC	63,472.00	32,499.20	63,472.00	32,499.20	45,300.00	53,000.00
01 -300-301-31-1-2110-000-513101-	HS CURR COORD SAL	85,955.00	67,500.10	85,955.00	67,500.10	68,480.00	71,500.00
01 -300-302-40-1-2110-000-513101	DIR CURR-IN TECH SAL	147,000.00	147,000.10	147,000.00	155,195.30	155,195.25	160,300.00
01 -300-302-40-1-2110-000-513101-	DI LIT/MATH COORD	100,173.00	100,173.10	102,280.00	102,285.46	190,625.14	207,478.58
01 -300-302-42-1-2110-000-513101-	DI-ELL PROGR COORD		6,000.06		6,000.06	6,000.00	6,000.00



Budget vs. Actual

ACCOUNT	DESCRIPTION	FY21 Budget	FY21 Actual	FY22 Budget	FY22 Actual	FY23 Budget	FY24 Request
01 -300-302-42-1-2110-000-513101	ST.S-OFFICE - SAL	343,760.00	331,527.64	346,485.00	349,827.34	356,145.23	369,237.09
01 -300-302-42-2-2110-000-543501	ST.S. SUPERVN-SUPPLIES	6,000.00	872.00	6,000.00	3,220.44	6,000.00	6,000.00
01 -300-302-42-2-2110-000-573601	ST.S. SUPERV-OTH EXPENSE	5,000.00	577.00	5,000.00	3,168.34	5,000.00	5,000.00
01 -300-302-40-1-2110-000-513101-	ST.S.-INSTR SUPER	22,221.00	16,999.84	22,221.00	16,999.84	21,220.00	21,500.00
01 -300-302-43-2-2110-000-543501-	DIR CURR-TXTB ADOPTION	40,000.00	70,400.00	40,000.00	22,868.96	40,000.00	40,000.00
01 -300-302-43-2-2110-000-573601-	DIR CURR-OTH EXPENSES	4,800.00	138.00	4,800.00	871.03	4,800.00	4,800.00
01 -300-305-11-1-2210-000-513101	DA-OFFICE SAL	215,983.00	214,363.70	218,029.00	221,371.70	220,963.79	234,422.26
01 -300-305-11-2-2210-000-543501	DA-PRINCIPL SUPPLIES	4,000.00	3,519.00	4,000.00	3,912.11	4,000.00	4,000.00
01 -300-305-11-2-2210-000-573602	DA-PRIN CONF+TRAVEL	2,000.00	-	2,000.00	756.58	2,000.00	2,000.00
01 -300-305-12-1-2210-000-513101	WH- OFFICE SAL	212,506.00	211,034.32	212,166.00	223,433.90	222,830.08	235,983.72
01 -300-305-12-2-2210-000-543501	WH-PRINCIPL SUPPLIES	4,000.00	1,248.00	4,000.00	2,824.00	4,000.00	4,000.00
01 -300-305-12-2-2210-000-573602	WH-PRIN CONF+TRAVEL	2,000.00	-	2,000.00	-	2,000.00	2,000.00
01 -300-305-13-1-2210-000-513101	ME-OFFICE SALARY	213,556.00	211,162.66	215,715.00	223,357.69	222,769.01	239,751.50
01 -300-305-13-2-2210-000-543501	ME-PRINCIPL SUPPLIES	4,000.00	818.00	4,000.00	2,414.45	4,000.00	4,000.00
01 -300-305-13-2-2210-000-573602	ME-PRIN CONF+TRAVEL	2,000.00	-	2,000.00	-	2,000.00	2,000.00
01 -300-305-21-1-2210-000-513101	MS-OFFICE SALARY	376,301.00	361,868.00	376,543.00	384,175.33	386,385.97	399,214.63
01 -300-305-21-2-2210-000-543501	MS-PRINCIPL SUPPLIES	8,000.00	3,656.00	8,000.00	4,857.99	8,000.00	10,000.00
01 -300-305-21-2-2210-000-573602	MS-PRIN CONF+TRAVEL	2,500.00	-	2,500.00	138.00	2,500.00	2,500.00
01 -300-305-31-2-2210-000-573601	HS-PRNCPL OTH EXPENSES	20,000.00	12,137.00	5,000.00	4,380.05	3,500.00	3,500.00
01 -300-305-31-1-2210-000-513101	HS-OFFICE SALARY	542,033.00	554,007.23	541,736.00	548,340.17	553,415.49	572,149.73
01 -300-305-31-2-2210-000-543501	HS-PRINCIPL SUPPLIES	2,400.00	2,243.00	2,500.00	2,991.96	3,000.00	3,000.00
01 -300-305-31-2-2210-000-573602	HS-PRIN CONF+TRAVEL	2,000.00	35.00	2,000.00	-	2,000.00	2,000.00
01 -300-305-40-1-2220-000-513101-	ST.S.-INSTR SUPER	516,275.00	112,953.42	529,630.00	118,027.22	538,281.52	547,289.78
01 -300-305-40-2-2250-000-523401	DIST - COPIER UMBRELLA MAINTEN	6,000.00	265.00	25,000.00	90,286.72	15,000.00	20,000.00
01 -300-305-43-2-2250-000-543503-	IT - TECHNOLOGY INFRASTRUCTURE	100,000.00	20,340.00	100,000.00	121,763.56	100,000.00	80,000.00
01 -300-301-11-1-2305-000-513101	DA-TEA CLASSRM SAL	2,422,566.00	2,311,132.22	2,512,623.00	2,513,105.57	2,652,199.81	2,811,143.23



Budget vs. Actual

ACCOUNT	DESCRIPTION	FY21 Budget	FY21 Actual	FY22 Budget	FY22 Actual	FY23 Budget	FY24 Request
01 -300-301-12-1-2305-000-513102-	WH-SUMMER READING	3,750.00	-	3,750.00	2,840.00	3,750.00	3,750.00
01 -300-301-12-1-2305-000-513101	WH-TEA CLASSRM SAL	2,249,181.00	2,155,203.30	2,372,394.00	2,362,667.23	2,474,772.71	2,581,900.06
01 -300-301-13-1-2305-000-513102-	ME-SUMMER READING	3,750.00	5,550.00	5,500.00	2,840.00	5,500.00	5,500.00
01 -300-301-13-1-2305-000-513101	ME-TEA CLASSRM SAL	1,711,749.00	2,075,404.97	1,828,113.00	1,863,374.42	1,965,319.85	2,056,867.42
01 -300-301-21-1-2305-000-513101	MS-TEA CLASSRM SAL	4,765,742.00	4,720,076.25	4,903,406.00	4,874,444.53	5,052,097.55	5,372,111.71
01 -300-301-31-1-2305-000-513101	HS-TEA CLASSRM SAL	5,710,712.00	5,637,763.01	5,901,564.00	5,773,729.17	5,916,824.00	6,208,216.46
01 -300-301-43-1-2305-000-513103-	D--ELL SALARIES	180,370.00	180,370.06	191,667.00	191,676.44	199,501.80	210,442.21
01 -300-302-11-1-2306-000-513101-	DA-SPED TCHR SPECIALIST	311,966.00	371,264.61	328,426.00	432,011.45	361,890.48	382,447.47
01 -300-302-12-1-2306-000-513101-	WH-SPED TCHR SPECIALIST	301,651.00	353,768.52	319,138.00	365,476.51	317,767.12	331,920.33
01 -300-302-13-1-2306-000-513101-	ME-SPED TCHR SPECIALIST	207,631.00	284,878.88	214,788.00	295,851.23	222,530.44	247,290.66
01 -300-302-21-1-2306-000-513101-	MS-SPED TCHR SPECIALIST	395,402.00	529,930.82	427,086.00	553,490.02	487,980.22	381,132.98
01 -300-302-31-1-2306-000-513101-	HS-SPED TCHR SPECIALIST	529,108.00	663,870.44	585,203.00	657,281.25	590,011.87	553,622.84
01 -300-302-42-1-2306-000-513102-	SUMMER SCHL PROGRAM	45,000.00	47,676.20	50,000.00	47,447.51	50,000.00	55,000.00
01 -300-302-11-1-2320-000-513101	DA-MED/THERA SAL	129,278.00	101,525.08	134,018.00	103,676.09	138,178.58	149,009.64
01 -300-302-12-1-2320-000-513101	WH-MED/THERA SAL	165,741.00	165,740.96	169,231.00	169,238.40	172,203.49	185,659.82
01 -300-302-13-1-2320-000-513101	ME-MED/THERA SAL	292,915.00	292,524.40	304,244.00	304,257.77	316,348.53	336,027.02
01 -300-302-21-1-2320-000-513101	MS-MED/THERA SAL	90,194.00	69,379.96	96,709.00	74,702.00	103,686.06	110,723.78
01 -300-302-31-1-2320-000-513101	HS-MED/THERA SAL	85,030.00	91,623.32	110,339.00	93,370.18	135,622.86	96,575.98
01 -300-302-42-1-2320-000-513102	D ST. S.-BEHAVR THERAPIST	158,045.00	156,197.08	164,148.00	164,155.27	170,561.34	151,269.52
01 -300-302-42-2-2320-000-523402-	CONTRACT SERVICES 2	15,000.00	14,227.00	15,000.00	82,671.05	15,000.00	15,000.00
01 -300-301-11-1-2325-000-513303	DA-ST SUB TEA SAL	26,000.00	166,299.73	30,000.00	86,959.91	30,000.00	30,000.00
01 -300-302-11-1-2325-000-513303	DA-SPED SUBS TEACHERS	4,000.00	-	5,000.00		5,000.00	5,000.00
01 -300-301-12-1-2325-000-513303	WH-ST SUB TEA SAL	26,000.00	122,353.14	30,000.00	29,969.50	30,000.00	30,000.00
01 -300-302-12-1-2325-000-513303	WH-SPED SUBS TEACHERS	4,000.00	-	5,000.00		5,000.00	5,000.00
01 -300-301-13-1-2325-000-513303	ME-T SUBST TEACHERS	26,000.00	41,577.85	30,000.00	122,684.30	30,000.00	30,000.00
01 -300-302-13-1-2325-000-513303	ME-SPED SUBS TEACHERS	4,000.00	-	5,000.00	-	5,000.00	5,000.00



Budget vs. Actual

ACCOUNT	DESCRIPTION	FY21 Budget	FY21 Actual	FY22 Budget	FY22 Actual	FY23 Budget	FY24 Request
01 -300-301-21-1-2325-000-513303	MS-ST SUB TEA SAL	26,000.00	152,456.10	30,000.00	227,649.05	30,000.00	30,000.00
01 -300-302-21-1-2325-000-513303	MS-SPED SUBS TEACHERS	4,000.00	31,390.59	5,000.00	14,935.07	5,000.00	5,000.00
01 -300-301-31-1-2325-000-513303	HS-ST SUB TEA SAL	26,000.00	87,140.25	30,000.00	50,304.01	30,000.00	30,000.00
01 -300-302-31-1-2325-000-513303	HS-SPED SUBS TEACHERS	4,000.00	13,493.84	5,000.00	-	5,000.00	5,000.00
01 -300-301-11-1-2330-000-513302-	DA-CLASSRM AIDES	21,233.00	23,862.34	22,185.00	32,813.95	20,407.54	25,287.77
01 -300-302-11-1-2330-000-513302	DA-SPED INSTR ASST	119,747.00	125,042.75	147,163.00	152,213.87	168,461.23	214,247.00
01 -300-302-11-1-2330-000-513305	DA-SPED TUTR	6,771.00	-	6,771.00		6,800.00	6,800.00
01 -300-301-12-1-2330-000-513302	WH-CLASSR AIDES	39,706.00	32,709.27	43,470.00	45,302.04	54,682.91	78,135.35
01 -300-301-12-1-2330-000-513302	WH-MATH AIDE	5,000.00	380.64	5,000.00	523.33	20,261.28	13,226.62
01 -300-302-12-1-2330-000-513302	WH-SPED INSTR ASST	150,945.00	101,668.20	151,060.00	133,798.06	149,579.43	149,553.66
01 -300-302-12-1-2330-000-513305	WH-SPED TUTR	6,771.00	-	6,771.00		6,800.00	6,800.00
01 -300-301-13-1-2330-000-513302	ME-CLASSR AIDES	136,818.00	164,781.56	127,848.00	171,693.19	126,922.27	127,301.10
01 -300-302-13-1-2330-000-513302	ME-SPED InstrAsst	213,420.00	130,432.88	188,464.00	127,151.66	189,485.40	248,033.96
01 -300-302-13-1-2330-000-513305	ME-SPED TUTORS	6,771.00	-	6,771.00	-	6,800.00	6,800.00
01 -300-301-21-1-2330-000-513302	MS-TECH AIDE	45,008.00	45,007.60	46,020.00	50,000.00	51,000.00	61,779.23
01 -300-301-21-1-2330-000-513301	MS-MATH INTERV TUTORIN	13,500.00	-	13,500.00	-	13,500.00	13,500.00
01 -300-302-21-1-2330-000-513302	MS-SPED INST ASSTS	214,506.00	208,749.65	267,252.00	166,704.42	337,257.49	319,704.77
01 -300-302-21-1-2330-000-513305	MI-SPED TUTORS	6,771.00	-	6,771.00	-	6,800.00	6,800.00
01 -300-301-31-1-2330-000-513302	HS-TECH AIDE	42,865.00	43,864.58	45,829.00	43,269.14	51,000.00	52,275.04
01 -300-301-31-1-2330-000-513101-	HS MATH INTERVTN TUTORING	6,500.00	-	6,500.00	1,575.00	6,500.00	6,500.00
01 -300-302-31-1-2330-000-513302	HS-SPED INSTR ASSTS	115,718.00	130,353.75	198,811.00	109,733.45	165,395.70	191,691.75
01 -300-302-31-1-2330-000-513305	HS-SPED TUT/MCAS	6,773.00	-	6,771.00	-	6,800.00	6,800.00
01 -300-301-40-1-2330-000-513302	ELEM - TECH AIDE	-	-	-	-	51,000.00	52,275.04
01 -300-301-40-1-2330-000-513302	WEB MSTR-SYSTEMWIDE	5,000.00	-	5,000.00	-	-	-
01 -300-302-42-1-2330-000-513302-	ELL TUTOR	67,302.00	50,903.15	72,014.00	41,676.92	42,766.15	39,734.06
01 -300-305-11-1-2340-000-513102	DA-LBRARIAN SAL	100,173.00	53,681.94	57,218.00	57,219.63	60,989.92	65,250.68



Budget vs. Actual

ACCOUNT	DESCRIPTION	FY21 Budget	FY21 Actual	FY22 Budget	FY22 Actual	FY23 Budget	FY24 Request
01 -300-305-11-1-2340-000-513302	DA-LIB AIDES SAL	15,346.00	19,182.02	20,481.00	20,557.64	25,204.61	28,750.07
01 -300-305-12-1-2340-000-513102	WH-LBRARIAN SAL	101,496.00	105,860.06	108,599.00	108,603.72	110,890.72	113,648.82
01 -300-305-12-1-2340-000-513302	WH-LIB AIDES SAL	9,288.00	7,936.44	19,454.00	9,981.27	14,182.90	18,517.26
01 -300-305-13-1-2340-000-513102	ME-LBRARIAN SAL	101,496.00	101,995.94	108,099.00	108,103.72	110,390.72	113,148.82
01 -300-305-13-1-2340-000-513302	ME-LIB AIDES SAL	11,610.00	18,007.20	19,454.00	17,348.50	23,314.26	23,000.06
01 -300-305-21-1-2340-000-513102	MS-LBRARIAN SAL	69,277.00	100,173.10	102,280.00	102,285.46	104,438.20	59,902.73
01 -300-305-21-1-2340-000-513302	MS-LIB AIDES SAL	25,050.00	19,838.50	25,863.00	25,077.80	30,718.12	28,750.07
01 -300-305-31-1-2340-000-513102	HS-LBRARIAN SAL	105,360.00	105,360.06	107,599.00	100,163.69	62,927.88	112,214.27
01 -300-305-31-1-2340-000-513302	HS-LIB AIDES SAL	33,383.00	14,994.54	21,106.00	26,182.15	20,058.67	28,526.07
01 -300-305-40-1-2350-000-513101	DI-SYSTMW R&D-1	50,000.00	15,500.00	50,000.00	23,020.00	50,000.00	30,000.00
01 -300-305-40-2-2350-000-573601	DI-SYS WI R&D 2	40,000.00	-	40,000.00	18,100.00	40,000.00	40,000.00
01 -300-302-42-2-2351-000-573602	ST.S. - PSYCH CONF & TRAVEL	1,100.00	-	1,100.00		1,100.00	1,200.00
01 -300-301-43-2-2351-000-573602	PD CONF & TRAVEL	17,000.00	5,059.00	17,000.00	20,460.51	17,000.00	17,000.00
01 -300-301-21-1-2354-000-513103	MS L-T SUB TCHR SALARIES	-	-	-	32,034.58	-	-
01 -300-301-31-1-2354-000-513103	HS L-T SUB TCHR SALARIES	-	-	-	14,667.12	-	-
01 -300-301-11-1-2355-000-513303	DA-SUBS TEA PROF DEV	-	-	-	3,870.00	-	-
01 -300-301-12-1-2355-000-513303	WH-SUBS TEA PROF DEV	-	-	-	5,105.00	-	-
01 -300-301-13-1-2355-000-513303	ME-SUBS TEA PROF DEV	-	-	-	4,580.00	-	-
01 -300-301-21-1-2355-000-513303	MS-SUBS TEA PROF DEV	-	-	-	3,510.00	-	-
01 -300-301-31-1-2355-000-513303	HS-SUBS TEA PROF DEV	-	-	-	1,310.00	-	-
01-300-301-40-1-2355-000-513303	DI- PDP SUBST TEACHERS	-	305.00	-	685.00	-	-
01 -300-301-40-2-2356-000-573602-	DIST - COURSE REIMBURSEMENT	42,500.00	43,801.00	42,500.00	42,518.75	42,500.00	42,500.00
01 -300-301-11-1-2357-000-513102	DA-PR DEV STIPENDS	-	-	-	750.00	-	-
01 -300-301-12-1-2357-000-513102	WH-PR DEV STIPENDS	-	-	-	500.00	-	-
01 -300-301-13-1-2357-000-513102	ME-PR DEV STIPENDS	-	-	-	500.00	-	-
01 -300-301-21-1-2357-000-513102	MS-PR DEV STIPENDS	-	-	-	500.00	-	-



Budget vs. Actual

ACCOUNT	DESCRIPTION	FY21 Budget	FY21 Actual	FY22 Budget	FY22 Actual	FY23 Budget	FY24 Request
01 -300-301-31-1-2357-000-513102	HS-PR DEV STIPENDS	-	-	-	500.00	-	-
01 -300-302-40-2-2358-000-523401-	DIST - SPED CONTRACT PD SRVCS	75,000.00	32,858.00	75,000.00	28,055.97	75,000.00	80,000.00
01 -300-301-11-2-2410-000-543502	DALE - MUSIC TEXTS	400.00	-	400.00	430.27	400.00	400.00
01 -300-301-11-2-2410-000-543502-	DA-GENL TXTBOOKS	12,000.00	-	12,000.00	4,117.22	12,000.00	12,000.00
01 -300-301-12-2-2410-000-543502-	WH-GENL TXTBOOKS	9,600.00	5,103.00	9,600.00	-	9,600.00	9,600.00
01 -300-301-13-2-2410-000-543502-	ME-GENL TXTBOOKS	9,600.00	786.00	9,600.00	-	9,600.00	9,600.00
01 -300-301-21-2-2410-000-543502	MS - ENGLISH TEXT S	3,200.00	2,039.00	3,200.00	2,238.10	5,000.00	5,000.00
01 -300-301-21-2-2410-000-543502	MS-WO LA TEXTS	5,000.00	4,003.00	5,000.00	3,987.97	5,000.00	5,000.00
01 -300-301-21-2-2410-000-543502	MS-MATH TXT SOFTWARE	2,800.00	-	2,800.00	202.80	2,000.00	2,000.00
01 -300-301-21-2-2410-000-543502	MS - MUSIC TEXTS	1,920.00	2,406.00	1,920.00	2,029.12	2,000.00	2,000.00
01 -300-301-21-2-2410-000-543502	MS - SCIENCE TEXTS	800.00	2,392.00	800.00	2,250.00	250.00	250.00
01 -300-301-21-2-2410-000-543502	MS - SOCIAL STUDIES TEXTS	3,600.00	480.00	3,600.00	480.00	3,600.00	3,600.00
01 -300-301-31-2-2410-000-543502	HS - ENGLISH TEXT S	4,000.00	2,390.00	4,000.00	7,908.18	6,000.00	6,000.00
01 -300-301-31-2-2410-000-543502	HS-WO LA TEXTS	7,200.00	5,261.00	7,200.00	6,028.16	7,200.00	7,700.00
01 -300-301-31-2-2410-000-543502	HS-MATH TXT SOFTWARE	7,200.00	7,996.00	7,200.00	12,484.84	7,000.00	7,000.00
01 -300-301-31-2-2410-000-543502	HS - MUSIC TEXTS	2,400.00	495.00	2,400.00	2,316.47	2,400.00	3,000.00
01 -300-301-31-2-2410-000-543502	HS - SCIENCE TEXTS	6,400.00	22,314.00	8,000.00	7,268.67	4,500.00	4,500.00
01 -300-301-31-2-2410-000-543502	HS - SOCIAL STUDIES TEXTS	3,200.00	1,272.00	3,200.00	-	3,200.00	8,000.00
01 -300-301-31-2-2410-000-543502	HS-GENL TXTBOOKS	3,200.00	-	3,200.00	-	3,200.00	3,200.00
01 -300-301-43-2-2410-000-543504	DIST - MEDIA SUPPLIES SYSTEMWI	45,000.00	47,969.00	45,000.00	25,877.09	45,000.00	45,000.00
01 -300-301-43-2-2410-000-523401	DIST CONTR SRVC-LIB	9,500.00	2,236.00	9,500.00	1,969.00	9,500.00	9,500.00
01 -300-301-11-2-2415-000-543502	DA-LI TEXTBOOKS	4,000.00	3,634.00	4,000.00	3,046.48	4,000.00	4,000.00
01 -300-301-11-2-2415-000-543502	DA-INSTRU MATLS	28,000.00	4,750.00	28,000.00	13,264.68	28,000.00	28,000.00
01 -300-301-12-2-2415-000-543502	WH-LI TEXTBOOKS	4,000.00	759.00	4,000.00	2,931.77	4,000.00	4,000.00
01 -300-301-12-2-2415-000-543502	WH-INSTRU MATLS	24,000.00	9,922.00	24,000.00	21,645.91	24,000.00	24,000.00
01 -300-301-13-2-2415-000-543502	ME-LI TEXTBOOKS	4,000.00	3,486.00	4,000.00	3,489.60	4,000.00	4,000.00



