



City of Medford
FY2021 Municipal Budget
Proposed
Mayor Breanna Lungo-Koehn



CITY OF MEDFORD, MASSACHUSETTS

Fiscal Year 2021 Proposed Budget

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Breanna Lungo-Koehn

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**MEDFORD, MASSACHUSETTS
MAYOR BREANNA LUNGO-KOEHN**

June 18, 2020

Honorable Members
Medford City Council
85 George P. Hassett Drive
Medford, MA 02155

Re: Fiscal Year 2021 Budget Submission

Dear Mr. President and Members of the City Council:

Pursuant to M.G.L. c. 44 § 32 and Ch. 92 of the Acts of 2020, I respectfully request and recommend that the City Council approve the proposed Fiscal Year 2021 Budget, as submitted.

The total submitted appropriation for all departments, including schools, is **\$184,479,028.00**. Accounts details are included herein. A general summary appears below.

<i>Department</i>	<i>FY21 Salaries</i>	<i>FY21 Expenses</i>	<i>Total Request</i>
Assessor	\$275,134.00	\$240,100.00	\$515,234.00
Legislative	\$217,489.00	\$43,325.00	\$260,814.00
Executive	\$494,228.00	\$153,500.00	\$647,728.00
Finance	\$501,332.00	\$114,123.00	\$615,455.00
Treasury	\$546,209.00	\$224,900.00	\$771,109.00
Law	\$277,031.00	\$144,800.00	\$421,831.00
Info Tech	\$172,786.00	\$152,301.00	\$325,087.00
Clerk	\$328,695.00	\$19,850.00	\$348,545.00
Election	\$258,078.00	\$77,730.00	\$335,808.00
Licensing comm	\$5,400.00	\$400.00	\$5,800.00
Conserv Comm	\$6,500.00	\$1,100.00	\$7,600.00
OCD/EE	\$441,837.00	\$253,002.00	\$694,839.00
CommDev Board	\$8,000.00	\$603.00	\$8,603.00
Appeals	\$8,500.00	\$151.00	\$8,651.00
Hist Dist Comm	\$0.00	\$5,000.00	\$5,000.00
HistComm	\$0.00	\$35,050.00	\$35,050.00
Cable	\$241,310.00	\$81,000.00	\$322,310.00
Chevalier	\$30,154.00	\$72,000.00	\$102,154.00
Hormel Com	\$5,400.00	\$0.00	\$5,400.00

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Bicycle Com	\$0.00	\$1,500.00	\$1,500.00
Diversity & HR	\$192,927.00	\$7,950.00	\$200,877.00
Worker's Comp	\$551,500.00	\$29,000.00	\$580,500.00
Police	\$13,274,806.00	\$1,058,750.00	\$14,333,556.00
Traffic Supervisors	\$284,525.00	\$11,000.00	\$295,525.00
Traffic Commission	\$4,500.00	\$23,300.00	\$27,800.00
Fire	\$12,868,327.00	\$1,160,500.00	\$14,028,827.00
Electrical	\$310,046.00	\$548,358.00	\$858,404.00
Consumer Adv	\$0.00	\$1,000.00	\$1,000.00
Recreation	\$348,841.00	\$0.00	\$348,841.00
Building	\$659,234.00	\$368,288.00	\$1,027,522.00
DPW-Water	\$1,865,832.00	\$21,660,289.00	\$23,526,121.00
DPW-Highway	\$2,065,617.00	\$8,264,602.00	\$10,330,219.00
DPW-Cemetery	\$627,867.00	\$219,200.00	\$847,067.00
DPW-Parks	\$558,831.00	\$269,751.00	\$828,582.00
DPW-Engineering	\$390,655.00	\$39,780.00	\$430,435.00
DPW-Forestry	\$331,383.00	\$194,900.00	\$526,283.00
Civil Defense	\$8,800.00	\$575.00	\$9,375.00
Health	\$682,822.00	\$79,551.00	\$762,373.00
Council on Aging	\$238,964.00	\$57,800.00	\$296,764.00
Library	\$1,260,513.00	\$311,249.00	\$1,571,762.00
Veterans	\$110,528.00	\$319,676.00	\$430,204.00
Pensions	\$85,000.00	\$12,395,219.00	\$12,480,219.00
Bonds & Interest	\$0.00	\$8,273,106.00	\$8,273,106.00
Bonds-Water	\$0.00	\$1,273,968.00	\$1,273,968.00
Insurance	\$0.00	\$24,501,180.00	\$24,501,180.00
Education	-	-	\$61,250,000.00
Total:	\$40,539,601.00	\$82,689,427.00	\$184,479,028.00

Respectfully Submitted,



Breanna Lungo-Koehn
Mayor



**MEDFORD, MASSACHUSETTS
MAYOR BREANNA LUNGO-KOEHN**

June 18, 2020

Honorable Members
Medford City Council
85 George P. Hassett Drive
Medford, MA 02155

Re: Fiscal Year 2021 Budget

Dear Honorable City Council and Medford Community:

Pursuant to M.G.L. c. 44 § 32 and Ch. 92 of the Acts of 2020, I respectfully submit the City of Medford's proposed operating budget for Fiscal Year 2021. This year's proposed general operating budget is in balance, with total estimated operating expenses of **\$184,479,028.00**.

As you know, the last quarter of Fiscal Year 2020 brought significant and unforeseen financial challenges as a direct result of the global COVID-19 health crisis. As you also know, the City of Medford, like most cities and towns in the Commonwealth of Massachusetts, relies heavily on state aid and local receipts in order to meet the needs of our community. As a direct result of the COVID-19 crisis, the Mayor's proposed FY21 budget will assume a ten percent reduction in Chapter 70 funding and Unrestricted Government Aid at Fiscal Year 2020 General Appropriations Act as passed by the General Court. The State Legislature continues to work tirelessly to develop an operating budget for the Commonwealth, but as of the date of this full-year budget submission for municipal and school operations, the state has not announced any state aid numbers for Massachusetts' cities and towns.

In addition to the state's budgetary considerations, again, like most other municipalities in Massachusetts, the City of Medford saw a significant decrease in local receipts due to restrictions placed on business sectors including hotels and lodging, as well as food service establishments, over the last quarter of FY20.

During the last quarter of FY20, in anticipation of these challenges, the City took assertive action to protect and enhance our financial stability, including imposing a nonessential hiring freeze and restricting any nonessential spending. As a new administration, we entered the second half of FY20 with significant goals and aspirations for the community as a whole, and for City government. Many of the goals we laid out will be delayed in the interest of maintaining critical services, particularly as we await decisions from the state and federal governments on local aid for our communities. We remain steadfast in our commitment to those goals and I fully anticipate coming before the City Council for approval or reallocation of additional funds as soon as it is fiscally prudent to do so.

Given these unprecedented challenges, I submit today a proposed operating budget for your consideration for FY21. Level-funding, in an ordinary fiscal year, would imply no or minimal changes to personal services, personnel, and operating expenses, as well as no increases to fixed costs or

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contractual obligations. The second half of FY20 was and FY21 will be anything but ordinary. The FY21 proposed budget represents a reduction in operational and personnel expenses for city operations in the amount of \$865,487.00, with a level-funding for the Medford Public Schools in the amount of \$61,250,000.00, and fixed-costs increasing by \$3,557,835.00.

	<i>FY2018</i>	<i>FY2019</i>	<i>FY2020 (Budgeted)</i>	<i>FY2021 (proposed)</i>
Total Revenue	\$167,117,437	\$174,517,068	\$181,786,680	\$184,479,028
City Operations	\$66,299,896	\$69,926,868	\$72,162,768	\$71,297,281
Schools	\$56,431,000	\$58,608,630	\$61,250,000	\$61,250,000
Fixed Costs ¹	\$44,386,541	\$45,981,570	\$48,373,912	\$51,931,747
Total:	\$167,117,437	\$174,517,068	\$181,786,680	\$184,479,028

State Aid and Impacts to City's Proposed FY21 Budget

We rely heavily on state aid to fund schools and general city services. As a point of reference, over the last three fiscal years the City of Medford has received² \$24,959,009.00 (*FY18*), \$25,547,659.00 (*FY19*), and \$26,587,778.00 (*FY20*) in state aid, respectively, accounting for approximately 13% in *FY20*. In this time of fiscal uncertainty we planned for the worst, but hoped for the best. As of early May, 2020, the state had estimated as much as a \$4 - \$6 billion deficit in receipts without yet agreeing to a revenue target or to local aid distributions. As a result cities and towns were left to estimate what resources we can count on in the coming year.

Protecting Our Schools

As Mayor, I serve as Chairperson of the Medford School Committee. In that role I have been able to actively participate in the formation of the Medford Public Schools budget for the upcoming year. As this process began in earnest early in the City's annual budget process, many adjustments - some very painful - had to be made in order to adjust to the economic and budgetary realities we face. Preliminary estimates indicated that we would be able to increase funding for our schools by as much as 2.8%-3.0% in the *FY21* budget. Since those early estimates, which have previously been shared with the School Committee and City Council, evolving revenue projections have required us to appropriate an amount to the Medford Public Schools that is now equal to that of *FY20* and does not represent an increase as previously estimated.

While this budget does not include an increase in spending for our schools, let me be clear: our children deserve nothing short of every resource that they need in order to be successful. I say this not only as Mayor, but as a parent with three children in the Medford Public Schools. The budget decisions

¹ Fixed costs account for the following expenditures, increases to which are beyond the City's control: (1) Health insurance (for all City employees, including MPS employees); (2) Pension liability; (3) waste management; and (4) debt service.

² Source: Massachusetts Department of Revenue, Division of Local Services.

made with respect to the schools are among the toughest I have faced since taking office. Addressing budgetary shortfalls for the schools will be my top priority once we have greater clarity on the amounts of local aid to be received.

Other Local Aid Considerations

As discussed throughout this message, at the time of this budget submission, we remain uncertain about the amount of local aid or other assistance from either the state or federal government to help us recover from the impacts, both health and financial, of COVID-19. Therefore, this budget was prepared and is proposed with the knowledge and understanding that further conversations and possible adjustments - either additional appropriations or additional reductions - should be expected in the coming weeks and months.

The City is prepared to move forward with these additional adjustments if necessary to keep the budget in balance after the release of state aid figures in mid-to-late-July, including personnel salary adjustments, furloughs, and additional layoffs across operations.

COVID-19 Response

By and large, the impacts of Covid-19, both health and economic, have driven much of the FY21 proposal and will continue to impact our financial forecasting for months if not years to come. To date, the City has been allocated more than \$5 million in federal CARES Act reimbursable funding to assist with direct expenditures of our response to Covid-19. This funding will be critical in reimbursements for those expenses incurred between March and June, however we know that our expenditures to provide necessary health supports, to plan for and adapt to appropriate hygiene and safety guidelines, and to support local businesses and organizations will be necessary well into the upcoming fiscal year. Until we have firm commitments from the state and/or federal governments of additional funding - or the ability to use CARES Act funds for direct budget relief - the FY21 budget also represents anticipated costs for these and other related areas of concern. Of note, the following is a brief representation of the City of Medford's efforts over the last 3 months:

- Advocated for, secured, and expended hundreds of thousands of dollars in federal funding for COVID-19 response efforts and related equipment.
- The Mayor's Office, working closely with the Board of Health Director and staff, advocated for life-saving measures at the state-level and issued Medford-specific Orders to ensure the safety of Medford residents; actively disseminated information to the community on all platforms and media to ensure public safety.
- With community partner organizations, hosted food distribution locations for residents of all ages on a near daily basis. Tens of thousands of meals and groceries were supplied to residents in need.
- Led by Board of Health staff, coordinated contact tracing for approximately 1,000 Covid-19 positive patients in the City of Medford; assisted countless others with questions, best practice advice, and guidance.
- Increased the City's volunteer and Medical Reserve Corps by more than 100, with a strategic call for MRC volunteers to be able to assist for future events and needs.
- Through the "Are You OK?" Program, more than 100 volunteers placed calls to more than 10,000 senior citizens in Medford, making more than 500 individual connections for social services and other supports during the pandemic.

- Purchased and distributed 20,000 non-surgical masks. Some were distributed directly to first responders, seniors, and others in need; more than 5,000 were distributed at a staff- and volunteer-led drive through event at Hormel Stadium.
- Advocated for, secured, and disbursed hundreds of thousands of dollars in grants and/or donations to small businesses and microenterprises who were forced to close during the pandemic. This includes the establishment of a COVID-19 Relief Fund with the Medford Chamber of Commerce that raised over \$30,000 to provide food to those in need while helping our small businesses; grant program, led by our office of Community development staff, funded through Community Development Block Grant funding has received 59 of applications to date. The City anticipates dispersing no less than \$450,000.00 to local small businesses to assist in weathering the current economic slowdown. The city will be working on round two in the weeks to come.
- Advocated for, secured, and expanded community testing initiatives through partnerships with local healthcare providers.

LUNGO-KOEHN ADMINISTRATION FISCAL 2020 GOALS, PRIORITIES, & INITIATIVES

Despite unprecedented public health, economic, and budgetary challenges we were able to quickly accomplish goals to improve city services during just the six short weeks between assuming responsibility of City government and the devastating pandemic. To that end, I would like to highlight some of this progress and recommit to our goals for the upcoming fiscal year.

Transparency, Modernization, Accountability, and Efficiency of Critical City Services

The core function of municipal government is to provide efficient, high quality services for its citizens and with the health, well-being, and values of the entire community in mind. Therefore, a municipal government cannot be effective without accountability to its constituents. To that end, we made targeted investments in FY20 to ensure our residents are informed of and involved in planning and policies, and that we are ultimately accountable to the goals we have set as an administration and a community.

We strategically restructured several departments to professionalize operations and provide better access to services and information. These include:

(1) Creation of the positions of Director of Communications and Director of Community Affairs in the Office of the Mayor.

Each will be essential in public outreach and communication in more effective ways, such as creating a new, more user friendly municipal website and expanding outreach to non-English speaking residents and businesses through coordination and engagement of community-based translation services; additional outreach and communications capacity has proven invaluable during the recent public health crisis. Director of Community Affairs will support business relations and recovery in the upcoming months, work with all of our arts groups, and be the key point-of-contact for the Welcoming Committee slated to be established early in FY21.

(2) Human Resources operational study performed by the Collins Center at UMass Boston, funded by Community Compact Grant funds; expansion of the Office of Diversity to include city human resource functions.

The Mayor's office applied for and received two thirty (30) thousand dollar grants from the Community Compact Program within the first several weeks of 2020. One of these grants, designed to establish best practices and policies; the grant allowed for the expanded mission of the Office. This new, expanded mission was designed to increase diversity and accessibility across City government, specifically by strengthening our hiring processes by actively recruiting candidates for staff positions and boards and commissions that represent diversity in culture, ethnicity, gender, age, religion, and race.

(3) Finance Department Staffing Study, also funded by Community Compact Grant funds

Analysis revealed modernization and realignment may be required in the new fiscal year in order to fill gaps in operations and realign staffing to achieve increased productivity.

(4) Development of a multi-year Capital Improvement Plan, coordinated by the Collins Center at UMass, funded by Community Compact grant funds

The second of the grants applied for by the Mayor's Office through the Community Compact Program, the City engaged the Collins Center to develop a comprehensive capital improvement plan for the city. Process is currently underway in earnest; was significantly delayed due to the COVID-19 pandemic and associated impact on operations; Collins Center staff has met with key stakeholders across city operations to gain greater understanding of the City's and school's capital needs and has met with finance staff to begin work on long term financing plan for the same.

(5) Consolidation, refocusing, and mission expansion of the Office of Community Development and Office of Energy and Environment.

Consolidated the operation of the Office of Community Development and Office of Energy and Environment - there is a natural nexus between the missions of both departments, and an opportunity to do more across the board in the fields of planning, economic development, sustainability, housing, and climate resiliency.

(6) Beginning of pavement management plan

Analysis and indexing of pavement condition slated to begin in the summer of 2020; program will work synergistically with the infrastructure asset management program, already well underway, to create a data-driven approach to infrastructure repair, maintenance, and replacement.

(7) Rollout of online permitting system

City now has the ability to intake, review, and approve building permit applications electronically and online, creating efficiencies internally and ease of use for constituents. In the upcoming fiscal year this system will work across multiple departments in order to streamline data sharing and increase operational efficiency.

Due to the budgetary crisis, we must also take time to reassess the timing of the goal to create an in-house Parking Enforcement Office, but with a soon to be established *Mayor's Commission on Parking Policy and Enforcement*, we will continue progress and planning to inform future decisions, and

be ready to propose and take quick action on this goal when the time is right to do so and further resources become available.

Additionally, a task force - the *Mayor's Task Force on Fire Department Facilities* - is being established to study the state of repair of the facility utilized by the Medford Fire Department and make recommendations to next steps.

At a minimum, we strive through this proposed budget, even at level-funding, to do more with less. We will make targeted investments that we know are affordable and use data to drive our policies and practices.

FISCAL YEAR 2021 GOALS, PRIORITIES, AND INITIATIVES

As we move into the new fiscal year, in addition to the challenges we currently face and are working through both as an administration and with the community, there are several priority goals and initiatives that will be part of our focus. These items are, of course, subject to budgetary constraints and will be advanced subject to funding availability and appropriation. Other initiatives require no additional budgetary support and will be advanced as part of the administration's focus.

Continued conversations about race, policing, diversity, and equity in the City of Medford.

The important conversations and community activism happening in communities around the world about race, policing, diversity, and equity are also ongoing here in Medford. These conversations are critical to making progress toward a more just and equitable system for persons of color. While inequity is an issue that does not recognize municipal borders, it is critical for us to do what we can in order to make sure Medford becomes part of the solution.

Revamp financial management and budgeting systems.

As part of our analysis of the Finance Department staffing and operations, it has become apparent that the tools that currently utilized by department staff are antiquated, often unnecessarily redundant, and overly cumbersome. Currently, the City of Medford operates no fewer than three separate systems for financial management and payroll that often do not work together to create an efficient operation. Significant staff time is spent reconciling data across systems, and creates obstacles to transparency and auditing.

The goal for FY21 is to explore the feasibility, cost, and implementation of a new, integrated financial software management system that will adequately address the needs of the department and create efficiency within the City's finance operation.

Establishment of a Welcoming Committee

Early in FY21, my office will establish and appoint a Welcoming Committee for the City in order to support and welcome new residents and businesses to the Medford community. This committee will be charged with developing strategies and programs to ensure that our newest neighbors have the resources they need to be successful. We have had significant interest in the formation of the committee since its initial announcement earlier in 2020, and we look forward to the Committee beginning their work in the first half of FY21.

With the Community Development Board and community at-large, begin a Comprehensive Plan process.

In FY21, the Administration, in concert with the Community Development Board and the community at-large will seek to undertake the first Comprehensive Plan for the City of Medford. This plan, as required by M.G.L. c. 41 §81D, will be funded through Community Development Block Grant Funds and include a robust public engagement process that will seek input and participation from every neighborhood and demographic in the City.

The Comprehensive Planning process is expected to take approximately 12-18 months, with a planning horizon of ten to twenty years and will provide a basis for decision-making about climate adaptation and mitigation practices, land use planning and redevelopment, budget preparation and capital improvement planning for public facilities and services, and economic development for the City of Medford's future.

The Plan will build off recent and ongoing planning efforts, including a Housing Production Plan that is currently underway, the recently completed Open Space and Recreation Plan Update (2019), and the recently completed Climate Change Vulnerability Assessment (2019). In addition, the Medford City Council is leading an effort to analyze the existing Medford Zoning Ordinance. The Comprehensive Planning process will collaborate with and build off of this analysis to identify possible changes to the zoning to achieve the vision identified through the Comprehensive Planning process.

Redesign of SeeClickFix system, website, and robo-call system to better serve residents

In the new fiscal year, the Mayor's Office will take the lead on revamping the SeeClickFix system currently in use to better serve the residents; this includes new and better codes to reflect the nature of complaints to be addressed and better data analysis and accountability.

In addition, under the direction and supervision of the Director of Communications, the current community notification system utilized by the City - referred to often as a reverse-911 or robo-call system - is currently under reassessment for increased service level and cost savings. The Administration anticipates moving to a new, more cost-effective system early in FY21.

Further, the City of Medford website, which - especially in the last three months during the public hatch emergency - has become a resource for thousands of Medford residents is under review in order to increase access to critical information and accessibility.

Charter Review

The City Charter - the governing document for the operation and structure of the Medford city government - has not undergone a comprehensive review in nearly four decades. A community discussion is required to ensure that the Charter still reflects the Medford that is, and not the Medford that was. This initiative was stated as a priority early in my administration, and remains despite a delay caused by the recent emergent crises.

CONCLUSION

This is not the budget - or the first six months - I thought I would be facing when I took office in January. On its own, this process would have been challenging. Combined with a global pandemic,

economic collapse, societal unrest, and general feeling of uncertainty shared by millions across Massachusetts, the nation, and the world, Medford has met every challenge it faced in 2020 with grace and resolve. I have never been more proud of this community than I am now, and am hopeful for the future and the progress we will make together, despite these obstacles.

This creation of this budget has been a true team effort, combining the efforts of multiple departments, many staff members, long nights, and hard choices. I am proud of the work that has been put in to present this budget to the City Council and Medford community.

Respectfully submitted,



Breanna Lungo-Koehn
Mayor



Fiscal Year 2021 Recap

Property Tax Calculation

FY2020 Property Taxes	\$118,138,663.00
2.50%	\$2,953,467.00
New Growth	\$1,000,000.00
Total FY2021 Property Taxes	\$122,092,130.00

Revenue

Property Taxes	\$122,092,130.00
Local Receipts	\$15,830,089.00
State Aid (Assumed)	\$24,002,072.00
Less Library	-\$68,702.00
SBA	\$3,172,025.00
Free Cash Transfer	\$5,496,510.00
Water/Sewer Retained Earnings	\$1,500,000.00
Enterprise Fund	\$24,920,031.00
Sale of Lots & Perpetual Care	\$384,507.00
Total Revenue:	\$197,328,662.00

Non-Budget Expenses

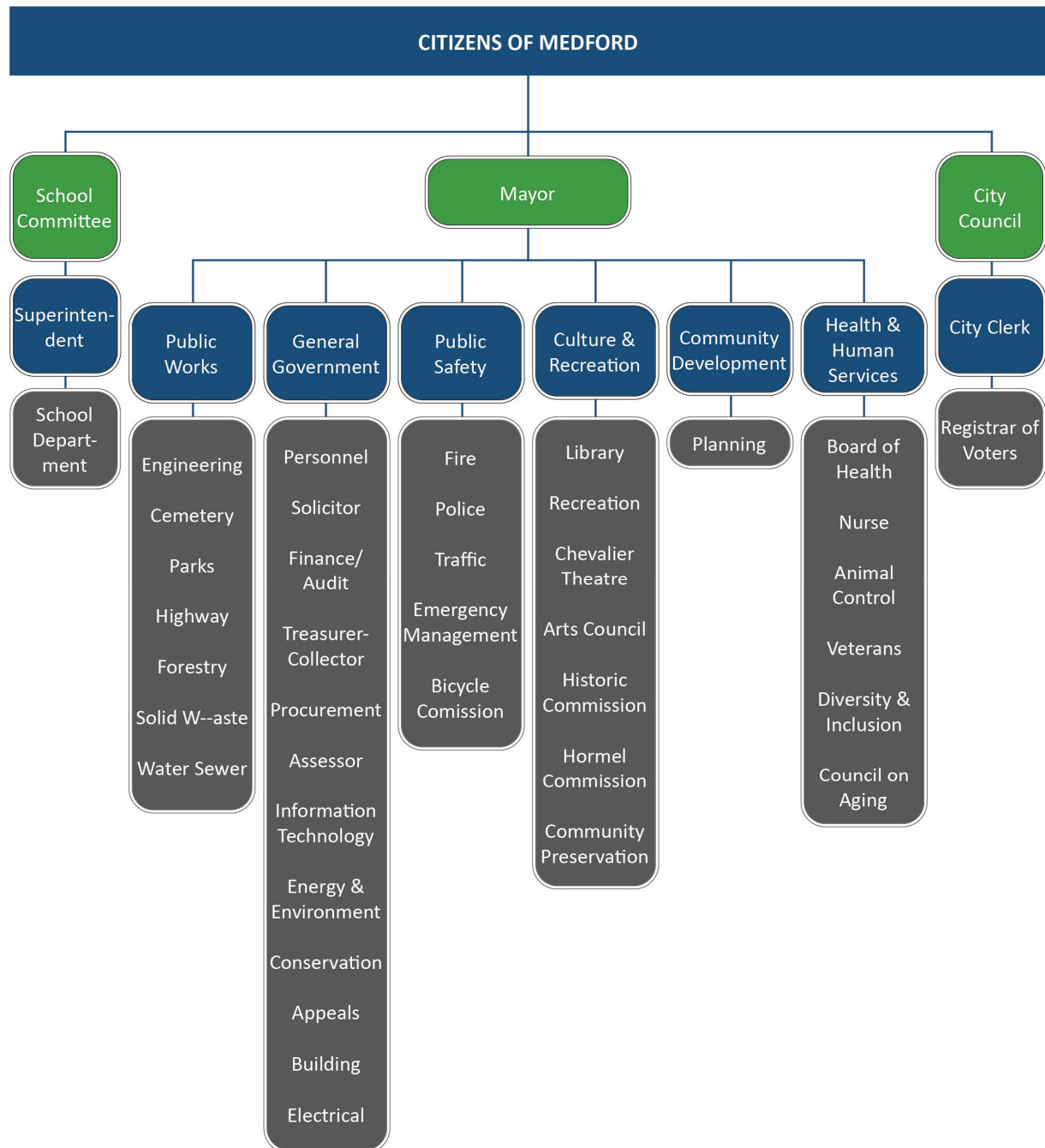
Overlay	\$965,000.00
State Assessments	\$11,884,634.00
Snow & Ice Deficit	\$0.00
Legal Settlements	\$0.00
Total Non-Budget Expenses:	\$12,849,634.00

Budget

Total Available for Budget:	\$184,479,028.00
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ORGANIZATIONAL CHART





FINANCIAL SUMMARY

In accordance with State law, the City of Medford develops a balanced budget every year for review and action by the City Council. The City's annual budget and property tax certification process use the so-called "budgetary basis" method of accounting, in accordance with the accounting practices established by the Commonwealth's Department of Revenue (DOR). Budgetary basis departs from generally accepted accounting principles (GAAP) in the following ways:

- Real and personal property taxes are recorded as revenue when levied (budgetary), as opposed to when susceptible to accrual (GAAP).
- Encumbrances and continuing appropriations are recorded as the equivalent of expenditures (budgetary), as opposed to a reservation of fund balance (GAAP).
- Certain activities and transactions are presented as components of the general fund (budgetary), rather than as separate funds (GAAP).
- Prior years' deficits and utilized available funds from prior years' surpluses are recorded as expenditure and revenue items (budgetary) but have no effect on GAAP expenditures and revenues.