Budget vs. Actual

ACCOUNT	DESCRIPTION	FY21 Budget	FY21 Actual	FY22 Budget	FY22 Actual	FY23 Budget	FY24 Request
01 -300-301-13-2-2415-000-543502	ME-INSTRU MATLS	25,600.00	7,034.00	25,600.00	9,436.73	25,600.00	25,600.00
01 -300-301-21-2-2415-000-543502	MS-LMC TEXTBOOKS	4,000.00	3,439.00	4,000.00	3,786.55	4,000.00	4,000.00
01 -300-301-31-2-2415-000-543502	HS-LMC TEXTBOOKS	7,200.00	6,125.00	7,200.00	6,689.54	7,200.00	7,200.00
01 -300-301-11-2-2420-000-543501-	READING/LITERACY SUPPLIES 1	2,000.00	2,327.00	2,000.00	185.16	2,000.00	2,500.00
01 -300-301-12-2-2420-000-543501-	READING/LITERACY SUPPLIES 1	3,280.00	2,104.00	3,280.00	2,514.06	3,280.00	3,000.00
01 -300-301-13-2-2420-000-543501-	READING/LITERACY SUPPLIES 1	2,800.00	1,348.00	2,800.00	2,457.13	2,800.00	3,000.00
01 -300-301-21-2-2420-000-543501-	READING/LITERACY SUPPLIES 1	2,400.00	482.00	2,400.00	1,923.97	2,400.00	3,000.00
01 -300-301-31-2-2420-000-543501	HS - AV ART MATERIAL	2,080.00	-	2,080.00	2,515.00	2,500.00	2,500.00
01 -300-301-11-2-2430-000-543501	DALE - ART SUPPLIES	3,600.00	3,865.00	3,600.00	3,502.50	4,000.00	8,000.00
01 -300-301-11-2-2430-000-543501-	DA-FO LA SUPPL	1,800.00	108.00	1,800.00	1,205.99	2,200.00	2,200.00
01 -300-301-11-2-2430-000-543501	DALE - HEALTH SUPPLIES	640.00	1,315.00	640.00	782.79	640.00	700.00
01 -300-301-11-2-2430-000-543501	DALE - MUSIC SUPPLIES	800.00	695.00	800.00	605.36	1,600.00	1,500.00
01 -300-301-11-2-2430-000-543501	DALE - PHYS ED SUPPLIES	1,600.00	928.00	1,600.00	1,453.56	1,600.00	1,600.00
01 -300-302-11-2-2430-000-543501	DA-SPED INST SUPPLIES	2,000.00	480.00	2,000.00	2,000.00	2,000.00	2,000.00
01 -300-301-11-2-2430-000-543501-	DALE LIBRARY SUPPLIES	1,360.00	1,449.00	1,360.00	2,271.41	1,360.00	1,360.00
01 -300-301-11-2-2430-000-543501	DA-GENL SUPPLIES	18,400.00	25,330.00	20,400.00	23,519.01	20,400.00	20,400.00
01 -300-301-12-2-2430-000-543501	WLCK - ART SUPPLIES	2,880.00	2,612.00	2,880.00	2,777.16	3,600.00	3,600.00
01 -300-301-12-2-2430-000-543501-	WH-FO LA SUPPL	1,800.00	-	1,800.00	1,323.24	2,200.00	2,200.00
01 -300-301-12-2-2430-000-543501	WLCK - HEALTH SUPPLIES	480.00	-	480.00	300.00	480.00	500.00
01 -300-301-12-2-2430-000-543501	WLCK - MUSIC SUPPLIES	240.00	165.00	240.00	169.59	240.00	240.00
01 -300-301-12-2-2430-000-543501	WLCK - PHYS ED SUPPLIES	1,600.00	370.00	1,600.00	1,531.68	1,600.00	1,800.00
01 -300-302-12-2-2430-000-543501	WH-SPED INST SUPPLIES	2,000.00	784.00	2,000.00	2,000.00	2,000.00	2,000.00
01 -300-301-12-2-2430-000-543501-	WLCK LIBRARY SUPPLIES	1,360.00	3,421.00	1,360.00	1,187.94	1,360.00	1,360.00
01 -300-301-12-2-2430-000-543501	WH-GENL SUPPLIES	18,400.00	19,225.00	20,400.00	16,967.49	20,400.00	20,400.00
01 -300-301-13-2-2430-000-543501	MEML - ART SUPPLIES	2,880.00	903.00	2,880.00	3,025.43	3,600.00	3,600.00
01 -300-301-13-2-2430-000-543501	MEML - HEALTH SUPPLIES	480.00	131.00	480.00	132.00	480.00	500.00



Budget vs. Actual

ACCOUNT	DESCRIPTION	FY21 Budget	FY21 Actual	FY22 Budget	FY22 Actual	FY23 Budget	FY24 Request
01 -300-301-13-2-2430-000-543501	MEML - MUSIC SUPPLIES	240.00	165.00	240.00	-	240.00	240.00
01 -300-301-13-2-2430-000-543501	MEML - PHYS ED SUPPLIES	1,840.00	1,415.00	1,840.00	1,918.70	1,840.00	2,000.00
01 -300-302-13-2-2430-000-543501	ME-SPED INST SUPPLIES	3,000.00	813.00	3,000.00	2,126.13	3,000.00	3,000.00
01 -300-301-13-2-2430-000-543501-	MEML LIBRARY SUPPLIES	1,360.00	1,277.00	1,360.00	1,189.40	1,360.00	1,360.00
01 -300-301-13-2-2430-000-543501	ME-GENL SUPPLIES	18,400.00	41,168.00	20,400.00	17,128.85	20,400.00	20,400.00
01 -300-301-21-2-2430-000-543501	MS-ART SUPPLIES	6,400.00	5,249.00	6,400.00	6,856.54	8,000.00	8,000.00
01 -300-301-21-2-2430-000-543501	MS-ENGL SUPPLIES	2,000.00	719.00	2,000.00	998.79	1,500.00	1,500.00
01 -300-301-21-2-2430-000-543501	MS-FL SUPPL 1	1,760.00	375.00	1,760.00	1,265.64	1,760.00	1,760.00
01 -300-301-21-2-2430-000-543501	MS-HEALTH SUPPLIES	640.00	601.00	640.00	477.37	640.00	700.00
01 -300-301-21-2-2430-000-543501	MS-FamConsuSuppl	4,400.00	2,338.00	4,400.00	4,779.96	5,500.00	5,500.00
01 -300-301-21-2-2430-000-543501	MS-MATH SUPPLIES	3,040.00	2,446.00	3,040.00	3,062.74	4,100.00	4,100.00
01 -300-301-21-2-2430-000-543501	MS-MUSIC SUPPLIES	400.00	665.00	400.00	155.78	400.00	400.00
01 -300-301-21-2-2430-000-543501	MS-PHYS ED SUPPLIES	2,720.00	1,828.00	2,720.00	2,638.15	2,720.00	2,800.00
01 -300-301-21-2-2430-000-543501	MS-SCIENCE SUPPLIES	8,000.00	8,426.00	9,000.00	8,498.61	9,000.00	9,000.00
01 -300-301-21-2-2430-000-543501	MS-SOC STUDIES SUPPLIES	2,800.00	705.00	2,800.00	2,613.47	3,000.00	3,000.00
01 -300-302-21-2-2430-000-543501	MS-SPED INST SUPPLIES	2,000.00	331.00	2,000.00	935.53	2,000.00	2,000.00
01 -300-301-21-2-2430-000-543501-	MS LIBRARY SUPPLIES	1,600.00	1,575.00	1,600.00	1,679.52	1,600.00	1,600.00
01 -300-301-21-2-2430-000-543501	MS-GENL SUPPLIES	16,000.00	12,509.00	18,000.00	11,266.86	18,000.00	20,000.00
01 -300-301-31-2-2430-000-543501	HS - ART SUPPLIES	16,800.00	17,203.00	16,800.00	16,437.30	21,000.00	21,000.00
01 -300-301-31-2-2430-000-543501	HS - ENGLISH SUPPLIES	5,200.00	1,459.00	5,200.00	2,201.24	5,500.00	5,500.00
01 -300-301-31-2-2430-000-543501	HS-FL SUPPL 1	2,000.00	1,278.00	2,000.00	2,308.28	2,000.00	2,000.00
01 -300-301-31-2-2430-000-543501	HS - HEALTH SUPPLIES	2,000.00	1,641.00	2,000.00	1,599.63	2,000.00	2,000.00
01 -300-301-31-2-2430-000-543501	HS - FAMILY CONSUMER SUPPLIES	8,000.00	3,569.00	8,000.00	9,882.92	10,000.00	10,000.00
01 -300-301-31-2-2430-000-543501	HS-MATH SUPPLIES	3,200.00	3,398.00	3,200.00	2,644.60	3,200.00	3,200.00
01 -300-301-31-2-2430-000-543501	HS - MUSIC SUPPLIES	800.00	708.00	800.00	811.74	800.00	800.00
01 -300-301-31-2-2430-000-543501	HS - PHYS ED SUPPLIES	2,560.00	1,006.00	2,560.00	2,909.02	2,560.00	2,600.00



Budget vs. Actual

ACCOUNT	DESCRIPTION	FY21 Budget	FY21 Actual	FY22 Budget	FY22 Actual	FY23 Budget	FY24 Request
01 -300-301-31-2-2430-000-543501	HS - SCIENCE SUPPLIES	24,000.00	14,844.00	23,000.00	18,463.17	23,000.00	23,000.00
01 -300-301-31-2-2430-000-543501	HS - SOCIAL STUDIES SUPPLIES	2,400.00	1,386.00	2,400.00	2,445.25	2,400.00	2,400.00
01 -300-302-31-2-2430-000-543501	HS-SPED INST SUPPLIES	2,000.00	787.00	2,000.00	1,524.97	2,000.00	2,000.00
01 -300-301-31-2-2430-000-543501	HS LIBR SUPPL	1,440.00	1,080.00	1,440.00	1,344.24	1,440.00	1,440.00
01 -300-301-31-2-2430-000-543501	HS-GENL SUPPLIES	32,000.00	69,363.00	39,000.00	31,663.46	40,000.00	40,000.00
01 -300-301-40-2-2430-000-543501	DIST - ELL SUPPLIES	3,500.00	2,477.00	3,500.00	984.02	4,500.00	4,500.00
	Istructional Supplies	30,000.00	11,898.00	15,000.00	-	15,000.00	15,000.00
01 -300-301-11-2-2440-000-523405	DALE - HEALTH SERVICES	800.00	132.00	800.00	798.00	800.00	800.00
01 -300-301-12-2-2440-000-523405	WLCK - HEALTH SERVICES	1,920.00	132.00	1,920.00	440.93	1,920.00	1,920.00
01 -300-301-13-2-2440-000-523405	MEML - HEALTH SERVICES	800.00	172.00	800.00	400.00	800.00	800.00
01 -300-301-21-2-2440-000-523405	MS - HEALTH SERVICES	800.00	264.00	800.00	800.00	800.00	800.00
01 -300-301-31-2-2440-000-523405	HS - HEALTH SERVICES	13,200.00	11,824.00	13,200.00	13,110.00	13,200.00	13,200.00
01 -300-301-31-2-2440-000-543504-	HS-VIRTL INSTR TECHNOLOGY	10,000.00	20,250.00	10,000.00	9,350.00	10,000.00	10,000.00
01 -300-301-40-2-2440-000-523401-	Contracted Service	15,000.00	-	15,000.00	19,203.99	15,000.00	15,000.00
01 -300-301-43-2-2451-000-543503-	IT - INSTRUCTIONAL HARDWARE	95,000.00	132,673.00	150,000.00	442,719.92	150,000.00	125,000.00
01 -300-301-21-2-2455-000-543501	HS - Software	-	-	-	-	10,000.00	-
01 -300-305-43-2-2455-000-543504-	INSTRUCTIONAL SOFTWARE	75,000.00	75,406.00	75,000.00	127,635.39	75,000.00	110,000.00
01 -300-301-11-1-2710-000-513102	DA-GUID COUNSELORS	81,495.00	83,380.92	88,669.00	90,657.91	94,812.63	101,168.06
01 -300-301-12-1-2710-000-513102	WH-GUID COUNSELORS	100,671.00	50,679.46	51,640.00	50,458.93	51,719.10	93,254.31
01 -300-301-13-1-2710-000-513102	ME-GUID COUNSELORS	32,784.00	46,650.50	51,149.00	47,643.90	53,119.10	111,120.19
01 -300-301-21-1-2710-000-513101	MS-GUID COUNSELORS	297,683.00	305,655.17	382,093.00	392,096.88	403,709.88	429,038.53
01 -300-301-21-1-2710-000-513201	MS-GUIDANCE SECY	30,544.00	30,648.10	29,125.00	31,174.29	29,224.58	30,590.28
01 -300-301-21-2-2710-000-543501-	MS GUI-SUPPLIES	800.00	602.00	800.00	782.91	800.00	800.00
01 -300-301-21-2-2710-000-573601-	MS GUI-OTH EXPENSES	480.00	300.00	480.00	389.90	480.00	480.00
01 -300-301-31-1-2710-000-513101	HS-GUID COUNSELORS	538,391.00	538,391.00	563,242.00	577,511.49	592,703.82	624,874.68
01 -300-301-31-1-2710-000-513201	HS-GUIDANCE SECY	40,994.00	40,854.23	40,191.00	31,622.58	31,038.39	35,159.03



Budget vs. Actual

ACCOUNT	DESCRIPTION	FY21 Budget	FY21 Actual	FY22 Budget	FY22 Actual	FY23 Budget	FY24 Request
01 -300-301-31-2-2710-000-543501-	HS GUID-SUPPLIES	1,520.00	1,306.00	1,520.00	1,133.13	1,520.00	1,520.00
01 -300-301-31-2-2710-000-573601-	HS GUI-OTH EXPENSES	1,280.00	450.00	1,280.00	450.00	1,280.00	1,280.00
01 -300-301-40-2-2710-000-573601-	HS GUI-OTH EXPENSES	800.00	-	800.00		800.00	800.00
01 -300-302-42-2-2720-000-523402-	DIST TESTING SERVICES	4,000.00	3,958.00	4,000.00	2,320.68	4,000.00	4,000.00
01 -300-302-42-2-2720-000-543501	ST.S. - PRE SCHOOL SCREENING	750.00	-	750.00	-	750.00	750.00
01 -300-302-11-1-2800-000-513101	DA-PSYCHL SALARIES	106,860.00	106,860.06	109,099.00	109,103.72	111,390.72	118,351.66
01 -300-302-12-1-2800-000-513101	WH-PSYCHL SALARIES	86,063.00	86,063.12	91,539.00	91,543.33	97,367.16	106,034.33
01 -300-302-13-1-2800-000-513101	ME-PSYCHOL SALARIES	79,698.00	79,697.02	84,176.00	84,179.71	88,906.26	68,690.35
01 -300-302-21-1-2800-000-513101	MS-PSYCHOL SALARIES	99,173.00	99,173.10	101,280.00	101,285.46	103,438.20	108,685.19
01 -300-302-31-1-2800-000-513101	HS-PSYCHOL SALARIES	82,634.00	82,633.98	87,892.00	72,549.08	96,551.16	102,654.65
01 -300-302-31-1-2800-000-513102	HS-OTH PSYCH SALARIES	114,000.00	112,387.87	114,000.00	114,000.00	119,187.00	121,571.00
01 -300-302-42-2-2800-000-523407	ST.S. - PSYCH CONTRACT SERVICES	15,000.00	16,171.00	15,000.00	22,124.80	15,000.00	15,000.00
01 -300-302-42-2-2800-000-543501	ST.S - PSYCH SUPPLIES	4,000.00	3,960.00	4,000.00	2,155.65	4,000.00	4,000.00
01 -300-305-11-1-3200-000-513101	DA-NURSE SALARY	106,860.00	106,860.06	109,099.00	109,103.72	111,390.72	106,034.33
01 -300-305-12-1-3200-000-513101	WH-NURSE SALARY	69,277.00	58,794.06	62,786.00	62,788.69	67,056.84	71,882.14
01 -300-305-13-1-3200-000-513101	ME-NURSE SALARY	82,005.00	82,005.04	83,748.00	83,751.22	85,531.08	92,075.50
01 -300-305-21-1-3200-000-513101	MS-NURSE SALARY	125,044.00	128,023.59	130,279.00	149,892.94	155,728.08	144,219.64
01 -300-305-31-1-3200-000-513101	HS-NURSE SALARY	118,713.00	117,604.22	135,044.00	119,453.93	164,795.28	171,223.67
01 -300-305-42-1-3200-000-513303	ST.S.-NURSE SUBSTITUTE	16,000.00	23,420.77	18,000.00	80,520.00	20,000.00	20,000.00
01 -300-305-42-2-3200-000-523401	ST.S.-PHYSL EXAMS	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
01 -300-305-42-2-3200-000-543501	ST.S.-HLTH SUPPLIES	6,600.00	6,557.00	6,600.00	6,335.02	9,000.00	9,000.00
01 -300-305-42-2-3200-000-573601	ST.S.-NURS OTH EXP	4,200.00	247.00	4,200.00	555.00	4,200.00	4,200.00
01 -300-301-40-2-3300-000-523405	REGULAR TRANSPORTATION	1,428,704.00	1,391,471.00	1,429,404.00	1,444,702.82	1,467,900.00	1,573,700.00
01 -300-302-40-2-3300-000-523405	SPEC ED TRANSPORTATION	505,000.00	354,338.00	505,000.00	164,565.55	510,000.00	650,000.00
01 -300-305-31-1-3400-000-513302	HS-CAF AIDE	18,486.00	22,150.68	18,531.00	14,667.12	20,407.54	20,408.00
01 -300-305-31-1-3510-000-513101	ATHLETIC DIRECTOR	137,995.00	134,629.04	141,445.00	141,504.90	143,570.00	146,441.40



Budget vs. Actual

ACCOUNT	DESCRIPTION	FY21 Budget	FY21 Actual	FY22 Budget	FY22 Actual	FY23 Budget	FY24 Request
01 -300-305-31-1-3510-000-513102-	ASST ATHLETIC DIRECTOR	20,216.00	20,863.00	-	-	-	-
01 -300-305-31-1-3510-000-513103	HS-COA/INTRAMURALS	350,303.00	314,004.00	370,000.00	403,452.00	425,500.00	410,000.00
01 -300-305-31-1-3510-000-513105-	ATHLETIC TRAINER	63,216.00	63,715.88	64,796.00	65,062.31	77,851.10	59,853.60
01 -300-305-31-2-3510-000-523405	HS ATHL - TRANSPORTATION	42,000.00	52,667.00	42,000.00	43,273.59	42,000.00	50,000.00
01 -300-305-31-2-3510-000-543501	HS ATHL - SUPPLIES/AWARDS	2,400.00	1,000.00	2,400.00	1,668.00	2,400.00	2,400.00
01 -300-305-21-1-3520-000-513104	MS - INTRAMURAL SALARIES	121,790.00	45,734.00	125,000.00	90,900.00	95,000.00	95,000.00
01 -300-305-31-1-3520-000-513104-	HS-INTRAMURAL ACTIVITIES	121,791.00	112,090.00	125,000.00	134,666.00	115,000.00	135,000.00
01 -300-305-40-2-3520-000-523405	MUSIC TRANSPORTATION & REGISTR	17,000.00	679.00	17,000.00	16,394.50	12,000.00	15,000.00
01-300-305-43-2-2455-000-523401	DISTRICT-WIDE SECURITY	25,000.00	20,170.00	25,000.00	20,993.53	25,000.00	25,000.00
01 -300-305-11-1-4110-000-513303	DA-CUSTO SALARIES	156,007.00	151,235.08	153,899.00	159,045.14	162,463.00	162,642.82
01 -300-305-11-1-4110-000-513304	DA-CUSTO OT/EH	4,000.00	10,398.88	5,000.00	10,250.39	5,000.00	6,000.00
01 -300-305-12-1-4110-000-513303	WH-CUSTO SALARIES	154,657.00	153,907.61	154,821.00	153,913.90	156,629.00	156,594.85
01 -300-305-12-1-4110-000-513304	WH-CUSTO OT/EH	4,000.00	3,128.52	5,000.00	4,717.85	5,000.00	6,000.00
01 -300-305-13-1-4110-000-513303	ME-CUSTO SALARIES	156,172.00	155,297.11	156,335.00	132,048.70	162,307.00	158,714.84
01 -300-305-13-1-4110-000-513304	ME-CUSTO OT/EH	4,000.00	8,774.08	5,000.00	17,722.85	5,000.00	6,000.00
01 -300-305-21-1-4110-000-513303	MS-CUSTO SALARIES	206,728.00	158,960.14	212,375.00	206,051.89	217,112.00	222,987.29
01 -300-305-21-1-4110-000-513304	MS-CUSTO OT/EH	4,000.00	9,260.10	5,000.00	19,567.47	6,000.00	6,000.00
01 -300-305-31-1-4110-000-513303	HS-CUSTO SALARIES	254,960.00	252,416.43	255,302.00	263,556.11	269,713.00	275,103.44
01 -300-305-31-1-4110-000-513304	HS-CUSTO OT/EH	4,000.00	10,777.24	5,000.00	18,564.45	6,000.00	6,000.00
01 -300-305-40-1-4110-000-513301	CUST-MAINT CLOTHING ALLOWANCE	9,300.00	9,000.00	9,300.00	9,450.00	10,500.00	10,500.00
01 -300-305-40-1-4110-000-513304	CUST-MAINT SAL	298,024.00	276,960.06	302,014.00	272,397.62	316,036.20	320,870.56
01 -300-305-40-1-4110-000-513305	CUST-MAIN OT/EH	52,174.00	30,107.46	53,000.00	9,544.96	50,000.00	55,000.00
01 -300-305-40-2-4110-000-523401	CUSTODIAL CONTRACT SERVICES	60,000.00	21,899.00	60,000.00	28,981.47	60,000.00	70,000.00
01 -300-305-40-2-4110-000-543501	CUSTODIAL SUPPLIES	95,000.00	82,542.00	95,000.00	144,707.51	95,000.00	100,000.00
01 -300-305-40-2-4110-000-543502-	UNIFORMS - CUSTODIANS	1,000.00	-	1,300.00	477.11	1,500.00	1,500.00
01 -300-305-40-2-4110-000-573602	CUSTODIAL CONF & TRAVEL	-	381.00	-	377.67	500.00	500.00



Budget vs. Actual

ACCOUNT	DESCRIPTION	FY21 Budget	FY21 Actual	FY22 Budget	FY22 Actual	FY23 Budget	FY24 Request
01 -300-305-11-2-4120-000-573607-	HEATING - DALE	50,000.00	33,510.00	50,000.00	44,534.42	50,000.00	56,000.00
01 -300-305-12-2-4120-000-573607-	HEATING - WLCK	20,000.00	15,897.00	20,000.00	28,350.51	25,000.00	36,000.00
01 -300-305-13-2-4120-000-573607-	HEATING - MEML	40,000.00	37,289.00	40,000.00	26,482.41	40,000.00	37,000.00
01 -300-305-21-2-4120-000-573607-	HEATING - MS	85,000.00	69,300.00	85,000.00	73,662.70	85,000.00	95,000.00
01 -300-305-31-2-4120-000-573607-	HEATING - HS	95,000.00	72,847.00	95,000.00	79,071.97	90,000.00	100,000.00
01 -300-305-41-2-4120-000-573607-	HEATING - ADMIN	2,000.00	-	2,000.00	-	2,000.00	2,000.00
01 -300-305-11-2-4130-000-573603-	ELECTRICITY - DALE	60,000.00	35,883.00	60,000.00	46,244.71	55,000.00	60,000.00
01 -300-305-11-2-4130-000-573604-	TELEPHONE - DALE	7,500.00	4,365.00	8,500.00	9,595.76	7,000.00	10,000.00
01 -300-305-11-2-4130-000-573605-	WATER-SEWER - DALE	10,000.00	5,757.00	10,000.00	9,745.90	10,000.00	10,000.00
01 -300-305-12-2-4130-000-573603-	ELECTRICITY - WLCK	60,000.00	47,401.00	60,000.00	53,096.43	55,000.00	65,000.00
01 -300-305-12-2-4130-000-573604-	TELEPHONE - WLCK	6,000.00	4,294.00	6,000.00	4,941.18	6,000.00	6,000.00
01 -300-305-12-2-4130-000-573605-	WATER-SEWER - WLCK	20,000.00	7,700.00	15,000.00	12,030.84	15,000.00	15,000.00
01 -300-305-13-2-4130-000-573603-	ELECTRICITY - MEML	75,000.00	78,458.00	75,000.00	84,445.86	80,000.00	105,000.00
01 -300-305-13-2-4130-000-573604-	TELEPHONE - MEML	6,500.00	4,572.00	6,500.00	4,991.42	6,000.00	6,000.00
01 -300-305-13-2-4130-000-573605-	WATER-SEWER - MEML	14,000.00	3,774.00	14,000.00	7,784.84	10,000.00	10,000.00
01 -300-305-21-2-4130-000-573603-	ELECTRICITY - MS	165,000.00	122,352.00	165,000.00	134,396.18	160,000.00	165,000.00
01 -300-305-21-2-4130-000-573604-	TELEPHONE - MS	15,000.00	12,717.00	15,000.00	13,777.25	15,000.00	15,000.00
01 -300-305-21-2-4130-000-573605-	WATER-SEWER - MS	13,000.00	13,643.00	17,000.00	30,618.75	30,000.00	35,000.00
01 -300-305-31-2-4130-000-573603-	ELECTRICITY - HS	265,000.00	241,579.00	265,000.00	273,489.13	260,000.00	335,000.00
01 -300-305-31-2-4130-000-573604-	TELEPHONE - HS	15,000.00	18,217.00	15,000.00	13,777.25	15,000.00	15,000.00
01 -300-305-31-2-4130-000-573605-	WATER-SEWER - HS	18,000.00	7,183.00	18,000.00	17,149.54	18,000.00	20,000.00
01 -300-305-41-2-4130-000-573603-	ELECTRICITY - ADMIN	10,000.00	-	10,000.00	-	10,000.00	10,000.00
01 -300-305-41-2-4130-000-573604-	TELEPHONE - ADMIN	25,000.00	14,032.00	20,000.00	15,034.86	18,000.00	18,000.00
01 -300-305-41-2-4130-000-573605-	WATER-SEWER - ADMIN	500.00	-	500.00	-	500.00	500.00
01 -300-305-40-2-4210-000-543501	GROUPS MAINT SUPPLIES	15,000.00	19,706.00	15,000.00	46,095.88	20,000.00	25,000.00
01 -300-305-40-2-4210-000-573601	HS ATHLETIC FIELDS MAINT CONTR	15,000.00	28,828.00	15,000.00	18,958.74	20,000.00	20,000.00



Budget vs. Actual

ACCOUNT	DESCRIPTION	FY21 Budget	FY21 Actual	FY22 Budget	FY22 Actual	FY23 Budget	FY24 Request
01 -300-305-11-2-4220-000-543501	DALE - BUILDING MAINT SUPPLIES	30,000.00	26,015.00	30,000.00	35,115.16	30,000.00	30,000.00
01 -300-305-12-2-4220-000-543501	WLCK - BUILDING MAINT SUPPLIES	25,000.00	38,987.00	25,000.00	25,206.59	25,000.00	25,000.00
01 -300-305-13-2-4220-000-543501	MEML - BUILDING MAINT SUPPLIES	15,000.00	28,290.00	15,000.00	25,919.62	20,000.00	20,000.00
01 -300-305-21-2-4220-000-543501	MS - BUILDING MAINT SUPPLIES	30,000.00	92,389.00	30,000.00	26,927.41	35,000.00	35,000.00
01 -300-305-31-2-4220-000-543501	HS - BUILDING MAINT SUPPLIES	35,000.00	58,550.00	35,000.00	54,626.60	40,000.00	40,000.00
01 -300-305-40-2-4220-000-523401	DIST - GENERAL MAINT CONTRACTS	150,000.00	179,093.00	150,000.00	100,287.91	160,000.00	160,000.00
01 -300-305-40-2-4220-000-543502	DIST - VANDALISM	5,000.00	-	5,000.00	-	5,000.00	5,000.00
01 -300-305-21-2-4230-000-523406	FCS-NCONTR SRVCS	800.00	380.00	800.00	-	800.00	800.00
01 -300-305-21-2-4230-000-523402	MS - MAINT SCIENCE CONTRACT	625.00	-	625.00	490.00	625.00	300.00
01 -300-305-21-2-4230-000-523406	MS-MAINT SCIENCE	1,500.00	-	1,500.00	1,045.40	1,500.00	1,500.00
01 -300-305-31-2-4230-000-523406	HS-ART EQ MAINT	800.00	335.00	800.00	-	1,000.00	1,000.00
01 -300-305-31-2-4230-000-523406	HOME EC EQMAINT	400.00	-	400.00	200.00	400.00	800.00
01 -300-305-31-2-4230-000-523402	HS - MAINT SCIENCE CONTRACT	2,000.00	900.00	2,000.00	2,093.00	2,000.00	2,325.00
01 -300-305-31-2-4230-000-523406	HS-MAINT SCIENCE	2,000.00	-	2,000.00	5,978.40	2,000.00	2,000.00
01 -300-305-40-2-4230-000-523406	DIST-MUSIC MAINT	5,000.00	1,805.00	5,000.00	4,666.87	5,000.00	6,000.00
01 -300-305-40-2-4230-000-523406	PE N-CONTR REPAIR	2,400.00	-	2,400.00	-	2,400.00	2,400.00
01 -300-305-40-2-4230-000-523406	DI-NCONTR EQ MAINT	20,000.00	105,813.00	20,000.00	36,605.15	20,000.00	20,000.00
01 -300-305-41-2-4230-000-523406	DI-EQ MAINT CONTR	5,000.00	-	5,000.00	2,867.27	5,000.00	5,000.00
01 -300-305-42-2-4230-000-523402	ST.S.-EQ MAIN/CONTRACT	1,000.00	868.00	1,000.00	934.00	1,000.00	1,000.00
01 -300-305-40-1-5100-000-513101-	SICK LEAVE BUYBACK	35,000.00	99,075.88	35,000.00	50,281.25	45,000.00	45,000.00
01 -300-305-40-1-5100-000-513102	TEA-ADMIN RESERVE	35,000.00	-	35,000.00	-	35,000.00	35,000.00
01 -300-305-40-2-5100-000-513102-	EMPLYR RETI CONTRIB	7,000.00	14,243.00	7,000.00	19,449.00	7,000.00	15,000.00
01 -300-305-40-2-5300-000-523401-	DIST - COPIER LEASES	60,000.00	77,951.00	45,000.00	41,770.51	70,000.00	70,000.00
01 -300-305-42-2-5500-000-523407-	MEDICAID FILNG FEE	4,000.00	2,313.00	4,000.00	6,796.88	4,000.00	4,000.00
01 -300-305-40-2-7300-000-543503	DIST - MUSIC NEW EQUIPMENT	11,200.00	7,714.00	11,200.00	10,691.68	16,000.00	20,000.00
01 -300-305-40-2-7300-000-543503	DIST - NEW EQUIPMENT MAINT	10,000.00	10,720.00	10,000.00	3,275.78	10,000.00	10,000.00



Budget vs. Actual

ACCOUNT	DESCRIPTION	FY21 Budget	FY21 Actual	FY22 Budget	FY22 Actual	FY23 Budget	FY24 Request
01 -300-305-42-2-7300-000-543503	ST.S-AQUI NEW EQUIPMENT	7,000.00	5,830.00	7,000.00	881.89	7,000.00	7,000.00
01 -300-305-21-2-7400-000-543503	MS-EQUIP REPL WORLD LANG	1,000.00	1,000.00	1,250.00	1,250.00	1,250.00	1,250.00
01 -300-305-21-2-7400-000-543503	MS - REPLACE EQUIPMENT SCIENCE	1,500.00	-	1,000.00	-	1,000.00	1,000.00
01 -300-305-31-2-7400-000-543503	HS-EQUIP REPL WORLD LANG	1,000.00	1,000.00	1,250.00	1,250.00	1,250.00	1,250.00
01 -300-305-31-2-7400-000-543503	HS - REPLACE EQUIPMENT SCIENCE	3,000.00	-	2,500.00	3,914.55	2,500.00	2,500.00
01 -300-305-40-2-7400-000-543503	SUPT-REPL EQUIP	6,000.00	5,351.00	6,000.00	45.84	6,000.00	6,000.00
01 -300-305-40-2-7400-000-543503-	MAINT - REPLACEMENT EQUIPMENT	15,000.00	48,207.00	15,000.00	15,709.15	15,000.00	15,000.00
01 -300-305-42-2-7400-000-543503	ST.S. REPL EQUIP	5,000.00	347.00	5,000.00	-	5,000.00	5,000.00
01 -300-302-42-2-9100-000-523404	TUITN-TO MA SCHLS	261,976.00	77,827.00	108,192.23	233,778.00	176,926.00	206,215.00
	Tuition -	25,000.00	-	25,000.00		25,000.00	15,000.00
01 -300-304-31-2-9100-000-523401-	TUITION - NORFOLK AGRICULTURAL	10,000.00	10,479.00	10,000.00	8,800.00	10,000.00	10,000.00
01 -300-302-42-2-9300-000-523404	TUI-NON-PUBL SCHLS	741,138.00	1,292,031.00	1,013,583.97	972,337.28	807,244.00	538,931.00
01 -300-302-42-2-9400-000-523404	TUI-COLLABORATIVES	175,163.00	103,857.00	69,794.03	63,908.82	56,559.00	62,289.00
Total		36,877,290.00	36,823,136.44	38,348,229.23	38,232,403.47	39,506,948.00	41,176,784



Non-Departmental Budgets



Non-Departmental Budget Summary

Description	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Budget	\$ Change from FY23	% Change from FY23
Debt Service						
Principal	4,340,273	4,748,543	3,958,200	2,914,709	(1,043,491)	-26.4%
Interest	1,264,548	1,489,458	1,312,070	1,160,574	(151,496)	-11.5%
Debt Service - Total	5,604,821	6,238,001	5,270,270	4,075,283	(1,194,987)	-22.7%
Town and School Employee Benefits						
Unemployment Trust Fund	105,894	161,788	-	30,000	30,000	-
Life Insurance	12,834	12,412	15,000	15,900	900	6.0%
Health Insurance	3,977,140	3,504,136	4,677,109	4,928,810	251,701	5.4%
OPEB Trust	425,000	467,500	500,000	525,000	25,000	5.0%
Medicare Insurance Tax	559,803	584,427	624,000	665,000	41,000	6.6%
Pension (Norfolk Co. Ret. System)	2,971,533	3,162,435	3,394,258	3,296,275	(97,983)	-2.9%
Benefits - Total	8,052,205	7,892,698	9,210,367	9,460,985	250,618	2.7%
Town and School Insurance Budgets						
Workers Compensation Insurance	221,320	247,713	248,000	280,878	32,878	13.3%
Property, Gen. Liab. & Professional	202,231	238,201	276,000	279,507	3,507	1.3%
Police and Fire 111F IOD Ins.	79,018	83,234	90,000	95,000	5,000	5.6%
Insurance - Total	502,569	569,148	614,000	655,385	41,385	6.7%
Other Non-Departmental						
Veterans' Services	37,173	34,887	55,878	59,831	3,953	7.1%
Sealer of Weights & Measures	2,915	3,077	3,117	3,200	83	2.7%
Historical Commission	222	1,289	1,500	1,500	-	0.0%
Memorial Day	-	300	1,800	1,800	-	0.0%
Arts/Cultural Council	5,800	6,000	6,500	7,300	800	12.3%
Other Non-Departmental - Total	8,936	10,667	12,917	13,800	800	6.2%
Transfers to Reserve/Stabilization						
General Stabilization	-	700,000	700,000	500,000	(200,000)	-28.6%
Reserve Fund	41,835	92,060	170,000	170,000	-	0.0%
Transfers - Total	41,835	792,060	870,000	670,000	(200,000)	-23.0%
Non-Departmental - Total	14,210,367	15,502,574	15,977,554	14,875,453	(1,102,184)	-6.9%



Non Departmental Budgets

Debt Service

The debt service budget accounts are for the Town’s principal and interest payments over the course of the fiscal year. The Water and Sewer Enterprise Funds are charged by the General Fund for the debt service related to the water and sewer projects. In FY2023, the Town made its final debt service payments for the three school projects of the early 2000s, resulting in significant drops in debt exclusion payments in FY2023 and FY2024. In addition, FY2024 will be the third year of debt payments for the new water treatment plant, which was approved at the 2021 Annual Town Meeting. The treatment plant is currently scheduled to go online in spring 2023.

Debt Service	FY2022 Actual	FY2023 Approved	FY2024 Proposed
Principal	4,748,543.00	3,958,200	2,914,709
Interest	1,489,458.00	1,312,070	1,160,574
Total	6,238,001.00	5,270,270	4,075,283*

**Note: The total for the proposed debt service budget for FY2024 does not tie to the total listed on the following pages. This is due to the payment for the purchase of the Medfield State Hospital, which was financed through an interest-free loan from the Commonwealth to the Town. The principal payment is made each year with a charge on the town’s annual local aid allocation*

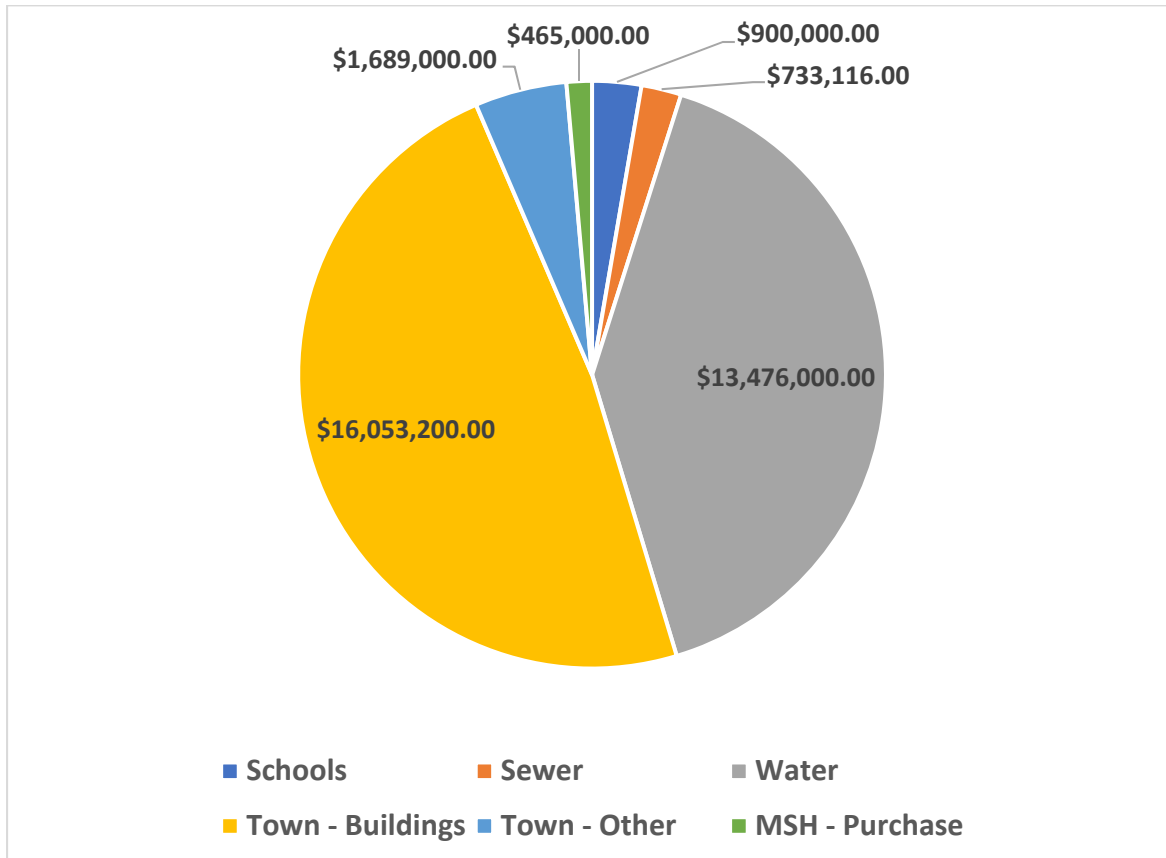


Principal and Interest Overview by Project

Project	Total Project Cost	FY2022	FY2023	FY2024
Excluded Debt (outside Proposition 2 ½)				
DPW Town Garage Construction	\$9,500,000	\$651,550	\$650,125	\$647,888
The CENTER at Medfield Construction	\$2,000,000	\$116,032	\$129,675	\$133,575
The CENTER at Medfield Construction	\$800,000	\$49,137	\$47,250	\$40,176
Public Safety Building Construction	\$18,000,000	\$1,320,225	\$1,279,225	\$1,238,225
High School, Middle School, Memorial Projects	\$10,000,000	\$436,800		
High School, Middle School, Memorial Projects	\$23,620,000	\$1,123,375	\$1,071,125	
Granite Street Sewer Extension Project	\$1,700,000	\$78,000		
Land Acquisition - Sawmill Brook	\$1,550,000	\$109,503	\$104,750	\$100,700
Land Acquisition.- Amnot / Mapleleaf Farm	\$600,000	\$33,058	\$31,625	\$30,250
Land Acquisition - Red Gate Farm	\$1,360,000	\$97,769	\$95,669	\$92,869
Land Acquisition - Medfield State Hospital	\$3,100,000.00	\$310,000	\$310,000	\$310,000
Non-Debt Exclusion				
The CENTER at Medfield Design	\$158,500	\$10,318		
Fire Engine	\$375,000	\$25,793		
DPW Town Garage Solar	\$240,000	\$31,400	\$30,200	\$29,000
High School Turf Field	\$1,500,000	\$121,000	\$119,000	\$117,000
Replacement Engine 3	\$500,000	\$66,133	\$71,500	\$69,000
DPW Dump Truck	\$188,000	\$12,378	\$6,500	\$6,250
Sidewalk Tractor	\$180,000	\$36,050	\$32,500	\$31,250
West Street Mill and Overlay	\$150,000	\$30,042	\$31,250	\$25,000
Sewer Enterprise Fund				
Wastewater Treatment Plant Improvements	\$2,300,000	\$104,000		
MWPAT Inflow and Infiltration	\$1,009,030	\$61,636	\$61,557	\$61,474
MWPAT Inflow and Infiltration	\$400,000	\$24,606	\$24,606	\$24,607
Wastewater Treatment Plant Repairs	\$400,000	\$23,900	\$22,900	\$22,188
Wastewater Treatment Plant Solar Installation	\$370,000	\$40,600	\$38,800	\$37,000
Water Enterprise Fund				
Causeway Street Water Main	\$800,000	\$31,200		
Granite Street Water Main	\$400,000	\$27,539	\$26,450	\$25,300
Water Main Replacements	\$1,400,000	\$112,925	\$108,175	\$99,844
Medfield State Hospital Water Tower	\$5,840,000	\$415,238	\$406,388	\$389,688
Mt. Nebo Water Tower Rehabilitation	\$205,000	\$31,621	\$28,600	\$27,600
New Wells 3 and 4 Water Treatment Plant	\$11,500,000	\$764,852	\$852,400	\$826,400
Total		\$6,296,679	\$5,580,269	\$4,385,284

Outstanding Principal by Category

Outstanding Principal as of 6/30/2023: \$33,316,316



The above chart shows the Town's outstanding bond principal broken down by project type, and specifically which function of government is utilizing the debt.

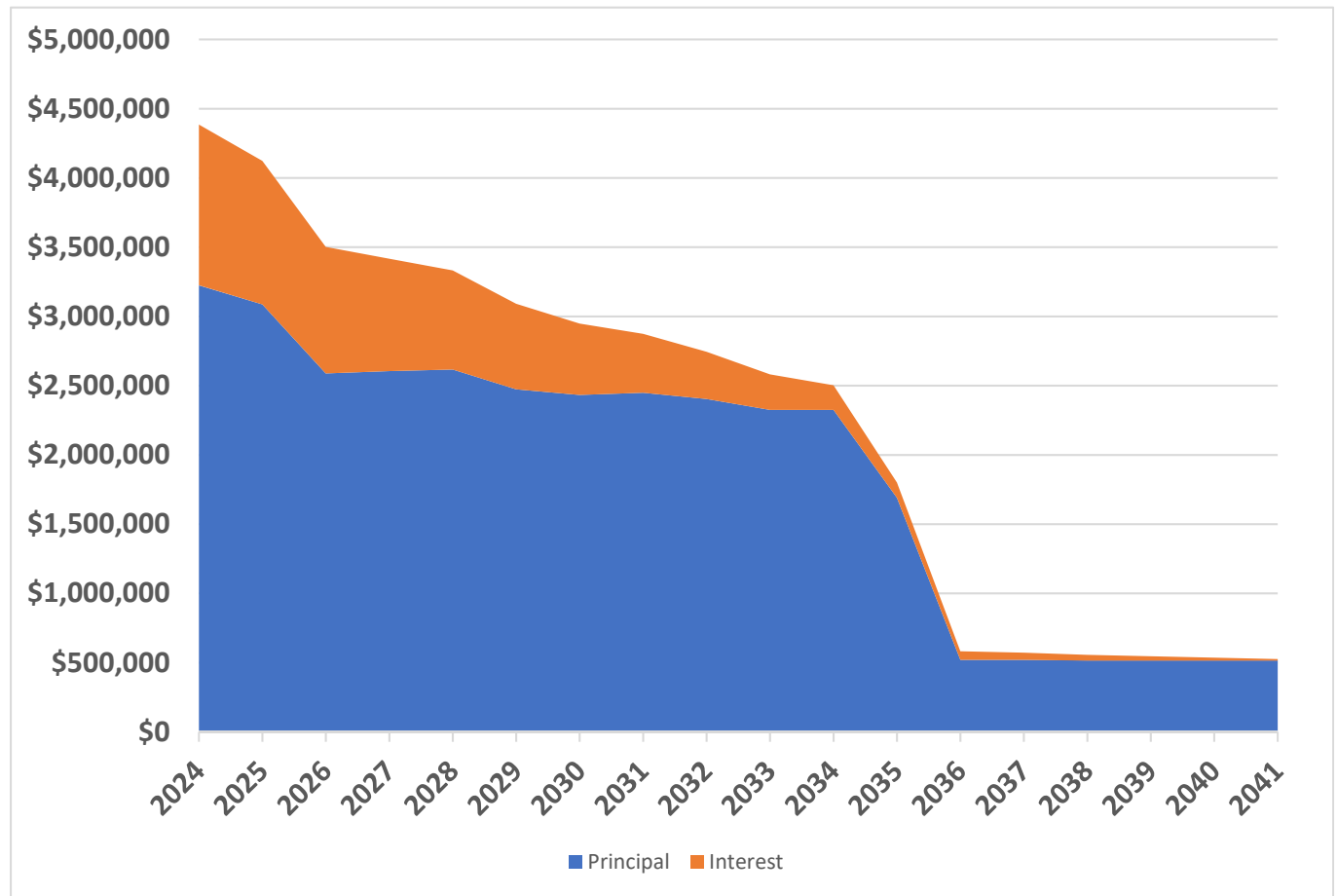
- Water Department:** Of the \$13.5 million outstanding, \$9.3 is associated with the construction of the Town's new water treatment plant located off Elm Street. The new plant is scheduled to go online in spring 2023. The \$10.3 million dollar borrowing includes an interest rate of 1.46%. The other outstanding debt mainly relates to the construction of the Medfield State Hospital water tower, water mains, and the painting of the Mt. Nebo water tower.
- Town – Buildings:** The two largest town building construction projects with debt still outstanding are the Town Garage (authorized in 2013) and the Public Safety Building (authorized in 2015). The \$9.5 million original principal for the Town Garage will fully retire in 2034, and the \$18 million issuance for the Public Safety Building will fully retire in 2035. Other projects with debt outstanding include The CENTER at Medfield, which will be paid off in 2025, and the construction of the solar array at the Town Garage (authorized in 2016).



- **Town – Other:** Various town projects are included in this category. The town purchased the Maple Leaf Farm in 2007, the Sawmill Brook property in 2010, and Red Gate Farm in 2014. This category also includes a \$500,000 borrowing for a new fire engine (authorized in 2021), a dump truck and sidewalk tractor for the Department of Public Works (authorized in 2021), and various road resurfacing and reconstruction projects. Note that some of these projects are no longer borrowed due to the Town’s new capital planning process.
- **Medfield Public Schools:** The only school project with outstanding debt is the 2016 \$1.5 million reconstruction of the athletic fields at the Amos Clark Kingsbury High School (authorized in 2016). The debt associated with this project will fully retire in 2032.
- **Sewer Department:** Outstanding debt in the Sewer Department relates to various improvements at the wastewater treatment plant and the installation of a solar array at the facility.
- **Medfield State Hospital Purchase:** The Town purchased the Medfield State Hospital campus from the Commonwealth through an interest-free loan in 2014. The final payment by the Town, which is charged directly on the Town’s local aid allocation, will be made in 2025.



Debt Maturity Schedule



The above chart shows projected the Town's debt service payments through 2041, and the schedule by which the Town's outstanding bond principal will retire over time. The projections show noticeable decreases in 2025 and 2026 and then again in 2035 and 2036.

The final payment towards the Town's interest-free loan for the purchase of the Medfield State Hospital in 2025 will drop to \$155,000, which is half the amount of the standard annual payment currently made each year. In 2026, the payments will drop off entirely, along with payments for the construction of The CENTER at Medfield, the solar arrays at the Town Garage and wastewater treatment plant, the purchase of the Maple Leaf Farm and Sawmill Brook properties, and various water main projects.