The Massachusetts Department of Revenue (DOR) approves property tax rates during the tax certification process governed under General Laws Chapter 59, Section 23. This approval ensures that all cities and towns have balanced budgets and that tax levies are within the limits set by Proposition 2½ (see Revenue Estimates and Analysis section). Appropriations, fixed costs, and any prior year deficits along with the approved property tax levy, estimated local revenues, and available prior year surpluses must be in balance in order to obtain DOR authorization to issue property tax bills.

FINANCIAL POLICIES & PROCEDURES

The City's Finance Director develops and recommends financial policies for the City of Medford that enhance financial management and guide more fiscally sustainable budget practices. Recommended policy updates include: Budget, Reserves, Debt Management, Indirect Cost Allocation, Investment, Federal Awards, Other Post-Employment Benefits (OPEB), and various Internal Financial Operations procedures. The City is constantly seeking to improve its financial standing through internal controls and good fiscal discipline.



ANNUAL AUDITS

The City of Medford's independent auditors provide an annual review of the City's finances. These reports are prepared in accordance with generally accepted accounting principles (GAAP). This includes a review of basic financial statements as well as a management letter that addresses the City's internal controls. This management letter identifies any items that the auditors determine represent opportunities for strengthening internal controls and/or operating efficiency as well as any item that represents a material weakness. Items identified for improvement by the auditor in the management letter are prioritized by the management team to be addressed before the subsequent audit. The City's Comprehensive Annual Financial Report (CAFR) can be found online on the Finance Department's web page.

RISK MANAGEMENT

The City maintains a policy that addresses the custodial credit risk of deposits. The City Treasurer performs a quarterly analysis, using a commercially available bank rating service, of the performance of banking institutions that have custody of City deposits.

GENERAL FUND BUDGET OVERVIEW: FY21 REVENUES

The City of Medford is required by Mass. General Law, Chapter 44, Section 32 to annually submit a balanced budget.

The City of Medford's proposed FY2021 budget totals approximately \$184,479,028, which includes the General Fund and Enterprise Funds, approximately 86.56% of the budget. Enterprise Fund revenue and spending comprises 13.44% of the budget. The FY21 budget proposal represents a \$3,337,379 (2.13%) increase in the General Fund operating appropriation over the FY20 budget. Like most municipalities in Massachusetts, the City depends largely on the property tax levy for the majority of its General Fund revenues, which comprise approximately 73% of the total FY21 budgeted General Fund revenue.

The General Fund provides the funding for the core services of the City of Medford. Revenues include property taxes, State Aid, excise taxes and other locally generated revenues. General Fund expenditures cover all City departments as well as the Medford Public Schools. Departmental expenditures are categorized by function: General Government, Education, Public Safety, Public Works, Culture & Human Services, as well as Shared Expenses for expenditures that are shared by multiple departments, like utility costs, employee benefits, State Assessments, and debt.

PROPERTY TAX

The Property Tax levy is governed by Massachusetts General Laws (MGL) Chapter 59 and is made up of several individual components. At the simplest, the levy is made up of the total levies for each class of property as well as a reserve for abatements.



Proposition 2½

The property tax levy is the revenue a community can raise through real and personal property taxes. In Massachusetts, Proposition 2½ places constraints on the amount of the levy raised by a city or town and on how much the levy can be increased from year to year. A levy limit is a restriction on the amount of property taxes a community can levy. Proposition 2½ established two types of levy limits:

1. First, a community cannot levy more than 2.5 percent of the total full and fair cash value of all taxable real and personal property in the community.
2. Second, a community's levy is also constrained in that it can only increase by a certain amount from year to year. Proposition 2½ does provide communities with some flexibility.

Levy Ceiling

Proposition 2½ limits the property tax levy in a city or City to no more than 2.5% of the total fair cash value of all taxable real and personal property, which is known as the Levy Ceiling. This limit changes annually because the value of property in the municipality is determined by the Assessing Department and those values are based on the market values.

Levy Limit

The Levy Limit is calculated annually by the Department of Revenue (DOR) as part of the Tax Rate process. Growth in the levy limit is constrained to no more than a 2.5% increase over the prior year's levy limit plus any growth from new construction.

Override & Debt Exclusion

It is possible for a community to levy above its levy limit or its levy ceiling on a temporary basis (through a debt exclusion), as well as to increase its levy limit on a permanent basis (through an override). The City has limited capacity within its current maximum allowable levy, with \$65,000 in excess capacity for FY21. FY21 is expected to be right up to the levy limit. As detailed in the table below, this FY21 budget proposal assumes \$3,953,467 in new levy revenue. \$965,000 is set aside for abatements, leaving \$1,000,000 available for growth in General Fund expenditures.



City of Medford - FY2021 Municipal Budget - Proposed
Mayor Breanna Lungo-Koehn

Proposition 2.5% Levy Capacity	Fiscal Year 2020 Budget	Fiscal Year 2021 Budget	Increase (decrease)
Previous Year Property Tax Levy			
Limit	\$ 113,940,518	\$ 118,138,663	\$ 4,198,145.00
2.5% Increase	\$ 2,848,448	\$ 2,953,467	\$ 105,018.58
New Growth	\$ 1,349,697	\$ 1,000,000	\$ (349,697.00)
New Levy Limit	\$ 118,138,663.00	\$ 122,092,129.58	\$ 3,953,466.58
Revenue Budget per Tax Recap			
Real Estate Taxes	\$ 114,752,194.00	\$ 117,965,255.43	FY21 Estimated
Personal Property Taxes	\$ 4,970,466.00	\$ 5,094,727.65	FY21 Estimated
Total Property Taxes	\$ 119,722,660.00	\$ 123,059,983.08	
Allowance for Abatements	\$ (900,000.00)	\$ (965,000.00)	\$ (65,000.00)
Levy Limit Excess Capacity	\$ 65,000.00		
Levy Ceiling	\$ 293,809,165.00		
Override Capacity	\$ 175,670,502		

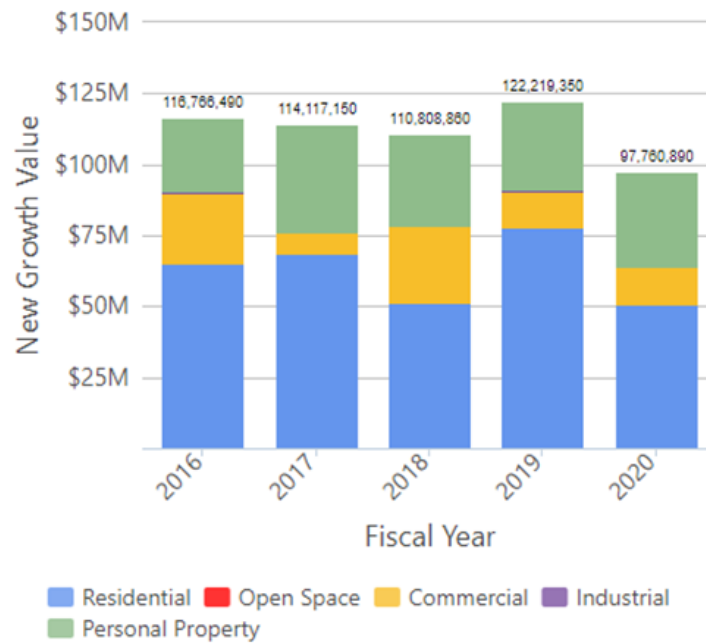
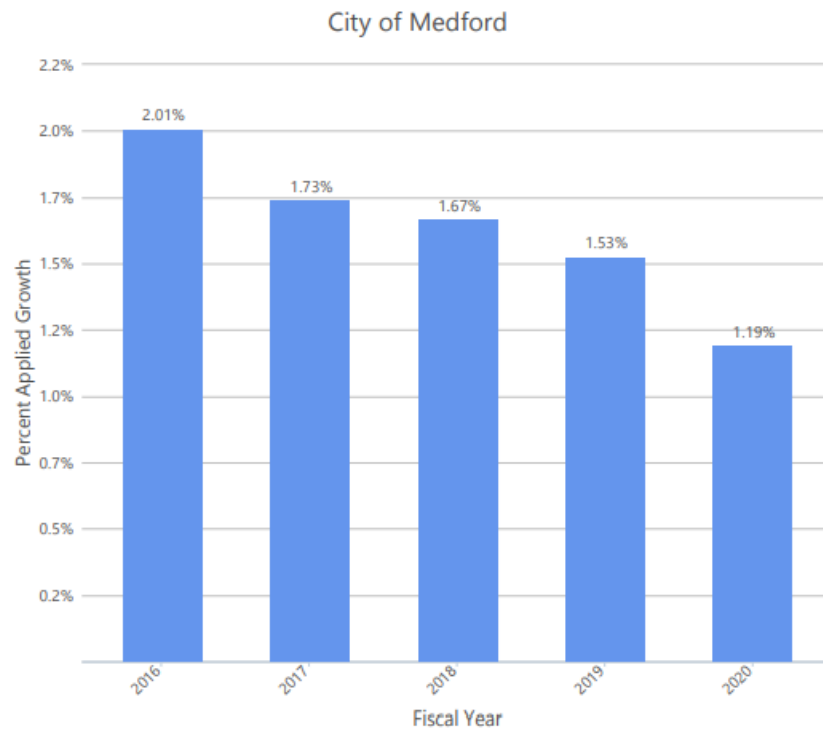
New Growth

New Growth adds to the Levy Limit and is typically driven by development in the community. There are only a few possible sources of New Growth, primarily: properties that have increased in value since the prior year due to development or other construction, exempt property that becomes no longer exempt, new personal property, and new subdivision parcels and condominium conversions. The following graph shows a brief history of the amount of New Growth added to the Levy Limit for the City of Medford. With a few exceptions, New Growth for the City of Medford has been less than 2% of the prior year's levy, except for 2016. This means that the growth in the Property Tax Levy comes largely from the 2.5% allowed under Proposition 2½. New Growth for FY20 is valued at \$97,760,890. This equates to \$1,352,289 in new tax dollars for the community. Building permits will be a watch area for the remainder of FY20 and FY21 due to the economic slowdown. This could impact New Growth estimates for FY21, which are currently estimated at \$1,000,000 in new tax dollars based on recent trends.



City of Medford - FY2021 Municipal Budget - Proposed

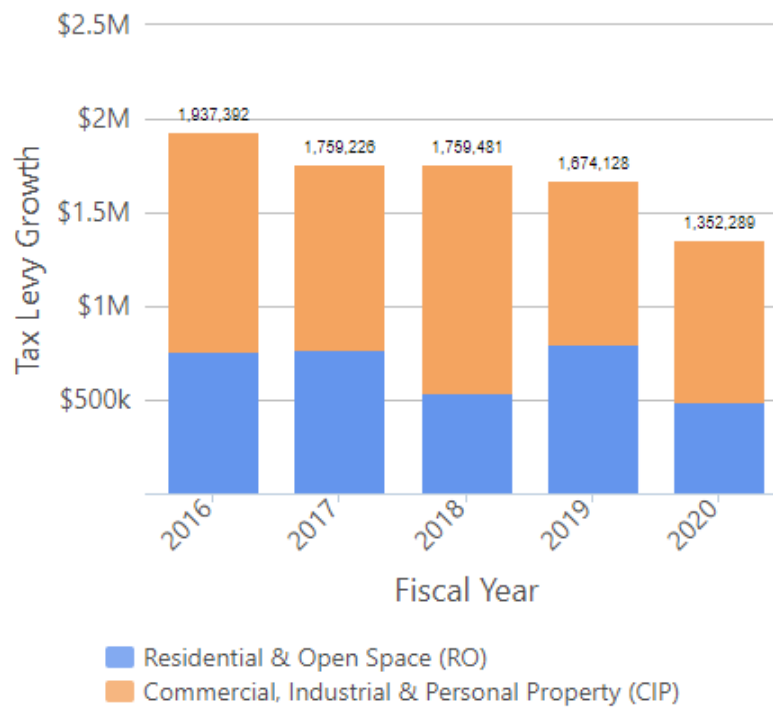
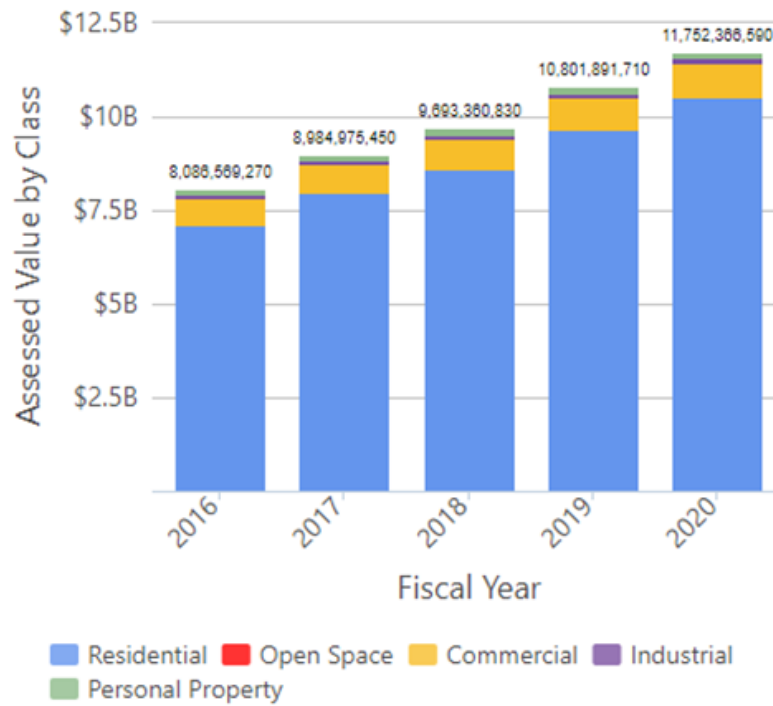
Mayor Breanna Lungo-Koehn





City of Medford - FY2021 Municipal Budget - Proposed

Mayor Breanna Lungo-Koehn





Tax Rate

Due to the requirements of Proposition 2½, municipalities do not directly set the rate of tax. Proposition 2½ limits the growth in the total levy, as explained above. The Assessors are tasked with determining the full and fair market value of property, which is independent of the limitations imposed under Proposition 2½. Every year, prior to the issuance of the third quarter tax bill, the tax rate is set with approval from DOR. The process involves the certification by DOR of the assessed values and the levy limit, then the tax rate is calculated in order to raise the amount needed, including the amounts needed for any debt exclusion and/or override, given the total assessed values. The rate is expressed in dollars per thousand of property value. The following graph shows the history of tax rates in Medford. Municipalities have the option of having a split tax rate, where residential properties have a different rate than the other classes of properties. The City of Medford has a split tax rate.

City of Medford

Fiscal Year	Residential	Open Space	Commercial	Industrial	Personal Property
2016	11.19	0.00	21.82	21.82	21.82
2017	10.56	0.00	20.46	20.46	20.46
2018	10.24	0.00	19.76	19.76	19.76
2019	9.60	0.00	18.43	18.43	18.43
2020	9.18	0.00	17.57	17.57	17.57

City of Medford Tax Rate History, 2016 to Present

Levies by Class

The annual property tax levy identifies all the taxable real and personal property in a community as of January 1. The total assessed values of all taxable real and personal property in Medford for FY20 is \$11,752,366,590, an 8.8% increase over the FY19 total assessed value of \$10,801,891,710.

Overall, the Residential/Open Space (R/O) portion in FY20 is 89.7% of the total value, and the Commercial/Industrial/Personal Property (C/I/P) portion is 10.3%. The FY19 percentages were 89.4% and 10.6%.

- **Residential:** Medford is largely a residential community.
- **Commercial:** Medford has a moderate commercial sector with nearly 597 commercial parcels.
- **Industrial:** There are 80 parcels in Medford that are classified as Industrial properties.

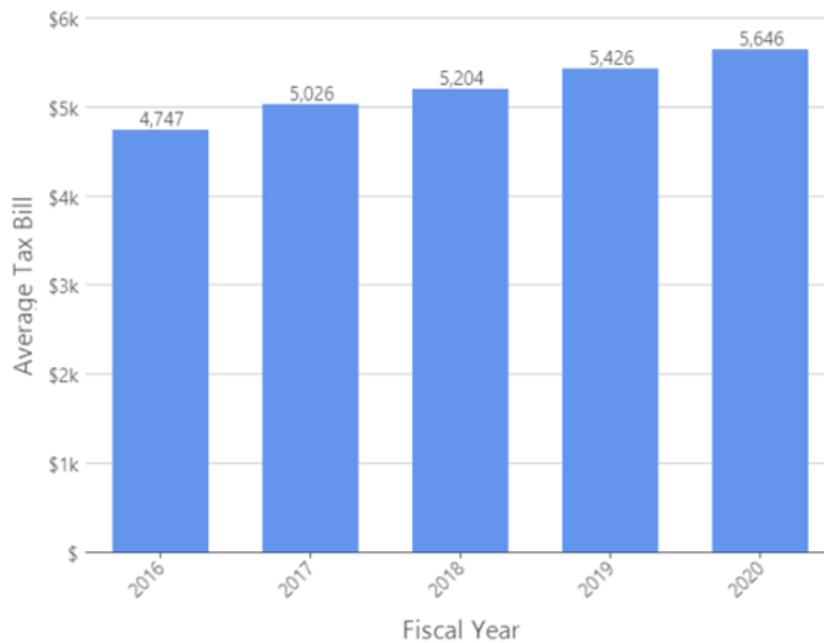


- **Personal Property:** Personal property generally includes tangible items that are not firmly attached to land or buildings and are not considered part of the real estate. This includes merchandise, furnishings and effects, machinery, tools, animals and equipment. Utility companies are an important component of the Personal Property Tax Levy. Machinery, poles, wires, underground conduits, wires and pipes owned by telephone telegraph companies and pipelines over 25 miles in length owned by oil or gas companies are taxable as personal property. Businesses with taxable personal property are required to file a list of taxable property situated in each community as of January 1st with the DOR.

The average single-family value is \$615,010, an increase of 8.8%. The FY20 tax rate is \$9.18 per thousand dollars of value, a 42-cent decrease over the FY19 tax rate of \$9.60. Thus, the average FY20 single family tax bill would be \$5,646, a 4% increase from last year (\$220).

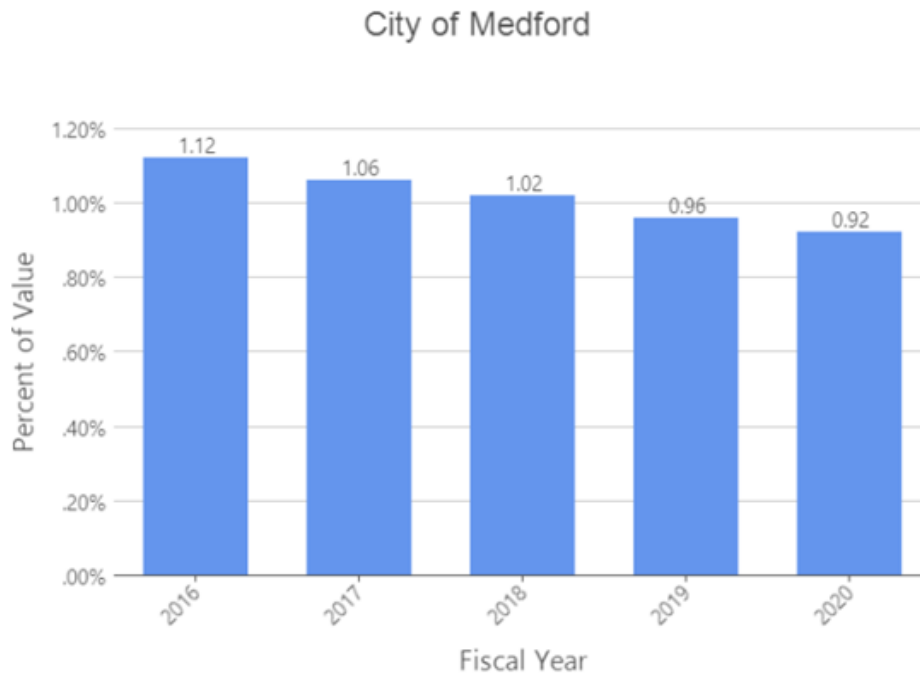
Average Single-Family Tax Bill 2016-2020

City of Medford





Average Single-Family Tax Bill as % of Average Single Family Assessed Value



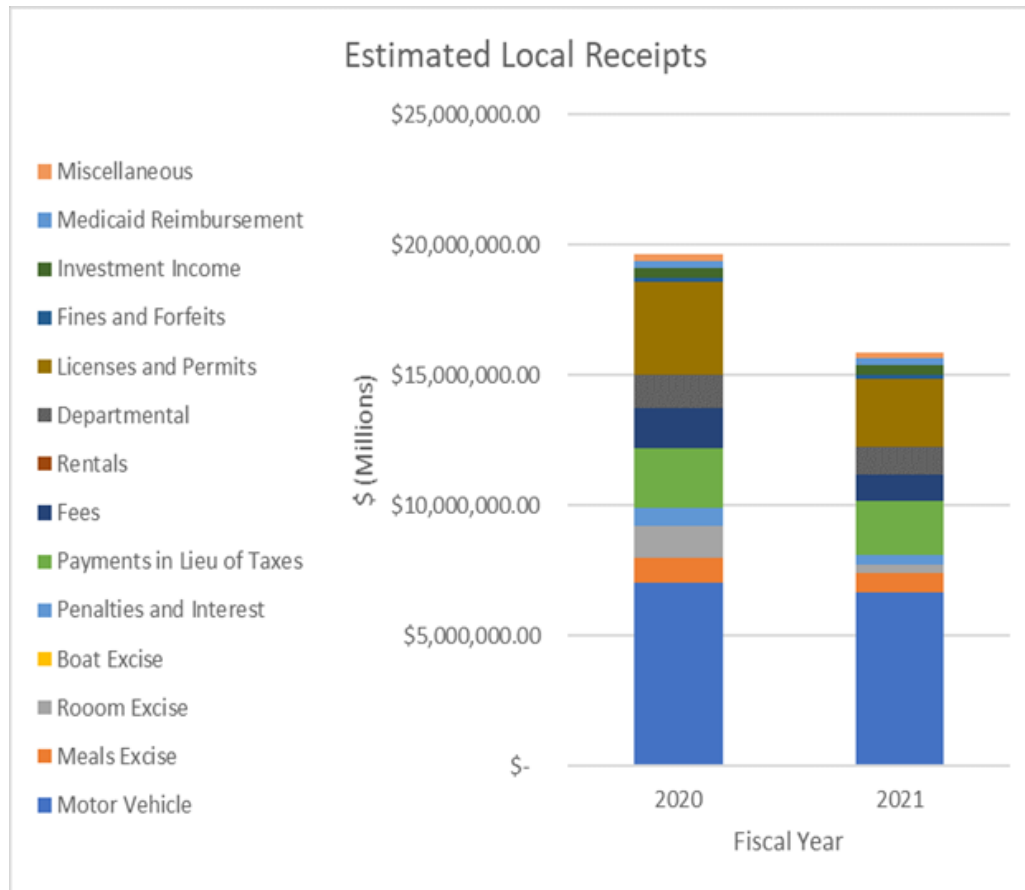
LOCAL RECEIPTS

Revenue other than from Property Taxes and State Aid is known as Local Receipts. Approximately 9.5% of General Fund revenues are generated from Local Receipts. This category includes Excise Taxes, interest income, Payments In Lieu Of Taxes (PILOTs), and other locally generated revenues. This is the broad category over which the municipality has the most control, but some local receipts, like excise taxes, are controlled by the state. The City of Medford is estimated to receive \$15,830,089 in Local Receipts in FY21, a decrease of \$3,789,746 in comparison to FY20. In general, these revenue sources are more economically sensitive, and therefore may fluctuate during the current economic crisis.