Debt associated with construction of the Town Garage will end in 2034, leading to the drop off in 2035 shown in the chart. In 2035, final payments will be made on debt issued for the construction of the Public Safety Building, construction of the Medfield State Hospital water tower, water mains, and the acquisition of Red Gate Farm.



Legal Debt Limit

Per Massachusetts General Law Chapter 44, Section 10, the town is not authorized to issue debt in an amount that exceeds 5% of its equalized valuation (EQV) unless otherwise approved to do so by the state's Municipal Finance Oversight Board. As the table below shows, Medfield is well below its legal borrowing limit.

	Amount
EQV	\$3,244,189,600
Principal Outstanding	\$33,316,316
Principal as Percentage of EQV	1.03%



Non-Departmental Budgets

Town and School Employee Benefits, Retirement, and Insurance

The employer contributions for Town and School employee benefits are budgeted centrally and account for the benefits received by all Town and School employees, including retirement contributions, life and health insurance, and federal payroll taxes. Due to differences between the employee bargaining units and contracts that may change during renegotiations, these benefits can be extraordinarily complex to manage. The Town maintains a competitive benefit structure to attract and retain quality candidates.

There are a total of 7 collective bargaining units across the Town and Schools as follows:

Bargaining Unit	Covered Employees	Members
AFL-CIO, Council 93, Local 1298	School Secretaries	21
Cafeteria Workers of Town of Medfield	School Cafeteria Workers	18
AFL-CIO, Council 93, Local 1298	School Custodians	21
Medfield Teachers Association, Teaching Assistants Union	Teachers Assistants and Aides	78
Medfield Teachers Association	Teachers	284
Medfield Permanent Firefighters	Firefighters	12
Medfield Police League	Police Officers and Dispatchers	23

Copies of the collective bargaining agreements are located on the Town of Medfield website and the Medfield Public Schools website.

The Town's nonunion employee benefits are governed by the Town's Personnel Compensation and Classification Plan, which is administered by the Personnel Board. The Plan is available on the Town website.

Unemployment Trust Fund

This appropriation reimburses the unemployment compensation fund established by the Town in accordance with M.G.L. Chapter 40, Section 5E to provide for compensation costs assessed by the State Division of Employment Security. Payments are made to Department of Employment Security based upon actual claims costs. Unlike private employers, the Town is not required to make contributions to the state



unemployment insurance trust fund. Given the balance of the unemployment insurance trust fund and active caseload, the Fiscal Year 2024 Budget includes an appropriation of \$30,000.

Health Insurance

This budget covers health insurance costs for active and retired town and school employees. The Town offers three health insurance plans to active employees and non-Medicare eligible retirees as well as Medex plans to Medicare eligible retirees. Approximately 603* employees and retirees receive health insurance benefits, as follows:

Town

Active	Retiree	Medex
70	7	64

Schools

Active	Retiree	Medex
204	17	241

**Data as of March 23, 2023*

Prior to FY2021, the Town negotiated plan design changes with each of the Town and School unions to mitigate premium increases through the implementation of new copays and increased copays. However, inability to secure additional plan design changes for employees and non-Medicare eligible retirees resulted in an 8.7% increase in premiums for FY2024. This cost increase impacts not only the town's health insurance budget, but also the amount paid out of pocket by these individuals for coverage. The town also projects a 3% increase in Medex coverage rates that will ultimately be set by the federal government in the beginning of calendar year 2024. These factors account for the \$251,701, or 5.4%, increase in the health insurance budget proposed for FY2024.

OPEB Trust Fund

The term Other Post-Employment Benefits (OPEB) refers to retiree benefits other than pensions, which primarily means health insurance, but also includes benefits such as dental, vision, life, long-term disability, and long-term care benefits, when offered. The Government Accounting Standards Board (GASB) issued Statement 43 "Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans" and Statement 45 "Accounting and Financial Reporting by Employers for Postemployment Benefit Plans Other Than Pensions" in 2004. These actions mandated that all U.S. governmental entities publicly disclose their OPEB costs and liabilities starting in 2008, with the states and the largest municipalities phased in first, followed by smaller units of government. Employees who retire from the Town or School, but are not yet Medicare-eligible, are able to remain on the Town's health insurance plans. They are offered the same plans as active employees with a 50%/50% Town and retiree split for premiums.



The Town's net OPEB Liability as of FY2022 is \$28.6 million, an increase of \$2.1 million from FY2021. This is the result of market conditions and investment losses realized by the OPEB Trust during that year. However, this total is still below the FY2020 net liability of \$32.7 million. To mitigate this liability, the Town

has been appropriating funding, first into an OPEB Reserve Fund and, since 2014, into the OPEB Trust, established in accordance with Massachusetts General Laws. The Town's Financial Policies require an annual contribution to the OPEB Trust. In FY2024, the required contribution is \$525,000 and the Financial Policies set a goal of increasing the contribution by 5% annually. Additional information about the Town's OPEB liability and funding schedule is available on the Town's website.

Medicare

This budget includes the employer match for Medicare payroll taxes under the Federal Insurance Contributions Act (FICA). The Town pays a 1.45% tax as the employer on all payroll wages.

Pension

Municipal employees who have at least 10 years of service are eligible for a pension under Massachusetts state law. The Town is a member of the Norfolk County Retirement System. The assets are managed by the Norfolk County Retirement Board members. Employees contribute to the pension system in varying amounts, according to when their creditable service began. Employees hired on or after July 1, 1996, pay 9% of their salary into the retirement system, plus an additional 2% on any salary earned over \$30,000. The Town is subject to an assessment on each employee.

The Norfolk County Retirement Systems like many Retirement Systems in Massachusetts, is not fully funded. The Norfolk County Retirement System has been charging its member cities and towns an additional assessment in order to reach full funding in Fiscal Year 2029. After 2029, each member municipality will only be assessed its share of current employee pension costs. The Town anticipates high annual pension costs until the system is fully funded.

The Town has a Pension Reserve Fund that is available to help reduce the annual impact to the budget of the pension assessment. Approximately \$3.3 million is available in the reserve fund; \$275,000 will be appropriated in the FY2024 Budget to offset the annual assessment for the pension system. The Town intends to continue drawing down the Pension Reserve Fund in future fiscal years as the Norfolk County Retirement System moves toward being fully funded.

General Liability and Workers Compensation

The Town is insured for General Liability and Workers Compensation through MIIA, the nonprofit membership of the Massachusetts Municipal Association which provides insurance services to 400 cities, towns and public entities. Despite increase in the valuations of municipal buildings, the budget plans for a slight overall decrease in the Property, General Liability, and Professional Insurance line item. This is the result of the town opting to increase its property insurance deductible from \$1,000 to \$5,000, a decision made based on an analysis of prior years' losses. The FY2024 audit also anticipates an increase in worker's compensation premiums that reflect growth in the town and school departments' total payroll.



This budget also includes Injured on Duty insurance, also referred to as 111F, for police officers and firefighters who are not covered by traditional workers compensation insurance.

Town and School Employee Benefits	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Proposed
Unemployment Trust Fund	\$105,894.00	\$161,788.00	\$0.00	\$30,000.00
Life Insurance	\$12,834.40	\$12,411.65	\$15,000.00	\$15,900.00
Health Insurance	\$3,773,671.62	\$3,504,136.05	\$4,677,109.00	\$4,928,810.00
OPEB Trust	\$425,000.00	\$467,500.00	\$500,000.00	\$525,000.00
Medicare Insurance Tax	\$559,803.12	\$584,427.04	\$624,000.00	\$665,000.00
Pension (Norfolk County Retirement System)	\$2,971,533.00	\$3,162,435.00	\$3,394,258.00	\$3,296,275.00

Town and School Insurance Budgets	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Proposed
Workers Compensation Insurance	\$221,320.00	\$247,713.00	\$248,000.00	\$280,878.00
Property, General Liability, and Professional	\$202,231.00	\$238,201.00	\$276,000.00	\$279,507.00
Police and Fire 111F Injured on Duty Insurance	\$79,018.00	\$83,234.00	\$90,000.00	\$95,000.00



Other Non-Departmental Budgets

	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY24
VETERANS' SERVICES						
OPERATING EXP.						
DUES & MEMBERSHIPS	-	-	100	100	-	0%
PROFESSIONAL DEVELOPMENT			400	400	-	-
PROFESSIONAL SERVICES	-	-	160	160	-	0%
PRINTNG-POSTG-STATY	-	-	200	200	-	0%
VETERANS' BENEFITS	10,887	8,114	24,000	24,000	-	0%
OFFICE SUPPLIES	-	-	240	240	-	0%
GRAVE MARKERS+FLAGS	3,716	-	2,200	2,200	-	0%
INTGOV-VET SAL APPORT	19,769	22,155	23,222	27,454	4,232	18%
INTGOV-VET FRNG BEN APPORT	2,801	4,618	4,856	4,577	(279)	-6%
CAR ALLOW/MILEAGE	-	-	500	500	-	0%
OPERATING EXP. - SUBTOTAL	37,173	34,887	55,878	59,831	3,953	7%
VETERANS' SERVICES - TOTAL	37,173	34,887	55,878	59,831	3,953	7%
SEALER OF WEIGHTS & MEASURES						
SALARIES						
SEALER-RATE	2,804	2,860	2,917	3,000	83	3%
SALARIES - SUBTOTAL	2,804	2,860	2,917	3,000	83	3%
OPERATING EXP.						
OTHER EQUIPMENT	-	-	10	10	-	0%
DUES & MEMBERSHIPS	17	-	35	35	-	0%
PROFESSIONAL DEVELOPMENT		-	75	75	-	0%
OFFICE SUPPLIES	48	150	30	30	-	0%
CAR ALLOW/MILEAGE	46	67	50	50	-	0%
OPERATING EXP. - SUBTOTAL	111	217	200	200	-	0%
SEALER OF WEIGHTS & MEASURES - TOTAL	2,915	3,077	3,117	3,200	83	3%
HISTORICAL COMMISSION						
ADVERTISING	122	55	100	100	-	0%
DUES & MEMBERSHIPS	-	-	100	100	-	0%
PROFESSIONAL SERVICES	100	-	1,300	1,300	-	0%
OFFICE SUPPLIES	-	1,234	-	-	-	0%
HISTORICAL COMMISSION - TOTAL	222	1,289	1,500	1,500	-	0%



Other Non-Departmental Budgets

	FY2021 Actual	FY2022 Actual	FY2023 Approved	FY2024 Request	\$ Change from FY23	% Change from FY24
MEMORIAL DAY						
MEMORIAL DAY SUPPLIES	-	300	1,800	1,800	-	0%
MEMORIAL DAY - TOTAL	-	300	1,800	1,800	-	0%
ARTS/CULTURAL COUNCIL						
PURCHASE OF SERVICE	5,800	6,000	6,500	7,300	800	12%
ARTS/CULTURAL COUNCIL - TOTAL	5,800	6,000	6,500	7,300	800	12%
OTHER NON-DEPARTMENTAL - TOTAL	46,110	45,554	68,795	73,631	883	1%



Capital Budgets



Capital Budgets

Introduction

The Town of Medfield's multi-million dollar, five-year capital improvement plan (CIP) for FY2024-FY2028 will enable the Town to address significant equipment, infrastructure, and facility needs and develops strategies to make regular investments in the maintenance and improvement of the Town's capital assets in future years. The Town established a five-year plan beginning in FY2021, which capped off an extensive and collaborative review of Town assets and future needs.

The CIP includes a multi-year schedule allowing town departments to assess needs and plan for investments over multiple years. This way, the Town works to proactively identify long-term needs to avoid unexpected emergencies and capital purchases. The challenge going forward is balancing capital requests and the Town's ability to pay for them.

The Town's capital requests are funded primarily from three sources, listed below, and require Town Meeting approval:

- Equipment and infrastructure, funded by the Capital Stabilization Fund.
- Facilities improvements, funded by the Municipal Buildings Stabilization Fund. The Municipal Buildings Stabilization Fund is funded by an annual override which was established at \$1 million.
- Water and sewer equipment and infrastructure, by the Water Enterprise Fund and Sewer Enterprise Fund, which are administered by the Board of Water and Sewerage

Other funding sources include transfers from revolving funds, gifts / donations, grants, and unexpended funds remaining after capital projects are completed.

Capital budget requests are submitted to the Capital Budget Committee for review prior to funding in the upcoming fiscal year budget and prior to being accepted for the five-year capital improvement plan. The Town and School's shared Facilities Director is responsible for preparing and updating the Town's long-term facilities capital plan.

History

In recent years, the Town's capital budget did not meet the level of need to invest in equipment and infrastructure. In FY2020, the capital budget was limited to capital projects funded by water and sewer, the Parks and Recreation Revolving Fund, and the Advanced Life Support Revolving Fund. No general fund projects were funded.

During FY2020 and while planning for FY2021, the Capital Budget Committee and Town Administrator worked together to establish a 5-year Capital Improvement Plan along with a commitment to funding needed capital improvements. Unfortunately, the outbreak of Covid-19 and the subsequent pandemic resulted in a challenging budget year in FY2021.

In FY2022, the Town was able to make significant capital investments across multiple departments, including:

- Debt financing for four capital requests: replacements for Engine 2, a DPW Dump Truck, a DPW Sidewalk Tractor, and street maintenance along of a portion of West Street.
- New battery-operated extrication equipment (jaws of life).
- Replacement of Ambulance 1, enabling the Fire Department to retire the 2009 Ambulance and replace with a 2017 Ambulance.



These investments continued in FY2023. That year Town Meeting approved a number of key asset and infrastructure upgrades, including:

- New Skid Steer and attachments for the Department of Public Works. This piece of equipment is extremely versatile and used in both roadway repairs and snow and ice operations.
- Technology upgrades for Town departments and Medfield public schools, including servers, wireless access points, projectors, computers, and other information technology equipment.
- Completing the three-year lease purchase finance agreement for three replacement police vehicles



Capital Stabilization Fund

Town Meeting voted to approve the creation of a new Capital Stabilization Fund at the 2021 Annual Town Meeting. The purpose of the Capital Stabilization Fund is to pay for capital needs such as equipment and infrastructure that are not building or facility related, since those already have a dedicated funding stream through the Municipal Buildings Stabilization Fund (described below). The Capital Stabilization Fund does not have a dedicated revenue source; instead, it was funded with a contribution from Free Cash and reallocation of unexpended spending accounts in FY2022. The FY2024 Budget includes a transfer of \$850,000 from Free Cash to the Capital Stabilization Fund to fund capital expenditures in FY2024 and set aside additional funding for future years.



Fiscal Year 2024 Capital Budget

Department	Project #	Project	Funding Source	FY2024 Request
Fire	MFD 1	Replace Engine 3	Tax Levy / Local Receipts	48,095
Fire	MFD 9	Structural Fire Gear	Capital Stabilization Fund	30,000
Fire	MFD 22	Foam System	ALS Revolving Fund	15,000
Parks and Recreation	PARKS 8	Hinkley Pond Storage Shed	Parks and Recreation Revolving Fund	12,000
Public Works	PW 8	Mini Excavator	Capital Stabilization Fund	85,000
Public Works	PW 9	New hybrid vehicle	Capital Stabilization Fund	55,000
Public Works	PW 15	Recycling Compactor	Capital Stabilization Fund	30,000
Information Technology	IT 5	School Information Technology	Capital Stabilization Fund	300,000
Information Technology	IT 7	Town departmental computer and server upgrades	Capital Stabilization Fund	30,000
DPW Pavement Management	PAVE 7	Pavement Management and Improvement - Various Projects	Capital Stabilization Fund	185,000
Police	MPD 10	Police vehicle	Capital Stabilization Fund	36,000
Facilities	FACILITIES 3	Vehicle replacements	Capital Stabilization Fund	45,000



Project Narratives

MFD 1: Engine 3 lease-purchase payment

For FY2021, Town Meeting approved the lease-purchase financing of a replacement for Engine 3, a 1989 Pierce due to age, maintenance costs, and reliability. The Pierce Engine was purchased to replace the previous Engine 3, a 1983 Mack, which went out of service due to an electrical fire. The ten-year lease-purchase finance agreement will be completed in F2030.

MFD9: Structural Gear

The National Fire Protection Associations standards mandate that fire gear should be taken out of service after 10 years as the materials start to breakdown during exposure to sunlight. The funding will allow for the replacement of the Medfield Fire Department's gear nearing its end of useful life, specifically jackets and pants for our firefighters.

MFD22: Foam System

Medfield Fire Department's Engine 3 is not currently equipped with a foam system. This tool is used to break up surface tension when fighting fires, allowing burning material to better absorb water. Adding the foam system will mean both Engine 2 and Engine 3 will be equipped with this key instrument.

PARKS 8: Hinkley Pond Storage Shed

Given the condition of the current storage shed, the Parks and Recreation Department will purchase a new one using its Revolving Fund. The shed stores equipment used for the Hinkley Swim Pond operations.

PW8: Mini Excavator

The Department of Public Works is in need of a more powerful machine with a longer and deeper boom for bucket reach. A 2023 Mini Excavator will be purchased to be used for larger projects. The existing mini excavator will be for smaller, restrictive area DPW projects.

PW9: Hybrid Vehicle

This new vehicle will replace the Director of Public Work's current one, a 2012 Ford Explorer. It is important for the Director to have a reliable vehicle to effectively respond and perform their job duties.

PW15: Recycling Compactor

The Medfield Transfer Station is currently equipped with two compactors. When one goes down, which periodically occurs during busier times, it creates increased pressure on the only remaining compactor. The third compactor could be run during busier times to alleviate traffic, and also serve as a backup for when only two are needed. The Transfer Station presently has room for the third compactor, so no reconfiguration will be needed to bring it online.



IT 5: School Information Technology

Each year, the Medfield Public Schools Information Technology Department replaces various equipment, including servers, wireless access points, projectors, computers, and other information technology equipment.

IT 7: Town Information Technology

The Information Technology Department is responsible for maintaining and upgrading the Town's information technology, including desktops, servers, wireless access points, and other equipment.

PAVE 7: Pavement Management and Improvement projects

Historically, the Town has relied solely on state funding for pavement management and improvement projects, through the state's Chapter 90 program. Beginning with the FY2022 Capital Budget and the FY22 to FY26 capital improvement plan, the Town began including additional dollars for pavement management and improvement projects to complement its Chapter 90 allocation from the state. In FY2024, the Department of Public Works will prioritize improvements on South Street between Routes 27 and 109 and the intersections at Bridge Street and Route 109 as well as West Mill Street and Adams Street.

MPD 10: Police Vehicle

The Medfield Police Department has been upgrading its vehicle fleet over the past few years. Police vehicles have a limited useful life due to extensive in-service hours, idle time, and mileage.

FACILITIES 3: Vehicle Replacement

This capital request will replace a current school department Ford F150. School vehicles are used by Facilities staff to travel between buildings, move equipment, perform repairs, and assist during snow storms.

Municipal Buildings Stabilization Fund

At the 2018 Annual Town Meeting for Fiscal Year 2019, Town Meeting voted to approve the creation of the Municipal Buildings Stabilization Fund for facilities maintenance, improvement, and construction costs. Town Meeting voted to approve funding the Municipal Buildings Stabilization Fund with a dedicated Stabilization Fund override of \$1 million, subject to voter approval at the ballot box. In June 2018, voters approved the override, which can be increased by the Board of Selectmen by 2.5% each year.

The 2018 Town Meeting also voted to use the full first year balance of \$1 million in the Municipal Buildings Stabilization Fund in Fiscal Year 2019 for the feasibility study / schematic design for the Dale Street School project. Subsequent appropriations for Fiscal Years 2020, 2021, 2022, and 2023 are being used to make investments in Town and School facilities.



The Town and School departments are currently in the process of updating the 20-year Facilities Master Plan. Once this is completed, the 5-year outlook for the Municipal Building Stabilization Fund outlay will be published.

Fiscal Year 2024 Projects funded by Municipal Buildings Stabilization Fund

Facility	Project	Recommendation
Medfield High School	Fire Alarm Replacement	300,000
Medfield High School	Preventive Maintenance - AHU's	15,000
Medfield High School	Preventive Maintenance - RTU's	25,000
Medfield High School	Tennis Courts	150,000
Blake Middle School	Preventive Maintenance - RTU's	25,000
Blake Middle School	Auditorium Seating	150,000
Blake Middle School	Carpet / Tile Replacement	15,000
Dale Street School	Asbestos Flooring Abatement/Replacement	50,000
Dale Street School	Gym/Auditorium Curtain	25,500
Dale Street School	Gym Lift Repair	8,000
Dale Street School	Ceiling Tile Replacement	50,000
Wheelock	Preventive Maintenance - Fan Coil Units	10,000
Wheelock	Preventive Maintenance - Exhaust Fans	10,000
Wheelock	Flooring / VCT Abatement / Carpet	25,000
Memorial	Preventive Maintenance - RTU's	15,000
Memorial	VCT Flooring Replacement	15,000
Memorial	Duct Cleaning	7,000
Memorial	Engineering Study - Boiler	15,000
District Wide	Equipment Replacement	12,000
Town Hall	Misc. Exterior Façade Repairs	20,000
Town Hall	Carpet Replacement	40,000
Town Hall	Preventive Maintenance - AHU	3,000
Town Hall	Exterior Painting	60,000
Town Hall	Preventive Maintenance - Exhaust Fans	5,000
Town Hall	Engineering Study - Chiller	15,000
Public Safety	Card Reader Repairs	5,000



Council on Aging – The CENTER at Medfield	Building Envelope Repairs	15,000
Council on Aging – The CENTER at Medfield	Roof Structure over Patio	15,000
Library	RTU Replacement (Green Communities)	65,000
Library	FA System Replacement	30,000
Library	ATC Computer Controls	10,000
Town and Schools	Emergency Repair Funding	175,000
Town and Schools	Project Management Services	25,000
	Total	\$1,405,500

Project Narratives: Medfield High School

Fire Alarm Replacement

It has been determined that the current fire alarm system is at the end of its life cycle. It is imperative this system be replaced for safety purposes.

Preventative Maintenance – Air Handling Units

As the components of the existing Air Handling Units (AHUs) reach the end of their life cycle, replacement of certain parts is needed. The cost to replace the units outright is much more expensive, and this maintenance will help extend their useful life.

Preventative Maintenance – Roof Top Units

As the components of the existing Roof Top Units (RTUs) reach the end of their life cycle, replacement of certain parts is needed. The cost to replace the units outright is much more expensive, and this maintenance will help extend their useful life.

Resurfacing Tennis Courts

The renovation of the tennis courts, used by the tennis teams, gym classes, and the public will include resurfacing of the existing surface. In addition, courts will be relined with pickleball lines for the public to use.

Project Narratives: Blake Middle School

Preventative Maintenance - RTUs

As the components of the existing Roof Top Units (RTUs) reach the end of their life cycle, replacement of certain parts is needed. The cost to replace the units outright is much more expensive, and this maintenance will help extend their useful life.

Replacement of Auditorium Seating

Town meeting had previously approved a \$15,000 appropriation from the Municipal Building Stabilization Fund for the repair of the existing auditorium seating. However, due to the age of the seats,



the parts needed were no longer available. The additional \$150,000 will fund the replacement and renovation of the seating area.

Carpet/Tile Replacement

In addition to the new seating, the flooring is also slated to be replaced in the auditorium next year. Flooring will also be replaced in the Guidance Office and Room 315.

Project Narratives: Dale Street School

Asbestos Flooring Abatement/Replacement

The floors of the teacher's lounge, modular hallway, and the back foyer of the auditorium are all slated to be abated and replaced this year as part of the school's Asbestos Hazard Emergency Response Act (AHERA) plan.

Gym/Auditorium Fire Curtain Abatement

During the AHERA walkthrough of the school, the fire curtain was noted as a priority for the building's asbestos removal plan. As part of this process, the fire curtain will be isolated and safely removed.

Gym Lift Repair

The gym's existing lift is in need of repair in order to help those needing assistance getting onto the gym floor.

Ceiling Tile Replacement

Installation of drop ceilings in classrooms will continue. This work also includes replacing lighting in classrooms.

Project Narratives: Wheelock Elementary School

Preventative Maintenance - RTUs

As part of the school's preventive maintenance plan, this request will fulfill a multiyear approach to replacing 45 fan coil units. This process began in FY 21 and will be completed in FY25.

Preventative Maintenance - Exhaust Fans

As part of the school's preventive maintenance plan, this request will fulfill a multiyear approach to replacing 25 exhaust fans. This process began in FY 21 and will be completed in FY25.

Asbestos Flooring Abatement/Replacement

This year, the floors of the Main Office, Library, and hallway near the gym are slated to be abated and replaced as part of the school's AHERA plan.



Project Narratives: Memorial Elementary

Preventative Maintenance - RTUs

As the components of the existing Roof Top Units (RTUs) reach the end of their life cycle, replacement of certain parts is needed. The cost to replace the units outright is much more expensive, and this maintenance will help extend their useful life.

Flooring Replacement

The floors in the Library and Main Office are due for replacement this year.

Duct Cleaning

It is recommended that the ductwork throughout the entire building be cleaned every 10 years.

Engineering Study – Boiler Replacement

At the request of the Medfield Energy Committee, this study has been requested to better understand options for the replacement of the school's boiler.

Project Narratives: District-Wide Projects

Equipment Replacement

In keeping with the Preventative Maintenance Plan, the funding would allow for the start of replacement of equipment that is over 25 years old. This includes replacement of handheld and backpack vacuums, auto scrubbers, and weed trimmers.

Project Narratives: Medfield Town House

Exterior Façade Repairs

As part of a four phase plan, one side of the brick exterior of the Town House will be repaired each year. This is the second year of the plan.

Carpet Replacement

As part of a four phase plan, the flooring of one level of the Town House will be replaced each year. This is the second year of the plan.

Preventative Maintenance – AHUs

As the components of the existing AHUs reach the end of their life cycle, replacement of certain parts is needed. The cost to replace the units outright is much more expensive, and this maintenance will help extend their useful life.

Exterior Painting

All of the wood components of the exterior façade are planned to be restored and painted.



Preventative Maintenance - Exhaust Fans

As part of the building's preventive maintenance plan, this request will fulfill a multiyear approach to replacing 25 exhaust fans. This process began in FY 21 and will be completed in FY25.

Engineering Study – Chiller Replacement

As the existing chiller nears the end of its life cycle, an engineering study will be completed to better understand replacement options for the system. This project will be completed in coordination with the town's Green Communities Grant application.

Project Narratives: Public Safety Building

Card Reader Repairs

Components of the building's card reading system have been failing, and replacement is needed.

Project Narratives: The CENTER at Medfield

Building Envelope Repairs

These will include repairs to the building's windows and trim that are needed.

Shade Structure

The Facilities and Public Works departments will work to construct a structure that will provide needed shade the CENTER's patio area.

Project Narratives: Library

RTU Replacement

In addition to Green Communities grant awards, the remaining roof top units on the library will be replaced with heat pump units with gas backup. The \$65,000 appropriation represents the town's share of funding that will go towards the replacement. Green Community grant funding and utility incentives will cover the remaining balance needed to complete the project.

Fire Alarm System Replacement

It has been determined that the current fire alarm system at the library is at the end of its life cycle, and will need to be replaced.

Automatic Heating Controls Upgrade

These upgrades include the retro-commissioning of the library's existing heating controls.

Project Narratives: Town-Wide Projects

Emergency Repair Fund

In the event of an emergency at a town or school building where the costs cannot be covered under the Maintenance and Repair line item in the operating budget, the project can be funded out of this



appropriation only after the approval from the Select Board. Any unused amounts will flow back into the Municipal Building Stabilization Fund at the end of the fiscal year.

Project Management Services

Utilizing a project management service will assist the Facilities Department in managing and completing the projects funded through the Municipal Building Stabilization Fund.

Enterprise Funds

The Town of Medfield operates a Water Enterprise Fund and a Sewer Enterprise Fund, which are managed by the Board of Water and Sewerage. An enterprise fund is an accounting and financial reporting mechanism whereby all expenditures and revenues for a particular business-type activity are segregated into a special fund; however, an enterprise fund does not establish a separate, autonomous entity from the municipal government. The principal revenues for each enterprise fund come from the water and sewer rates assessed to customers of each service. In addition to funding operations, these revenues are also appropriated at Town Meeting to cover capital costs.

The Board of Water and Sewerage annually reviews its 5-year capital improvement plan and long-term water and sewer rate model to generate rate revenue to sufficiently fund both operating and capital expenditures.

Water Enterprise Fund Capital Outlook

Over the past few fiscal years, the Board has utilized its capital funds to invest in the Town's key water storage and pumping infrastructure: a new water tower at the Medfield State Hospital, an overhaul of the Mt. Nebo Water Tower, and a new water treatment plant. The new, \$11.5 million Water Treatment Plant was approved at the 2021 Annual Town Meeting. It is designed to treat manganese and ensure the Town can fully utilize Wells #3 and #4. The plant, constructed at the sites of Wells #3 and #4 behind the Wheelock School, is expected to go online in Spring 2023 .

Following the analysis, engineering, and other preparation funded through the capital improvement plan, the Town's expects to invest in water main replacements beginning in Fiscal Year 2025.

Sewer Enterprise Fund Capital Outlook

The Town has been working with its engineering consultants to identify the cause of inflow and infiltration (I&I) of groundwater and stormwater into the Town's sewer system. Over the next several years, capital funds will be used to complete assessments of I&I issues then design and implement improvements. Investments in key infrastructure at the Town's Wastewater Treatment Plan will also be made.



Fiscal Year 2024 Projects funded by the Water and Sewer Enterprise Funds

Department	Project #	Project	Funding Source	FY2023 Request
Water	WATER 3	SCADA Improvements	Water Enterprise Fund Free Retained Earnings	100,000
Water	WATER 4	Water Main Replacement Engineering	Water Enterprise Fund Retained Earnings	100,000
Sewer	SEWER 1	Inflow and Infiltration Assessment	Sewer Enterprise Fund Retained Earnings	125,000
Sewer	SEWER 2	SCADA Improvements	Sewer Enterprise Fund Retained Earnings	100,000

WATER 3 SCADA Improvements

The SCADA is the communications framework for the water and sewer systems. The Water and Sewer Division is working with its consulting engineers to update and improve its SCADA systems. This is the final phase of the water system's SCADA improvements.

WATER 4 Water Main Replacement Engineering

This request would begin the design engineering for the Water Department's anticipated water main projects to enable construction projects to follow in future fiscal years. The Water and Sewer capital plan anticipates several water main projects beginning in FY2025.

SEWER 1 Inflow and Infiltration Assessment

Inflow and Infiltration (I&I) is the flow of groundwater or stormwater into the sanitary sewer system. All flows in the sanitary sewer system are directed to the Wastewater Treatment Plant where they are treated before discharge. Over the past few years, the Sewer Division has been working with its consultants to identify and reduce sources of I&I entering the collection system.

SEWER 2 SCADA Improvements

SCADA is the communications framework for the water and sewer systems. The Water and Sewer Division is working with its consulting engineers to update and improve its SCADA systems. This is the final phase of the sewer system's SCADA improvements.

Sale of Land Proceeds Reserved for Appropriation

Revenue generated from the sale of municipal property is subject to Massachusetts General Law Chapter 44, Section 63 which allows the Town to use the funds only for a purpose that would be eligible for at least a five-year debt issuance. Given this requirement, use of this type of funds lends itself to capital investments.

The town recently sold a lot of land off Ice House Road to a local developer for the purposes of constructing affordable housing for senior citizens. The sale, which closed in 2022, followed a thorough procurement and request for proposals process, and generated \$750,000 in one-time revenue for the Town. Per guidance from the Department of Revenue, the proceeds have been deposited into a Land Proceeds Reserved for Appropriation account, which as described above has restricted uses.



The Fiscal Year 2024 includes a proposal to use \$300,000 of the proceeds towards the construction of a three bay garage at the CENTER at Medfield. The garage would also include a second story, expanding the currently limited storage options for the Council on Aging.

In addition to these proceeds, the Town could soon realize additional revenues from the sale of the former Medfield State Hospital. This sale of land was approved by Town Meeting in June 2022, but the closing is not anticipated until 2024. The \$1 million dollars the Town would receive from the completed transaction are not included in the financial forecast.

American Rescue Plan Act Funds

Signed into law on March 11, 2021, The American Rescue Plan Act of 2021 ("ARPA") provides \$350 billion in additional funding for state and local governments, through its Coronavirus State and Local Fiscal Recovery Funds (SLFRF) program. The law is intended to help states and municipalities recover from the COVID-19 pandemic.

Medfield is expected to receive a total of \$3,796,847, of which \$1,355,981 will come directly from the federal government (Treasury) and \$2,440,866 is available through Norfolk County (County). Any funds the Town accesses through Norfolk County will require the County's approval through the Norfolk County portal.

Eligible uses of these funds include:

- Revenue replacement for the provision of government services to the extent of the reduction in revenue due to the COVID-19 public health emergency;
- COVID-19 expenditures or negative economic impacts of COVID-19. including assistance to small businesses, households, and hard-hit industries, and economic recovery;
- Premium pay for essential workers;
- Investments in sewer, water, and broadband infrastructure.

Restrictions on the uses of these funds include:

- Funds allocated to states cannot be used to directly or indirectly offset tax reductions or delay a tax or tax increase;
- Funds cannot be deposited into any pension fund
- Funding must be obligated by the end of calendar year 2024 and spent by the end of calendar year 2026

Given the one-time nature and specific focus of these funds, the Select Board have in part utilized these funds for investments in the town's capital needs, among other purposes. Further information on ARPA fund spending can be found on the town's website.



Capital Improvement Plan

Specific to capital spending, the town began allocating funds beginning in the FY22 Capital Improvement Plan for the following:

Department	Project	Funding Source	FY2022 Amount
Facilities	New vehicle – F350	ARPA	45,000
Fire	Brush Truck 1	ARPA	80,000
Fire	Power loader system for Ambulance 1	ARPA	27,000
Police	Police vehicle	ARPA	55,000
Police	Animal Control vehicle	ARPA	55,000
Public Works	New vehicle – F350	ARPA	88,000
Public Works	Paving roller	ARPA	38,000

At their January 10, 2023 meeting, the Select Board authorized the use of \$350,000 the Town's Treasury ARPA funds as a funding source for both the FY23 and FY24 capital budgets, \$700,000 in total. Following the May 1st Town Meeting, the Select Board and town financial management team will begin to weigh which of the approved capital budget items to apply ARPA funding towards, as opposed to withdrawing funds from the Capital Stabilization Fund.

Water and Sewer Infrastructure

One of the key areas the ARPA legislation encourages investment in is water and sewer infrastructure. The Medfield Water Board of Water and Sewer Board, with the approval of the Select Board, have requested over \$700,000 in Norfolk County ARPA funding for infrastructure improvements at the town's wastewater treatment plant:

- Influent Screen: The screen is the first line of solids and debris removal from the influent waters that enter the Wastewater Treatment Plant. The more debris that can be removed in the initial treatment processes increase the efficiency of the plant.

Project cost: \$325,000

- Filtration System Fiberglass Repair: This includes the replacement of the fiberglass filter system and the installation of the sand media into the fiberglass chamber to allow the filtration system to function properly. The sand media used to filter the water through the Wastewater Treatment Plant and is vital to the plant's operation and to maintaining compliance with the federal Environmental Protection Administration and state Department of Environmental Protection.

Project cost: \$26,234



- UV System: The ultraviolet (UV) system is the "last line of defense" at the wastewater treatment plant before the treated effluent flows into the Charles River. The UV system uses a series of bulbs to kill bacteria and other microorganisms as it leaves the plant. The town was recently notified that its current system will no longer be supported by our current vendor. The town intends to use available ARPA funding to ensure this key piece of wastewater treatment infrastructure is replaced in order to maintain the quality of our water.

Project cost: \$370,000

In addition to these improvements, the town has secured approval from Norfolk County to have a full facility assessment plan completed for the Wastewater Treatment Plant. The plant was constructed and put into use in the 1970's. Since then, only minor upgrades have been done hence the need for investments outlined above. The facility assessment plan would be instrumental in recognizing what processes are deteriorating and what further improvements can be realized for a more efficient treatment system. It would assist with the plant's ability to satisfy current state and federal standards as new and modified compliance measures are introduced. The total cost of completing the study is estimated at \$270,000.



FY2024 to FY2028 Capital Improvement Plan - Projects

Department	Project #	Project	Funding Source	Total Project Cost	FY2024 Request	FY2025 Request	FY2026 Request	FY2027 Request	FY2028 Request
Fire	MFD 1	Replace Engine 3	Tax Levy / Local Receipts	480,950	48,095	48,095	48,095	48,095	48,095
Fire	MFD 9	Structural Fire Gear	Capital Stabilization Fund	60,000	30,000		30,000		
Fire	MFD 13	Portable Radio Equipment	Grant	90,000	90,000	-			
Fire	MFD 16	AED's	Capital Stabilization Fund	-					
Fire	MFD 11	Large and Small DIA Hose	Capital Stabilization Fund/Grant	91,000		91,000			
Fire	MFD 18	Car 3	Capital Stabilization Fund	60,000				60,000	
Fire	MFD 19	Ambulance 1	ALS Revolving Fund / Ambulance Revolving Fund	345,000			345,000		
Fire	MFD 22	Foam System	ALS Revolving Fund	15,000	15,000				
Fire	MFD 21	Ladder 1	General Fund Debt	1,000,000					1,000,000
Parks and Recreation	PARKS 8	Hinkley Pond Storage Shed	Parks and Recreation Revolving Fund	12,000	12,000				
Parks and Recreation	PARKS 10	Lighting at Metacomet Tennis	Donation / Grant	165,000		165,000			
Parks and Recreation	PARKS 11	McCarthy Park Parking Lot	Parks and Recreation Revolving Fund / General Fund	80,000			80,000		
Dam Improvements	DAMS 2	Danielson Pond Dam Restoration	Grant	808,000		808,000			
Public Works	PW 8	Mini Excavator	Capital Stabilization Fund	85,000	85,000				
Public Works	PW 9	New hybrid vehicle	Capital Stabilization Fund	55,000	55,000				
Public Works	PW 10	Backhoe	Capital Stabilization Fund	125,000		125,000			
Public Works	PW 11	Ford F550	Capital Stabilization Fund	105,000		105,000			
Public Works	PW 17	6-Wheel Dump Truck	Capital Stabilization Fund	190,000			190,000		
Public Works	PW 18	Ford F550	Capital Stabilization Fund	105,000			105,000		
Public Works	PW 12	Road Improvements	Chapter 90	2,060,000	412,000	412,000	412,000	412,000	412,000
Public Works	PW 14	Transfer Station Reconfiguration	Capital Stabilization Fund	500,000		500,000			
Public Works	PW 15	Recycling Compactor	Capital Stabilization Fund	30,000	30,000				
Public Works	PW 19	Snow Blower	Capital Stabilization Fund	125,000				125,000	
Public Works	PW 20	Ford F550	Capital Stabilization Fund	105,000				105,000	
Public Works	PW 21	Dump Trailer	Capital Stabilization Fund	50,000				50,000	
Public Works	PW 24	Sweeper	Capital Stabilization Fund	200,000					200,000
Public Works	PW 25	6 Wheel Dump Truck	Capital Stabilization Fund	190,000					190,000
Information Technology	IT 5	School Information Technology	Capital Stabilization Fund	1,200,000	300,000	300,000	300,000	300,000	300,000
Information Technology	IT 7	Town departmental computer and server upgrades	Capital Stabilization Fund	90,000	30,000	30,000	30,000		
DPW Pavement Management	PAVE 7	Pavement Management and Improvement - Various Projects	Capital Stabilization Fund	925,000	185,000	185,000	185,000	185,000	185,000
Police	MPD 10	Police vehicle	Capital Stabilization Fund	36,000	36,000				
Police	MPD 13	Police vehicle	Capital Stabilization Fund	59,000		59,000			
Police	MPD 19	Drone	Capital Stabilization Fund	10,000		10,000			
Police	MPD 18	AEDs	Capital Stabilization Fund	14,000			14,000		
Police	MPD 16	Police vehicle	Capital Stabilization Fund	59,000				59,000	
Police	MPD 17	Communications Upgrade	Capital Stabilization Fund	100,000					100,000
Council on Aging	COA 2	COA Vehicle Replacement	Grant	70,000		70,000			
Facilities	FACILITIES 3	Vehicle replacements	Capital Stabilization Fund	45,000	45,000				
Facilities	FACILITIES 4	Vehicle replacements	Capital Stabilization Fund	90,000		45,000	45,000		
Land Use	LU1	Digitization	Grant	80,000	80,000				



FY2024 to FY2028 Capital Improvement Plan - Projects (continued)

Department	Project #	Project	Funding Source	Total Project Cost	FY2024 Request	FY2025 Request	FY2026 Request	FY2027 Request	FY2028 Request
DPW Water Division	WATER 14	SCADA	Water Enterprise Fund	100,000	100,000				
DPW Water Division	WATER 4	Ford F550	Water Enterprise Fund	88,000			88,000		
DPW Water Division	WATER 12	Ford F550	Water Enterprise Fund	88,000				88,000	
DPW Sewer Division	SEWER 10	Infiltration and Inflow Maint.	Sewer Enterprise Fund	125,000	125,000				
DPW Sewer Division	SEW 5	SCADA	Sewer Enterprise Fund	100,000	100,000				
DPW Sewer Division	SEW 8	WWTP Improvement	Sewer Enterprise Fund	150,000		150,000			
DPW Sewer Division	SEW 9	Clean Sewer Mains	Sewer Enterprise Fund	100,000			100,000		
DPW Sewer Division	SEW 3	Holding Tanks	Sewer Enterprise Fund	200,000				200,000	
DPW Sewer Division	SEW 11	Indian Hill Pump Station Upgrade	Sewer Enterprise Fund	40,000				40,000	
DPW Sewer Division	SEW 14	Annual I&I Improvements	Sewer Enterprise Fund	100,000	25,000	25,000	25,000	25,000	
FY2024 to FY2028 Total				11,000,950	1,803,095	3,128,095	1,997,095	1,697,095	2,435,095



FY2024 to FY2028 Capital Improvement Plan - Projects by Funding Source

Fund	FY2024	FY2025	FY2026	FY2027	FY2028
Tax Levy / Local Receipts	48,095	48,095	48,095	48,095	48,095
Capital Stabilization Fund	796,000	1,359,000	899,000	884,000	975,000
Grant	170,000	878,000	-	-	-
Capital Stabilization Fund/Grant	-	91,000	-	-	-
ALS Revolving Fund / Ambulance Revolving Fund	-	-	345,000	-	-
ALS Revolving Fund	15,000	-	-	-	-
General Fund Debt	-	-	-	-	1,000,000
Parks and Recreation Revolving Fund	12,000	-	-	-	-
Donation / Grant	-	165,000	-	-	-
Parks and Recreation Revolving Fund / General Fund	-	-	80,000	-	-
Chapter 90	412,000	412,000	412,000	412,000	412,000
Water Enterprise Fund	100,000	-	88,000	88,000	-
Sewer Enterprise Fund	250,000	175,000	125,000	265,000	-
Grant Total	1,803,095	3,128,095	1,997,095	1,697,095	2,435,095



Capital Improvement Plan - Municipal Buildings Capital Stabilization Fund Requests

Project	FY2024	FY2025	FY2026	FY2027	FY2028
School Buildings					
Medfield High School					
Preventive Maintenance - AHU's	15,000.00	10,000.00	10,000.00	10,000.00	10,000.00
PM/Replacement - RTU's (Green Communities)	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00
Misc. Site Work		5,000.00			
Duct Cleaning		15,000.00	15,000.00		
Brick Façade Repair		50,000.00			
Schilling Baseball Field Repair (debt service)		1,200,000.00			
Turf Field Lights (debt service)		350,000.00			
Sealant Replacement (engineering / project)		10,000.00	50,000.00	50,000.00	50,000.00
Window Sealants		25,000.00	25,000.00		
Window Weather stripping				20,000.00	20,000.00
Fluid Pumps		5,000.00	5,000.00		
FA Replacement	300,000.00		10,000.00		
Tennis Court Repairs	150,000.00				
Paint Interior				20,000.00	20,000.00
RegROUT tile				4,000.00	4,000.00
Acoustical Ceiling Replacement				40,000.00	40,000.00
Boiler Replacement (Green Communities)			100,000.00		
Blake Middle School					
PM/Replacement - RTU's? (GreenCommunities)	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00
Auditorium Seating	150,000.00				
Misc. Site Wrok		10,000.00			
PM - AHU's		20,000.00	20,000.00		
Interior Painting		25,000.00	25,000.00	25,000.00	25,000.00
Windows @ Curtin Wall in Cafe					
Carpet Replacement			60,000.00		
VCT/Flooring Replacement	15,000.00	10,000.00	20,000.00		
Library Renovation					
Brick Façade Repair (partial)		50,000.00	50,000.00	50,000.00	50,000.00
Locker Room Renovations				50,000.00	50,000.00
Acoustic Ceilings		25,000.00			
Boiler Replacement (Green Communities)		100,000.00			
Fluid Pumps		5,000.00	5,000.00		
Dale Street School					
Ceiling Tile Replacement	50,000.00				
Asbestos Flooring Abatement/Replacement	50,000.00	50,000.00	25,000.00	25,000.00	25,000.00
Gym/Autorium Curtain	25,500.00				
Gym Lift Repair	8,000.00				
Carpet Replacement		20,000.00			
FA Replacement (Engineering)		15,000.00			
Wheelock					
Preventive Maintenance - Fan Coil Units	10,000.00	10,000.00			
Replace Valves Throughout		10,000.00			
Preventive Maintenance - Exhaust Fans	10,000.00	5,000.00			
Flooring / VCT Abatement	25,000.00	15,000.00	15,000.00	15,000.00	15,000.00
Preventive Maintenance - Gym Units		25,000.00			
Replace Pneumatic Temp Controls (Green Com?)		100,000.00			
Door Installation@ Library			10,000.00		
Electrical upgrade					
Weatherization					
Re-grout Tile @ plumbing fixtures			2,000.00	2,000.00	2,000.00
Memorial					
Duct Cleaning	7,000.00				
VCT Flooring Replacement	15,000.00				
Preventive Maintenance - RTU's	15,000.00	5,000.00	5,000.00		
Engineering Study	15,000.00				
Misc. Site Work		12,000.00			
Carpet/VCT/Painting		20,000.00	20,000.00	20,000.00	
Interior Painting			20,000.00	20,000.00	20,000.00
Electrification project (debt service)			250,000.00		
Grease Trap Replacement		12,000.00			
Sprinkler Head Replacement			10,000.00		
District Wide					
Equipment Replacement	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00
Roof Replacement (MSBA Roof Repair Program)			8,000,000.00		
Resurfacing of School Parking lots (debt service)		350,000.00			
TOTALS - Schools	922,500.00	2,626,000.00	8,814,000.00	413,000.00	393,000.00



Capital Improvement Plan - Municipal Buildings Capital Stabilization Fund Requests

Project	FY2024	FY2025	FY2026	FY2027	FY2028
Town Buildings					
Town Hall					
Misc. Exterior Façade Repairs	20,000.00	20,000.00	20,000.00	20,000.00	
Engineering Study - Chiller	15,000.00				
PM/Replace? - AHU	3,000.00			5,000.00	5,000.00
Carpet Replacement	40,000.00	40,000.00	40,000.00		
Exterior Painting	60,000.00				
Preventive Maintenance - Vent exhaust fans	5,000.00	5,000.00	5,000.00		
Interior Painting		25,000.00	25,000.00	25,000.00	25,000.00
New Elevator Install				200,000.00	
RegROUT tile					2,000.00
Brick Façade Repair		25,000.00	25,000.00	25,000.00	25,000.00
Sealant Replacement		10,000.00	10,000.00	10,000.00	10,000.00
Window replacement		30,000.00	30,000.00	30,000.00	30,000.00
Boiler Work			30,000.00		
Chiller Plant (Green Communities?)			200,000.00		
Paving				30,000.00	
Public Safety					
Roof Engineering / Repairs					
Security Camera Upgrades					
Card Reader Repairs	5,000.00				
Heating /Cooling Issues					
Parks and Rec Building					
Hinkley Bath Reno (Revolving Fund)	85,000.00				
COA					
Building Envelope Repair/Windows	15,000.00				
Roof Structure over Patio	15,000.00				
Exterior Painting		50,000.00			
fluid pumps				5,000.00	
EPDM Roofing					5,000.00
Carpet Replacement			20,000.00		
Library					
EPDM Engineering		10,000.00			
Brick Facade Repair				5,000.00	5,000.00
Fire Alarm System Replacement	30,000.00				
RegROUT Tile			3,000.00	3,000.00	
Sealant Replacement					
RTU Replacemnt (Green Communities)	65,000.00				
EPDM Roof			50,000.00		
ATC Computer Controls	10,000.00		25,000.00		
Fluid Pumps		5,000.00			
Paving				20,000.00	
Carpet				30,000.00	30,000.00
Interior Painting				35,000.00	35,000.00
Dry System Pipe Replacement				30,000.00	
RTU Repair			20,000.00		
Town Wide					
ADA Improvements		10,000.00	10,000.00	10,000.00	10,000.00
TOTAL All Town Facilities	368,000.00	230,000.00	513,000.00	483,000.00	182,000.00
Town and Schools Shared Services					
Project Management Services	25,000.00				
Roof Replacement (Town) (debt service)					6,000,000.00
Emergency Repair Funding	175,000.00	175,000.00	175,000.00	175,000.00	175,000.00
TOTAL Town and Schools Shared Services	200,000.00	175,000.00	175,000.00	175,000.00	6,175,000.00
TOTALS for School and Town Buildings	1,490,500.00	3,031,000.00	9,502,000.00	1,071,000.00	6,750,000.00



Appendices

COMMUNITY PROFILE

OVERVIEW

Medfield is an attractive, suburban community located about 17 miles southwest of Boston. The Town's historic downtown and neighborhoods of single-family homes create a small-town character, though close to a major metropolitan area. Many families move to Medfield for the quality of life and strong school system.