The majority of the anticipated FY21 local receipts revenue is generated from the motor vehicle excise tax. This is an elastic source of revenue, which means that it is susceptible to economic fluctuations. During an economic recession, residents typically make fewer purchases, resulting in less new revenue to support ongoing expenditures for the City. It is important to closely monitor trends in motor vehicle excise tax during the remainder of FY20 as the current public health crisis is likely to result in a decline in revenue. Due to this economic slowdown, the FY21 budget does not project any increases in meals or room excise taxes.



City of Medford - FY2021 Municipal Budget - Proposed
Mayor Breanna Lungo-Koehn



Because recent City budgets have been built using conservative revenue numbers, the City may be able to absorb some reductions without impacting the bottom line of the budget. However, the longer the public health crisis and associated economic downturn continue into FY21, the greater chance that the City may have to revise estimates downward and take appropriate action to reduce expenditures accordingly.

Estimated Local Receipts	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget
Motor Vehicle	\$ 6,622,721.34	\$ 6,916,189.73	\$ 6,793,721.00	\$ 7,029,750.00	\$ 6,678,263.00
Meals Excise	778,725.87	796,594.31	917,954.00	977,954.00	733,500.00
Room Excise	945,823.82	911,086.00	1,084,264.00	1,209,264.00	300,000.00
Boat Excise	7,307.00	6,466.63	8,657.00	8,657.00	9,000.00
Penalties and Interest	1,000,424.03	673,319.58	692,282.00	692,282.00	350,000.00
Payments in Lieu of Taxes	724,421.62	806,339.39	1,667,478.00	2,257,642.00	2,095,326.00
Fees	1,277,766.25	1,151,126.72	1,019,710.00	1,528,108.00	1,000,000.00
Rentals	6,000.28	6,000.28	6,000.00	6,000.00	6,000.00
Departmental	1,183,656.56	1,383,050.32	1,290,686.00	1,290,886.00	1,088,000.00
Licenses and Permits	2,175,687.04	2,651,298.44	4,016,787.00	3,573,206.00	2,600,000.00
Fines and Forfeits	167,950.76	166,345.56	164,702.00	165,000.00	125,000.00
Investment Income	154,646.33	239,086.64	384,716.00	385,000.00	385,000.00
Medicaid Reimbursement	483,467.08	421,864.59	435,200.00	260,000.00	260,000.00
Miscellaneous	376,479.51	400,031.69	377,247.00	236,086.00	200,000.00
Total Estimated Local Receipts	\$ 15,905,077.49	\$ 16,528,799.88	\$ 18,859,404.00	\$ 19,619,835.00	\$ 15,830,089.00



City of Medford - FY2021 Municipal Budget - Proposed

Mayor Breanna Lungo-Koehn

Estimated Local Receipts	Fiscal Year 2020 Budget	Fiscal Year 2021 Budget	Increase (decrease)
Motor Vehicle	\$ 7,029,750.00	\$ 6,678,263.00	\$ (351,487.00)
Meals Excise	\$ 977,954.00	\$ 733,500.00	\$ (244,454.00)
Room Excise	\$ 1,209,264.00	\$ 300,000.00	\$ (909,264.00)
Boat Excise	\$ 8,657.00	\$ 9,000.00	\$ 343.00
Penalties and Interest	\$ 692,282.00	\$ 350,000.00	\$ (342,282.00)
Payments in Lieu of Taxes	\$ 2,257,642.00	\$ 2,095,326.00	\$ (162,316.00)
Fees	\$ 1,528,108.00	\$ 1,000,000.00	\$ (528,108.00)
Rentals	\$ 6,000.00	\$ 6,000.00	\$ -
Departmental	\$ 1,290,886.00	\$ 1,088,000.00	\$ (202,886.00)
Licenses and Permits	\$ 3,573,206.00	\$ 2,600,000.00	\$ (973,206.00)
Fines and Forfeits	\$ 165,000.00	\$ 125,000.00	\$ (40,000.00)
Investment Income	\$ 385,000.00	\$ 385,000.00	\$ -
Medicaid Reimbursement	\$ 260,000.00	\$ 260,000.00	\$ -
Miscellaneous	\$ 236,086.00	\$ 200,000.00	\$ (36,086.00)
Total Estimated Local Receipts	\$ 19,619,835.00	\$ 15,830,089.00	\$ (3,789,746.00)

Excise Taxes

The largest category within Local Receipts is the revenue from Excise Taxes, which includes the Motor Vehicle Excise, Boat Excise, and the two local option meal and room excises. In general, the City has very little control of Excise Tax revenues.

Excise Tax

\$7,720,763.00

Estimated Revenues in 2021

PILOTs, Penalties & Int, Other Fees, Licenses & Permits, Fines & Forfeitures, Investment Income, Medicaid, and Miscellaneous

\$8,109,326.00

Estimated Revenues in 2021

Motor Vehicle Excise

The Motor Vehicle Excise is the City's largest source of Excise Tax Revenue. Under MGL Chapter 60A, the Commonwealth imposes an excise in-lieu of property tax on motor vehicles, the proceeds of which are received by the municipality where the vehicle is principally kept. The excise is a uniform rate of \$25 per \$1,000 of vehicle valuation. Valuations are determined by a statutorily defined depreciation schedule based on the manufacturer's list price and the year of manufacture. The City of Medford Assessing Department receives information from the Registry of Motor Vehicles, which is used to generate the Motor Vehicle Excise bills. The FY21 budget projects that the City will receive \$6,678,263 in Motor Vehicle Excise Tax revenue, a decrease of \$351,487 under FY20 estimates.



Rooms Occupancy Excise

The Local Option Rooms Tax in Medford on rooms at hotels and motels and was increased to 6% in October 2009. The FY21 budget estimates the City will receive \$300,000 from the Rooms Excise. DOR manages the administration of the Rooms Excise, as authorized under MGL Chapter 64G. Within that chapter there are some types of rooms that are exempt from the excise, which includes rooms rented at a “bed and breakfast home.” This exemption is particularly important for many communities in Massachusetts with the rise in the “sharing economy” with services that allow residents to rent a portion of their homes to visitors as a bed and breakfast through an on-line platform. The state recently passed legislation taxing and regulating short-term rentals. The City recently passed the short-term rental community impact fee rate of 3% effective April 1, 2020, to generate additional revenues for the City. Investments proposed in the FY20 Budget to support new software at the Inspectional Services Department may also contribute to compliance under the law and ensuring proper revenue collections.

Meals Excise

The Commonwealth granted municipalities a new local option tax on restaurant meals beginning October 1, 2009. The Local Option Meals Tax is .75% on all meals and was adopted in October 2009 as authorized under MGL Chapter 64L. This local option is also administered by DOR. The City of Medford is known for restaurants and projects that the Meals Excise will generate \$733,500 in revenue for FY21.

Interest on Investments

In general, the City’s level of investment income is a function of prevailing short-term interest rates and daily cash balances. In recent fiscal years the City has been able to earn a considerable amount of interest due to higher than normal cash balances as a result of minor increasing interest rates and better investment policies.

PILOT Agreements

The FY21 budget relies on \$2,095,326 in Payment in Lieu of Taxes (PILOT) funding for ongoing operations. In total, the City has four PILOT programs, broken down as follows:

- Medford Housing Authority: \$243,326
- Tufts University: \$450,000
- Mystic Valley Development Commission: \$1,400,000
- Yacht Club: \$2,000

In 2019, the City renegotiated its PILOT agreement with Tufts University.

STATE AID

State Aid from the Commonwealth is the City's second largest source for revenue (accounting for approximately 14.37% of General Fund revenues). FY21 State Aid is currently based on the budget submitted by the Governor in January and is projected to be \$24,002,072. This reflects an estimated 10% decrease in State Aid.



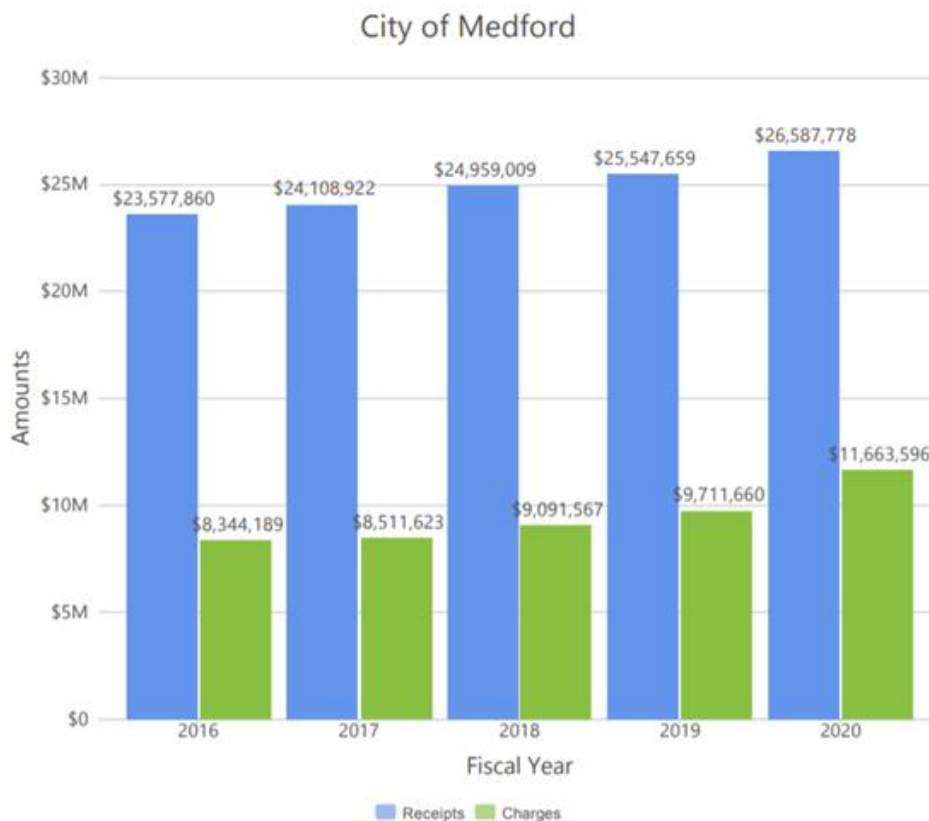
City of Medford - FY2021 Municipal Budget - Proposed

Mayor Breanna Lungo-Koehn

State Aid has two categories: Education and General Government, which are made up of several individual items. Some elements of State Aid are based on statewide formulas, while others are reimbursements tied to expenditures from the City. Additional offset items directly fund specific programs such as public libraries and veterans' benefits. Generally, State Aid figures are considered estimates until the State Legislature finalizes its budget at the end of June each year.

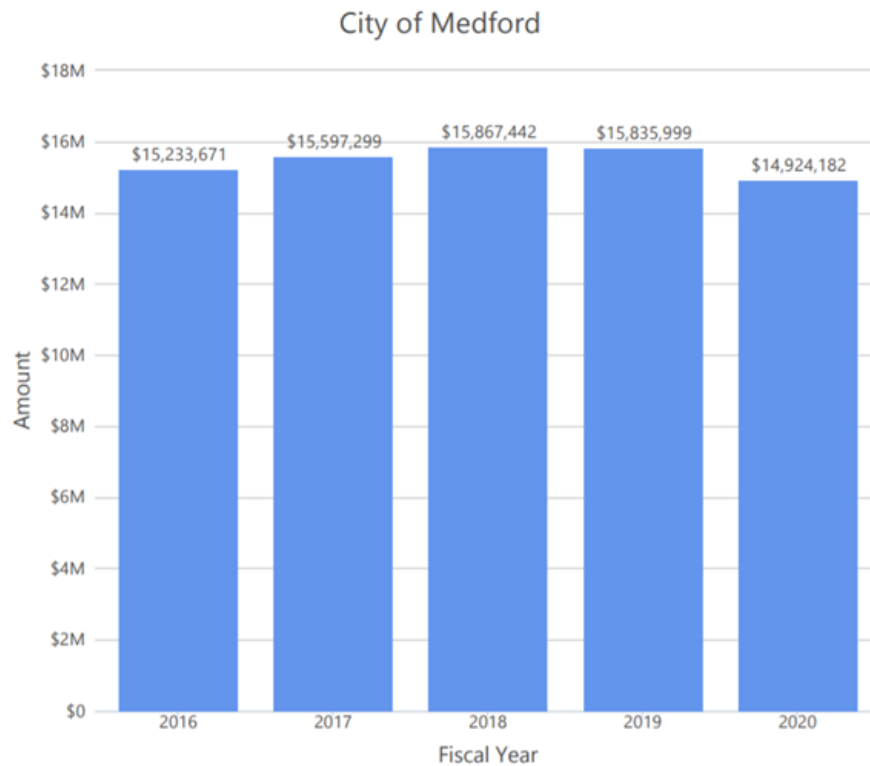
Medford's FY21 State Aid estimate is currently based on Governor Baker's FY21 budget submission, which reflects a 10% estimated reduction. The City is also estimating a 10% reduction to Unrestricted General Government Aid and a 10% decrease to Chapter 70 (education aid) for a total decrease of \$2,517,394 below FY20. As the Commonwealth will likely face significant revenue shortfalls and reduce spending as a result, the City of Medford could see additional cuts to State Aid in the coming weeks.

Several assessments partially offset State Aid, resulting in a reduced net revenue to the City of Medford. As the charts below show, the assessment offsets to State Aid have been increasing for the City of Medford at a rate faster than State Aid revenues, resulting in less net growth year-over-year for the budget.





City of Medford - FY2021 Municipal Budget - Proposed
Mayor Breanna Lungo-Koehn



State Aid	FY2020	FY2021	FY2021 Governor's Budget	Change (\$)	Change (%)
Chapter 70	\$ 12,143,306.00	\$ 11,053,769.00	\$ 12,281,966.00	\$ 1,228,197.00	-10.00%
Charter Tuition Reimbursement	\$ 1,153,631.00	\$ 767,849.00	\$ 853,165.00	\$ 85,316.00	-10.00%
Unrestricted Gen Gov't Aid	\$ 12,880,443.00	\$ 11,916,986.00	\$ 13,241,095.00	\$ 1,324,109.00	-10.00%
Veterans Benefits	\$ 129,276.00	\$ 77,050.00	\$ 85,611.00	\$ 8,561.00	-10.00%
Exempts: VBS and Elderly	\$ 159,706.00	\$ 138,879.00	\$ 154,310.00	\$ 15,431.00	-10.00%
State Owned Land	\$ 53,104.00	\$ 47,539.00	\$ 52,821.00	\$ 5,282.00	-10.00%
Total	26,519,466.00	24,002,072.00	26,668,968.00	2,666,896.00	-10.00%
Offsets					
Public Libraries	\$ 68,312.00	\$ 68,702.00	\$ 68,702.00		



Education Aid

Education Aid includes Chapter 70 Education Aid, Charter School Tuition Reimbursement, and an offset item for School Choice Receiving Tuition. Chapter 70 Aid is largely determined by a formula. Charter School Tuition Reimbursements and School Choice are determined partially by the number of enrolled students. Based on current estimates, the City's allotment of Chapter 70 funds is projected to decrease by \$1,089,510 below FY20. Additionally, increases in state assessments minimize the financial benefit that any growth would afford. Despite recent legislation to address unmet education funding needs, Chapter 70 funding continues to fall short in fully recognizing the increased costs of special education to the Medford Public Schools, as well as the growth in health care costs borne by the City.

Education Aid FY2017-FY2021

\$3,964,175

Estimated Revenues in 2021

Moreover, continued increases in state assessments minimize the financial benefit that any growth affords. The assessment the City of Medford pays for charter school tuition is increasing by \$240,333 (3%) and reflects an upward trend in this expenditure. Projected reductions in School Choice Sending Tuition (\$23,582) and Special Education Sending Tuition (\$16,506) help to mitigate this increase; however, if enrollment changes, this could add further costs. These increases contribute to leaner resources available to invest in the Medford Public Schools and other City priorities.

General Government Aid

This category is made up of Unrestricted General Government Aid (UGGA), Veterans Benefits, and some other smaller items, which are set by the state budget.

General Government Aid FY2017-FY2021

\$8,193,262

Estimated Revenues in 2021

Over the coming months, the Massachusetts House and Senate will release their respective budget proposals and work out the differences through a joint committee. In previous years, the City's State Aid allotment has increased during the legislative process; however, it is unlikely that the City will pick up gains in state aid for FY2021. This is because recent practice has set General Government aid growth at the growth in state tax levels (or the "consensus revenue" number off of which the Governor, House, and Senate build their respective budgets.) For FY21, that number is 2.8%. Additionally, the legislature and Governor passed and enacted education funding reform in the Fall of 2019, which set in place an agreed upon formula for financing local education. Moreover, the current public health crisis will put a massive strain on the state's resources, which would cause state leaders to scale back current state aid figures to balance their own budget.



Free Cash

Under Massachusetts law, an amount known as "Free Cash" is certified as of the beginning of each fiscal year by the State Bureau of Accounts. This, together with certain subsequent tax receipts, is used as the basis for subsequent appropriations from available funds which are not required to be included in the annual tax levy. Subject to certain adjustments, Free Cash is surplus revenue less uncollected and overdue property taxes from prior years. Free Cash is often used as a quasi-benchmark for the financial health of the municipality. In 2007, the City had a negative free cash balance. Since that time, Medford has worked to establish stronger financial controls and planning tools. Free Cash has been positive and growing since 2008. The Free Cash balance as of July 1, 2019, as certified by DOR was \$12,004,136.

Free Cash plays a critical role in sustaining a strong credit rating and it's important to adopt policies for its use. The City of Medford has an existing Free Cash Policy.



DOR Best Practice guidance indicates that sound financial policies should generate free cash in an amount equal to three to five percent of its annual budget. Medford has exceeded this threshold and certified free cash from FY19 was bolstered by local receipts revenues performing \$1.5M above budget. This threshold helps deter free cash from being depleted in any particular year, which enables the following year's calculation to begin with a positive balance. It is necessary to utilize conservative revenue projections and departmental appropriations to generate excess income and departmental turn backs. As a nonrecurring revenue source, Free Cash should be restricted to paying one-time expenditures, funding capital projects, or replenishing other reserves.

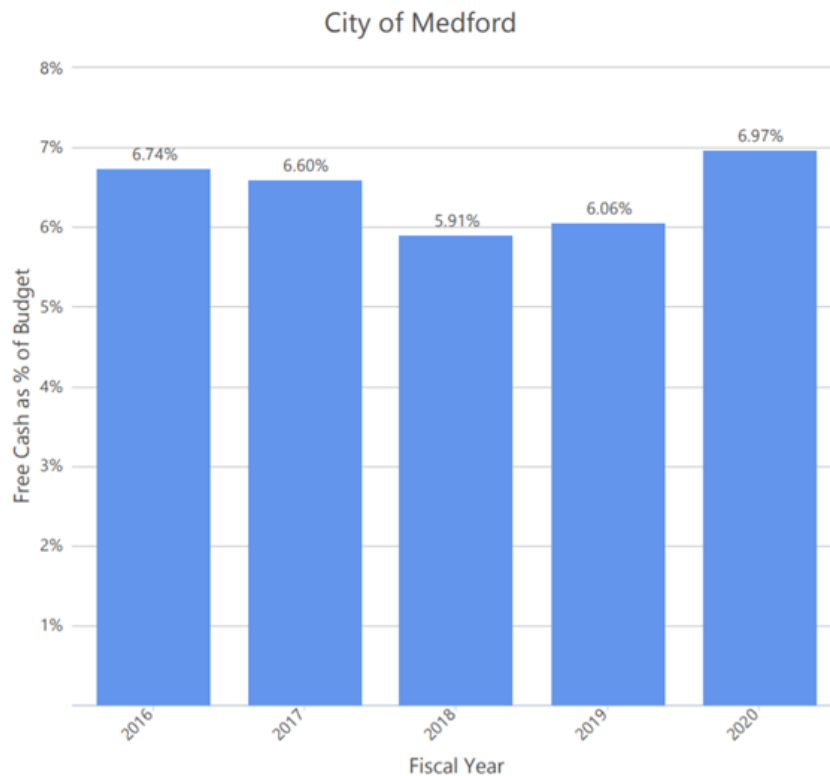


City of Medford - FY2021 Municipal Budget - Proposed

Mayor Breanna Lungo-Koehn

The FY21 budget continues to propose conservative revenue estimates to maximize the opportunity to generate Free Cash. This is the most prudent approach as Free Cash is the method through which the City develops its reserves and ability to pay for unexpected expenses. The most recent Free Cash certification was for \$12,004,136 for FY19. Both the FY20 budget and the proposed FY21 budget are based on revenue estimates that are intended to contribute to the goal of at least \$1,000,000 in certified Free Cash at the close of each fiscal year (in order to bolster reserves). However, the current economic downturn may mitigate the City's ability to generate Free Cash in the future. The City in FY20 froze expenditures early for non-essential expenses and implemented a hiring freeze to preserve and bolster the City's Free Cash. The FY21 budget does rely on any transfers from Free Cash to balance the budget.

Free Cash as of 7/1/2010	Free Cash as of 7/1/2011	Free Cash as of 7/1/2012	Free Cash as of 7/1/2013	Free Cash as of 7/1/2014	Free Cash as of 7/1/2015	Free Cash as of 7/1/2016	Free Cash as of 7/1/2017	Free Cash as of 7/1/2018	Free Cash as of 7/1/2019
\$554,449	\$2,290,101	\$4,765,176	\$6,648,861	\$7,594,183	\$9,623,663	\$9,899,329	\$9,147,277	\$9,885,107	\$12,004,136





OTHER AVAILABLE FUNDS

The FY21 budget assumes \$1,953,747 in Other Available Funds. Other available funds consist of perpetual care trust, sale of lots and graves trust, and enterprise indirect costs. In order to mitigate possible operating budget reductions as a result of the current public health crisis as well as other low revenues, the FY21 budget proposal identifies resources in other funds that can be transferred to the General Fund to support expenditures consistent with the purpose of the resource. Additionally, the FY21 budget continues to assume a transfer of Indirect Costs from the Enterprise Funds to the General Fund to account for the Enterprise Funds' share of overhead costs paid for by the General Fund. The formula to calculate the Indirect Costs has been updated for the FY21 budget, resulting in an increase in the overall transfer to the General Fund.

Enterprise Fund Indirect Costs

Enterprise funds are designed to fully fund their operations through revenues generated by the funds; however, the funds are still City entities and as such benefit from the services provided by central City departments. These costs are known as indirect costs because they are costs that are not directly paid by the funds but are attributable to their operations. For example, the Treasurer's Office manages the billing and payments for the water & sewer bills. In addition, the general fund is paying the enterprise employees insurance, dental, Medicare, and pension costs which needs to be attributed back to the enterprise fund. The allocation of indirect costs is done based on a formula that takes the costs of central departments and assigns them to the Enterprise Funds based on their size. The previous indirect cost formula has been updated for FY21, resulting in an increase in the aggregate amount transferred to the General Fund from \$787,370 to \$1,551,240.

Cemetery Lots

The City owns and operates a Cemetery. This cemetery has historic as well as active sections. The annual operating budget of the City is partially funded by the sale of some lots and graves in the cemetery. The amount of revenue budgeted for the past several years has been at a consistent, conservative level.

Perpetual Care

A special fund exists to ensure the Perpetual Care of the City's Cemetery, which collects interest that may be invested into improvements for the Cemetery. The FY21 budget assumes a transfer of \$233,207 of interest to support increases at the Cemetery Department.