Founded in 1651, Medfield was historically a farming community. The manufacture of straw ladies' hats was the largest industry in Medfield until the mid-twentieth century. The Medfield State Hospital, constructed in 1896 and closed in 2003, was also a major regional employer. Today, land use is dominated by single-family homes. The town is largely a bedroom community close to Boston with a vibrant retail town center district, with an otherwise small commercial base. Historic and natural resource preservation is important to the Medfield community. There are four historic districts in town: Town Center Historic District, Clark-Kingsbury Farm Historic District, John Metcalf Historic District, and Hospital Farm Historic District.

There is a significant amount of conservation land in Town including the Medfield Rhododendron Reservation, which protects the habitat of the rare Rosebay rhododendrons, the Medfield Charles River Reservation, the Rocky Woods Reservation, and the Noon Hill Reservation. Trails run through these and other conservation properties throughout Town. Medfield's water resources include the Charles River, which forms the town's western border with Millis and Sherborn, and several ponds.

GOVERNMENT

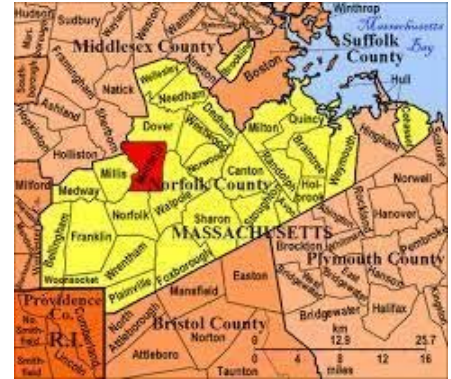
The Town operates under a Select Board/Open Town Meeting/Town Administrator form of government. The three-member, elected Select Board guide the Town and make policy decisions. The Town Administrator is responsible for carrying out the policies and directions of the Select Board and for managing the day-to-day operations of the Town.

Title	Name	Manner of Selection
Select Board Member	Osler L. Peterson	Elected
Select Board Member	Eileen M. Murphy	Elected
Select Board Member	Gustave H. Murby	Elected

Medfield has a decentralized local government with several elected boards and committees including the Board of Assessors, Public Library Trustees, Park and Recreation Commissioners, Housing Authority, and Planning Board. The Select Board is the appointing authority for many boards and committees such as the Affordable Housing Trust, Board of Water and Sewerage, Board of Health, and Zoning Board of Appeals.

GEOGRAPHY

Medfield is in Norfolk County approximately 17 miles southwest of Boston, with a land area of 14.5 square miles. Medfield is situated in eastern Massachusetts and is commutable to Boston. The Charles River borders almost one-third of Medfield. The Town is surrounded by the towns of Dover, Norfolk, Walpole, Millis, and Sherborn.



POPULATION AND INCOME

Per the 2020 US Census Data Survey, Medfield has a population of 12,799. The median household income is \$174,417. Persons in poverty represent 2.8%. Of residents ages 25 and older, 99.2% are high school graduates and 75.4% have a bachelor's degree.

Race and Hispanic origin demographics are as follows:

Race and Hispanic Origin	Percent
White	92.8
Asian	4.3
Black/African American	1.3
Hispanic/Latino	2.6
Two or More	1.7

MUNICIPAL SERVICES

The Town provides general governmental services for the territory within its boundaries, including police and fire protection, a trash and recycling facility, public education grades K-12, a public library, outreach services, water and sewer services, street and drain maintenance, senior services and programs, parks, and recreational programs.

The Town provides public water for approximately 98% of residences with the balance utilizing private wells. Approximately 70% of residences are connected to the Town's public sanitary sewer system, with the balance utilizing septic systems. The Town operates five water wells located in three separate areas in Medfield. A newly constructed Water Treatment Plant at the location of Wells 3 and 4 is expected to go live in spring 2023.

Regional transportation services include the MBTA Franklin Line at the Walpole Station, which is approximately four miles from Medfield and the Norfolk Station, which is approximately six miles from Medfield.

EDUCATION

The Medfield Public Schools include three elementary schools, Memorial School, Ralph Wheelock School and Dale Street School as well as the Thomas Blake Middle School and the Amos Clark Kingsbury High School. Per the Massachusetts Department of Education enrollment data, approximately 2,513 students



attended the Medfield Public Schools during the 2022-2023 school year. The student-teacher ratio is approximately 13-1. The public school budget in FY23 was approximately \$39.5 million, an increase of 3% over previous year. The FY24 proposed budget totals \$41.17 million, an increase of 4.23%.

Per the Massachusetts Department of Education, the tables below represent enrollment figures per grade in the 2022-2023 school year:

Enrollment by Grade (2022-23)																
	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	SP	Total
Dale Street	0	0	0	0	0	198	191	0	0	0	0	0	0	0	0	389
Amos Clark Kingsbury High School	0	0	0	0	0	0	0	0	0	0	177	177	186	200	0	740
Memorial School	48	169	205	0	0	0	0	0	0	0	0	0	0	0	0	422
Ralph Wheelock School	0	0	0	179	201	0	0	0	0	0	0	0	0	0	0	380
Thomas Blake Middle	0	0	0	0	0	0	0	198	202	182	0	0	0	0	0	582
District	48	169	205	179	201	198	191	198	202	182	177	177	186	200	0	2,513

REAL ESTATE

According to the Massachusetts Division of Local Services, residential properties comprise 94.47% of the tax levy while commercial properties comprise 5.53% of the tax levy. In FY2023, the average single family assessment was \$839,765, representing an increase of \$119,013 from FY2022. The average tax single family assessment bill of \$12,958 is based on a single tax rate of \$15.43.

Given its proximity and accessibility to Boston, the Town of Medfield real estate market continues to experience a strong period of revitalization, both in terms of value and new construction. Residential assessed value in FY2023 was \$3.3B against prior year assessed value of \$2.88B, a growth of \$463M or 16%. Per the Massachusetts Department of Revenue, the town's income per capita is over double the state average.

Medfield Assessed Property Valuations						
Fiscal Year	Residential	Commercial	Industrial	Personal Property	Total	Residential as Percent of Total
2018	\$2,436,557,674	\$83,541,860	\$27,541,700	\$35,006,020	\$2,582,647,254	94.3%
2019	\$2,535,390,312	\$84,172,249	\$27,508,700	\$35,013,950	\$2,682,085,211	94.5%
2020	\$2,625,162,353	\$92,256,017	\$29,262,300	\$35,068,620	\$2,781,749,290	94.4%
2021	\$2,698,257,760	\$95,301,494	\$29,106,300	\$35,241,550	\$2,857,907,104	94.4%
2022	\$2,823,833,508	\$93,754,193	\$29,111,900	\$42,427,890	\$2,989,127,491	94.5%
2023	\$3,286,762,506	\$99,972,305	\$31,488,600	\$47,847,830	\$3,466,071,241	94.8%

Medfield Average Single-Family Tax Bill					
Year	Single Family Values	Single Family Parcels	Average Single-Family Value	Single Family Tax Bill*	% Increase
2013	\$1,968,934,100	3,496	\$563,196	\$8,859	
2014	\$1,994,795,400	3,502	\$569,616	\$9,182	3.6%
2015	\$2,090,690,700	3,510	\$595,638	\$9,554	4.1%
2016	\$2,165,785,300	3,519	\$615,455	\$10,309	7.9%
2017	\$2,196,147,000	3,523	\$623,374	\$10,529	2.1%
2018	\$2,236,789,600	3,524	\$634,730	\$10,809	2.7%
2019	\$2,320,287,900	3,524	\$658,424	\$11,766	8.9%
2020	\$2,385,437,500	3,526	\$676,528	\$12,062	2.5%
2021	\$2,440,784,100	3,525	\$692,421	\$12,297	1.9%
2022	\$2,548,578,200	3,536	\$720,752	\$12,555	2.1%
2023	\$2,971,089,900	3,538	\$839,765	\$12,958	3.2%

According to the Town's February 2022 Housing Production Plan, Medfield's housing stock is primarily single-family ownership units. About 87 percent of units in Medfield are owner-occupied, and 13 percent are renter occupied. In Norfolk County, 69 percent of units are owner-occupied, and in Massachusetts, 62 percent of units are owner-occupied. Most of Medfield's housing was built over the course of the mid-20th Century. The highest valued homes were built after 1980, with homes built in the period between 2007 to 2022 holding the highest values.

About a quarter of Medfield residents are cost-burdened, meaning they spend more than 30 percent of their income on housing costs. Like in similar communities in the region, housing costs in Medfield have risen over the last decade. Sales prices for both single-family homes and condos have increased, as have property taxes. The number of older adults living in Medfield is expected to grow significantly, leading to a unique challenge of housing affordability and availability for seniors with low incomes in the next several decades.

In 2021, the Medfield Board of Selectmen and Town Meeting approved the sale of the property known as "Hinkley South" located off Ice House Road, adjacent to the CENTER for \$750,000 for the development of 24 age-restricted housing units, 25 percent of which are set aside as affordable units. In addition, a Special Town Meeting held in June 2022 approved the sale of portions of the former Medfield State Hospital to Trinity Financial for the redevelopment of the existing structures into 334 rental units, 25 percent of which will be set aside as affordable units.

WORKFORCE AND EMPLOYMENT

Location	Labor Force	Employed	Unemployed	Unemployment Rate
Massachusetts	3,738,390	3,594,196	144,194	3.9%
Medfield	7,018	6,808	210	3.0%

Medfield's unemployment rate as of March 2023 was 3%, tracking ahead of the state's unemployment rate of 3.9%.

The Town's top ten largest taxpayers include electric, gas, and telecommunications utilities as well as several large landlords, including RK Medfield, The Parc at Medfield, and Delcor Apartments.

Medfield's Largest Taxpayers			
Name	Nature of Business	Total Assessed Value for FY2023	Percentage of Medfield Total Valuation
NSTAR Electric	Utility	\$22,148,030	.64%
RK Medfield Inc.	Real Estate	\$12,454,300	.36%
Eversource	Utility	\$12,187,490	.35%
LaneCo LLC	Real Estate	\$11,837,600	.34%
The Parc at Medfield LTD	Real Estate	\$8,901,100	.26%
BC Wilkens Glen Limited Partnership	Real Estate	\$8,745,600	.25%
Kingsbury Club	Real Estate	\$6,759,000	.20%
MacCready, David	Real Estate	\$5,340,200	.15%
Delcor Apartments	Real Estate	\$4,940,100	.14%
331 North Property LLC	Real Estate	\$4,818,900	.14%
Total		\$98,132,320	2.8%

LOCAL ECONOMY

According to the Massachusetts Department of Labor, in 2021, Medfield had 423 establishments that employed an average of 3,108 people per month. The highest paying industries in Medfield are Management of Companies and Enterprises followed by Wholesale Trade and Professional and Technical Services. The lowest paying industries include Retail Trade and Accommodation and Food Services. The Town's largest private employers include Brothers Marketplace, the Kingsbury Club, and Shaw's Supermarket.



Top 10 Local Economy Industries				
Description	No. of Establishments	Total Wages	Average Employment	Average Weekly Wages
<i>Total, All Industries</i>	423	\$184,718,006	3,108	\$1,143
Management of Companies and Enterprises	5	\$3,174,604	11	\$5,550
Wholesale Trade	26	\$14,135,370	103	\$2,639
Professional and Technical Services	81	\$28,402,848	225	\$2,428
Finance and Insurance	22	\$7,406,122	84	\$1,696
Real Estate and Rental and Leasing	6	\$314,039	4	\$1,510
Construction	44	\$17,948,407	229	\$1,507
Information	13	\$4,960,193	67	\$1,424
Administrative and Waste Services	31	\$9,769,151	143	\$1,314
Transportation and Warehousing	5	\$2,947,153	45	\$1,259
Manufacturing	8	\$2,420,348	37	\$1,258



FINANCIAL POLICIES

Adopted: July 31, 2018

Revised: January 2022

I. Purpose

To provide guidance to Town Departments, Boards, and Town Meeting in establishing annual budgets and long-term financial planning. The goals of the policies are as follows:

- To adopt an approach to financial planning, spending, and taxation that is consistent with the Town's long-term goals and plans.
- To protect against variations in Town revenues outside the control of the Town government and its residents to ensure adequate funding of necessary Town services in times of economic distress.
- To provide stability and minimize variations in the tax, water, and sewer rates, and to spread the cost of providing needed services fairly across residents and businesses over time.
- To maintain adequate reserves that can be used in times of emergency to avoid cuts to necessary services and increased tax burdens in times of economic stress for citizens and the Town Government.
- Recognizing the need to invest and preserve the significant investment the Town has made in its capital facilities and will make over the coming years; the Town must adequately fund capital budgets necessary to maintain capital assets that support the provision of municipal services to the Town's residents and businesses.
- To maintain a high bond rating and an affordable level of debt over time.
- In pursuit of the above objectives, to take a long-term approach to budgeting that promotes stability in the tax burden over time, and that minimizes the risk that short-term considerations will disrupt the Town's long-term planning and funding strategies.

II. Capital Expenditures

A. Capital Budget & Capital Building Plan

1. Capital Budget

Consistent with the Town Charter, the Town shall maintain a 5-year Capital Budget updated annually by the Capital Budget Committee after the Annual Town Meeting. The Capital Budget Committee shall submit a proposed Capital Budget to the Board of Selectmen no later than October 15 each year. Upon approval by the Board of Selectmen, the capital budget will be effective until a new capital budget is adopted. The 5-year Capital Budget will be reviewed annually by the Warrant Committee as part of its budget review process for each Town Meeting.



The Capital Budget Committee is responsible for analyzing proposed capital investments and making a recommendation to the Board of Selectmen about which capital assets should be added, repaired, replaced, or updated and when that should be done. Departments should not acquire capital assets outside of the capital budgeting process defined herein, including the introduction of new information systems, unless they are prepared to support the life cycle costs of that capital asset within their own Department budgets. In submitting the proposed 5-year Capital Budget to the Board of Selectmen, the Capital Budget Committee shall provide a rationale and its priority relative to other requests for each proposed expenditure included within the 5-year Capital Budget.

The 5-year Capital Budget shall include all (1) building repairs, system upgrades, alterations, or improvements with a useful life of more than 5 years, (2) road improvements planned to be funded through Chapter 90 funds; (3) vehicle replacements and old vehicle dispositions; (4) information technology infrastructure; (5) Water & Sewer projects and infrastructure, excluding planned maintenance of existing equipment; and (6) other items with a useful life of more than 5 years or costing more than \$15,000.

The 5-year Capital Budget shall include the projected cost of any items approved for inclusion therein and projected funding source (i.e., tax levy, borrowing, Capital Stabilization Funds, Chapter 90 funds, departmental revolving funds, grant funds). No items shall be included on the 5-year Capital Budget without a projected funding source. All capital items to be purchased shall be included on the 5-year Capital Budget, regardless of funding source.

Items should only be submitted for the 5-year Capital Budget if they are necessary to the provision of services approved by the Annual Town Meeting, and, generally, are considered replacements, repairs, or non-major (i.e., not requiring Permanent Planning and Building Committee review) upgrades of existing capital assets.

Any department that wishes to acquire new capital assets that qualify as items that could be included in the 5-Year Capital Budget, and those that want those new assets to be maintained as part of the capital budget must submit a request before acquiring those assets to formally include them in the list of capital assets supported by the 5-year Capital Budget. Requests for new capital assets should be accompanied by (1) an explanation of the expected carrying costs, replacement costs, and a timetable for replacement; (2) an explanation of which departments or personnel will be involved in maintaining those assets; (3) an explanation of the resources, currently in place within the department, to cover the routine maintenance of those assets; and (4) confirmation of the information provided by the maintaining department, along with acknowledgement of the responsibilities the maintaining department is accepting to care for the capital asset after it is acquired. For example, no department should ask to acquire an additional vehicle as part of its capital budget request without review and approval by the DPW Director. By way of further example, no department should acquire additional information technology programs, hardware, or other assets without review and approval of the Director of Information Technology.



For items to be funded by the general tax levy, the Capital Budget Committee shall recommend a consistent level of levy usage based on the Town's capital needs over the course of the 5-year capital plan in an effort to permit predictable operational budgets.

Items not included within the 5-year Capital Budget shall only be funded via the capital budget in the case of an emergency that could not have been anticipated at the time the most recent 5-year Capital Budget was adopted. Items required to maintain capital assets that have not been accepted for support from the capital budget shall not be funded via the capital budget.

2. Capital Building Maintenance Plan

The Town shall maintain a 20-year Capital Building Maintenance Plan ("20-Year Capital Plan") for building-related investments and repairs. The 20-year Capital Plan will assess whether it is preferable to address the issues identified therein by repair or replacement of the building. The plan will include estimates of the total cost of the proposed capital repairs, an estimate of when those costs will be incurred, and prioritize the proposed capital repairs. The 20-year Capital Plan shall be updated every 5 years by the Director of Facilities with the assistance and approval of the Permanent Planning and Building Committee, or at the completion of a building project under the supervision of the Permanent Planning and Building Committee. The Facilities Master Plan maintained by the Permanent Planning and Building Committee pursuant to Chapter 10-20I of the Code of the Town of Medfield shall be incorporated into the 20-year Capital Plan.

Once approved by the Permanent Planning and Building Committee, the 20-year Capital Plan will be submitted to the Board of Selectmen and the School Committee for their approval. This submission will include an analysis by the Permanent Planning and Building Committee of the impact the committee's recommendation will have on the town's long-term debt profile and the resulting projected debt services costs that will entail. While the Director of Facilities and the Permanent Planning and Building Committee will recommend which items should be included in the 20-Year Capital Plan, the Board of Selectmen and the School Committee have final responsibility for defining which items are designated for inclusion in the 20-year Capital Plan and their priority.

It is the intention of this Policy that capital expenditures included in the 20-Year Capital Plan will be paid out of the Municipal Buildings Capital Stabilization Fund designated in Section II(B) below according to the terms of the town's Municipal Buildings Capital Stabilization Fund. No item shall be recommended for funding from the Municipal Buildings Capital Stabilization Fund unless approved for inclusion as part of the 20-year Capital Plan.

B. Municipal Buildings Capital Stabilization Fund

The Municipal Buildings Capital Stabilization Fund (the "Municipal Buildings Stabilization Fund") is authorized to fund capital expenditures related to new construction, capital repairs, and improvements to municipal buildings and their structural and systemic components, as defined in the 2017 Municipal



Facilities Evaluation and Capital Plan developed by the Director of Facilities, and thereafter in the 20-year Capital Plan described in Section II(A)(2). It is not the intention of this fund that the full amount be spent in any one year, but that funds accumulate for use according to the 20-year Capital Plan and as specifically appropriated as part of the 5-Year Capital Budget.

At the 2018 Annual Town Meeting, Town Meeting approved the creation of the Municipal Buildings Stabilization Fund, which was subsequently funded by voters with a \$1 million stabilization fund override. Each year thereafter, the Board of Selectmen are responsible for voting to appropriate funds into the Municipal Buildings Stabilization Fund. The stabilization fund override vote grants the Board of Selectmen the authority to increase the appropriation by a maximum of 2.5 percent per year. While it can be expected that the Board of Selectmen will appropriate the full 2.5 percent increase each year, there may be circumstances where the Board of Selectmen will decide to appropriate less than the full authorized amount for the fund. This situation could apply when:

- A lower annual amount is sufficient to fund the then-current 20-year Capital Plan; or
- An alternative source of funding (debt exclusion, federal or state grant, sale of town land) has been identified to fund all or a portion of the 20-year Capital Plan.

In exercising its discretion over the amount of funds to be appropriated to the Municipal Buildings Stabilization Fund each year, the Board of Selectmen will need to keep in mind that, under the provisions of a Stabilization Fund override, any reduction in funding from the limit authorized by the voters in an override vote results in a permanent reduction in the limit of funding that is authorized going forward from the year the lower amount is appropriated by the Board of Selectmen.

Before voting to approve an amount lower than the full amount of the designated levy limit approved by the voters, the Board of Selectmen will provide notice to, or consult with, the School Committee, Permanent Planning & Building Committee, Capital Budget Committee, and Warrant Committee of its intent to do so and provide those committees the opportunity to be heard before holding a final vote on appropriating a lower amount than that approved by the voters.

An article will be placed on each Annual Town Meeting Warrant to appropriate the funds necessary out of the Municipal Buildings Stabilization Fund, subject to availability, to fund the projects identified in the 20-year Capital Plan and approved for inclusion in the 5-year Capital Budget for that year. (NOTE: Approval for withdrawal of these funds from the Municipal Buildings Stabilization Fund will require 2/3 's approval by the voters at the Town Meeting at which this withdrawal is being requested.)

C. Capital Stabilization Fund

At the 2021 Annual Town Meeting, Town Meeting approved the creation of the Capital Stabilization Fund. The Capital Stabilization Fund is authorized to fund the expenses of capital projects and the debt service related to capital projects, including equipment, vehicles, repairs to equipment and vehicles, public works improvements, and other non-building capital projects. Items not included within the 5-year Capital



Budget shall only be funded from the Capital Stabilization Fund in the case of an emergency that could not have been anticipated at the time the most recent 5-year Capital Budget was adopted.

Each year, the Capital Budget shall be funded by the Capital Stabilization Fund. It is not the intention of this fund that the full amount be spent in any one year, but that funds accumulate for use according to the 5-Year Capital Budget. Over time, the Town shall have a goal of increasing the balance in the Capital Stabilization Fund so that it is sufficient to cover the Town's annual cash outlay for capital. (NOTE: Approval for withdrawal of these funds from the Capital Stabilization Fund will require 2/3 's approval by the voters at the Town Meeting at which this withdrawal is being requested.)

III. Financial Forecasting and Trend Monitoring

Each year, the Town Administrator shall create a detailed budget forecast, in accordance with the Town Charter. The budget forecast shall include a five-year projection of revenues and expenditures for all operating funds. These forecasts will be used as planning tools in developing the following year's operating budget. The Town Administrator will provide the forecasts to the Board of Selectmen, Warrant Committee, and School Committee for use in their budget decision making.

To ensure the Town's revenues are balanced and capable of supporting desired levels of services, forecasts for property taxes, local receipts, and state aid will be conservatively based on historical trend analyses and will use generally accepted forecasting techniques and appropriate data.

IV. Reserves and Free Cash

A. Reserves

Reserves shall include funds available in Free Cash, other reserve accounts as determined by the Town Accountant, and stabilization funds, but excluding the Municipal Building Stabilization Fund (see below for explanation). The goal of these reserve accounts is to permit the Town to maintain its level of services during an economic downturn and minimize tax increases during times of economic distress. In addition, strong reserve balances can positively impact the Town's credit rating and, consequently, its long-term cost to fund major projects.

The Town shall have a goal of maintaining reserves of 9-12% but no less than 7.5% of its total budgeted annual expenditures. Total Annual Expenditures shall include General Fund expenditures in the proposed budget for the upcoming fiscal year, but shall exclude expenditures supported by the Enterprise Funds, Revolving Funds, and transfers to other funds. The reserves shall be calculated after Town Meeting approves the new fiscal year budget in order to account for any transfers approved into or out of the reserves by the Town Meeting.



These reserves may be drawn below the minimum level due to extraordinary circumstances, if approved by a vote of the Warrant Committee and Board of Selectmen. In no event shall the reserve accounts (including free cash) be permitted to fall below 2.5% of the Town's total budgeted annual expenditures.

Due to its dedicated source of funding through the stabilization fund override and due to restrictions on the use of funds in the Municipal Buildings Stabilization Fund, transfers into and out of the Municipal Buildings Stabilization Fund shall not be included in the General Fund expenditure calculation identified above, and the Town shall not include the balance in the Municipal Buildings Stabilization fund as a reserve for the purposes of calculating compliance with the Financial Policy.

In preparing the Annual Warrant Report, the Board of Selectmen will ask the Warrant Committee to determine whether the Warrant Committee's recommended budget and any alternative budget proposed in the Warrant Report are in compliance with the requirements in Section IV of this Policy. The Annual Warrant Report will display the measure of compliance mentioned above to show whether any proposed budget included in the Annual Warrant Report, if adopted by Town Meeting, complies with these financial policies. If the Warrant Committee's budget does not comply with Section IV of this Policy, the Warrant Committee and the Selectmen will include an explanation of why the budget is not compliant and the position of the Warrant Committee and the Selectmen as to why each body believes the Town Meeting should or should not adopt a budget that does not comply. If any alternative budget included in the Warrant Report does not comply with Section IV of this Policy, the proponent of such alternative budget will be invited to include an explanation as to why the Town Meeting should adopt a budget that does not comply, and the Warrant Committee and the Selectmen (if the Selectmen are not the proponent of the alternative budget), will be invited to include statements as to their respective positions on the alternative budget.

Upon certification of the Free Cash by the Commonwealth of Massachusetts in or around December, the Board of Selectmen will confirm that the financial policies have been met for the prior fiscal year. That confirmation from the Board of Selectmen will also appear in the Annual Warrant Report in addition to being published on the Town Website. If the Town is not in compliance with the financial policies as of the certification of Free Cash, the Selectmen will include an explanation in the Warrant Report and on the Town, Website explaining why, along with what actions, if any, are being taken to bring the budget back into compliance for the upcoming fiscal year.

B. Free Cash

Whereas the Town strives to generate certified free cash in an amount equal to three to five percent of its annual expenditures, the Town shall maintain a Free Cash balance of at least 2.5% of the General Fund expenditures, defined in section A, in the proposed budget for the upcoming fiscal year. As much as practicable, the Town will limit its use of Free Cash to funding one-time expenditures (like capital projects, snow and ice deficits, or emergencies) and may appropriate any excess above 2.5 percent of General Fund expenditures to build reserves, offset unfunded liabilities, or offset budgetary impacts from approvals of special town meeting articles to keep the overall budget in line with Proposition 2 ½ limits.



The Town shall not utilize a Free Cash projection unless the projection is approved by a vote of the Warrant Committee and Board of Selectmen and is based on revenues received by the Town at the date of the vote.

C. Enterprise Fund Retained Earnings

The Board of Water and Sewerage shall adopt a written Reserves and Retained Earnings policy for the Water Enterprise Fund and the Sewer Enterprise Fund. At a minimum, the policy shall require that each Enterprise Fund maintain a reserve amount of 20 percent of the Enterprise Fund's total budget. The reserves will be used to provide rate stabilization and to fund capital projects.

D. Overlay

The Town uses the overlay account to offset unrealized revenue resulting from uncollected property taxes, abatements, and exemptions.

At the conclusion of each fiscal year, the Board of Assessors shall submit to the Town Administrator and the Town Accountant an update of the overlay account with data that includes, but is not limited to, the gross balance, potential abatement liabilities, and any transfers to surplus. If the balance exceeds the amount of potential liabilities, the Board of Selectmen may request that the Board of Assessors vote to declare those balances surplus and available for use by the Town to fund one-time expenses, transfer to the Town's stabilization funds or to free cash.

V. OPEB

The Town shall continue to appropriate funds annually to the OPEB trust fund in an amount no less than \$500,000 in the fiscal year after this policy is adopted, with the goal of increasing that contribution 5% annually thereafter. This target is subject to revisions based on changes to applicable accounting guidance and actuarial reports.

VI. Proceeds from the Sale of Town Assets

To the extent permitted by law, the proceeds of any sales of town land or other assets shall be deposited in a reserve, stabilization, trust, or other undesignated fund (or reserve against) the Town's long-term liabilities, or to retire existing debt, or otherwise to reduce long-term, nonrecurring liabilities. Upon Board of Selectmen approval, proceeds of the sale of other Town assets (excluding land), may be used by the department that generates proceeds to offset previously approved capital expenditures or to fund other one-time expenditures.



References and Attachments:

- Town of Medfield – Financial Policies Measure of Compliance
- Massachusetts Division of Local Services: [Special Purpose Stabilization Funds](#)
- [Medfield 20 Year Municipal Facilities Evaluation and Capital Plan](#)
- Bond Covenants (reviewing with bond counsel)

GLOSSARY OF TERMS

Abatement – A reduction or elimination of a levy imposed by a governmental unit, applicable to tax levies, motor vehicle excise, fess, charges, and special assessments.

Accounting System – The total structure of records and procedures which identify, record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, balanced account groups, and organizational components.

Accrued Interest – In an original governmental bond sale, accrued interest is the amount of interest which has accumulated on the bonds from the day they are dated, up to but not including, the date of delivery (settlement date).

Amortization – The gradual elimination of an obligation, such as a bond, according to a specified schedule of times and amounts. The principal amount of a home mortgage, for example, is amortized by monthly payments.

Appropriation – An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended. Only a town meeting, council or the school committee can authorize money appropriated for one purpose to be used for another. Any amount which is appropriated may be encumbered. Any part of a “general” appropriation not spent or encumbered by June 30 automatically reverts to the undesignated fund balance which may result in Free Cash. If departments know of remaining unpaid bills at the close of the fiscal year and properly notify the accountant (Chapter 41, § 58), the departmental appropriation is encumbered to extend the general spending authorization until such time that the bill is paid, or it is decided not to spend the funds. If these encumbrances are not acted on within a year, the accountant generally notifies the department and closes them out. A special warrant article/appropriation, on the other hand, may carry forward from year to year until spent for the designated purpose or transferred by town meeting vote to another account.

Arbitrage – As applied to municipal debt, the investment of tax-exempt bond or note proceeds in taxable higher yielding securities. This practice is restricted under Section 103 of the Internal Revenue Service (IRS) Code, and (beyond certain limits) earnings are required to be rebated (paid) to the IRS.

Assessed Valuation – A valuation set upon real estate or other property by a government as a basis for levying taxes. In Massachusetts, assessed valuation is based on “full and fair cash value,” the amount a willing buyer would pay a willing seller on the open market. Assessors must collect, record, and analyze information about the physical characteristics of the property and the market in order to estimate the fair market value of all taxable properties in their communities.



Audit – An examination of systems, procedures, and financial data by a certified accountant, reporting on the fairness of financial statements and compliance with statutes and regulations. (The audit is a valuable management tool for evaluating the fiscal performance of a community).

Audit Report – The product of an audit prepared by an independent auditor. The report often includes (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions; (d) financial statements and schedules; and (e) statistical tables, supplementary comments, and recommendations.

Authentication – see Certification.

Available Funds – These are funds established through previous appropriations or results of favorable conditions. These may be appropriated to meet emergency or unforeseen expenses, large one-time or capital expenditures. Examples: Free Cash, Stabilization Fund, Overlay Surplus, Water Surplus, and enterprise retained earnings.

Balance Sheet – A statement which discloses the assets, liabilities, reserves, and equities of a fund or governmental unit at a specified date.

Basis of Accounting – Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported on the financial statements. Basis of accounting related to the timing of the measurements made, regardless of the measurement focus applied. All governmental funds and expendable trust and agency funds could be accounted for using the modified accrual method of accounting. Their revenues are recognized when they become measurable and available, as net current assets, with the following guidelines: Property taxes, excise taxes, departmental and governmental receivables are recorded as revenue when received in cash, as well as amounts received during the first 60 days of the following fiscal year. Expenditures are generally recognized under the accrual basis of accounting when the related fund liability is incurred. Exceptions to this general rule include principal and interest on general long-term debt which is recognized when due. All proprietary funds and nonexpendable trust and pension trust funds are accounted for using the accrual basis of accounting. Their revenues are recognized when they are earned, and their expenses are recognized when they are incurred.

Betterments (Special Assessments) – Whenever a specific area of a community receives benefit from a public improvement (e.g. water, sewer, sidewalk, etc.), special property taxes may be assessed to reimburse the governmental entity for all or part of the cost it incurred. Each parcel receiving benefit from the improvement is assessed for its proportionate share of the cost of such improvements. The proportionate share may be paid in full, or the property owner may request the assessors apportion the betterment over 20 years. Over the lifetime of the betterment, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.



Bond – A written promise to pay a specified sum of money, called the face value (par value) or principal amount, at a specified date or dates in the future, called maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter runs for a longer period of time.

Bond Anticipation Note (BAN) – Once borrowing for a specific project has been approved by two-thirds vote of town meeting or city council and prior to issuing long- term bonds, short-term notes may be issued to provide cash for initial project costs. BANs may be issued for a period not to exceed five years, but with the reduction of principal after two years (Chapter 44, § 17). The final maturity date of the project borrowing, beginning from the date the short-term note was issued, may not exceed the term specified by statute (Chapter 44, §§ 7 and 8). BANs are full faith and credit obligations.

Bond Authorization – see Debt Authorization.

Bonds Authorized and Unissued – Bonds which a government has been authorized to sell but has not yet done so. Issuance at this point is only contingent upon action by the Treasurer and Mayor or Selectmen.

Bond Counsel – An attorney or law firm engaged to review an opinion upon legal aspects of a municipal bond or note issue.

Bond Issue – Generally, the sale of a certain number of bonds at one time by a governmental unit.

Bonds Payable – The face value of bonds issued and unpaid.

Bond Premium – The excess of the price at which a bond is acquired or sold over its face value. An example is a \$1,000 bond which sells for \$1,010. The premium equals \$10.

Budget – A plan of financial operation embodying an estimate of proposed revenues and expenditures for a given period and the proposed means of financing them. A budget may be “preliminary” – the financial plan presented to the Town Meeting, or “final” – the plan approved by that body. The budget should be separated into basic units, either by department, program, or service. The format is important because by classifying by service or department, the budget is clearly defined and more easily understood by both local officials and Town Meeting.

Capital Budget – An annual appropriation or spending plan for capital expenditures (tangible assets or projects that cost at least \$25,000 and have a useful life of at least five years). This budget should recommend the method of financing for each item recommended and identify those items which are recommended to be deferred due to scarce resources.



Capital Expenditures/Improvements – These are items generally found in the capital budget, such as construction, acquisitions, site development, major repairs or replacement to capital facilities and public ways and overhead costs. The fees for architects, engineers, lawyers, and other professional services plus the cost of financing, advance planning may be included.

Capital Improvement Program – A comprehensive schedule for planning a community’s capital expenditures. It coordinates community planning, fiscal capacity, and physical development. While all the community’s needs should be identified in the program, there should also be a set of criteria which prioritizes the expenditures. The capital program is a plan for capital expenditures that extends five years beyond the capital budget and is updated yearly.

Capital Outlay Expenditure Exclusion – A vote by a community at an election to exclude payments for a single year capital project from the levy limit. The exclusion is limited to one year and may temporarily increase the levy above the levy ceiling.

Cash – Currency, coin, checks, postal and express money orders, and bankers’ drafts on hand or on deposit with an official or agency designated as custodian of cash and bank deposits.

Cash Management – The process of managing monies of a local government in order to insure maximum cash availability and maximum yield on short-term investment of idle cash.

Cemetery Perpetual Care – These funds are donated by individuals for the care of grave sites. According to Chapter 114, § 25, funds from this account must be invested and spent as directed by perpetual care agreements. If no agreements exist, interest (but not principal) may be used as directed by the cemetery commissioners for the purpose of maintaining cemeteries.

Certification – The action of a bank or trust company (or DOR’s Bureau of Accounts for State House Notes) in certifying the genuineness of the municipal signatures and seal on a bond issue. The certifying agency may also supervise the printing of bonds and otherwise safeguard their preparation against fraud, counterfeiting, or over-issue. Also known as Authentication.

Cherry Sheet – Named for the cherry-colored paper on which it was originally printed, the Cherry Sheet is the official notification from the Commissioner of Revenue of the next fiscal year’s state aid and assessments to communities and regional school districts. State aid to municipalities and regional school districts consists of two major types – distributions and reimbursements. Distributions provide funds based on formulas while reimbursements provide funds for costs incurred during a prior period for certain programs or services. In addition, communities may receive “offset items” which must be spent on specific programs. Cherry Sheet Assessments are advanced estimates of state assessments and charges and county tax assessments. Local assessors are required to use these figures in setting the local tax rate. (Because these figures are estimates, it should be noted that based on filing requirement and/or actual data information the final aid or assessment may differ.)



Cherry Sheet Offset Items – Local aid accounts which may be spent without appropriation in the budget, but which must be spent for specific municipal and regional school district programs. Current offset items include School Choice Receiving Tuition and Public Libraries.

Classification of Real Property – Assessors are required to classify all real property according to use into one of four classes: Residential, Open Space, Commercial, and Industrial. Having classified its real properties, local officials are permitted to determine locally, within limitations established by statute and the Commissioner of Revenue, what percentage of the tax burden is to be borne by each class of real property and by personal property owners (see Classification of the Tax Rate).

Classification of the Tax Rate – In accordance with Chapter 40, § 56, the Selectmen vote to determine the tax rate options. Based on the residential factor adopted (see Residential Factor), any community may set as many as four different tax rates for: residential property; open space; and commercial, industrial, and personal property.

Collective Bargaining – The negotiations between an employer and union representative regarding wage, hours, and working conditions.

Conservation Fund – This fund may be expended for lawful conservation purposes as described in Chapter 40, § 8C. This fund may also be expended for damages related to the taking of land by eminent domain provided that such taking has first been approved by a two-thirds vote of the city council or town meeting.

Debt Authorization – Formal approval to incur debt by municipal officials, in accordance with procedures stated in Chapter 44, specifically §§ 1, 2, 3, 4a and 6-15.

Debt Burden – The level of debt of an issuer, usually as compared to a measure of value (debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden is used in referring to debt service costs as a percentage of the annual budget.

Debt Exclusion – This is a vote by a municipality at an election to exclude debt service payments for a particular capital project from the levy limit. The amount necessary to cover the annual debt service payment is added to the levy limit for the life of the debt only. A debt exclusion may temporarily increase the levy above the levy ceiling.

Debt Limit – The maximum amount of debt which a municipality may have authorized for qualified purposes under state and self-imposed ceilings.

Debt Service – The cost (usually stated in annual terms) of the principal retirement and interest of any particular issue.

Default – Failure to pay principal or interest when due.



Encumbrance – Obligations in the form of purchase orders, contract, or salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved.

Enterprise Funds – An accounting mechanism which allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy. With an enterprise fund, all costs of service delivery, direct, indirect, and capital costs, are identified. This allows the community to recover total service costs through user fees if it so chooses. Enterprise accounting also enables communities to reserve the “surplus” or retained earnings generated by the operation of the enterprise rather than closing it out at year end. According to Chapter 44, § 53F½, all the services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.

Equalized Valuations (EQVs) – The determination of the full and fair cash value of all property in the Commonwealth which is subject to local taxation. EQVs have historically been used as variables in distributing certain state aid accounts, and for determining county assessments and certain other costs. The Commissioner of Revenue, in accordance with Chapter 58, § 10C, is charged with the responsibility of biannually determining an equalized valuation for each town and city in the Commonwealth.

Estimated Receipts – Estimates of state and local miscellaneous receipts based on previous year’s receipts deducted by the Assessors from gross amount to be raised by taxation.

Excess and Deficiency – Also called the “surplus revenue” account, this is the amount by which cash, accounts receivable and other assets exceed the liabilities and reserves.

Excess Levy Capacity – The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the board of Selectmen and council must be informed of excess levying capacity and evidence of such acknowledgement must be submitted to DOR when setting the tax rate.

Exemptions – Upon approval of an application to the Board of Assessors, these are full or partial discharges from the obligation to pay a property tax by statute on particular categories of property or persons. Examples include hospitals, schools, houses of worship, and cultural institutions that are of benefit to the community. In addition, exemptions may be granted for qualified veterans, blind individuals, surviving spouses, persons over 70 years of age, and certain financial hardships.

Expenditure – The spending of money by the town or city for programs within the approved budget.

Federal Aid Anticipation Note (FAAN) – A short-term loan issued to be paid off at the time of receipt of a federal grant. FAANs are full faith and credit obligations.



Fiduciary Funds – Fiduciary funds account for assets held by the municipality in a trustee capacity or as an agent for individuals, private organizations, other governments, and other funds. These include expendable trust, non-expendable trust, pension trust, and agency funds. Non-expendable trust and pension trust funds are accounted for in essentially the same manner as proprietary funds. Expendable trust funds are accounted for in essentially the same manner as governmental funds. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations.

Financial Advisor – An individual or institution which assists municipalities in the issuance of tax-exempt bonds and notes. This function in Massachusetts is performed either by the public Finance Department of a commercial bank or a non-bank advisor.

Fiscal Year – The Commonwealth, state, and municipalities (as of 1974) operate on a fiscal year which begins on July 1 and ends on June 30. The number of the fiscal year is that of the calendar year in which the fiscal year ends, e.g. the 2016 fiscal year, July 1, 2015, to June 30, 2016, usually written as FY16 or FY2016. This, however, no longer coincides with the fiscal year followed by the federal government, for beginning in 1976 the federal fiscal year was changed to begin on October 1 and end on September 30.

Fixed Costs – These are costs which are legally or contractually mandated. (Examples: retirement, FICA/Social Security, insurances, debt service or interest.)

Float – The amount of money making up the difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

Foundation Budget – The target set for each school district defining the spending level necessary to provide an adequate education for all students. The Foundation Budget is comprised of both local effort and state aid.

Free Cash – (Also Budgetary Fund Balance) Funds remaining from the operations of the previous fiscal year which are certified by DOR's Director of Accounts as available for appropriation. Remaining funds include unexpended free cash from the previous year, receipts in excess of estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount of remaining funds which can be certified as free cash. The calculation of free cash is made based on the balance sheet, which is submitted by the community's Auditor, Accountant or Comptroller. Typically, a community will attempt to maintain a free cash balance of between 3 and 5 percent of its total budget as a hedge against unforeseen expenditures, to insure there will be an adequate reserve to prevent sharp fluctuations in the tax rate, and to prevent expensive short-term borrowing. (Maintenance of an adequate free cash level is not a luxury but a necessary component of sound local fiscal management. Credit rating agencies and other members of the financial community expect municipalities to maintain free cash



reserves; judgments regarding a community's fiscal stability are made, in part, on the basis of free cash.) Also see Available Funds.

Full Faith and Credit – A legal pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

Fund – An accounting entity with a self-balancing set of accounts which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

Fund Accounting – Organizing the financial records of a municipality into multiple funds. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the General Fund and Enterprise Funds. Communities whose accounting records are organized according to the Uniform Massachusetts Accounting System use multiple funds.

General Fund – This non-earmarked fund is used to account for most financial resources and activity governed by the normal Town Meeting/City Council appropriation process.

General Obligation Bonds – Bonds issued by a municipality which are backed by the full faith and credit of its taxing authority.

Governing Body – The board, committee, commissioners, or other legislative body of a governmental unit, including the school committee of a municipality.

Indirect Cost – Costs of a service not reflected in the service's operating budget. A determination of these costs is necessary to analyze the total costs of service delivery. (An example of an indirect cost of providing water service would be health insurance costs for water employees.)

Interest – Compensation paid or to be paid for the use of money, including interest payable at periodic intervals or as discount at the time a loan is made.

Interest Rate – The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

Investments – Securities and real estate held for the production of income in the form of interest, dividends, rentals, or lease payments. The term does not include fixed assets used in governmental operations.

Judgment – An amount to be paid or collected by a governmental unit as a result of a court decision, including a condemnation award in payment for private property taken for public use.



Land Fund – A fund established in FY86 to which may be added an annual appropriation earmarked for the acquisition of land or debt service on designated land purchases.

Law Enforcement Trust Fund – A revolving fund established to account for a portion of the proceeds from the sale of property seized from illegal drug-related activities. Funds may be expended to defray certain qualified law enforcement costs as outlined in Chapter 94C, § 47. Funds from this account may be expended by the police chief without further appropriation.

Legal Opinion – An opinion by an attorney or law firm that bonds have been legally issued by a public body, and that the bonds are exempt from federal income taxes and some Massachusetts taxes under existing laws, regulations, and rulings.

Levy Ceiling – The maximum tax assessed on real and personal property may not exceed 2.5 percent of the total full and fair cash value of all taxable property (Chapter 59, § 21C). Property taxes levied may exceed this limit only if the community passes a capital outlay expenditure exclusion, a debt exclusion, or a special exclusion.

Levy Limit – The maximum amount a community can levy in a given year. The limit can grow each year by 2.5 percent of the prior year's levy limit (Chapter 59, § 59C(f,g,k)) plus new growth and any overrides. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion or special exclusion.

Line-Item Budget – A budget which focuses on inputs of categories of spending, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

Local Aid – Revenue allocated by the Commonwealth to towns, cities, and regional school districts. Estimates of local aid are transmitted to towns, cities, and districts annually by the "Cherry Sheet." Most of the Cherry Sheet aid programs are considered revenues of the municipality's or the regional school district's General Fund and may be spent for any purpose subject to appropriation.

Local Appropriating Authority – In a town, the town meeting has the power to levy directly a property tax. In a city, the city council has the power.

Local Receipts – Locally generated revenues other than real and personal property taxes and excluding enterprise fund revenues. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals, and charges. Annual estimates of local receipts are shown on the tax rate recapitulation sheet.

M.G.L. (or G.L.) – Massachusetts General Laws, Annotated

Massachusetts Clean Water Trust – formerly the Massachusetts Water Pollution Abatement Trust – established in 1989 to improve the water quality in the Commonwealth through the provision of low-cost capital financing to cities, towns and other eligible entities.



Massachusetts Municipal Depository Trust – Founded in 1977, it is an investment program in which municipalities may pool excess cash. It is under the supervision of the State Treasurer.

Massachusetts School Building Authority – a quasi-independent government authority created to reform the process of funding capital improvement projects in the Commonwealth’s public schools

Maturity – The date upon which the principal of a bond becomes due and payable.

Minimum Required Local Contribution – The minimum that a town or city must appropriate from property taxes and other local revenues for the support of schools.

Moody’s Investment Services, Inc. – One of the leading municipal bond rating agencies.

Municipal(s) – (As used in the bond trade) “Municipal” refers to any governmental unit below or subordinate to the state. “Municipals” (i.e., municipal bonds) include not only the bonds of all local subdivisions such as towns, cities, school districts, special districts, but also bonds of states and agencies of the state.

Municipal Revenue Growth Factor – An estimate of the percentage change in a municipality’s revenue growth for a fiscal year.

Municipal Finance Oversight Board – A board authorized by M.G.L. to review and approve applications by municipalities to exceed their statutory debt limit, define the term of borrowing for certain purposes and designate issues of “Qualified Bonds” under chapter 44a.