Other Available Funds - Transfers				
Source	FY2020	FY2021	Category	Purpose
Cemetery Perpetual Care	248,140	233,207	Ongoing	Operations
Cemetery Sale of Lots and Graves	139,600	151,300	Ongoing	Operations
Indirect Costs - Enterprise Fund	787,370	1,551,240	Ongoing	Operations
TOTAL	1,175,110	1,935,747		



GENERAL FUND BUDGET OVERVIEW: FY2021 EXPENDITURES

City departments alone requested over \$1 million in additional resources in order to most effectively delivery services to the community. With projected revenue losses due to the health crisis and fixed costs increases for FY21, these additional requests from City departments could not be accommodated in the FY20 budget. The City level funded all budgets therefore any increases for City departments reflected in the FY21 budget are for contractual salary increases or adjusting appropriations to meet actual expenditure levels where previous budgets have not been properly aligned. In fact, many departments will have overall decreases as a result of level funding and elimination of vacant positions. Additionally, the Medford Public Schools has requested a needs-based budget for FY21 of \$64,749,345, which is a \$3,499,345 or 5.71% over the FY20 budget allocated to the schools. The City's FY21 School budget provides for a level funded budget of \$61,250,000 which is all that available resources can currently afford. This amount represents 38% of all new unrestricted ongoing revenue projected for FY21. Nearly 84% of the school's total budget is dedicated to employee salaries.

The FY21 budget attempts to contain the rate of increase for fixed costs in line with the growth in ongoing revenue. Efforts have been made to reduce health insurance costs with an opt out credit. However, these areas will need to be closely monitored during FY21 as the economy may push additional employees onto the City's health insurance plans. As such, these recommended appropriation levels should be considered aggressive and should not be reduced.

Fixed Cost	FY2020 Budget	FY20201 Budget	\$ Change	% Change
Debt Service	\$7,148,038.07	\$8,273,106.00	\$1,125,067.93	15.74%
Health/Life/Dental Insurance	\$21,146,248.00	\$22,422,454.00	\$1,276,206.00	6.04%
Pension	\$11,720,777.00	\$12,480,219.00	\$759,442.00	6.48%
Snow & Ice Removal	\$247,500.00	\$247,500.00	\$0.00	0.00%
Waste Management	\$7,082,594.00	\$7,482,000.00	\$399,406.00	5.64%
State Assessments	\$11,663,596.00	\$11,844,634.00	\$181,038.00	1.55%
Total	\$59,008,753.07	\$62,749,913.00	\$3,741,159.93	6.34%

ENTERPRISE FUNDS

Enterprise Funds are tools used by municipalities to compartmentalize cost centers that generate user fees or other revenue. The Funds are designed - and are required - to be self-sustaining without any direct funding source from the City. Enterprise funds in Massachusetts can be utilized for utilities, cable television public access, health care, and recreational or transportation facilities. See M.G.L. c. 44 s. 53F1/2.



Water & Sewer Enterprise Fund

The FY21 budget proposes \$24,800,089 in funding for the Water & Sewer Enterprise Fund. This is a decrease of \$645,031 (2.53%) below the FY20 budget. This funding level supports new debt service for state-mandated projects, as well as the City's water and sewer assessment to the Massachusetts Water Resources Authority (MWRA). The City reprogrammed \$855,000.00 in capital outlay from the projected FY21 enterprise fund budget to a capital project fund in FY20 to reduce FY21 operational costs. The City corrected the indirect cost formula using a percentage-based calculation recommended by DOR. The FY21 Indirect costs total \$1,551,240, an increase of \$763,870 over FY20.

Water consumption has been down even though water and sewer enterprise operation costs are increasing. Due to declining revenues in FY20 into FY21 there is currently projected an increase in the current water/sewer rates of three percent respectively. The three percent increase on a bi-monthly basis will be an increase of \$6.43 to the average residential user. The largest expenditure in the Water & Sewer Enterprise Fund is the assessment the City of Medford pays to the Massachusetts Water Resources Authority (MWRA) for the wholesale delivery and availability of drinking water and sewer services to the City.

In FY21, the MWRA estimated that the City of Medford's assessment for water and sewer will be \$19,184,348, which is an increase of \$28,937 (0.15%) over FY20. These assessments, personnel and equipment expenses, and debt service payments for any water and sewer projects comprise the major expenses of the Water & Sewer Fund. In order to fund those expenditures, the City charges a single rate for water and sewer utility usage to residents, which is the largest source of revenue to support these costs.

PERSONNEL EXPENDITURE OVERVIEW

Personnel versus Other Expense Types (City)

\$40,539,601

Expenses in 2021

PERSONNEL CHANGES

As a matter of practice, the Mayor is responsible for reviewing the staffing of departments and allocation of staff and resources where they are needed most to provide critical services to residents. On the City side, the FY21 budget proposes freezing nonunion step movement, reorganizing departments by consolidating HR and Diversity and consolidating OCD and Energy and Environment. Additionally, the City is delaying all backfills wherever possible for the remainder of FY20 and will not be filling certain positions during FY21. Currently, no layoffs are planned.



FRINGE BENEFITS

Wages are only one component of the total cost of personnel and the other costs are known as fringe benefits. These costs include items such as pension, unemployment, and health insurance as well as taxes such as Medicare. All of the fringe benefits for employees are budgeted centrally, rather than in the departmental budgets.

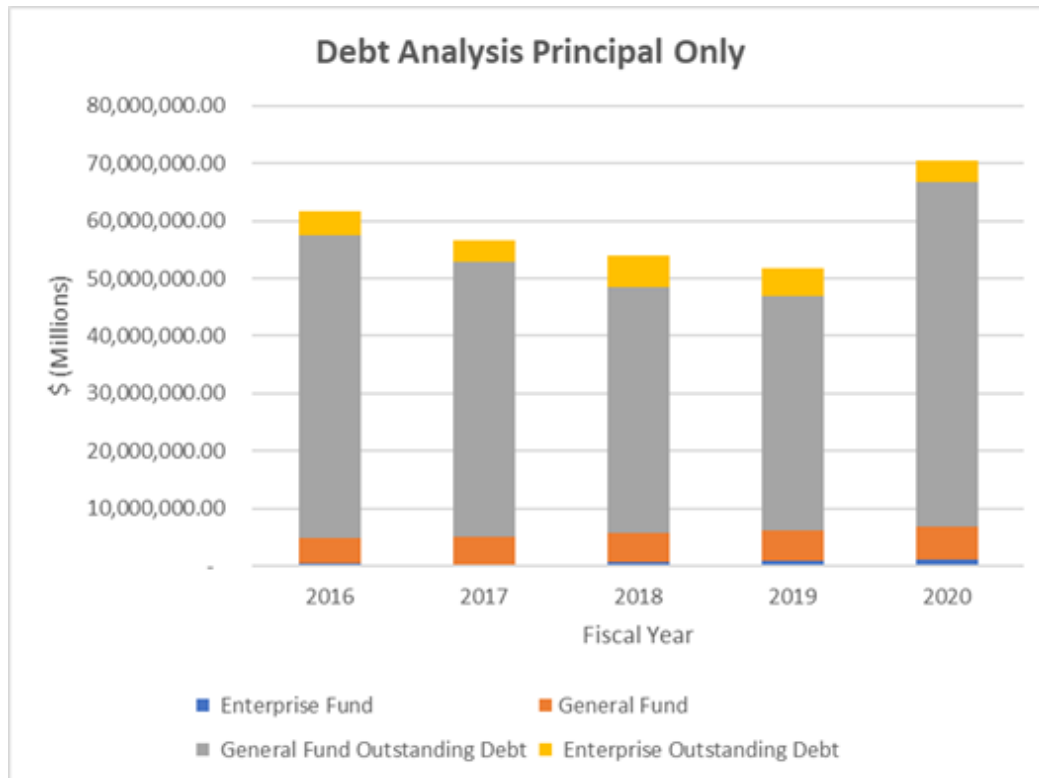
DEBT OVERVIEW

As of FY17, S&P Global upgraded the credit rating of the City of Medford to AA from AA-. The rating noted strengths including the City's location just outside of the City of Boston and above-average wealth indicators, as well as strong financial management, but noted challenges including declines in the tax base. S&P also noted that the City has material increase in reserves, a sizable tax base, above average wealth levels, and manageable debt burden. S&P most recent review cited strong management with good financial policies and practices, strong reserves, strong budgetary performance, strong liquidity, below average pension liabilities, and an effort to fund OPEB liabilities as positive factors. With regard to management they commented that, "the City has a strong management team evidenced by a multi-year trend of conservative budgeting guided by formal fiscal policies." The independent assessment illustrates how our planning efforts and fiscal discipline produce very real and tangible results—lower rates on bonds resulting in less tax dollars going to pay for interest.

The proposed FY21 debt service budget provides for the payment of principal and interest costs for long-term and short-term bonds issued by the City for General Fund purposes. For FY21, the total Debt Service (principal and interest payments) for the General Fund is \$8,273,106, an increase of \$1,125,068 due to bonding for large capital projects. One key factor in limiting the increase in new debt service is the City's Free Cash policy whereby smaller capital items are purchased using available funds, such as Free Cash, instead of financing with debt. The FY21 budget expands upon the previous ad-hoc process of requesting transfers from free cash.



City of Medford - FY2021 Municipal Budget - Proposed
 Mayor Breanna Lungo-Koehn



Fiscal Year	General Fund Outstanding Debt	Enterprise Fund Outstanding Debt	General Fund Principal Debt Expenditures	Enterprise Fund Principal Debt Expenditures
2016	52,650,000.00	4,276,832.50	4,459,499.50	379,848.00
2017	47,820,000.00	3,666,285.00	4,807,500.00	334,847.50
2018	42,695,000.00	5,706,588.00	5,048,050.00	613,047.50
2019	40,780,000.00	4,773,370.00	5,286,500.00	935,717.50
2020	59,945,000.00	3,840,152.50	5,618,750.00	1,144,467.50



City of Medford - FY2021 Municipal Budget - Proposed
Mayor Breanna Lungo-Koehn

City of Medford, Massachusetts
Total Long-Term Debt Outstanding as of June 30, 2020

Aggregate Debt Service

Date	Principal	Interest	Total P+I
06/30/2020	-	-	-
06/30/2021	7,068,217.50	2,524,269.19	9,592,486.69
06/30/2022	3,730,017.50	1,817,277.52	5,547,295.02
06/30/2023	3,694,417.50	1,708,665.02	5,403,082.52
06/30/2024	3,027,500.00	1,601,790.02	4,629,290.02
06/30/2025	3,077,500.00	1,499,415.02	4,576,915.02
06/30/2026	2,907,500.00	1,400,571.27	4,308,071.27
06/30/2027	2,977,500.00	1,300,902.52	4,278,402.52
06/30/2028	2,852,500.00	1,197,386.91	4,049,886.91
06/30/2029	2,665,000.00	1,092,930.66	3,757,930.66
06/30/2030	2,720,000.00	987,931.27	3,707,931.27
06/30/2031	2,770,000.00	889,086.28	3,659,086.28
06/30/2032	2,820,000.00	794,000.04	3,614,000.04
06/30/2033	2,860,000.00	695,256.28	3,555,256.28
06/30/2034	2,555,000.00	599,081.27	3,154,081.27
06/30/2035	1,060,000.00	536,637.52	1,596,637.52
06/30/2036	1,025,000.00	504,812.51	1,529,812.51
06/30/2037	1,055,000.00	472,987.50	1,527,987.50
06/30/2038	1,090,000.00	440,062.50	1,530,062.50
06/30/2039	1,080,000.00	406,850.00	1,486,850.00
06/30/2040	1,110,000.00	373,381.26	1,483,381.26
06/30/2041	1,090,000.00	339,678.14	1,429,678.14
06/30/2042	1,115,000.00	305,884.39	1,420,884.39
06/30/2043	1,150,000.00	271,175.01	1,421,175.01
06/30/2044	1,195,000.00	234,975.00	1,429,975.00
06/30/2045	1,230,000.00	197,300.00	1,427,300.00
06/30/2046	1,265,000.00	158,550.00	1,423,550.00
06/30/2047	1,265,000.00	119,400.00	1,384,400.00
06/30/2048	1,090,000.00	83,550.00	1,173,550.00
06/30/2049	1,120,000.00	50,400.00	1,170,400.00
06/30/2050	1,120,000.00	16,800.00	1,136,800.00
Total	\$63,785,152.50	\$22,621,007.10	\$86,406,159.60

Par Amounts Of Selected Issues

February 15 2010 -High School Remodeling (ISQ).....	775,000.00
February 15 2010 -Equipment - Fire Apparatus (ISQ).....	105,000.00
February 15 2010 -War Memorial (OSQ).....	150,000.00
February 15 2010 -Fire Engine (ISQ).....	325,000.00
July 20 2011 Series A (ISQ).....	760,000.00
July 20 2011 Series B (ISQ) NC -Cur Ref of March 15 2001 School (O).....	1,290,000.00
July 20 2011 Series B (ISQ) NC -Adv Ref of Nov 15 2001 School Phase 1 (O).....	2,490,000.00
July 20 2011 Series B (ISQ) NC -Adv Ref of Nov 15 2001 School Roof (I).....	145,000.00
July 20 2011 Series B (ISQ) NC -Adv Ref of Nov 15 2001 City Hall Roof (I).....	30,000.00
March 12 2012 MWRA Water (O).....	191,200.00
October 4 2012 -Hornet Recreational Facility (ISQ).....	205,000.00
October 4 2012 -Sidewalk (ISQ).....	270,000.00
October 4 2012 -School Technology - Hardware (ISQ).....	985,000.00
October 4 2012 -High School Pool (ISQ).....	1,890,000.00
October 4 2012 -Fire Station (ISQ).....	1,765,000.00
October 4 2012 -Storm Drainage (ISQ).....	700,000.00
June 17 2013 MWRA Water (O).....	710,242.50
August 22 2013 (OSQ).....	5,190,000.00
November 7 2013 -High School Pool Repair (ISQ).....	1,090,000.00
November 7 2013 -Fire Trucks (ISQ).....	875,000.00
November 7 2013 -DPW Maintenance Facility (ISQ).....	1,440,000.00
January 7 2014 Public Works Facility (ISQ).....	10,560,000.00
October 9 2014 -McNally Park Improvements 1 (ISQ).....	170,000.00
October 9 2014 -McNally Park Improvements 2 (ISQ).....	25,000.00
October 9 2014 -High School Boiler Replacement (OSQ).....	945,000.00
September 14 2015 MWRA Sewer (I).....	233,200.00
September 11 2017 MWRA Water (O).....	1,660,000.00
June 24 2018 MWRA Sewer (I).....	345,510.00
September 27 2018 -Winthrop Street Drainage (ISQ).....	335,000.00
September 27 2018 -DPW Facility (ISQ).....	285,000.00
September 27 2018 -City Hall Roof & Facade (ISQ).....	1,795,000.00
September 27 2018 -Riverside Plaza Renovation (ISQ).....	275,000.00
September 27 2018 -Fire Truck (ISQ).....	665,000.00
July 18 2019 -Police Station Planning (I).....	1,925,000.00
July 18 2019 -Police Construction I (I).....	700,000.00
July 18 2019 -Police Construction II (I).....	21,622,000.00
July 18 2019 -Police Equipment (I).....	773,000.00
TOTAL.....	83,785,152.50

Hilltop Securities Inc.
Public Finance



City of Medford - FY2021 Municipal Budget - Proposed
 Mayor Breanna Lungo-Koehn

City of Medford, Massachusetts
 Long-Term Water & Sewer Debt Outstanding as of June 30, 2020

Aggregate Debt Service

Date	Principal	Interest	Total P+I
06/30/2020	-	-	-
06/30/2021	938,217.50	14,675.00	952,892.50
06/30/2022	705,017.50	13,675.00	718,692.50
06/30/2023	609,417.50	12,675.00	622,092.50
06/30/2024	257,500.00	11,675.00	269,175.00
06/30/2025	257,500.00	10,675.00	268,175.00
06/30/2026	257,500.00	9,675.00	267,175.00
06/30/2027	262,500.00	8,625.00	271,125.00
06/30/2028	262,500.00	7,490.63	269,990.63
06/30/2029	55,000.00	6,321.88	61,321.88
06/30/2030	55,000.00	5,118.75	60,118.75
06/30/2031	60,000.00	3,787.50	63,787.50
06/30/2032	60,000.00	2,325.00	62,325.00
06/30/2033	60,000.00	787.50	60,787.50
Total	\$3,840,152.50	\$107,506.26	\$3,947,658.76

Par Amounts Of Selected Issues

March 12 2012 MWRA Water (O).....	191,200.00
October 4 2012 -Storm Drainage (ISQ).....	700,000.00
June 17 2013 MWRA Water (O).....	710,242.50
September 14 2015 MWRA Sewer (I).....	233,200.00
September 11 2017 MWRA Water (O).....	1,660,000.00
June 24 2018 MWRA Sewer (I).....	345,510.00
TOTAL.....	3,840,152.50



City of Medford - FY2021 Municipal Budget - Proposed
Mayor Breanna Lungo-Koehn

City of Medford, Massachusetts
Fiscal Year 2020 Projected Principal & Interest Payments

Aggregate Net Debt Service

Date	Issue / Purpose	Principal	Interest	Net New D/S
08/15/2019	September 14 2015 MWRA Sewer (I)	233,200.00	-	233,200.00
	September 11 2017 MWRA Water (O)	207,500.00	-	207,500.00
	Subtotal	\$440,700.00	-	\$440,700.00
09/01/2019	February 15 2010 : High School Remodeling (ISQ)	95,000.00	16,725.00	111,725.00
	February 15 2010 : Equipment - Fire Apparatus (ISQ)	30,000.00	2,612.50	32,612.50
	February 15 2010 : War Memorial (OSQ)	15,000.00	3,168.75	18,168.75
	February 15 2010 : Fire Engine (ISQ)	55,000.00	7,275.00	62,275.00
	July 20 2011 Series A (ISQ)	155,000.00	16,750.00	171,750.00
	July 20 2011 Series B (SQ) : Cur Ref of March 15 2001 School (O)	-	63,000.00	63,000.00
	July 20 2011 Series B (SQ) : Adv Ref of Nov 15 2001 School Phase 1 (O)	-	121,000.00	121,000.00
	July 20 2011 Series B (SQ) : Adv Ref of Nov 15 2001 School Roof (I)	-	7,250.00	7,250.00
	July 20 2011 Series B (SQ) : Adv Ref of Nov 15 2001 City Hall Roof (I)	-	1,500.00	1,500.00
	October 4 2012 : HomeI Recreational Facility (ISQ)	25,000.00	2,318.75	27,318.75
	October 4 2012 : Sidewalk (ISQ)	35,000.00	3,050.00	38,050.00
	October 4 2012 : School Technology - Hardware (ISQ)	315,000.00	13,000.00	328,000.00
	October 4 2012 : High School Pool (ISQ)	5,000.00	20,500.00	25,500.00
	October 4 2012 : Fire Station (ISQ)	5,000.00	19,150.00	24,150.00
	October 4 2012 : Storm Drainage (ISQ)	45,000.00	8,037.50	53,037.50
	August 22 2013 (OSQ)	290,000.00	97,025.00	387,025.00
	November 7 2013 : High School Pool Repair (ISQ)	60,000.00	20,305.00	80,305.00
	November 7 2013 : Fire Trucks (ISQ)	50,000.00	16,327.50	66,327.50
	November 7 2013 : DPW Maintenance Facility (ISQ)	80,000.00	26,837.50	106,837.50
	January 7 2014 Public Works Facility (ISQ)	765,000.00	211,825.00	976,825.00
	October 9 2014 : McNally Park Improvements 1 (ISQ)	20,000.00	3,100.00	23,100.00
	October 9 2014 : McNally Park Improvements 2 (ISQ)	5,000.00	450.00	5,450.00
	October 9 2014 : High School Boiler Replacement (OSQ)	65,000.00	16,687.50	81,687.50
	September 27 2018 : Winthrop Street Drainage (ISQ)	2,000.00	11,869.76	13,869.76
	September 27 2018 : DPW Facility (ISQ)	4,000.00	10,275.14	14,275.14
	September 27 2018 : City Hall Roof & Facade (ISQ)	5,000.00	63,071.49	68,071.49
	September 27 2018 : Riverside Plaza Renovation (ISQ)	5,000.00	10,576.67	15,576.67
	September 27 2018 : Fire Truck (ISQ)	4,000.00	23,380.00	27,380.00
	Subtotal	\$2,135,000.00	\$617,068.06	\$2,952,068.06
02/15/2020	March 12 2012 MWRA Water (O)	95,600.00	-	95,600.00
	Subtotal	\$95,600.00	-	\$95,600.00
03/01/2020	February 15 2010 : High School Remodeling (ISQ)	-	14,825.00	14,825.00
	February 15 2010 : Equipment - Fire Apparatus (ISQ)	-	2,012.50	2,012.50
	February 15 2010 : War Memorial (OSQ)	-	2,868.75	2,868.75
	February 15 2010 : Fire Engine (ISQ)	-	6,175.00	6,175.00
	July 20 2011 Series A (ISQ)	-	14,425.00	14,425.00
	July 20 2011 Series B (SQ) : Cur Ref of March 15 2001 School (O)	1,230,000.00	63,000.00	1,293,000.00
	July 20 2011 Series B (SQ) : Adv Ref of Nov 15 2001 School Phase 1 (O)	2,360,000.00	121,000.00	2,481,000.00
	July 20 2011 Series B (SQ) : Adv Ref of Nov 15 2001 School Roof (I)	145,000.00	7,250.00	152,250.00
	July 20 2011 Series B (SQ) : Adv Ref of Nov 15 2001 City Hall Roof (I)	30,000.00	1,500.00	31,500.00
	October 4 2012 : HomeI Recreational Facility (ISQ)	-	2,068.75	2,068.75
	October 4 2012 : Sidewalk (ISQ)	-	2,700.00	2,700.00
	October 4 2012 : School Technology - Hardware (ISQ)	-	9,850.00	9,850.00
	October 4 2012 : High School Pool (ISQ)	-	20,450.00	20,450.00
	October 4 2012 : Fire Station (ISQ)	-	19,100.00	19,100.00
	October 4 2012 : Storm Drainage (ISQ)	-	7,587.50	7,587.50
	August 22 2013 (OSQ)	-	92,675.00	92,675.00
	November 7 2013 : High School Pool Repair (ISQ)	-	19,405.00	19,405.00
	November 7 2013 : Fire Trucks (ISQ)	-	15,577.50	15,577.50
	November 7 2013 : DPW Maintenance Facility (ISQ)	-	25,637.50	25,637.50
	January 7 2014 Public Works Facility (ISQ)	-	200,350.00	200,350.00
	October 9 2014 : McNally Park Improvements 1 (ISQ)	-	2,800.00	2,800.00
	October 9 2014 : McNally Park Improvements 2 (ISQ)	-	375.00	375.00
	October 9 2014 : High School Boiler Replacement (OSQ)	-	15,712.50	15,712.50
	September 27 2018 : Winthrop Street Drainage (ISQ)	-	6,346.88	6,346.88
	September 27 2018 : DPW Facility (ISQ)	-	5,437.50	5,437.50
	September 27 2018 : City Hall Roof & Facade (ISQ)	-	33,865.63	33,865.63
	September 27 2018 : Riverside Plaza Renovation (ISQ)	-	5,575.00	5,575.00
	September 27 2018 : Fire Truck (ISQ)	-	12,500.00	12,500.00
	Subtotal	\$3,765,000.00	\$731,070.01	\$4,496,070.01
05/15/2020	June 17 2013 MWRA Water (O)	236,747.50	-	236,747.50
	June 24 2018 MWRA Sewer (I)	115,170.00	-	115,170.00
	Subtotal	\$351,917.50	-	\$351,917.50
	Total	\$6,788,217.50	\$1,548,138.07	\$8,336,355.57

Hilltop Securities Inc.
Public Finance



PENSION OVERVIEW

RETIREMENT

The Medford Contributory Retirement System was established to provide retirement benefits to City employees and their beneficiaries. Employees of the City do not participate in Social Security but are members of a contributory defined benefit retirement system. The System is governed by a five-member board pursuant to MGL Chapter 32 and 840 CMR, which are rules promulgated by the Public Employee Administration (PERAC). The five-member board is composed of the CFO/Auditor of the City (ex-officio), two members elected by the System's participants, one member appointed by the Mayor and one member appointed by the other board members. The Retirement System utilizes an investment advisor who makes investment recommendations to the Board. Every two years a full actuarial valuation of the pension system is done.

The Retirement System went through a valuation as of 1/1/2018. Using an investment return assumption of 7.50% (the assumption in the prior valuation was 7.50%), the actuarial accrued liability is approximately \$91.6 million. The actuarial value of assets (AVA) is approximately \$195.3 million. The difference of \$91.6 million represents the unfunded liability (UAL) on January 1, 2019. The funded ratio is 68.1%. The UAL above reflects the AVA, a method that recognizes investment gains and losses over five years. As of January 1, 2019, the AVA is 100.77% of the market value of assets.

The system experienced an increase in the actuarial liability of approximately \$4.3 million or 4.9% since the last valuation. This increase is primarily due to the result of contributions to the trust and net unfavorable actuarial experience during the preceding years.