Net School Spending (NSS) – Includes both school budget and municipal budget amounts attributable to education, excluding long-term debt service, student transportation, school lunches and certain other specified school expenditures. A community’s NSS funding must be equal or exceed the NSS Requirement established annually by the Department of Elementary and Secondary Education.

New Growth – the taxing capacity added by new construction and other increases in the property tax base. New growth is calculated by multiplying the value associated with new construction by the tax rate of the previous fiscal year. For example, FY2016 new growth is determined by multiplying the value of new construction in calendar 2014 (as valued on January 1, 2015) by the FY2015 tax rate.

Note – A short-term loan, typically of a year or less in maturity.

Notice of Sale – A detailed statement which is published to advertise the sale of municipal bonds by competitive bid.

Objects of Expenditures – A classification of expenditures that is used for coding any department disbursement, such as “personal services,” “expenses” or “capital outlay.”



Official Statement – A document containing information about a prospective bond issue or a note issue which contains information about the issue and the issuer and is intended for the potential investor. The Official Statement is sometimes published with the Notice of Sale. It is sometimes called an Offering Circular or Prospectus.

Operating Budget – The plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

Other Amounts to be Raised – The amounts raised through taxation, but which are not appropriation items. Generally, these are locally generated expenditures (e.g., overlay, teacher pay deferral, deficits) as well as state, county, and other special district charges. Because these must be funded in the annual budget, special consideration should be given to them when finalizing the budget recommendations to Town Meeting. (see Tax Rate Recapitulation Sheet)

Overlay – (Overlay Reserve or Reserve for Abatements and Exemptions) An account established annually to fund anticipated property tax abatements and exemptions in that year. The overlay reserve is not established by the normal appropriation process, but rather on the tax rate recapitulation sheet.

Overlay Deficit – A deficit that occurs when the amount of overlay raised in a given year is insufficient to cover abatements and statutory exemptions for that year. Overlay deficits must be provided for in the next fiscal year.

Overlay Surplus - Any balance in the overlay account of a given year more than the amount remaining to be collected or abated can be transferred into this account (see Overlay). Within ten days of a written request by the chief executive officer of a town or city, the assessors must provide a certification of the excess amount of overlay available for transfer. Overlay surplus may be appropriated for any lawful purpose. At the end of each fiscal year, unused overlay surplus is “closed” to surplus revenue, i.e. it becomes a part of free cash.

Override – A vote by a community at an election to permanently increase the levy limit. An override vote may increase the levy limit to no higher than the levy ceiling. The override question on the election ballot must state a purpose for the override and the dollar amount. (see Underride)

Override Capacity – The difference between a community’s levy ceiling and its levy limit. It is the maximum amount by which a community may override its levy limit.

Par Value – The face amount of a bond, e.g. \$1,000 or \$5,000.

Parking Meter Receipts Reserved for Appropriation – This fund allows a community to charge for parking and to reserve these proceeds in a separate account. In accordance with Chapter 40, § 22A, the process may be used to offset certain expenses for the acquisition, installation, maintenance and operation of parking meters and the regulation of parking and other traffic activities.



Paying Agent – A bank or other institution which acts as the agent for a municipality in making bond interest and principal payments.

PERAC - The Public Employee Retirement Administration Commission – created for and dedicated to the oversight, guidance, monitoring, and regulation of the Massachusetts Public Pension Systems.

Performance Budget – A budget which stresses output both in terms of economy and efficiency.

Personnel Services – The cost of salaries, wages, and related employment benefits.

Premium – The amount by which the price exceeds the principal amount of a bond or par value.

Principal – The face amount of a bond, exclusive of accrued interest.

Program Budget – A budget which relates expenditures to the programs they fund. The emphasis of a program budget is on output.

Property Tax Levy – The amount of community can raise through the property tax. The levy can be any amount up to the levy limit plus exclusions.

Purchased Services – The cost of services that are provided by a vendor.

Ratings – Designations used by credit rating services to give relative indications of quality. Mood's ratings range from the highest Aaa down through Aa, A-1, A, Baa-1, Baa, Ba, B, Caa, Ca, C. Standard & Poor's ratings include AAA, AA, A, BBB, BB, B, CCC, CC, C, DDD, DD and D.

Refunding – System by which an issue is redeemed by a new bond issue under conditions generally more favorable to the issuer.

Reserve Fund – An amount set aside annually within the budget of a town (not to exceed 5 percent of the tax levy for the preceding year) or city (not to exceed 3 percent of the tax levy for the preceding year) to provide a funding source for extraordinary and unforeseen expenditures. In a town, the Finance Committee can authorize transfers for this fund for "extraordinary and unforeseen" expenditures. Other uses of the fund require budgetary transfers by Town Meeting. In a city, transfers from this fund may be voted by the City Council upon recommendation of the Mayor.

Residential Factor – Adopted by a community annually, this governs the percentage of the tax levy to be paid by property owners. If local officials choose a low residential factor, (for example the statutory minimum set by the Commissioner of Revenue) residential property owners will pay a proportionately lower share of the total levy (split or multi-tax rate). A residential factor of "1" will result in the taxation of all property at the same rate (single tax rate).



Retained Earnings – An equity account reflecting the accumulated earnings of an enterprise fund, which may be used to fund capital improvements, to reimburse the General Fund for prior year subsidies, to reduce user charges and for enterprise deficits (operating loss).

Revaluation (or recertification of property values) – The Assessors of each community are responsible to develop a reasonable and realistic program to achieve a fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the Assessors' analysis and consideration of many factors including, but not limited to, the results of an in-depth sales ratio study, the location and style of properties, and the accuracy of existing property record information. Every three years, Assessors must submit property values to the state Department of Revenue for certification. Assessors must also maintain these values in the years between certifications. This is done so that each property taxpayer in the community pays his or her share of the cost of local government – no more or less – in proportion to the amount of money the property is worth.

Revenue Anticipation Borrowing – Cities, towns and districts may issue temporary notes in anticipation of taxes (TANs) or other revenue (RANs). The amount of this type of borrowing is limited to the total of the prior year's tax levy, the net amount collected in motor vehicle and trailer excise in the prior year and payments made by the Commonwealth in lieu of taxes in the prior year. According to Chapter 44, § 4, towns, cities and districts may borrow up to one year in anticipation of such revenue.

Revenue Anticipation Note (RAN) – A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

Revenue Bond – A bond payable from and secured by specific revenues and thereby not full faith and credit obligations.

Revolving Fund – Allows a community to raise revenues from a specific service and use those revenues to support the service without appropriation. For departmental revolving funds, Chapter 44, § 53E stipulates that each fund must be reauthorized each year at an annual town meeting or by city council action, and that a limit on the total amount which may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the town or city in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single department or board. No revolving fund expenditures shall be made for the purpose of paying any wages or salaries for full-time employees. Revolving funds for other programs as provided by statute are still allowed, and a departmental revolving fund may be implemented in addition to or in conjunction with other existing statutory revolving funds, provided that the departmental revolving fund does not conflict with provisions of other revolving funds.

Sale of Cemetery Lot Fund – This fund is established to account for proceeds of the sale of cemetery lots. The proceeds must be used to offset certain expenses of the Cemetery Department under provisions of Chapter 114, § 43C.



Sale of Real Estate Fund – This fund is established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure. Chapter 44, § 63 states that such proceeds shall be applied first to the retirement of debt on the property sold. In the absence of such debt, funds may generally be used for purposes for which the town or city is authorized to borrow for a period of five years or more.

Security – For Massachusetts municipalities, bonds or notes evidencing a legal debt on the part of the issuer.

Serial Bond – A bond of an issue which has maturities scheduled annually over a period of years.

Special Assessment – see Betterments.

Special Exclusion – For a few limited capital purposes, a community may assess taxes above the amount of its levy limit or levy ceiling without voter approval. see Proposition 21/2 chapter in this Manual.

Stabilization Fund – An account from which amounts may be appropriated for any lawful purpose. Towns may appropriate into this fund in any year an amount not to exceed ten percent of the prior year's tax levy or a larger amount with the approval of the Director of Accounts. The aggregate of the Stabilization Fund shall not exceed ten percent of the town's equalized value, and any interest shall be added to and become a part of the fund. A two-thirds vote of town meeting or city council is required to appropriate money from the Stabilization Fund.

Standard & Poor's Corporation – One of the leading municipal bond rating agencies.

State Aid Anticipation Note (SAAN) – A short-term loan issued in anticipation of a state grant or aid.

State House Notes – Notes for towns, cities, counties, and districts certified by the Director of Accounts. State House Notes are generally less costly and easier to issue than conventional issues for borrowings. Therefore, these notes are more commonly used for temporary loans and smaller long-term issues.

Surplus Revenue – The amount by which cash, accounts receivable and other floating assets exceed the liabilities and reserves.

Tailings – This fund is reserved for unclaimed checks written on city or town accounts. The procedures for retaining money from unclaimed checks is outlined in Chapter 200A, § 9A. Written notice must be filed with the Clerk if these procedures are to be followed.

Tax Rate – The amount of tax stated in terms of a unit of the tax base, for example, \$14.80 per \$1,000 of assessed valuation of taxable property.



Tax Rate Recapitulation Sheet (also Recap Sheet) – A document submitted by a town or city to the Department of Revenue to set a property tax rate. The recap sheet shows all estimated revenues and actual appropriations which affect the property tax rate. (In order to issue the first-half semiannual property tax bills before October 1st, the recap sheet should be submitted to the Department of Revenue in September, or in December to issue the third quarterly property tax bills before January 1st.)

Tax Title – Collection procedure which secures a lien on real property and protects the municipality's right to payment of overdue property taxes. (Without following this procedure, the lien on real property expires if three years elapse from the October first following the assessment date, and the property is transferred. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the Collector may take the property for the city or town. After properly recording the instrument of taking, the Collector transfers responsibility for collecting the overdue amounts to the Treasurer).

Term Bond – Bonds the entire principal of which matures on one date. Massachusetts municipal general obligation bonds are required by law to be retired on a serial basis.

Trust Fund – In general, a fund held for the specific purpose stipulated by a trust agreement. The Treasurer acts as custodian of trust funds and invests and expends such funds as stipulated by trust agreements or as directed by the commissioners of trust funds or by town meeting. Both principal and interest may be used if the trust is established as an expendable trust. For non-expendable trust funds, interest but not principal may be expended as directed.

Override – A vote by a community to permanently decrease the tax levy limit. As such, it is the exact opposite of Override.

Underwriter – For municipal debt issues, a commercial bank or securities dealer which purchases all or part of a new issue to sell the securities to investors. A group of underwriters is called a syndicate.

Unfunded Pension Liability – Unfunded pension liability is the difference between the value assigned to the retirement benefits already deemed by the town's employees and the assets the town's retirement system will have on hand to meet these obligations. The dollar value of the unfunded pension liability is driven by assumptions about interest rates at which a retirement system's assets will grow and the rate of future costs of living increases to pensioners.

Uniform Massachusetts Accounting System (UMAS) – A comprehensive and practical municipal accounting system that conforms to Generally Accepted Accounting principles (GAAP) for local governments. UMAS is regarded by the Department of Revenue as the professional standard for modern municipal accounting in Massachusetts. (Among the benefits of conversion to UMAS are increased consistency in reporting and record keeping and enhanced comparability of data among cities and towns.)



Unreserved Fund Balance – Also referred to sometimes as “surplus revenue account,” this is the amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to “stockholders’ equity” account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as “accounts receivable” may be taxes receivable and uncollected. (see Free Cash).

Valuation (100%) – Requirement that the assessed valuation must be the same as the market value for all properties; 100 percent valuation may offer greater equity in the redistribution of state aid to cities and towns based upon local real estate values.

Warrant – A list of items to be acted on by Town Meeting. (A treasury warrant, and the assessors’ warrant authorize the Treasurer to pay specific bills and the tax Collector to collect taxes in the amount and from the persons listed, respectively.)

Water Surplus – For water departments operating under Chapter 41, § 69B, any revenues in excess of estimated water receipts or unspent water appropriations close to a water surplus account. Water surplus may be appropriated to fund water-related general and capital expenses or to reduce water rates.

Waterways Improvement Fund – An account into which 50 percent of the proceeds of the boat excise are deposited. Use of these proceeds is limited to certain waterway expenses as outlined in Chapter 40, § 5G.

Yield – The net annual percentage of income derived from an investment. The yield of a bond reflects interest rate, length of time to maturity and write-off of premium or accrual of discount. (Also referred to as “yield to maturity.”)

MOODY'S

INVESTORS SERVICE

ISSUER COMMENT

29 March 2023

RATING

Issuer Rating¹

Aa1

No Outlook

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Town of Medfield, MA

Annual comment on Medfield

Issuer profile

The Town of Medfield is located in Norfolk County in southeastern Massachusetts, about 20 miles southwest of Boston.

Key indicators

Exhibit 1

Medfield (Town of) MA

	2018	2019	2020	2021	Aa Medians
Economy					
Resident income ratio (%)	232.5%	232.1%	238.3%	260.0%	115.4%
Full Value (\$000)	\$2,639,413	\$2,801,486	\$2,801,486	\$2,985,655	\$2,728,197
Population	12,748	12,841	12,926	12,775	23,462
Full value per capita (\$)	\$207,045	\$218,167	\$216,733	\$233,711	\$108,666
Economic growth metric (%)	N/A	0.7%	0.5%	0.7%	-0.6%
Financial Performance					
Revenue (\$000)	\$73,968	\$78,630	\$82,030	\$81,277	\$50,065
Available fund balance (\$000)	\$10,336	\$13,440	\$15,546	\$17,670	\$25,773
Net unrestricted cash (\$000)	\$30,304	\$29,556	\$30,895	\$33,319	\$34,793
Available fund balance ratio (%)	14.0%	17.1%	19.0%	21.7%	51.2%
Liquidity ratio (%)	41.0%	37.6%	37.7%	41.0%	69.5%
Leverage					
Debt (\$000)	\$46,099	\$40,914	\$35,948	\$31,926	\$35,801
Adjusted net pension liabilities (\$000)	\$48,596	\$47,610	\$56,826	\$61,591	\$58,004
Adjusted net OPEB liabilities (\$000)	\$49,876	\$49,050	\$59,023	\$48,553	\$6,701
Other long-term liabilities (\$000)	\$1,297	\$1,211	\$1,269	\$1,370	\$1,659
Long-term liabilities ratio (%)	197.2%	176.5%	186.6%	176.5%	248.8%
Fixed costs					
Implied debt service (\$000)	\$0	\$3,397	\$2,983	\$2,574	\$2,504
Pension tread water contribution (\$000)	\$1,577	\$1,917	\$1,819	\$1,596	\$1,672
OPEB contributions (\$000)	\$1,866	\$1,794	\$1,810	\$1,775	\$193
Implied cost of other long-term liabilities (\$000)	\$0	\$96	\$88	\$91	\$113
Fixed-costs ratio (%)	4.7%	9.2%	8.2%	7.4%	11.2%

For definitions of the metrics in the table above please refer to the [US Cities and Counties Methodology](#) or see the Glossary in the Appendix below. Metrics represented as N/A indicate the data were not available at the time of publication. The medians come from our most recently published [US Cities and Counties Median Report](#).

The Economic Growth metric cited above compares the five-year CAGR of real GDP for Boston-Cambridge-Newton, MA-NH Metropolitan Statistical Area to the five-year CAGR of real GDP for the US.

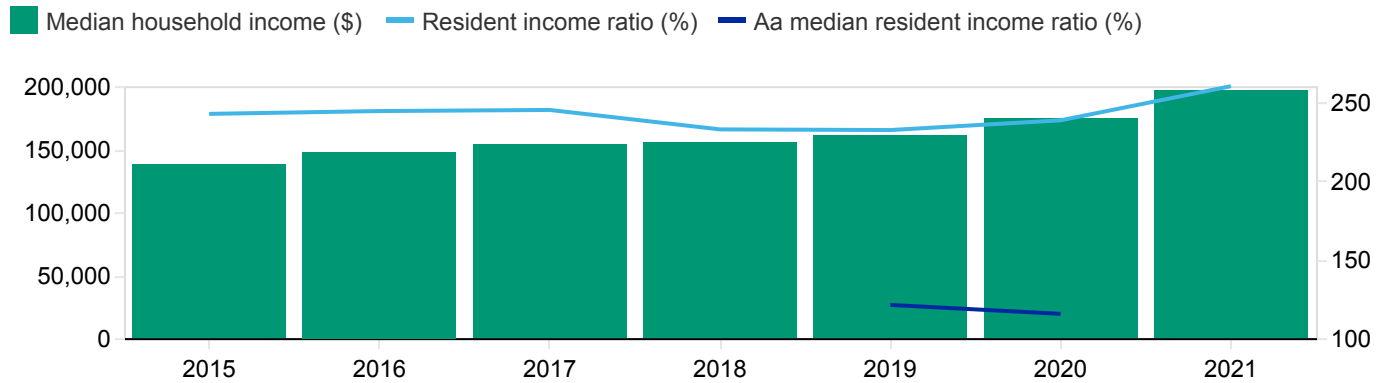
Sources: US Census Bureau, Medfield (Town of) MA's financial statements and Moody's Investors Service, US Bureau of Economic Analysis

Credit overview

Economy

Exhibit 2

Resident Income

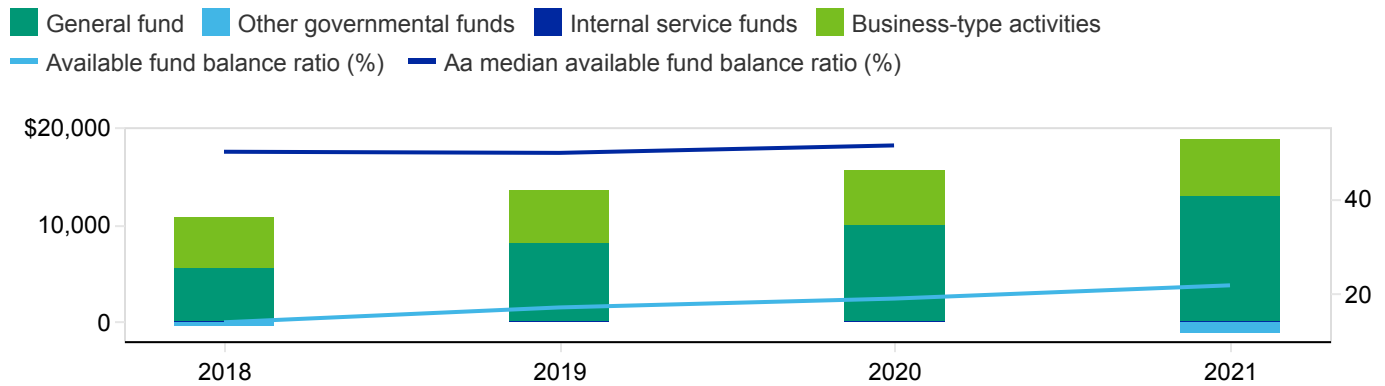


Source: Moody's Investors Service

Financial performance

Exhibit 3

Fund Balance



Source: Moody's Investors Service

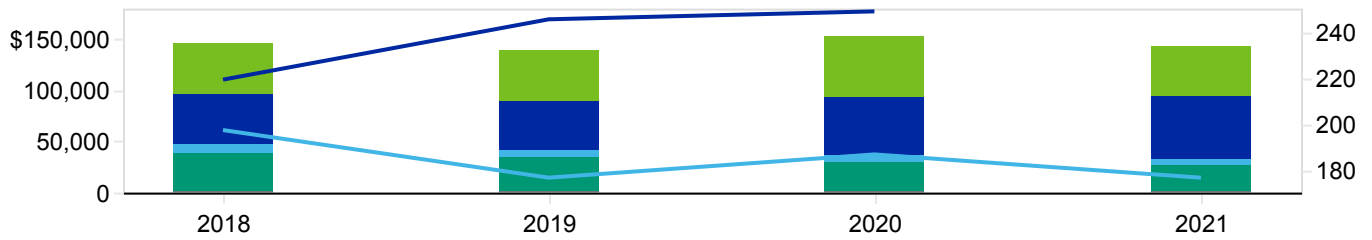
This publication does not announce a credit rating action. For any credit ratings referenced in this publication, please see the issuer/deal page on <https://ratings.moody.com> for the most updated credit rating action information and rating history.

Leverage

Exhibit 4

Total Primary Government - Long Term Liabilities

■ Governmental Debt ■ Business-Type Activity Debt ■ Adjusted net pension liabilities
 ■ Adjusted net other post-employment liabilities ■ Other long-term liabilities — Long-term liabilities ratio (%)
 — Aa median long-term liabilities ratio (%)



Source: Moody's Investors Service

Appendix

Exhibit 5

Key Indicators Glossary

	Definition	Typical Source*
Economy		
Resident income ratio	Median Household Income (MHI) for the city or county, adjusted for Regional Price Parity (RPP), as a % of the US MHI	MHI: US Census Bureau RPP: US Bureau of Economic Analysis
Full value	Estimated market value of taxable property in the city or county	State repositories; audited financial statements; continuing disclosures
Population	Population of the city or county	US Census Bureau
Full value per capita	Full value / population	
Economic growth metric	Five year CAGR of real GDP for Metropolitan Statistical Area or county minus the five-year CAGR of real GDP for the US	Real GDP: US Bureau of Economic Analysis
Financial performance		
Revenue	Sum of revenue from total governmental funds, operating and non-operating revenue from total business-type activities, and non-operating revenue from internal services funds, excluding transfers and one-time revenue, e.g., bond proceeds or capital contributions	Audited financial statements
Available fund balance	Sum of all fund balances that are classified as unassigned, assigned or committed in the total governmental funds, plus unrestricted current assets minus current liabilities from the city's or county's business-type activities and internal services funds	Audited financial statements
Net unrestricted cash	Sum of unrestricted cash in governmental activities, business type activities and internal services fund, net of short-term debt	Audited financial statements
Available fund balance ratio	Available fund balance (including net current assets from business-type activities and internal services funds) / Revenue	
Liquidity ratio	Net unrestricted cash / Revenue	
Leverage		
Debt	Outstanding long-term bonds and all other forms of long-term debt across the governmental and business-type activities, including debt of another entity for which it has provided a guarantee disclosed in its financial statements	Audited financial statements; official statements
Adjusted net pension liabilities (ANPL)	Total primary government's pension liabilities adjusted by Moody's to standardize the discount rate used to compute the present value of accrued benefits	Audited financial statements; Moody's Investors Service
Adjusted net OPEB liabilities (ANOL)	Total primary government's net other post-employment benefit (OPEB) liabilities adjusted by Moody's to standardize the discount rate used to compute the present value of accrued benefits	Audited financial statements; Moody's Investors Service
Other long-term liabilities (OLTL)	Miscellaneous long-term liabilities reported under the governmental and business-type activities entries	Audited financial statements
Long-term liabilities ratio	Debt + ANPL + ANOL + OLTL / Revenue	
Fixed costs		
Implied debt service	Annual cost to amortize city or county's long-term debt over 20 years with level payments	Audited financial statements; official statements; Moody's Investors Service
Pension tread water contribution	Pension contribution necessary to prevent reported unfunded pension liabilities from growing, year over year, in nominal dollars, if all actuarial assumptions are met	Audited financial statements; Moody's Investors Service
OPEB contribution	City or county's actual contribution in a given period	Audited financial statements
Implied cost of OLTL	Annual cost to amortize city or county's other long-term liabilities over 20 years with level payments	Audited financial statements; Moody's Investors Service
Fixed-costs ratio	Implied debt service + Pension tread water + OPEB contributions + Implied cost of OLTL / Revenue	

*Note: If typical data source is not available then alternative sources or proxy data may be considered. For more detailed definitions of the metrics listed above please refer to the [US City and Counties Methodology](#).

Source: Moody's Investors Service

Endnotes

- ¹ Issuer Rating reflects the government's ability to repay debt and debt-like obligations without consideration of any pledge, security or structural features. In some circumstances, credit characteristics are sufficient to result in a GO bond rating that is higher than the Issuer Rating. Local governments with Moody's rated debt outstanding will have separate ratings detailed by security pledge on their Moody's.com issuer page and credit opinions explaining our credit view for each rating.

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