ACTUARIAL

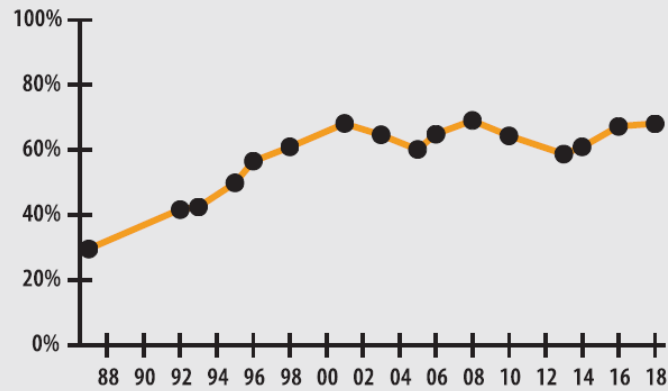
▶ Funded Ratio		68.1%
▶ Date of Last Valuation		1/1/18
▶ Actuary		Sherman
▶ Assumed Rate of Return		7.50%
▶ Funding Schedule		4.0% Increasing Phase-In
▶ Year Fully Funded		2031
▶ Unfunded Liability		\$91.6 M
▶ Total Pension Appropriation (Fiscal 2019)		\$11.6 M
	ACTIVE	RETIRED
▶ Number of Members	733	594
▶ Total Payroll/Benefit	\$41.0 M	\$19.0 M
▶ Average Salary/Benefit	\$56,000	\$31,900
▶ Average Age	NA	75
▶ Average Service	NA years	NA

ASSET ALLOCATION (12/31/18)



City of Medford - FY2021 Municipal Budget - Proposed
 Mayor Breanna Lungo-Koehn

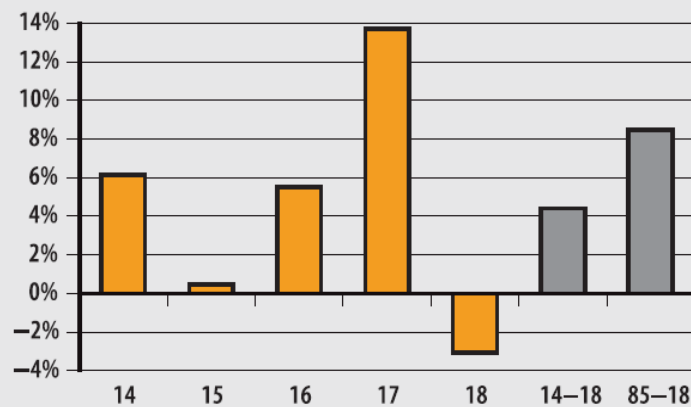
FUNDED RATIO (1987-2018)



INVESTMENT RETURN HISTORY

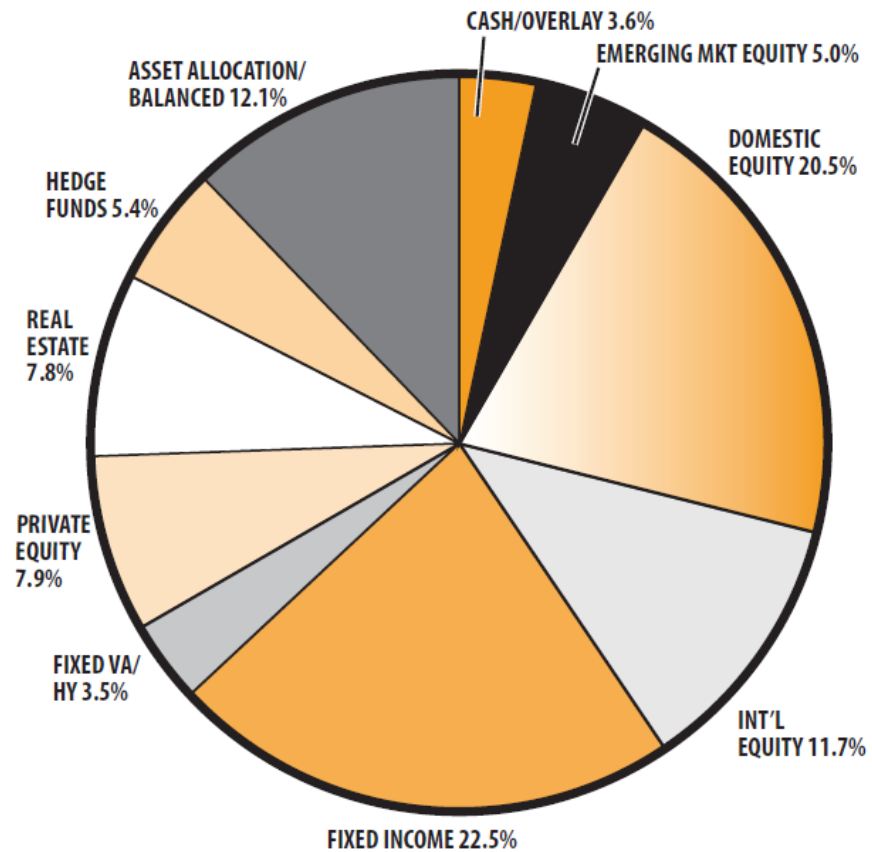
<u>34 years 2018</u>	<u>33 years 2017</u>	<u>32 years 2016</u>
8.47%	8.84%	8.69%
<u>10 years 2018</u>	<u>10 years 2017</u>	<u>10 years 2016</u>
8.04%	5.65%	5.00%
<u>5 years 2018</u>	<u>5 years 2017</u>	<u>5 years 2016</u>
4.40%	7.33%	7.20%

INVESTMENT RETURN (2014-2018, 5 YEAR AND 34 YEAR AVERAGES)





ASSET ALLOCATION (12/31/18)





City of Medford - FY2021 Municipal Budget - Proposed

Mayor Breanna Lungo-Koehn

<u>Highlights</u>	<u>January 1, 2016</u>	<u>January 1, 2018</u>
<u>Contributions</u>		
Funding Schedule FY 2019	\$11,560,333	\$11,560,333
Funding Schedule FY 2020	11,959,542	12,253,953
<u>Funded Ratios</u>		
GAS No. 25	67.3%	68.1%
<u>Participants</u>		
Actives	729	733
Retirees and Beneficiaries	468	475
Inactives	129	189
Disabled	<u>115</u>	<u>119</u>
Total	1,441	1,516
<u>Payroll</u>		
Payroll of Active Members	\$39,326,319	\$41,033,141
Average Payroll	53,946	55,980
<u>Normal Cost</u>		
Employer	\$2,538,941	\$2,554,878
Employee	3,370,096	3,561,080
Administrative Expenses	<u>325,000</u>	<u>425,000</u>
Total	\$6,234,037	\$6,540,958
<u>Actuarial Accrued Liabilities</u>		
Actives	\$120,803,090	\$118,666,116
Retirees, Beneficiaries, Disabilities and Inactives	<u>145,944,073</u>	<u>168,288,034</u>
Total	\$266,747,163	\$286,954,150
<u>Actuarial Value of Assets</u>	<u>\$179,451,376</u>	<u>\$195,355,103</u>
<u>Unfunded Actuarial Accrued Liabilities</u>	\$87,295,787	\$91,599,047



OPEB OVERVIEW

OVERVIEW

The City is committed to funding the long-term cost of the benefits promised its employees. To do so, the City will accumulate resources for future benefit payments in a disciplined, methodical manner during the active service life of employees. The City will also periodically assess strategies to mitigate its OPEB liability. This involves evaluating the structure of offered benefits and their cost drivers while at the same time avoiding benefit reductions that would place undue burdens on employees or risk making the City an uncompetitive employer.

The City of Medford currently finances its other post-employment benefits (OPEB) on a pay-as-you-go basis. The City's other post-employment (OPEB) benefit liability increased by \$17.4 million, totaling \$251,022,020 million as of June 30, 2019. Current liabilities are based on a discount rate of 3.75%.

Net OPEB Liability as of June 30, 2019

The following presents the net OPEB liability of the system calculated using the discount rate of 3.75%, as well as what the system's net OPEB liability would be if it were calculated using a discount rate that is 1-percentage-point lower (2.75%) or 1-percentage-point higher (4.75%) than the current rate. The Plan Fiduciary Net Position as a percentage of the Total OPEB Liability is 0.0%.

	1% Decrease (2.75%)	Current Discount Rate (3.75%)	1% Increase (4.75%)
Total OPEB Liability	291,036,402	251,022,020	219,102,451
Plan Fiduciary Net Position	<u>70,000</u>	<u>70,000</u>	<u>70,000</u>
Net OPEB Liability	290,966,402	250,952,020	219,032,451

Consistent with the City's Financial Policies, at the end of fiscal year 2019 the City established an OPEB Trust Fund with a seven-member board including the CFO an ex-officio member. As fund custodian, the Treasurer/Collector will manage the OPEB Trust Fund in conformance with the City's investment policy and the state's prudent investor laws. The City is working on how to implement the ballot vote system for trustees due to the covid19 pandemic, once this is done the City can pursue more optimal investment options for the OPEB funds in order to maximize returns.



NEW ACCOUNTING STANDARDS

In June 2015, the Government Accounting Standards Board (GASB) approved two related Statements that significantly changed the way other post-employment benefits plans and governments account and report OPEB liabilities. Effective for plans with fiscal years beginning after June 15, 2016, GASB statement no. 74 (GASB 74) Financial Reporting for Post-Employment Benefit Plans Other Than Pension Plans and effective for employers with fiscal years beginning after June 15, 2017, GASB statement no. 75 Accounting and Financial Reporting for Post-Employment Benefits Other Than Pensions replaced previous requirements. GASB 74 requires OPEB plans to present a statement of fiduciary net position (OPEB plan assets) and a statement of changes in fiduciary net position. Among other requirements, GASB 74 and GASB 75 require projected benefits payments be discounted to their actuarial present value using the single rate that reflects:

- a long-term expected rate of return on OPEB plan investments to the extent that the OPEB plan's assets are sufficient to pay benefits and OPEB plan assets are expected to be invested using a strategy to achieve that return; and,
- a tax-exempt, high-quality municipal bond rate to the extent that the conditions for use of the long-term expected rate of return are not met.

GASB 75 establishes standards for measuring and recognizing liabilities, deferred outflows of resources, deferred inflows of resources, and OPEB expenses by state and local governments.

Based on the most recent valuation, the City of Medford's fiscal condition regarding OPEB is as follows:

Total OPEB Liability as of 6/30/19:	\$251,022,020
Our OPEB Trust Fund as of 6/30/19:	\$70,000

The FY20 and FY21 budgets do not include a transfer. As a result, it is recommended that the City have the OPEB Board in place by October 2020. It is imperative that the City adopt a formal funding schedule.



EXECUTIVE OFFICE

DEPARTMENT OVERVIEW & MISSION STATEMENT

The Executive Office (Office of the Mayor) is responsible for carrying out policies and for managing the day-to-day operations of the City of Medford. As the elected representative of the City, the Mayor is responsible for policies and practices that support and enhance the health, well-being, and quality of life of the residents and businesses in Medford.

The Executive Office works with and advises all City Departments on matters of policy, communicating both internally and publicly about all issues related to the City and its policies and programs.

As of January 2020, a new administration and staff serve in the Executive Office. The Mayor and staff strive to provide city services with enhanced efficiency, transparency, and collaboration with all citizens of Medford.

DEPARTMENT ORGANIZATION

The Executive Office consists of five members:

- Her Honor the Mayor, serving as Chief Executive Officer of the City of Medford
- Chief of Staff
- Director of Communications
- Director of Community Affairs
- Executive Assistant to the Mayor

CHANGES FROM FY20 TO FY21

The biggest change reflected in the Executive Office budget for FY21 is the separation of the Personnel Department and responsibilities into a new department: The Office of Diversity and Human Resources. With this change in office organization, the roles and responsibilities of the Office of Diversity have been expanded to include functions of a city Human Resources division, and to increase diversity and accessibility across City government. By doing so, the roles and responsibilities of Personnel Director are no longer conducted by the Chief of Staff within the Executive Office. This allows for all matters of hiring and personnel to be conducted and managed by an independent department head. All hiring decisions will, however, continue to be coordinated with the Chief of Staff and the Mayor.

Additional personnel changes include elimination of the Intergovernmental Affairs position, and the creation of two new roles: a Director of Communications and a Director of Community Affairs.



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Mayor Breanna Lungo-Koehn

In total, the overall personnel changes in the Executive Office account for a decrease of \$213,220.00, or 30.14% from the Personnel Services line. The ordinary expenses were reduced by \$13,500.00, or 8.08% below FY20. The total reduction to the Executive budget is \$226,720.00, or 25.93% below FY20.

FY20 PROGRAM IMPLEMENTATION

- Created two new positions: Director of Communications and Director of Community Affairs. In line with the Mayor's goals to increase transparency and efficiency of government services, these positions have been filled and contributed to the City's ability to provide timely outreach and updates with regard to the Covid-19 pandemic.
- In FY20, the Executive Office separated the roles and responsibilities of the Personnel Department into an independent Office of Human Resources and Diversity.
- Established new committees to review and provide recommendations on bringing the City's parking enforcement operations under City purview, and on operations and potential new site for Fire Department operations.
- With Office of Diversity and Human Resources, established stronger policies for expanding diversity and equity on City's Boards and Commissions, and filled vacant positions on several boards and commissions.
 - This was delayed by the Covid-19 pandemic, but work is expected to begin again early in FY21.

FY21 GOALS

In addition to the goals, priorities, and initiatives described in the Mayor's Budget Message, the Executive Office will pursue additional goals in the upcoming fiscal year:

- **Increased Transparency**
 - The City's goals, achievements, and desire for community input and feedback should be clearly delineated and communicated. Working with every department and their staff, we strive to enhance and increase our external communications across a variety of platforms. These include but are not limited to:
 - Revising and, if and when financially feasible, overhaul the City's webpage to enhance accessibility and searchability.
 - Report out regularly, in a variety of media, on the City's goals and achievement of those goals and performance metrics.
 - Work to enhance capabilities within a contracted mass notification system while seeking cost savings for these services. This includes increasing the City's ability to accurately and efficiently communicate to and with constituents who speak languages other than English.
 - Increase the City's ability to communicate to and with persons who speak a primary language other than English, including determining alternative forms of participation in important community meetings and discussions.



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- **Enhance Constituent Services**
 - Through a newly-created Community Affairs Director position, create a more streamlined process for constituent services and community programming and events.
 - Standardize anticipated response times, from the Executive Office as well as by working with other City departments on standard expected response times. Work to publish these policies and data online.
- **Use data to drive City services**
 - Focus on performance benchmarks, data and accountability across all City departments.
 - Work with relevant City departments to enhance and increase the capabilities of the City's "See Click Fix" platform and incorporate data into service delivery.
 - Create and rely on objective assessments of services to drive long-term planning and goals.
 - Enhance City services and their accountability by bringing more services online.
 -
- **Bring a professional approach to City government**
 - Embrace a professional approach to government, with the most qualified, experienced and hard-working employees appointed to critical roles by experienced department leaders.

Dept. 102 | Executive

Departmental Budget						
	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel						
Permanent Employees	\$492,986.00	\$503,526.00	\$521,171.00	\$478,316.00	-\$42,855.00	-8.22%
Part-Time Employees	\$24,710.00	\$29,211.00	\$56,205.00	\$0.00	-\$56,205.00	-100.00%
Travel	\$2,914.00	\$3,016.00	\$3,000.00	\$3,016.00	\$16.00	0.53%
Longevity	\$1,975.00	\$800.00	\$800.00	\$0.00	-\$800.00	-100.00%
Sick-Leave Incentive	\$625.00	\$1,675.00	\$0.00	\$0.00	\$0.00	0.00%
Sick-Leave Buyback (Estimate)	\$1,180.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Stipends	\$14,735.00	\$14,349.00	\$14,600.00	\$12,896.00	-\$1,704.00	-11.67%
Negotiated Salaries (Estimate)	\$0.00	\$0.00	\$111,672.00	\$0.00	-\$111,672.00	-100.00%
Personnel Totals:	\$539,125.00	\$552,577.00	\$707,448.00	\$494,228.00	-\$213,220.00	-30.14%
Ordinary Expenses						
010-102-5240 Repair & Maintenance	\$197.00	\$392.00	\$500.00	\$500.00	\$0.00	0.00%
010-102-5302 Professional Services	\$61,115.00	\$42,605.00	\$55,000.00	\$55,000.00	\$0.00	0.00%
010-102-5307 Medical	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
010-102-5309 See-Click-Fix	\$4,500.00	\$4,725.00	\$10,000.00	\$5,000.00	-\$5,000.00	-50.00%
010-102-5341 Executive Advertisements	\$1,876.00	\$150.00	\$4,000.00	\$1,000.00	-\$3,000.00	-75.00%
010-102-5342 Executive Data	\$633.00	\$295.00	\$200.00	\$200.00	\$0.00	0.00%
010-102-5350 Medford Arts Council	\$30,000.00	\$30,000.00	\$60,000.00	\$60,000.00	\$0.00	0.00%
010-102-5420 Office Supplies	\$1,217.00	\$4,558.00	\$3,000.00	\$3,000.00	\$0.00	0.00%
010-102-5580 Water	\$562.00	\$580.00	\$300.00	\$300.00	\$0.00	0.00%
010-102-5710 Conf & Muni membership dues	\$23,790.00	\$25,948.00	\$26,000.00	\$26,000.00	\$0.00	0.00%
010-102-5780 Contingency	\$8,477.00	\$10,406.00	\$8,000.00	\$2,500.00	-\$5,500.00	-68.75%
Expense Totals:	\$132,367.00	\$119,659.00	\$167,000.00	\$153,500.00	-\$13,500.00	-8.08%
Departmental Totals:	\$671,492.00	\$672,236.00	\$874,448.00	\$647,728.00	-\$226,720.00	-25.93%
Personnel Services Summary						
	FY20 Budgeted		FY21 Proposed		Change FY20 - FY 21	% Change FY20 - FY21
Position Title	# of Positions	Amount	# of Positions	Amount		
Mayor	1	\$136,453.00	1	\$136,451.00	-\$2.00	0.00%
Chief of Staff	1	\$129,837.00	1	\$115,623.00	-\$14,214.00	-10.95%
Director of Communications	0	\$0.00	1	\$90,969.00	\$90,969.00	100.00%
Director of Comm. Affairs	0	\$0.00	1	\$75,971.00	\$75,971.00	100.00%
Executive Assistant	0	\$0.00	1	\$59,302.00	\$59,302.00	100.00%
Sec Mayor	3	\$185,224.00	0	\$0.00	-\$185,224.00	-100.00%
Director, Intergov Affairs	1	\$69,657.00	0	\$0.00	-\$69,657.00	-100.00%
Full Time Total	6	\$521,171.00	5	\$478,316.00	-\$42,855.00	-8.22%
HR Assistant	1	\$26,205.00	0	\$0.00	-\$26,205.00	-100.00%
Grant Writer	1	\$30,000.00	0	\$0.00	-\$30,000.00	-100.00%
Part Time Total	2	\$56,205.00	0	\$0.00	-\$56,205.00	-100.00%
Dept. Totals	8	\$577,376.00	5	\$478,316.00	-\$99,060.00	-17.16%

*Note: PT HR Assistant \$26,205 moved to HR Diversity and PT Grant Writer \$30,000 moved to OCD/EE. Benefits Coordinator moved from Sec Mayor to HR Diversity.



LEGISLATIVE

OVERVIEW

By City Charter, the City of Medford operates as a “strong Mayor/City Council” form of government; the elected mayor for the City serves two terms and is the Chief Executive of the City. The City Council makes legislative decisions, and the mayor is responsible for carrying out policies and for managing the day-to-day operations of the City. The City Council is a seven-member board of at-large representatives who serve two-year terms.

DEPARTMENT ORGANIZATION

The City Council has seven at-large members. Each serves a two-year term.

CHANGES FROM FY20 TO FY21

- The Personnel costs remained the same as FY20.
- The ordinary expenses were increased by \$200.00, or a 0.46% increase over FY20.
- In total, the Legislative budget increased by \$200.00, or a 0.08% increase over FY20.
- Increase the number of claims so that the claims submitted and approved for reimbursement during the last quarter of the fiscal year do not have to await future budget approval.
- Purchase software to increase response times for public records requests.

Dept. 101 | LEGISLATIVE

Departmental Budget

	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel						
Permanent Full time Employees	\$209,988.00	\$209,988.00	\$209,989.00	\$209,989.00	\$0.00	0.00%
Part-Time Employees	\$0.00	\$5,700.00	\$7,500.00	\$7,500.00	\$0.00	0.00%
Personnel Totals:	\$209,988.00	\$215,688.00	\$217,489.00	\$217,489.00	\$0.00	0.00%
Ordinary Expenses						
010-101-5202 Purchase of Servics - Videographer	\$14,200.00	\$8,400.00	\$9,600.00	\$9,600.00	\$0.00	0.00%
010-101-5240 Repair & Maintenance (Software)	\$26,296.00	\$0.00	\$27,000.00	\$27,000.00	\$0.00	0.00%
010-101-5310 Prof Tech Services - Other	\$10,074.00	\$0.00	\$1,000.00	\$1,000.00	\$0.00	0.00%
010-101-5341 Advertising/Publications	\$0.00	\$0.00	\$1,000.00	\$3,000.00	\$2,000.00	200.00%
010-101-5420- Office Supplies	\$1,008.00	\$781.00	\$500.00	\$500.00	\$0.00	0.00%
010-101-5580 Water Cooler	\$147.00	\$200.00	\$500.00	\$200.00	-\$300.00	-60.00%
010-101-5710 Conference, Dues, Training	\$0.00	\$475.00	\$525.00	\$525.00	\$0.00	0.00%
010-101-5780 Special Contingency	\$405.00	\$1,673.00	\$1,500.00	\$1,500.00	\$0.00	0.00%
010-101-5860 Office Equipment	\$0.00	\$0.00	\$1,500.00	\$0.00	-\$1,500.00	-100.00%
Expense Totals:	\$52,130.00	\$11,529.00	\$43,125.00	\$43,325.00	\$200.00	0.46%
Departmental Totals:	\$262,118.00	\$227,217.00	\$260,614.00	\$260,814.00	\$200.00	0.08%

Personnel Services Summary

	FY20 Budgeted		FY21 Proposed			
Position Title	# of Positions	Amount	# of Positions	Amount	Change FY20 - FY 21	% Change FY20 - FY21
Council President	1	\$32,550.00	1	\$32,550.00	\$0.00	0.00%
Vice President	1	\$30,640.00	1	\$30,640.00	\$0.00	0.00%
Councilors	5	\$146,799.00	5	\$146,799.00	\$0.00	0.00%
Total Full Time	7	\$209,989.00	7	\$209,989.00	\$0.00	0.00%
Clerk of Comm-PT	1	\$5,700.00	1	\$5,700.00	\$0.00	0.00%
Videographer-PT	1	\$1,800.00	1	\$1,800.00	\$0.00	0.00%
Total Part Time	2	\$7,500.00	2	\$7,500.00	\$0.00	0.00%
Dept. Totals	9	\$217,489.00	9	\$217,489.00	\$0.00	0.00%



LAW

DEPARTMENT OVERVIEW & MISSION STATEMENT

The City of Medford Law Department provides efficient legal advice and representation to all municipal appointed and elected officials, and to all city departments, to enable the city government to operate at maximum potential with minimal risk. Personnel within the Law Department are committed to upholding the highest ethical standards in its representation of the City of Medford.

The Law Department provides legal representation and support to the City of Medford and its officials, departments, agencies, and boards and commissions, including litigation claims, contracts, ordinances and opinions.

DEPARTMENT ORGANIZATION

The Law Department consists of three full time staff:

- 1 City Solicitor
- 1 Assistant City Solicitor
- 1 Office Manager

CHANGES FROM FY20 TO FY21

- The primary change from FY20 to FY21 is related to Personnel costs which decreased by \$8,823.00, or 3.09% below FY20.
- In FY20, the Personnel line totaled \$285,854 for the salaries of permanent employees: a City Solicitor, Acting City Solicitor, and Office Manager. The current FY21 budget includes an Acting City Solicitor and an Office Manager for a (reduced) total of \$277,031. The Legal Secretary was promoted to Office Manager in FY20. The Assistant City Solicitor position remains vacant.
- Additionally, the line item titled "Longevity" was budgeted at \$4,025 in the FY20 budget and has been reduced to \$2,575 in the FY21 budget.
- Ordinary expenses have been reduced by \$1,200.00, or 0.82% below FY20.
- In total, the Law Department budget was decreased in total by \$10,023.00 or 2.32% below FY20.

FY20 PROGRAM IMPLEMENTATION

- Successfully represented the City of Medford in various cases within the Somerville District Court, Middlesex Superior Court, and Land Court.
- Successfully represented the City of Medford Chief of Police, Jack Buckley, in a Civil Service Bypass.
- Received and responded to more than 50 public records requests.



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Mayor Breanna Lungo-Koehn

- Provided opinions, advice and assistance to various City departments, officials, and boards and commissions.
- Received and opened files for an additional 95 claims.

FY21 GOALS

- Increase the number of claims so that the claims submitted and approved for reimbursement during the last quarter of the fiscal year do not have to await future budget approval.
- Purchase software to increase response times for public records requests.

Dept 151| LAW DEPARTMENT

Departmental Budget

	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel						
Permanent Employees	\$249,932.00	\$260,030.00	\$262,273.00	\$254,900.00	-\$7,373.00	-2.81%
Part-Time Employees	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Travel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Longevity	\$3,825.00	\$3,875.00	\$4,025.00	\$2,575.00	-\$1,450.00	-36.02%
Sick-Leave Incentive	\$1,325.00	\$1,325.00	\$1,325.00	\$1,325.00	\$0.00	0.00%
Sick-Leave Buyback (Estimate)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Stipends	\$15,274.00	\$15,000.00	\$18,231.00	\$18,231.00	\$0.00	0.00%
Personnel Totals:	\$270,356.00	\$280,230.00	\$285,854.00	\$277,031.00	-\$8,823.00	-3.09%
Ordinary Expenses						
010-151-5240 Repair & Maint. - Office Equip.	\$3,297.00	\$3,469.00	\$4,200.00	\$3,500.00	-\$700.00	-16.67%
010-151-5310 Professional Services-Other	\$0.00	\$1,084.00	\$1,500.00	\$1,100.00	-\$400.00	-26.67%
010-151-5342 Printing of Briefs	\$3,176.00	\$1,581.00	\$1,700.00	\$1,600.00	-\$100.00	-5.88%
010-151-5420 Office Supplies	\$1,497.00	\$2,125.00	\$1,500.00	\$1,500.00	\$0.00	0.00%
010-151-5710 Conference Dues	\$504.00	\$0.00	\$600.00	\$600.00	\$0.00	0.00%
010-151-5730 Publications	\$9,944.00	\$9,553.00	\$10,000.00	\$10,000.00	\$0.00	0.00%
010-151-5735 Other Expenditures	\$5,979.00	\$0.00	\$1,500.00	\$1,500.00	\$0.00	0.00%
010-151-5761 Claims Under \$1000	\$54,262.00	\$50,426.00	\$50,000.00	\$50,000.00	\$0.00	0.00%
010-151-5762 Claims Over \$1000	\$65,814.00	\$144,546.00	\$75,000.00	\$75,000.00	\$0.00	0.00%
Expense Totals:	\$144,473.00	\$212,784.00	\$146,000.00	\$144,800.00	-\$1,200.00	-0.82%
Departmental Totals:	\$414,829.00	\$493,014.00	\$431,854.00	\$421,831.00	-\$10,023.00	-2.32%

Personnel Services Summary

	FY20 Budgeted		FY21 Proposed		Change FY20 - FY 21	% Change FY20 - FY21
Position Title	# of Positions	Amount	# of Positions	Amount		
City Solicitor	1	\$129,586.00	1	\$115,637.00	-\$13,949.00	-10.76%
Asst Solicitor	1	\$78,504.00	1	\$80,073.00	\$1,569.00	2.00%
Adm Assist	1	\$54,184.00	1	\$59,190.00	\$5,006.00	9.24%
Dept. Totals	3	\$262,274.00	3	\$254,900.00	-\$7,374.00	-2.81%



CITY CLERK

DEPARTMENT OVERVIEW & MISSION STATEMENT

As the keeper of City Records, the City Clerk is responsible for maintaining and updating critical documents including those in the City's Code of Ordinances, legislation, permits and resolutions enacted by the City Council or the Mayor, and other critical documents. The City Clerk is also the keeper of critical constituent records such as birth, marriage, and death certificates, dog licenses, business permits, and decisions of other boards and commissions.

The City Clerk is the Keeper of the City Records, and the Corporate Secretary for the City. When requested, the City Clerk attests to the validity of City records. These records include births, marriages, deaths, city ordinances, dog licenses, filing of Board of Appeals decisions, special permits, business certificates, and records of the City Council and its committees and subcommittees.

The City Clerk is also the Chief Election Officer for the City and oversees all elections in the City of Medford, as defined in the section details for Registrar of Voters.

Finally, the City Clerk is the Clerk of the City Council and its committees and subcommittees, creating and maintaining meeting agendas, meeting records, and decisions of the Council regarding permits, grants of location, and other documents.

DEPARTMENT ORGANIZATION

The Clerk's Office has a full-time team of five people:

- City Clerk
- Assistant City Clerk
- Head Clerk
- Principal Clerk
- Senior Clerk (vacant since January)

CHANGES FROM FY20 TO FY21

- All salary line items will change to the most recent union/collective bargaining salary adjustments or salary adjustments for non-union staff.
- The total proposed FY21 budget is otherwise similar to the FY20 budget.



FY20 PROGRAM IMPLEMENTATION

- In FY20, the Clerk's Office successfully implemented legislative software which enabled all City Council Committee meetings to be livestreamed.
- With a vacancy in the office, combined with the COVID-19 pandemic, the team has adapted, doing more with less, working remotely, and meeting via Zoom whenever necessary.
- The City Clerk's Office continues to be one of the busiest departments in City Hall in terms of constituent requests. Every day, constituents contact us for copies of vital records and/or permits, or to file marriage intentions, schedule weddings, and present petitions to the City Council.

FY21 GOALS

- In FY21 we hope to move certain transactions online, including fulfilling requests for birth, marriage and death certificates, which would join dog licenses as fully electronic transactions.
- Continue to provide timely and courteous responses to constituent requests.
- Work with relevant City departments to move permit applications online.

Dept. 161 | CITY CLERK

Departmental Budget							
		FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel							
Permanent -Full time Employees		\$308,727.00	\$324,166.00	\$323,846.00	\$324,195.00	\$349.00	0.11%
Part-Time Employees		\$4,156.00	\$350.00	\$0.00	\$0.00	\$0.00	0.00%
Stipend		\$100.00	\$300.00	\$500.00	\$400.00	-\$100.00	-20.00%
Longevity		\$5,375.00	\$3,600.00	\$4,025.00	\$1,350.00	-\$2,675.00	-66.46%
Sick-Leave Incentive		\$3,975.00	\$0.00	\$2,650.00	\$2,650.00	\$0.00	0.00%
Sick-Leave Buyback (Estimate)		\$4,000.00	\$5,000.00	\$0.00	\$0.00	\$0.00	0.00%
Personnel Totals:		\$326,333.00	\$333,416.00	\$331,021.00	\$328,595.00	-\$2,426.00	-0.73%
Ordinary Expenses							
010-161-5240	REPAIR & MAINT OFFICE EQUIP	\$842.00	\$617.00	\$2,000.00	\$3,800.00	\$1,800.00	90.00%
010-161-5341	ADVERTISING	\$1,430.00	\$3,377.00	\$3,000.00	\$3,000.00	\$0.00	0.00%
010-161-5342	PRINTING	\$1,745.00	\$2,275.00	\$4,500.00	\$3,500.00	-\$1,000.00	-22.22%
010-161-5420	OFFICE SUPPLIES	\$1,544.00	\$5,419.00	\$2,900.00	\$2,900.00	\$0.00	0.00%
010-161-5580	OTHER SUPPLIES-WATER COOLER	\$119.00	\$189.00	\$200.00	\$350.00	\$150.00	75.00%
010-161-5710	DUES, CONFERENCES	\$423.00	\$236.00	\$1,000.00	\$1,000.00	\$0.00	0.00%
010-161-5730	SUBSCRIP, PUBLICATIONS	\$3,154.00	\$6,865.00	\$4,700.00	\$4,700.00	\$0.00	0.00%
010-161-5860	OFFICE EQUIPMENT	\$475.00	\$0.00	\$1,200.00	\$600.00	-\$600.00	-50.00%
Expense Totals:		\$9,732.00	\$18,978.00	\$19,500.00	\$19,850.00	\$350.00	1.79%
Departmental Totals:		\$336,065.00	\$352,394.00	\$350,521.00	\$348,445.00	-\$2,076.00	-0.59%
Personnel Services Summary							
	FY20 Budgeted		FY21 Proposed				
Position Title	# of Positions	Amount	# of Positions	Amount	Change FY20 - FY 21	% Change FY20 - FY21	
City Clerk	1	\$106,436.00	1	\$105,620.00	-\$816.00	-0.77%	
Assist City Ckerk	1	\$65,144.00	1	\$68,375.00	\$3,231.00	4.96%	
Clerks	3	\$152,266.00	3	\$150,200.00	-\$2,066.00	-1.36%	
Dept. Totals	5	\$323,846.00	5	\$324,195.00	\$349.00	0.11%	



ELECTIONS

DEPARTMENT OVERVIEW & MISSION

The Registrars of Voters Office conducts elections and maintains vital voter registration data for the City of Medford.

The Registrars of Voters Office tracks and maintains voter registration data for the City. Office staff registers new voters, documents, tracks and sends absentee ballots, and maintains lists of eligible voters. The office also tracks and maintains the annual City Census and documents residency in the City.

Working in conjunction with the City Clerk as Chief Election Officer, the staff in the Registrars of Voters Office prepares, oversees and conducts all elections in the City of Medford.

DEPARTMENT ORGANIZATION

The Registrars of Voters Office consists of the City Clerk, a Head Clerk, and two Senior Clerks. During election season, the team also deploys a voting machine vendor, a minimum of two election consultants, and a team of 96 election day poll workers across 16 precincts.

CHANGES FROM FY20 TO FY21

The budget is essentially level funded from FY20to FY21.

Dept. 163 | ELECTION

Departmental Budget						
	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel						
Permanent Full time Employees	\$101,632.00	\$103,268.00	\$149,891.00	\$151,428.00	\$1,537.00	1.03%
Part-Time Employees	\$49,578.00	\$67,865.00	\$20,000.00	\$20,000.00	\$0.00	0.00%
Longevity	\$1,325.00	\$177.00	\$2,400.00	\$2,300.00	-\$100.00	-4.17%
Sick-Leave Incentive	\$1,325.00	\$2,650.00	\$2,650.00	\$2,650.00	\$0.00	0.00%
Overtime	\$36,208.00	\$29,705.00	\$77,000.00	\$52,000.00	-\$25,000.00	-32.47%
Stipends	\$4,700.00	\$4,645.00	\$0.00	\$4,700.00	\$4,700.00	100.00%
Early Voting-PT	\$0.00	\$3,603.00	\$0.00	\$25,000.00	\$25,000.00	100.00%
Personnel Totals:	\$194,768.00	\$211,913.00	\$251,941.00	\$258,078.00	\$6,137.00	2.44%
Ordinary Expenses						
010-163-5240 Repair & Maintenance Office Equip	\$1,800.00	\$345.00	\$5,000.00	\$500.00	-\$4,500.00	-90.00%
010-163-5305 Prof Services - Training	\$13,542.00	\$14,132.00	\$14,000.00	\$14,000.00	\$0.00	0.00%
010-163-5306 Prof Services - Data Processing	\$2,568.00	\$24,582.00	\$22,300.00	\$22,300.00	\$0.00	0.00%
010-163-5341 Advertising	\$0.00	\$88.00	\$330.00	\$330.00	\$0.00	0.00%
010-163-5342 Printing	\$19,518.00	\$2,389.00	\$20,000.00	\$7,500.00	-\$12,500.00	-62.50%
010-163-5420 Office Supplies	\$941.00	\$1,508.00	\$2,000.00	\$2,000.00	\$0.00	0.00%
010-163-5580 Others Supplies - Water Cooler	\$138.00	\$191.00	\$200.00	\$200.00	\$0.00	0.00%
010-163-5589 Other Supplies	\$1,910.00	\$915.00	\$1,000.00	\$1,000.00	\$0.00	0.00%
010-163-5780 Contingency	\$11,302.00	\$12,914.00	\$25,900.00	\$25,900.00	\$0.00	0.00%
010-163-5860 Office Equipment	\$2,680.00	\$3,167.00	\$6,000.00	\$4,000.00	-\$2,000.00	-33.33%
Expense Totals:	\$54,399.00	\$60,231.00	\$96,730.00	\$77,730.00	-\$19,000.00	-19.64%
Departmental Totals:	\$249,167.00	\$272,144.00	\$348,671.00	\$335,808.00	-\$12,863.00	-3.69%
Personnel Services Summary						
	FY20 Budgeted		FY21 Proposed			
Position Title	# of Positions	Amount	# of Positions	Amount	Change FY20 - FY 21	% Change FY20 - FY21
Head Clerk	1	\$56,448.00	1	\$56,448.00	\$0.00	0.00%
Senior Clerks	2	\$93,444.00	2	\$94,981.00	\$1,537.00	1.64%
Dept. Totals	3	\$149,892.00	3	\$151,429.00	\$1,537.00	1.03%



OFFICE OF DIVERSITY & HUMAN RESOURCES

DEPARTMENT OVERVIEW & MISSION STATEMENT

The Office of Diversity and Human Resources aims to attract a diverse pool of applicants to work in a high performing municipal environment. The Office deals with a wide variety of workplace issues and seeks to maximize the Human Capital of our workforce. Additionally, the Office strives to ensure that all community members are afforded equal protection under the law through the oversight of laws and regulations relating to affirmative action, contract compliance, fair housing, disability, and human rights.

The Office of Diversity and Human Resources provides support to City departments through the development and maintenance of compensation and benefits plans, coordinated recruitment and hiring to fill open positions, on- and off-boarding employees, developing and implementing personnel policies to maintain compliance with all applicable state and federal employment laws. The Office assists with collective bargaining, grievances and disciplinary situations, and maintains employee personnel records.

The Office also works with municipal department heads, staff, and school administration to address cultural issues in the community and to ensure that Medford is a welcoming community for all. The Office also works with other city departments to ensure accessibility in and around the City of Medford.

The Office maintains a working relationship with state and federal liaison such as the Massachusetts Office on Disabilities, U.S. Department of Justice, U.S. Attorney's Office, Attorney General's Office, HUD, EEOC and MCAD, and serves as the Fair Housing Officer to work with the community and assists with discrimination issues, and modification and accommodation in housing.

DEPARTMENT ORGANIZATION

Staff in the Office of Human Resources & Diversity includes:

- 1 Director
- 1 full time Benefits Coordinator
- 1 full time Clerk
- 1 part time Hiring Specialist

CHANGES FROM FY20 TO FY21

- The major change between FY20 and FY21 is the incorporation of the Human Resources and internal Personnel office function into the Human Diversity Office. Instead of a stand-alone Director focused on external engagement with the community, the newly formulated department and its staff will now also handle internal Personnel matters.
- Personnel expenses increased by \$129,767.01, or 205.46%



City of Medford - FY2021 Municipal Budget - Proposed

Mayor Breanna Lungo-Koehn

- Ordinary expenses increased by \$1,350.00, or 20.45%
- The total increase to the department is \$131,117.01, or 187.95%

FY20 PROGRAM IMPLEMENTATION

- **Creation of a New Office of Diversity and Human Resources**
 - In FY20, the Personnel Department and its duties were formally moved into a unique office, having previously operated as part of the Executive / Mayor's Office with the Chief of Staff also fulfilling the duties of Director of Personnel. An Acting Director of Personnel was appointed in January, 2020.
 - For FY21, the work and scope of the Office of Human Diversity is being expanded to encompass human resources functions and to expand the City's mission of diversity, equity, and inclusion in more meaningful ways to support the community as well as City staff.
- **Additional FY20 Highlights**
 - Successfully organized the annual Martin Luther King, Jr. event in collaboration with the local Mystic Valley NAACP branch.
 - With the Medford Human Rights Commission, began the process of reviewing all police policies to provide input from a Human Rights perspective.
 - Co-chaired the convening of the Massachusetts Human Rights Commissions (MAHRC) at the State House, including moderating a panel with Chief Buckley of the Medford Police Department on "The Intersection Between Law Enforcement and Human Rights."
 - Worked with Chief Buckley on recruiting diverse candidates and setting up city-sponsored test preparation seminar for the state's police officer examination.

FY21 GOALS

- Continue the work of the previous Office of Human Diversity, now incorporated as the Office of Diversity and Human Resources, to outreach to and collaborate with local non-profit organizations that promote and work towards the equality of rights for all persons.
- Coordinate hiring and related policies, particularly with a focus on diversity and equity across staff, boards, and commissions.
- Work to increase diversity in City departments by encouraging and recruiting candidates of color to apply for vacancies, and ensuring wherever possible to include at least one diverse applicant in the candidate pool for any vacant position.
- Continue to ensure accessibility and equity across all City services, resources, and programs.
- Continue to strengthen services and resources as a Human Resources department, now independent of the Executive Office.
- Work in collaboration with UMass Boston Collins Center consultants to establish initial operating procedures of an efficient and independent Human Resources department supporting the staffing needs of the City.

Dept. 545 | Human Diversity and Resources

Departmental Budget						
	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel						
Permanent Employees	\$68,513.00	\$71,269.00	\$61,060.00	\$163,222.01	\$102,162.01	167.31%
Part-Time Employees	\$0.00	\$0.00	\$0.00	\$26,205.00	\$26,205.00	100.00%
Travel	\$1,925.00	\$2,100.00	\$2,100.00	\$3,500.00	\$1,400.00	66.67%
Personnel Totals:	\$70,438.00	\$73,369.00	\$63,160.00	\$192,927.01	\$129,767.01	205.46%
Ordinary Expenses						
010-545-5240 Repair & Maint -Equipment	\$1,337.00	\$1,337.00	\$1,500.00	\$0.00	\$0.00	-100.00%
010-545-5305 EO Training	\$225.00	\$500.00	\$0.00	\$0.00	\$0.00	0.00%
010-545-5420 Office Supplies	\$250.00	\$469.00	\$650.00	\$1,000.00	\$350.00	53.85%
010-545-5341 Advertising/Recruitment	\$0.00	\$0.00	\$800.00	\$2,500.00	\$1,700.00	212.50%
010-545-5341 Advertising/Community Groups	\$0.00	\$0.00	\$200.00	\$750.00	\$550.00	275.00%
010-545-5342 Printing	\$190.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
010-545-5710 Prof Training Dev/confe dues	\$266.00	\$1,100.00	\$750.00	\$1,000.00	\$250.00	33.33%
010-545-5310 Professional/Tech Services	\$1,800.00	\$379.00	\$1,800.00	\$1,800.00	\$0.00	0.00%
010-545-5780 Unclassified/Misc	\$500.00	\$426.00	\$500.00	\$500.00	\$0.00	0.00%
010-545-5730 Dues and subscriptions	\$47.00	\$0.00	\$400.00	\$400.00	\$0.00	0.00%
Expense Totals:	\$4,615.00	\$4,211.00	\$6,600.00	\$7,950.00	\$1,350.00	20.45%
Departmental Totals:	\$75,053.00	\$77,580.00	\$69,760.00	\$200,877.01	\$131,117.01	187.95%
Personnel Services Summary						
	FY20 Budgeted		FY21 Proposed		Change FY20 - FY 21	% Change FY20 - FY21
Position Title	# of Positions	Amount	# of Positions	Amount		
Dir., Human Diversity & Resources	1	\$61,060.00	1	\$101,519.00	\$40,459.00	66.26%
Benefits Coordinator*	0	\$0.00	1	\$61,703.01	\$61,703.01	100.00%
Full time Totals	1	\$61,060.00	2	\$163,222.01	\$102,162.01	167.31%
HR Assistant*	1	\$0.00	1	\$26,205.00	\$26,205.00	100.00%
Part time Total	1	\$26,205.00	1	\$26,205.00	\$0.00	0.00%
Dept. Totals	2	\$87,265.00	3	\$189,427.01	\$102,162.01	117.07%

*Note: Benefits Coordinator & HR Assistant funded from the Executive Budget in FY20



INFORMATION TECHNOLOGY

DEPARTMENT OVERVIEW & MISSION STATEMENT

The mission of the Information Technology Department is to provide products and services that are effective and efficient in meeting the electronic computing requirements for the City of Medford in a manner that is timely and cost effective.

The Information Technology Department (IT) builds, manages and maintains the City of Medford Information Technology infrastructure used by City departments to serve constituents. IT also manages the City's central data center, which includes all the Servers, Network Infrastructure including Wiring, switches and Wireless, Software, email, office software, security/antivirus software, email Protection software and also helps direct the development/purchasing of computer applications projects on behalf of other departments.

DEPARTMENT ORGANIZATION

The Department is comprised of:

- 1 IT Director
- 1 Network Administrator

CHANGES FROM FY20 TO FY21

- The personnel expense budget decreased by \$1,637.00, or 0.94% under the FY20 budget.
- The ordinary expenses decreased by \$8,600.00, or 5.34% under the FY20 budget.
- The overall decrease to the IT budget is \$10,237.00, or 3.05% under the FY20 budget.

FY20 PROGRAM IMPLEMENTATION

- Purchased, configured and installed a new SoftRight server for the Collector's Office.
- Because Microsoft ended support for Windows 7, we upgraded 50 machines from Windows 7 to Windows 10. We also replaced 29 obsolete Windows 7 desktop computers with new Windows 10 machines.
- We configured our email to use SPF (sender policy framework), DKIM (domain key identified mail) and DMARC (domain-based message authentication) to cut down on phishing.
- Continued to repair and adjust existing equipment to meet the needs of staff and service to the community.
- Added redundant 1gb Internet line from Comcast.
- Created new .gov email addresses for City Councilors; emails will now be officially archived.



City of Medford - FY2021 Municipal Budget - Proposed

Mayor Breanna Lungo-Koehn

- Replaced antivirus software from free Microsoft security essentials to a managed commercial package (webroot).

FY21 GOALS

- Our virtual stack is running 13 Virtual Servers and disk space is at a premium. Therefore, we hope to add a new Virtual Stack to balance the utilization of Virtual hosts.
- Allow for purchase of ten new PC/Laptops.
- Upgrade FiOSspeed to 1gb.
- Fix dead spots on MEDFORDWIRELESS to extend to 100% of the building.
- Rework the wireless network in the City Council chambers to extend MEDFORDWIRELESS and a guest network for meeting attendees and City Hall visitors.

Dept. 155 | Information Technology

Departmental Budget

		FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel							
	Permanent Employees	\$101,187.00	\$161,641.00	\$168,223.00	\$171,586.00	\$3,363.00	2.00%
	Part-Time Employees	\$25,346.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
	Travel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
	Longevity	\$1,050.00	\$1,200.00	\$1,200.00	\$1,200.00	\$0.00	0.00%
	Sick-Leave Incentive	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
	Sick-Leave Buyback (Estimate)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
	Stipends	\$5,000.00	\$5,000.00	\$5,000.00	\$0.00	-\$5,000.00	-100.00%
	Negotiated Salaries (Estimate)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Personnel Totals:		\$132,583.00	\$167,841.00	\$174,423.00	\$172,786.00	-\$1,637.00	-0.94%
Ordinary Expenses							
010-155-5240	Repair & Maint - Office Equipment	\$1,500.00	\$3,437.00	\$4,800.00	\$4,800.00	\$0.00	0.00%
010-155-5306	Prof Services - Data Processing	\$12,752.00	\$12,400.00	\$12,300.00	\$12,300.00	\$0.00	0.00%
010-155-5340	Communication - Telephone	\$4,410.00	\$4,178.00	\$4,800.00	\$4,200.00	-\$600.00	-12.50%
010-155-5420	Office Supplies	\$5,399.00	\$4,148.00	\$4,000.00	\$4,000.00	\$0.00	0.00%
010-155-5710	Dues, Conference	\$0.00	\$0.00	\$1.00	\$1.00	\$0.00	0.00%
010-155-5855	Computer Equipment	\$55,518.00	\$49,090.00	\$58,000.00	\$50,000.00	-\$8,000.00	-13.79%
010-155-5856	Communication Applications	\$66,649.00	\$77,002.00	\$72,500.00	\$72,500.00	\$0.00	0.00%
010-155-5857	Communication Equipment	\$1,122.00	\$6,928.00	\$4,500.00	\$4,500.00	\$0.00	0.00%
Expense Totals:		\$147,350.00	\$157,183.00	\$160,901.00	\$152,301.00	-\$8,600.00	-5.34%
Departmental Totals:		\$279,933.00	\$325,024.00	\$335,324.00	\$325,087.00	-\$10,237.00	-3.05%

Personnel Services Summary

Position Title	FY20 Budgeted		FY21 Proposed		Change FY20 - FY 21	% Change FY20 - FY21
	# of Positions	Amount	# of Positions	Amount		
Director of IT	1	\$107,795.00	1	\$109,950.00	\$2,155.00	2.00%
Network Administrator	1	\$60,428.00	1	\$61,636.00	\$1,208.00	2.00%
Dept. Totals	2	\$168,223.00	2	\$171,586.00	\$3,363.00	2.00%



FINANCE DEPARTMENT

DEPARTMENT OVERVIEW & MISSION STATEMENT

The mission of the Finance Department is to present a complete and accurate statement of the City's financial condition while maintaining appropriate controls. The Finance Director is responsible for oversight, integrity, planning, and auditing of the City's financial operations to ensure compliance with federal and state laws. The Finance Office is responsible for the City's financial records, approval of all payrolls, appropriation reports, purchase orders, warrants, and other financial reporting.

We use prudent financial planning and management to establish policies and internal controls to govern the City's financial operations. The Finance Department's success is reflected by the City's AA+ bond rating and the FY19 Certified Free Cash balance of \$12 million.* The Finance Director oversees three divisions: Assessing, Auditing/Budget/Procurement, and Treasury. The Finance Office is comprised of Auditing, Budget, and Procurement.

The Finance Director is responsible for the coordination of the annual independent audit and financial reporting. The City has been awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association (GFOA) for the Comprehensive Annual Financial Report (CAFR) for fiscal years 2017, 2018, and we recently submitted the 2019 CAFR for review by the GFOA. The Finance Director serves as an ex-officio member of the Medford Retirement Board.

The Finance Department is responsible for the following functions:

- Monitoring all expenditures of City Funds and developing financial policies
- Reviewing and approving all Purchase Orders for the City and School Department
- Advertising bids and preparing all contracts for goods & services as well as all construction projects for the City and the School Department
- Performing all auditing and accounting functions pursuant to Massachusetts General Law and Federal Law in compliance with GAAP and GASB
- Preparing and distributing timely financial reports to the Administration, the City Council, State and Federal agencies, and taxpayers
- Preparing the annual budget in cooperation with the Administration
- Preparing the Comprehensive Annual Financial Report (CAFR)
- Preparing the Five-Year Capital Plan: a strategic document of the City's investment in infrastructure, equipment, vehicles, etc.
- Coordinating the completion of the Annual Independent Financial Audit

**FY20 Free Cash Certification is not done until Fall 2020.*



DEPARTMENT ORGANIZATION

The Department consists of:

- 1 Finance Director/CFO/Auditor
- 1 Assistant Finance Director/Auditor
- 1 Office Manager
- 1 Payroll Clerk
- 1 Purchasing Director
- 1 Assistant Purchasing Agent

CHANGES FROM FY20 TO FY21

The Finance Department recommends a minimal decrease to the department's operating budget.

- Salaries decreased by \$13,064 due to elimination of the part time Procurement Clerk position. This represents a 2.5% reduction in salary expenses in comparison to the previous year.
- Operating expenses decreased by \$1,065. This amount represents a 0.92% reduction to operating expenses in comparison to the previous year.
- The total Finance budget decreased by \$14,129.00 or 2.24% below FY20.

FY20 PROGRAM IMPLEMENTATION

- Free Cash was certified by DOR November 15, 2019; General Fund at \$12,004,136 and Water Sewer Retained Earnings at \$7,082,908
- Balance Sheet was approved November 15, 2019 by DOR
- Schedule A approved November 18, 2019 by DOR
- Annual Independent Audit completed by November 21, 2019
- Tax Rate Recap approved 12/17/2019 by DOR
- Submitted FY19 CAFR to GFOA on 12/31/2019 to be considered for the Certificate of Achievement for Excellence in Financial Reporting
- 1099 Tax Forms completed by January 30, 2020

FY21 GOALS

- Improve business processes and procedures to bring greater efficiencies to the Department.
- Improve the technical and compliance skills of all staff.
- Comply with State filing requirements by completing the FY20 Schedule A by November 30, 2020.
- Commence FY20 Audit by the beginning of FY21.
- Commence the Department of Revenue (DOR) Balance Sheet review and Free Cash certification process in October 2020.
- Continue to assist in the preparation of the FY21 Tax Recapitulation to be certified by DOR in early December 2020.
- Update and maintain Cleargov Financial Transparency Center.

Dept. 135 | FINANCE/AUDITING

Departmental Budget							
		FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel							
Permanent Employees		\$428,758.00	\$457,656.00	\$479,614.00	\$496,482.00	\$16,868.00	3.52%
Part-Time Employees		\$16,030.00	\$31,102.00	\$32,145.00	\$0.00	-\$32,145.00	-100.00%
Travel		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Longevity		\$875.00	\$1,125.00	\$1,075.00	\$1,875.00	\$800.00	74.42%
Sick-Leave Incentive		\$725.00	\$1,400.00	\$1,562.00	\$2,975.00	\$1,413.00	90.46%
Personnel Totals:		\$446,388.00	\$491,283.00	\$514,396.00	\$501,332.00	-\$13,064.00	-2.54%
Ordinary Expenses							
010-135-5301	Prof Services - Financial	\$31,600.00	\$42,000.00	42,000	42,000	\$0.00	0.00%
010-135-5306	Prof Services - Data Processing	\$31,849.00	\$55,955.00	56,880	56,880	\$0.00	0.00%
010-135-5341	Advertising	\$2,702.00	\$2,897.00	4,000	3,000	-\$1,000.00	-25.00%
010-135-5420	Office Supplies	\$5,746.00	\$3,863.00	3,500	3,500	\$0.00	0.00%
010-135-5580	Other Supplies - Water Cooler	\$329.00	\$439.00	408	468	\$60.00	14.71%
010-135-5710	Dues, Conferences	\$4,587.00	\$6,356.00	5,500	6,375	\$875.00	15.91%
010-135-5730	Subscriptions	\$58.00	\$58.00	900	300	-\$600.00	-66.67%
010-135-5860	Office Equipment	\$208.00	\$1,452.00	500	500	\$0.00	0.00%
010-135-5865	Furniture/Fixtures	\$1,494.00	\$1,300.00	1,500	1,100	-\$400.00	-26.67%
Expense Totals:		\$78,573.00	\$114,320.00	\$115,188.00	\$114,123.00	-\$1,065.00	-0.92%
Departmental Totals:		\$524,961.00	\$605,603.00	\$629,584.00	\$615,455.00	-\$14,129.00	-2.24%
Personnel Services Summary							
		FY20 Budgeted		FY21 Proposed			
Position Title	# of Positions	Amount	# of Positions	Amount	Change FY20 - FY 21	% Change FY20 - FY21	
Finance Director	1	\$116,842.00	1	\$120,444.00	\$3,602.00	3.08%	
Assist Fin Dir	1	\$78,217.00	1	\$80,073.00	\$1,856.00	2.37%	
Office Manager	1	\$61,977.00	1	\$61,977.00	\$0.00	0.00%	
Principal Clerk	1	\$50,162.00	1	\$51,479.00	\$1,317.00	2.63%	
CPO/Budget Director	1	\$115,969.00	1	\$118,720.00	\$2,751.00	2.37%	
Asst Purch Agent	1	\$56,448.00	1	\$63,788.00	\$7,340.00	13.00%	
Full Time Total	6	\$479,615.00	6	\$496,481.00	\$16,866.00	3.52%	
Senior Clerk	1	\$32,145.00	0	\$0.00	-\$32,145.00	-100.00%	
Part Time Total	1	\$32,145.00	0	\$0.00	-\$32,145.00	-100.00%	
Dept. Totals	7	\$511,760.00	6	\$496,481.00	-\$15,279.00	-2.99%	



COLLECTOR-TREASURER

OVERVIEW

The Treasurer-Collector and staff work cooperatively with the all departments and most closely with the professionals in the offices of the Board of Assessors, Water and Sewer Commissioners, School Finance Officials, Municipal Bond Counsel and Financial Advisor, City Auditor/Finance Director and the Board of Trust Commissioners to ensure the efficient management of all monies due and payable to the City. The Collector-Treasurer's Office is responsible for:

- The custody and control of all monies belonging to the city
- Determining the cash needs of the city investing at the highest possible rate available taking account of safety, liquidity and yield.
- Issuance of municipal debt upon authorization by the Mayor and Council.
- Acting as custodian of Trust Funds.
- Managing employee payroll and benefits.
- Pursuing the collection of real estate tax title accounts.

The Collector is responsible for the collection of all accounts due the city including:

- Real estate, personal property and motor vehicle excise taxes, betterments and special assessments as prepared warranted by the board of assessors.
- Water and sewer usage bills as prepared and warranted by the water and sewer commissioners.
- Other fees and charges as issued by the city and school department.

DEPARTMENT ORGANIZATION

The Department is comprised of:

- 1 Treasurer/Collector
- 1 Assistant Treasurer/Collector
- 1 Deputy Collector
- 5 Clerks

CHANGES FROM FY20 TO FY21

- The personnel expenses increased by \$42,520.00, or 8.44% over FY20.
- The ordinary expenses decreased by \$1,900.00, or 0.84% below FY20.
- The total increase to the Treasurer/Collector Office is \$40,620.00, a 5.56% increase over FY20.



FY20 PROGRAM IMPLEMENTATION

- Despite the unforeseen challenges presented by the COVID-19 pandemic, the Office has continued the management and control of the city's funds by processing collections, managing funds and issuing payroll in a timely and professional manner.
- Moved the City payroll system to a "cloud" based program to enable staff to process payrolls remotely, which was particularly helpful when City Hall was closed as a result of the pandemic.

FY21 GOALS

- In FY21 we are looking forward to offering bill payers a consolidated on-line bill payment system under the management of City Hall Systems, a local Massachusetts based company.
- We also are looking forward to perfecting and streamlining our internal accounting and reporting receipts to the auditor.
- We are preparing to continue to adjust to the COVID-19 challenges and their economic impacts in FY21 and keep our budget expenses to a minimum.
- Provide accurate and clear responses to the citizens of this community and promptly perform all duties.
- Collect and report all accounts and payments as required under MGL.

Dept. 145 | TREASURER/COLLECTOR

Departmental Budget

	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel						
Permanent Employees	\$441,160.00	\$473,120.00	\$488,514.00	\$540,809.00	\$52,295.00	10.70%
Part-Time Employees	\$12,554.00	\$6,887.00	\$8,000.00	\$0.00	-\$8,000.00	0.00%
Longevity	\$7,404.00	\$5,775.00	\$5,875.00	\$4,575.00	-\$1,300.00	-28.42%
Sick-Leave Incentive	\$825.00	\$1,800.00	\$1,300.00	\$825.00	-\$475.00	-36.54%
Sick-Leave Buyback (Estimate)	\$4,500.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Personnel Totals:	\$466,443.00	\$487,582.00	\$503,689.00	\$546,209.00	\$42,520.00	8.44%
Ordinary Expenses						
010-145-5240-0000-0000-00 Rep/Maintenance - Office Equip	\$242.00	\$500.00	\$1,100.00	\$1,100.00	\$0.00	0.00%
010-145-5301-0000-0000-00 Professional Services - Financial	\$2,568.00	\$2,686.00	\$7,000.00	\$7,000.00	\$0.00	0.00%
010-145-5306-0000-0000-00 Professional Services -Data Proc	\$96,194.00	\$103,419.00	\$126,500.00	\$125,500.00	-\$1,000.00	-0.79%
010-145-5308-0000-0000-00 Professional Services - Banking	\$9,000.00	\$14,886.00	\$12,000.00	\$12,000.00	\$0.00	0.00%
010-145-5343-0000-0000-00 Communication-Postage	\$49,932.00	\$57,928.00	\$55,000.00	\$55,000.00	\$0.00	0.00%
010-145-5420-0000-0000-00 Office Supplies	\$10,753.00	\$12,599.00	\$17,500.00	\$17,500.00	\$0.00	0.00%
010-145-5580-0000-0000-00 Other Supplies - Water Cooler	\$245.00	\$370.00	\$500.00	\$500.00	\$0.00	0.00%
010-145-5710-0000-0000-00 Dues, Conferences	\$2,186.00	\$1,962.00	\$3,000.00	\$2,100.00	-\$900.00	-30.00%
010-145-5740-0000-0000-00 Insurance premiums	\$3,523.00	\$4,100.00	\$4,200.00	\$4,200.00	\$0.00	0.00%
010-145-5865-0000-0000-00 Furniture	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Expense Totals:	\$174,643.00	\$198,450.00	\$226,800.00	\$224,900.00	-\$1,900.00	-0.84%
Departmental Totals:	\$641,086.00	\$686,032.00	\$730,489.00	\$771,109.00	\$40,620.00	5.56%

Personnel Services Summary

	FY20 Budgeted		FY21 Proposed		Change FY20 - FY 21	% Change FY20 - FY21
Position Title	# of Positions	Amount	# of Positions	Amount		
Treasurer	1	\$116,406.00	1	\$118,720.00	\$2,314.00	1.99%
Dep. Collector	1	\$78,504.00	1	\$75,971.00	-\$2,533.00	-3.23%
Asst. Treasurer	1	\$78,504.00	1	\$80,073.00	\$1,569.00	2.00%
Clerks	4	\$215,100.00	5	\$266,045.00	\$50,945.00	23.68%
Dept. Totals	7	\$488,514.00	8	\$540,809.00	\$52,295.00	10.70%



ASSESSING DEPARTMENT

DEPARTMENT OVERVIEW & MISSION STATEMENT

The mission of the Assessing Department is to value of all taxable property, both personal and real, within the City in a fair, efficient, transparent and cost-effective manner. The methodology for determining assessed value is outlined in the Uniform Standards of Professional Appraisal Practice and MA Department of Revenue (DOR) guidelines. The Guidelines are promulgated and overseen by the Bureau of Local Assessment, Division of Local Services, Massachusetts Department of Revenue.

The **Assessing Department** is responsible for the following functions:

- Ensuring the accuracy of real property valuation through routine re-inspection of all houses on a ten-year cycle and annual inspection of sale properties, all properties for which building permits have been taken out for renovations and property upgrades, and all abatement application properties.
- Discovering, listing and valuing over 17,660 residential properties, including single-family homes, multi-family homes, condominiums and apartment buildings. There are 772 commercial and industrial properties, 514 exempt properties and over 1,000 personal property accounts which must also be valued on an annual basis.
- Maintaining the assessing databases and maps that contain physical/legal property information.
- Recording all changes in property ownership, land subdivisions, and changes in use codes. In calendar year 2019, the department reviewed more than 700 property transfers and 46 land changes.*
- Annually analyzing real estate sales transactions and adjusting values to appropriately reflect market value.
- Capturing all new growth from building permit activity as defined by MGL.
 - HIGHLIGHT: For FY20, new growth in Medford totaled \$1.3M.
- Processing Motor Vehicle Excise tax bills and abatements.
 - HIGHLIGHT: More than 47,000 excise tax bills and more than 4,000 abatements are issued annually in Medford.
- Processing property tax exemption applications for the elderly, low income, disabled veterans, and the blind, as well as applications for exemption from the Community Preservation Act Surcharge.
 - HIGHLIGHT: In 2019, the department reviewed and processed more than 600 applications.

**Assessing data is reported to the state based on a calendar year schedule.*



DEPARTMENT ORGANIZATION

The Assessing Department consists of the following staff:

- Chief Assessor
- Assistant Assessor
- Depart Assistant/Data Entry Clerk

CHANGES FROM FY20 TO FY21

- Personnel expenses increased by \$11,430.00, or 4.33% above FY20.
- Ordinary expenses increased by \$69,525.00, or 40.76% above FY20.
 - Increase in Professional/Technical Services expense line due to statutorily mandated revaluation of property values in the City of Medford; process is required to be undertaken every ten years.
 - Increase in Computer Application expense line due to integration of required GIS system.
- The total increase to the Assessing budget is \$80,955.00, or 18.64% above FY20.

FY20 PROGRAM IMPLEMENTATION

- For FY20, new growth in Medford totaled \$1.3M.
- The Assessing Department processed more than 47,000 excise tax bills and more than 4,000 abatements.
- In 2019, the Assessing Department reviewed and processed more than 600 tax exemption applications.
- The Department values 772 commercial and industrial properties, 514 exempt properties and over 1,000 personal property accounts annually.
- In 2019, the department reviewed more than 700 property transfers and 46 land changes.

FY21 GOALS

- Work with Mayor's Office, Communications Director to streamline form submissions online, including personal property tax returns (Form-of-List), Form 3ABC – Return of Property Held for Charitable Purposes, and commercial property income & expense statements, requested under section 38D of Chapter 59.
- Continue to be diligent in the discovery of taxable property and allowable levy growth due to new construction for fiscal year 2021 and beyond.
- Continue to ensure all certifications are completed per DOR regulations.
- Work with the Mayor's Office, Communications to ensure that residents eligible for exemptions are aware of and take advantage of these offerings.
Continue to assess and value properties and track new growth for the best financial interests of the City.

Dept. 141| ASSESSOR

Departmental Budget

	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel						
Permanent Employees	\$183,264.00	\$237,606.00	\$246,804.00	\$255,034.00	\$8,230.00	3.33%
Part-Time Employees	\$41,741.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Travel	\$1,500.00	\$3,600.00	\$5,400.00	\$3,600.00	-\$1,800.00	0.00%
Longevity	\$1,921.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Sick-Leave Buyback (Estimate)	\$10,436.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Stipends	\$12,083.00	\$11,500.00	\$11,500.00	\$16,500.00	\$5,000.00	43.48%
Personnel Totals:	\$250,945.00	\$252,706.00	\$263,704.00	\$275,134.00	\$11,430.00	4.33%
Ordinary Expenses						
010-141-5302 Prof/Tech Legal	\$75.00	\$5,800.00	35,000	35,000	\$0.00	0.00%
010-141-5306 Prof/Data Proc	\$24,222.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
010-141-5310 Prof/Tech Legal	\$28,871.00	\$112,380.00	85,000	142,000	\$57,000.00	67.06%
010-141-5340 Communications	\$260.00	\$440.00	1,100	1,100	\$0.00	0.00%
010-141-5341 Communications-Advertising	\$575.00	\$348.00	1,500	1,500	\$0.00	0.00%
010-141-5420 Office Supplies	\$1,117.00	\$2,021.00	2,000	2,000	\$0.00	0.00%
010-141-5580 Water Cooler	\$117.00	\$37.00	200	200	\$0.00	0.00%
010-141-5710 Dues - Conferences	\$1,837.00	\$5,935.00	5,500	5,500	\$0.00	0.00%
010-141-5856 Computer Applications	\$3,789.00	\$26,302.00	38,475	51,000	\$12,525.00	32.55%
010-141-5860 Office Equipment	\$2,393.00	\$341.00	1,800	1,800	\$0.00	0.00%
Expense Totals:	\$63,256.00	\$153,604.00	\$170,575.00	\$240,100.00	\$69,525.00	40.76%
Departmental Totals:	\$314,201.00	\$406,310.00	\$434,279.00	\$515,234.00	\$80,955.00	18.64%

Personnel Services Summary

	FY20 Budgeted		FY21 Proposed		Change FY20 - FY 21	% Change FY20 - FY21
Position Title	# of Positions	Amount	# of Positions	Amount		
Chief Assessor	1	\$116,393.00	1	\$118,720.00	\$2,327.00	2.00%
Assist Assessor	1	\$72,609.00	1	\$76,987.00	\$4,378.00	6.03%
Comp OP/Data entry	1	\$57,802.00	1	\$59,327.00	\$1,525.00	2.64%
Dept. Totals	3	\$246,804.00	3	\$255,034.00	\$8,230.00	3.33%



OFFICE OF COMMUNITY DEVELOPMENT

DEPARTMENT OVERVIEW & MISSION STATEMENT

The Offices of Community Development and Energy and Environment and incorporates the functions of the Office of Community Development as defined in the Acts of 1974, Chapter 839, as well as obligations and responsibilities incurred through subsequent Medford Ordinances for both offices.

As stated in the Acts of 1974 and subsequent ordinances, the following Boards and Commissions fall under the auspices of the OCD, with clerical, technical and financial support and oversight provided by staff from the Office:

- Community Development Board
- Conservation Commission
- Historical Commission
- Historical District Commission
- Community Garden Commission

OCD is also responsible for overseeing the following Boards and Commissions as designated by the Mayor for such support:

- Energy & Environment Committee
- Dog Park Committee
- Zoning Board of Appeals

Additionally, due to the COVID-19 public health emergency, staff from OCD also worked in part of FY20 and will continue work into FY21 on the Emergency Housing Task Force and the Business Relief and Recovery Committee.

The Director of OCD is a member of the Traffic Commission, the Complete Streets Committee and the 5G Siting Board.

The Office of Community Development continues to manage the Federal Community Development Block Grant Funds awarded to the City as an Entitlement Community, and through special allocations, plans and oversees the execution of recommendations of the Open Space and Recreation Plan, and oversees Medford's Subsidized Housing Inventory. OCD continues to advance the following sustainability actions of the City:

- Completion of a Climate Action and Adaptation Plan
- Tracking, reporting and reduction of municipal greenhouse gases through energy efficiency projects and programs
- Advancement of shared use paths



City of Medford - FY2021 Municipal Budget - Proposed

Mayor Breanna Lungo-Koehn

- Education and other projects to improve the quality and reduce the volume of stormwater, protection of Medford's wetlands, streams and rivers, and other projects and programs to improve the City's long-term environmental sustainability and contribution to the stewardship of our environmental resources.

Through all of this work, the Office strives to embrace equity and access for the Community of Medford.

DEPARTMENT ORGANIZATION

The Office staff currently consists of:

- 1 Director
- 1 Administrative Assistant (Senior Clerk)
- 1 CDBG Administrator
- 1 Land Use Planner
- 1 Associate Environmental Agent
- 1 part time Housing Planner

As part of the FY12 budget, we are proposing adding the following positions:

- 1 Economic Development Director (replacing Dir Energy & Environment)
- 1 part time Grant Manager

CHANGES FROM FY20 TO FY21

- The offices of Community Development and Energy and Environment are being combined to take advantage of administrative efficiencies and enhance coordination and communication between the staff in these areas.
 - The Energy & Environment Office, with the large number of grants and projects it manages, will benefit from a full time Administrative Assistant (already existing in OCD) and increased staff to assist in managing the diverse projects supported by these grants.
 - Additionally, both offices work working on planning activities, park, and shared use paths. This will allow increased communication and synergy and ensure that climate change concerns are incorporated into all of the work of the office.
- Personnel expenses decreased by \$100,048.45, or 24.29% below FY20.
- Ordinary expenses decreased by \$2,040.00, or 0.80% below FY20.
- The total decrease to the Office of Community Development and Energy and Environment is \$102,088.45, or 13.31% below FY20.

Depts. 181/297 | Office of Community Development/Energy & Environment

Departmental Budget

	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel						
Permanent Employees	\$275,052.00	\$338,623.00	\$426,158.20	\$369,436.75	-\$56,721.45	-13.31%
Part-Time Employees	\$42,016.00	\$43,515.00	\$72,998.00	\$40,000.00	-\$32,998.00	-45.20%
Travel	\$2,099.00	\$2,000.00	\$2,100.00	\$0.00	-\$2,100.00	-100.00%
Longevity	\$3,050.00	\$3,050.00	\$3,629.00	\$2,400.00	-\$1,229.00	-33.87%
Sick-Leave Incentive	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Sick-Leave Buyback (Estimate)	\$0.00	\$0.00	\$5,000.00	\$0.00	-\$5,000.00	-100.00%
Stipends	\$2,000.00	\$2,100.00	\$2,000.00	\$0.00	-\$2,000.00	-100.00%
Personnel Totals:	\$324,217.00	\$389,288.00	\$511,885.20	\$411,836.75	-\$100,048.45	-24.29%
Ordinary Expenses						
010-297-5242 Repairs & Maintenance	\$12,202.00	\$6,870.00	\$10,000.00	\$12,500.00	\$2,500.00	25.00%
010-297-5302 Prof/Tech Services	\$118,603.00	\$176,951.00	\$170,000.00	\$170,000.00	\$0.00	0.00%
010-181-5340 Telephone	\$587.00	\$600.00	\$600.00	\$0.00	-\$600.00	-100.00%
010-181-5341 Advertising	\$1,930.00	\$3,787.00	\$3,570.00	\$3,570.00	\$0.00	0.00%
010-297-5380 Other Services (Climate/Resilancy)	\$59,559.00	\$36,649.00	\$50,000.00	\$50,000.00	\$0.00	0.00%
010-181-5420 Office Supplies	\$1,599.00	\$1,489.00	\$1,500.00	\$1,500.00	\$0.00	0.00%
010-297-5580 Other Supplies (Water)	\$252.00	\$255.00	\$252.00	\$252.00	\$0.00	0.00%
010-297-5691 DEP Assessment	\$6,280.00	\$6,280.00	\$6,280.00	\$6,280.00	\$0.00	0.00%
010-297-5710 Travel/Conference	\$1,579.00	\$1,727.00	\$3,500.00	\$2,000.00	-\$1,500.00	-42.86%
010-181-5780 Contingency	\$38.00	\$2,142.00	\$2,000.00	\$0.00	-\$2,000.00	-100.00%
010-181-5730 Dues/Subscription	\$1,720.00	\$1,265.00	\$5,340.00	\$3,400.00	-\$1,940.00	-36.33%
010-297-5856 Computer Application	\$1,500.00	\$1,877.00	\$2,000.00	\$3,500.00	\$1,500.00	75.00%
Expense Totals:	\$205,849.00	\$239,892.00	\$255,042.00	\$253,002.00	-\$2,040.00	-0.80%
Departmental Totals:	\$530,066.00	\$629,180.00	\$766,927.20	\$664,838.75	-\$102,088.45	-13.31%

Personnel Services Summary

	FY20 Budgeted		FY21 Proposed		Change FY20 - FY 21	% Change FY20 - FY21	Notes
Position Title	# of Positions	Amount	# of Positions	Amount			
OCD Director	1	\$122,800.00	1	\$110,293.00	-\$12,507.00	-10.18%	
CDBG Admin	1	\$0.00	1	\$0.00	\$0.00	0.00%	100% CDBG Funded
Land Use Planner	1	\$68,627.00	1	\$73,113.00	\$4,486.00	6.54%	
Senior Clerk	1	\$9,213.00	1	\$36,661.60	\$27,448.60	297.93%	80% City /20% CDBG
Asst. Dir./Economic Dev. Dir.	0	\$0.00	1	\$80,853.00	\$80,853.00	100.00%	
Staff Planner	0	\$0.00	0	\$0.00	\$0.00	0.00%	
Economic Dev. Planner	1	\$65,855.52	0	\$0.00	-\$65,855.52	-100.00%	
Asst. Environmental Agent	1	\$66,918.54	1	\$68,516.15	\$1,597.61	2.39%	
Dir., Energy & Enviroment	1	\$92,744.14	0	\$0.00	-\$92,744.14	-100.00%	
Full Time Total	7	\$426,158.20	6	\$369,436.75	-\$56,721.45	-13.31%	
Grant Writer/Admin (P/T)	0.5	\$30,000.00	0.5	\$30,000.00	\$0.00	0.00%	
P/T Planner	0.5	\$32,998.00	0	\$0.00	-\$32,998.00	-100.00%	
Housing Planner (P/T)	0	\$0.00	0.5	\$0.00	\$0.00	0.00%	100% CDBG Funded
Interns P/T	0.2	\$10,000.00	0.2	\$10,000.00	\$0.00	0.00%	
Part Time Total	1.2	\$72,998.00	1.2	\$40,000.00	-\$32,998.00	-45.20%	
Dept. Totals	8.2	\$499,156.20	7.2	\$409,436.75	-\$89,719.45	-17.97%	



PEG ACCESS - MEDFORD COMMUNITY MEDIA

OVERVIEW

Medford Community Media (MCM) is the public, education, and government access television channels provider for the City of Medford. MCM also provides training and access to telecommunications technology free to residents of the City.

Medford Community Media records and broadcasts public meetings, including all of the regularly scheduled City Council and School Committee meetings, as well as other essential meetings, events, and programs.

Particularly during the Covid-19 crisis and resulting remote workload for City staff, officials, and members of the community, Medford Community media has been essential in ensuring not only that important information is provided to the community via TV and online platforms, but also that public meetings are remotely hosted, recorded, and broadcast to the community. In addition, MCM has been integral in working with City staff and local organizations to be creative about ways to involve and inform community members of all ages while we have worked, lived, and learned via remote access over the last quarter of FY20.

The MCM staff currently includes one full time and one part time position. Three teachers are also paid from this budget.

In FY21, Personnel expenses are reduced by \$84,793.00, or 26.00% below FY20. Ordinary expenses are reduced by \$40,367.00, or 33.26% below FY20. In total, PEG Access Cable Media expenses are reduced by \$125,160.00, or 27.97% below FY20. The 2% Cable revenues dedicated 1% to City and 1% to Schools were down 42% for FY20.

Dept. 190 | Medford Community Media

Departmental Budget

	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel						
Permanent Employees	\$0.00	\$0.00	\$305,723.00	\$215,850.00	-\$89,873.00	-29.40%
Part-Time Employees	\$0.00	\$0.00	\$17,680.00	\$17,760.00	\$80.00	0.45%
Travel	\$0.00	\$0.00	\$2,700.00	\$2,700.00	\$0.00	0.00%
Longevity	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Sick-Leave Incentive	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Sick-Leave Buyback (Estimate)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Stipends	\$0.00	\$0.00	\$0.00	\$5,000.00	\$5,000.00	100.00%
Negotiated Salaries (Estimate)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Clothing Allowance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Overtime	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Personnel Totals:	\$0.00	\$0.00	\$326,103.00	\$241,310.00	-\$84,793.00	-26.00%
Ordinary Expenses						
010-190-5710 Dues, Conference	\$0.00	\$0.00	\$3,000.00	\$2,000.00	-\$1,000.00	-33.33%
010-190-5860 Office Equipment	\$0.00	\$0.00	\$6,000.00	\$4,000.00	-\$2,000.00	-33.33%
010-190-5865 Furniture/Fixtures	\$0.00	\$0.00	\$111,167.00	\$70,000.00	-\$41,167.00	-37.03%
010-190-5341 Advertising	\$0.00	\$0.00	\$1,200.00	\$5,000.00	\$3,800.00	316.67%
Expense Totals:	\$0.00	\$0.00	\$121,367.00	\$81,000.00	-\$40,367.00	-33.26%
Departmental Totals:	\$0.00	\$0.00	\$447,470.00	\$322,310.00	-\$125,160.00	-27.97%

Personnel Services Summary

	FY20 Budgeted		FY21 Proposed		Change FY20 - FY 21	% Change FY20 - FY21
Position Title	# of Positions	Amount	# of Positions	Amount		
Station Manager	1	\$76,752.00	1	\$79,965.00	\$3,213.00	4.19%
Teachers	3	\$228,971.00	3	\$135,885.00	-\$93,086.00	-40.65%
Full Time Total	4	\$305,723.00	4	\$215,850.00	-\$89,873.00	-29.40%
Production Coordinator	1	\$17,760.00	1	\$17,760.00	\$0.00	0.00%
Part Time Total	1	\$17,760.00	1	\$17,760.00	\$0.00	0.00%
Dept. Totals	5	\$323,483.00	5	\$233,610.00	-\$89,873.00	-27.78%



CHEVALIER THEATER & GENE MACK GYMNASIUM

DEPARTMENT OVERVIEW

The Chevalier Theater, located on Forest Street in the former Medford High School, is owned and operated by Bill Blumenreich Presents (BBP). Located below the auditorium, the Gene Mack Gym is owned and occupied by the City of Medford Recreation Department and leased in part to the Malden YMCA for programs offered to Medford youth.

Both the Chevalier Theatre and the Gene Mack Gym have become increasingly important to the cultural, arts, and entertainment scenes in Medford along with recreational activities for Medford residents of all ages. The Theater is one of the region's largest attractions for popular traveling shows and events.

In FY20, the Recreation Department completed its first full year operating in the Gene Mack Gym as its primary location. In Spring 2020, the gym floor was renovated, including a full sanding and repainting the court lines. This year, 31 new programs were taught at the Rec Center, 3,850 individuals participated in drop-in programs, and the Center hosted several community events in partnership with other departments and organizations.

Operating under the management of the Malden YMCA, the Medford Youth Center continues to offer the Afterschool Drop-Off Program for Medford residents. On average, more than 70 children per day visit the afterschool program.

Due to their location within the same building, some utilities and services are shared among the three entities, some of which fall under the purview of the City of Medford's municipal budget.

Dept. 637 | CHEVALIER THEATER

Departmental Budget

	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel						
Permanent Salaries Full Time	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Part-Time Employees	\$25,038.00	\$29,295.00	\$30,154.00	\$30,154.00	\$0.00	0.00%
Personnel Totals:	\$25,038.00	\$29,295.00	\$30,154.00	\$30,154.00	\$0.00	0.00%
Ordinary Expenses						
010-637-5230 Utilities	\$44,961.00	\$32,739.00	\$60,000.00	\$45,000.00	-\$15,000.00	-25.00%
010-637-5290 Bldg. Repairs	\$34,863.00	\$26,735.00	\$47,000.00	\$27,000.00	-\$20,000.00	-42.55%
010-637-5420 Office Supplies	\$0.00	\$1,778.00	\$2,000.00	\$0.00	-\$2,000.00	-100.00%
Expense Totals:	\$79,824.00	\$61,252.00	\$109,000.00	\$72,000.00	-\$37,000.00	-33.94%
Departmental Totals:	\$104,862.00	\$90,547.00	\$139,154.00	\$102,154.00	-\$37,000.00	-26.59%

Personnel Services Summary

	FY20 Budgeted		FY21 Proposed		Change FY20 - FY 21	% Change FY20 - FY21
Position Title	# of Positions	Amount	# of Positions	Amount		
Custodian-PT	1	\$30,154.00	1	\$30,154.00	\$0.00	0.00%
Dept. Totals	1	\$30,154.00	1	\$30,154.00	\$0.00	0.00%



MEDFORD POLICE DEPARTMENT

DEPARTMENT OVERVIEW & MISSION STATEMENT

The mission of the Medford Police Department is to create a proactive partnership with the citizens of Medford by providing quality policing in partnership with the community, thereby improving the overall quality of life.

Successful organizations owe their achievements to a sound set of beliefs and values. These beliefs and values are an integral part of an organization's daily operation. The Medford Police Department subscribes to the following set of governing values which clearly state the department's beliefs as an agency.

- We place the highest value on the life and safety of all people.
- We value individual rights and the human dignity of all. We act with fairness, restraint, and impartiality in carrying out our duties.
- We are a proactive, problem solving agency that strives to serve all with compassion and empathy.
- We are committed to providing the highest quality of professional law enforcement services with the goal of enhancing the quality of life for all within our community.
- We have compassion for victims of crime.
- As members of the community, we have respect for and promote the diversity of our community. We advocate for social and other supportive services for victims, youth, and others involved in the criminal justice system.

The Medford Police Department supports a culture and practice of policing that reflects the values of protection and promotes the dignity of all, understanding that a police department should work hard to create a diverse and inclusive workforce that is responsive to the needs of the community.

The MPD works actively to enhance the quality of life of its community members and to reduce overall fear of crime. New evidence-based strategies are being incorporated into the department's mission in order to produce the most efficient working partnership with our community and business members.

The MPD follows the model outlined in the President's Task Force on 21st Century Policing and the six Pillars of Policing: Building Trust and Legitimacy, Policy and Oversight, Technology and Social Media, Community Policing and Crime Reduction, Training and Education, and Officer Wellness and Safety. Building trust and legitimacy through procedural justice is accomplished by treating people with dignity and respect, by giving individuals a voice during police encounters, by being transparent and neutral in its decision making and by conveying trustworthy motives.



DEPARTMENT ORGANIZATION

The Medford Police Department consists of:

- 99 sworn Police Officers
- 13 civilian Police Dispatchers
- 25 Traffic Supervisors
- 5 full-time Civilians (including a Crime Analyst)
- 10 Police Matrons
- 2 Contract employees

CHANGES FROM FY20 TO FY21

- Personnel expenses were reduced by \$363,943.00, or 2.67% below FY20.
 - The Personnel Services budget accounts for contractually obligated pay increases and benefits. These contractual benefits and other wage benefits such as step raises require additional sums of monies to be allocated to certain accounts. While many of the following accounts require increased funding, other accounts will be reduced to offset the increases.
 - With several existing vacancies, the Department proposes through this budget to not fill five of these vacancies. We will be able to maintain services and standards of public safety in the short term with hope to reconsider filling these positions as soon as we are financially able to do so.
 - To capture additional savings, the Department reduced several personnel expense lines.
- Ordinary expenses were reduced by \$78,700.00, or 6.92% below FY20.
 - The Ordinary expenses budget also accounts for contractually obligated increases to ordinary expenses. There is also increased funding associated with specific line items required to address the costs of operating a new police station as of October 2020. Many accounts were reduced in FY21 due to current economic conditions and health epidemic.
- The total decrease to the Police budget is \$442,643.00 or 3.00% below FY20.

FY20 PROGRAM IMPLEMENTATION

- In FY20, the Medford Police Department partnered with the Medford Public Schools and created a new K-5 program called PALS (Partnership for Advancing Leadership Skills). The purpose of the program is to advance leadership skills within students through enhanced student social-emotional learning and increasing police presence within the schools. Social-emotional learning teaches children to recognize and understand emotions, manage those feelings, make relationships with others, increase social awareness, and build empathy for others. It also increases student's ability to attend to their academics. We are incorporating the evidence-based concept of utilizing police officers in schools to increase positive youth development with the Medford Public Schools long standing dedication to a robust social-emotional learning curriculum.
- The department responded to more than 32,000 calls for service in the past year ranging from violent crimes, property crimes, financial crimes, and motor vehicle offenses.



City of Medford - FY2021 Municipal Budget - Proposed

Mayor Breanna Lungo-KoeHN

- Working with the City's Board of Health and community social service partner agencies, the Medford Police Department has continued to work to address, both proactively and reactively, issues around public health. Through the MPD's Health and Human Services Unit, we work closely with the Office of Prevention and Outreach to respond to and with the community with regard to substance use disorder, behavioral health, alcohol and substance use among juveniles, homelessness and other social issues.
- Continued hosting monthly community meetings to address community concerns. We hope to expand this in FY21.
- Began new review process of existing MPD policies and procedures, including independent review by City's Human Rights Commission.
 - a. Following internal review and updates, four of the City's policies were referred for review and suggested amendments by the HRC. This work is ongoing and we anticipate expanding this review with the HRC and others.
 - b. As part of our ongoing review, the Department is revising the language of and/or reporting requirements for policies such as use of force, de-escalation, and "duty to intervene." The Medford Police Department already fully utilizes and trains on these tenets, however our written policies can and should be more clear about these policies and as such we're already in the process of revising and posting these policies publicly.
- Continued to expand and update the Department's website, which was launched in early 2019, including updating and posting all policies, trainings, and other essential documents for public viewing.

FY21 GOALS

Short-Term Goals:

- **Expand Training:**
 - a. Work within our community to understand and overcome cultural influences and unconscious biases. The department recognizes our need to become more culturally competent. We recognize the need for Implicit Bias training for all our officers to better understand how unconscious biases can impact the way they are perceived in our community. Cultural Competency Training will enable officers to better communicate, interact and develop positive attitudes across cultures. The goal is to increase officer training to improve fairness, transparency, restraint, and impartiality when carrying out our duties.
 - b. Historically, required trainings by the state mandate in-person participation for more than 40 hours per officer each year. This can create difficulties with staffing and other resources, so the MPD has been exploring other options for online training and a combination of in-person and online training courses to expand and a maximize training for all staff. Working with the Board of Health, we have identified additional potential funding for FY21 training and will pursue any and all avenues.
 - c. Through the MPD's Health and Human Services Unit, work closely with the Office of Prevention and Outreach to respond to and with the community with regard to substance use disorder, behavioral health, alcohol and substance use among juveniles, homelessness and other social issues. The Medford Police Department is committed to growing our response to these issues by completing our mission of training 100% of our officers in Mental Health First Aid and in Crisis Intervention training.



City of Medford - FY2021 Municipal Budget - Proposed

Mayor Breanna Lungo-KoeHN

- **Increase Diversity of Staff:** The MPD is working closely with the Office of Diversity & Human Resources to recruit a new, more diverse group of officers, including persons from various races, genders, language capabilities, life experiences and cultural backgrounds. The department is committed to continued recruitment efforts over the next several years in order to ensure police effectiveness and to improve our understanding of our own diverse community of Medford.
- **Expand Community Partnerships:** Expand upon the PALS Program with the Medford Public Schools. The increased presence of police officers within the schools hopes to decrease student and parent anxiety and increase the sense of security and familiarity with police officers. It also seeks to enhance the school and police connection and allow more officers to engage with students.
- With the Traffic Commission, develop a holistic approach to parking and traffic conditions in the City. The MPD will explore the makeup of the Commission to determine if the addition of Commissioners and/or sub-committees is an effective and appropriate way to better respond to challenges and issues that come before them. The MPD also proposes a more modern, comprehensive manual related to the issues of traffic and parking. Review the 2017 study related to 'On Street Residential Permit Parking Option' in order to have a better understanding of the impacts of our current residential permit program.
- **Continue to Update Policies and Procedures:** Continue to update and modify all of the current Policy and Procedures and Rules and Regulations that regulate the operations of this department.
 - a. Continue and expand review process via the HRC and others.
 - b. Revise the language of and/or reporting requirements for policies such as use of force, de-escalation, and "duty to intervene." The Department already fully utilizes and trains on these tenets, however our written policies can and should be more clear about these policies and as such we're already in the process of revising and posting these policies publicly.
 - c. Continue to expand and update the Department's website to include all policies, trainings, and other essential documents for public viewing.

Long-Term Goals:

- Ensure that Community Policing remains the guiding philosophy of the MPD. Strive to build and maintain the trust of the community.
- Continue efforts to prevent crime and the fear of crime utilizing problem solving, predictive and evidence based policing strategies.
- Maintain our long-standing objective to make our community a safe and desirable place to live, work or visit. Our mission is to partner with the community to solve problems and improve public safety in a manner that is fair, impartial, transparent, and consistent.
- Implement continuous training on ethics and leadership to guide our behaviors and decision-making processes. Our goal is to exceed the standards of public expectation.
- Advocate for social and other supportive services for victims, youths, immigrants and others involved in the criminal justice system.
- Continuously evaluate the quality, efficiency and appropriateness of our efforts. We will solicit and welcome feedback as an opportunity to improve.

Dept. 210 | Medford Police Department

Departmental Budget

		FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel							
Permanent Employees		\$8,104,657.80	\$8,260,571.21	\$8,577,922.00	\$8,188,808.00	-\$389,114.00	-4.54%
Civilian Dispatchers		\$0.00	\$119,424.66	\$832,847.00	\$699,445.00	-\$133,402.00	-16.02%
Clerical Employees		\$171,383.66	\$177,916.87	\$183,770.00	\$185,027.00	\$1,257.00	0.68%
PT Evidence/Chief Clerk		\$58,613.63	\$58,700.80	\$24,000.00	\$48,000.00	\$24,000.00	100.00%
PT Matron		\$12,364.00	\$10,232.75	\$21,000.00	\$13,000.00	-\$8,000.00	-38.10%
Overtime - Officers		\$1,954,319.41	\$1,748,175.16	\$1,200,000.00	\$1,248,000.00	\$48,000.00	4.00%
Overtime - Clerical		\$295.46	\$1,401.20	\$40,000.00	\$45,000.00	\$5,000.00	12.50%
Overtime - Training		\$151,152.90	\$228,088.98	\$150,000.00	\$240,000.00	\$90,000.00	60.00%
Court Time		\$63,704.38	\$61,635.82	\$75,000.00	\$75,000.00	\$0.00	0.00%
Special Duty Stipend		\$70,089.66	\$67,237.34	\$87,283.00	\$58,630.00	-\$28,653.00	-32.83%
Medal of Honor Stipend		\$50.00	\$50.00	\$50.00	\$50.00	\$0.00	0.00%
Weapons Apparatus Stipend		\$41,800.51	\$46,600.00	\$61,600.00	\$61,600.00	\$0.00	0.00%
EMT Stipend		\$1,500.00	\$1,500.00	\$2,000.00	\$2,000.00	\$0.00	0.00%
Days Differential		\$6,497.26	\$6,381.78	\$9,600.00	\$19,200.00	\$9,600.00	100.00%
Night Differential		\$325,921.37	\$322,582.20	\$376,118.00	\$376,118.00	\$0.00	0.00%
Out of Grade		\$14,556.17	\$9,013.88	\$17,000.00	\$15,000.00	-\$2,000.00	-11.76%
Hazard Duty		\$0.00	\$0.00	\$0.00	\$210,000.00	\$210,000.00	100.00%
Holiday Pay		\$523,081.63	\$525,903.08	\$560,141.00	\$550,141.00	-\$10,000.00	-1.79%
Longevity		\$20,241.67	\$20,183.33	\$19,350.00	\$21,425.00	\$2,075.00	10.72%
Education Incentive		\$1,071,457.27	\$1,004,940.36	\$1,032,818.00	\$1,135,962.00	\$103,144.00	9.99%
Sick Buy Back		\$34,044.62	\$30,500.00	\$46,500.00	\$36,900.00	-\$9,600.00	-20.65%
Sick Leave Incentive		\$13,006.25	\$13,150.00	\$25,000.00	\$25,500.00	\$500.00	2.00%
Pay Back (Time Owed)		\$3,599.16	\$26,433.89	\$20,000.00	\$20,000.00	\$0.00	0.00%
Actual Negotiated Salaries Contract Settlement		\$0.00	\$0.00	\$276,750.00	\$0.00	-\$276,750.00	-100.00%
Personnel Totals:		\$12,642,336.81	\$12,740,623.31	\$13,638,749.00	\$13,274,806.00	-\$363,943.00	-2.67%
Ordinary Expenses							
010-210-5240	Repairs & Maint office equip	\$9,420.03	\$7,889.22	\$14,000.00	\$9,000.00	-\$5,000.00	-35.71%
010-210-5241	Repairs & Maint vehicles	\$145,769.24	\$164,262.28	\$140,000.00	\$130,000.00	-\$10,000.00	-7.14%
010-210-5243	Repairs & Maint comm equip	\$26,402.28	\$25,375.76	\$43,000.00	\$30,000.00	-\$13,000.00	-30.23%
010-210-5290	Building repairs	\$59,943.53	\$52,471.03	\$71,000.00	\$44,000.00	-\$27,000.00	-38.03%
010-210-5291	Custodial services	\$25,095.48	\$27,904.00	\$32,000.00	\$30,000.00	-\$2,000.00	-6.25%
010-210-5305	Prof services-training	\$47,804.02	\$57,822.44	\$50,000.00	\$50,000.00	\$0.00	0.00%
010-210-5305-1105	Academy Tuition	\$0.00	\$0.00	\$0.00	\$12,500.00	\$12,500.00	100.00%
010-210-5306	Prof services-data proc	\$67,287.22	\$75,990.20	\$77,000.00	\$42,000.00	-\$35,000.00	-45.45%
010-210-5306-1310	Prof/tech services-data proc	\$4,999.88	\$4,982.59	\$5,000.00	\$5,000.00	\$0.00	0.00%
010-210-5307	Prof/tech services-medical	\$137,896.38	\$139,680.29	\$100,000.00	\$90,000.00	-\$10,000.00	-10.00%
010-210-5340	Telephone	\$74,435.77	\$71,837.71	\$75,000.00	\$65,000.00	-\$10,000.00	-13.33%
010-210-5341	Advertising	\$175.00	\$0.00	\$500.00	\$250.00	-\$250.00	-50.00%
010-210-5342	Printing	\$5,183.84	\$12,809.50	\$9,000.00	\$9,000.00	\$0.00	0.00%
010-210-5343	Postage	\$588.48	\$2,481.70	\$4,400.00	\$2,000.00	-\$2,400.00	-54.55%
010-210-5380	Prof services-admin	\$9,177.33	\$9,216.06	\$9,300.00	\$9,000.00	-\$300.00	-3.23%
010-210-5380-1310	Other services-photo	\$0.00	\$0.00	\$3,800.00	\$1,000.00	-\$2,800.00	-73.68%
010-210-5380-1311	Other services-laundry	\$500.00	\$1,318.24	\$1,000.00	\$1,000.00	\$0.00	0.00%
010-210-5410	Heating fuel	\$40,390.69	\$41,606.19	\$69,000.00	\$105,000.00	\$36,000.00	52.17%
010-210-5420	Office supplies	\$12,863.24	\$13,502.09	\$17,000.00	\$14,350.00	-\$2,650.00	-15.59%
010-210-5430	Building repair supplies	\$3,814.09	\$5,000.00	\$5,000.00	\$1,000.00	-\$4,000.00	-80.00%
010-210-5450	Custodial supplies	\$3,860.96	\$4,465.94	\$5,500.00	\$5,000.00	-\$500.00	-9.09%
010-210-5480-1480	Vehicle supplies-gas, oil	\$111,746.75	\$119,805.24	\$130,000.00	\$114,000.00	-\$16,000.00	-12.31%

010-210-5480-1485	Vehicle supplies-other	\$65,444.40	\$19,632.62	\$90,000.00	\$84,000.00	-\$6,000.00	-6.67%
010-210-5490	Food supplies	\$2,079.64	\$2,400.00	\$2,400.00	\$2,400.00	\$0.00	0.00%
010-210-5550	Public safety supplies	\$13,207.33	\$11,006.38	\$14,700.00	\$15,000.00	\$300.00	2.04%
010-210-5551	Uniform/clothing reimb	\$63,726.53	\$110,248.69	\$77,000.00	\$76,000.00	-\$1,000.00	-1.30%
010-210-5552	K-9 supplies	\$7,149.61	\$6,396.56	\$14,200.00	\$12,000.00	-\$2,200.00	-15.49%
010-210-5580	Water cooler	\$2,485.45	\$2,921.80	\$3,100.00	\$3,000.00	-\$100.00	-3.23%
010-210-5581	Awards, trophies, badges	\$192.00	\$935.35	\$1,000.00	\$1,000.00	\$0.00	0.00%
010-210-5589	Other supplies	\$3,618.80	\$1,650.84	\$4,000.00	\$4,000.00	\$0.00	0.00%
010-210-5710	Dues, conferences	\$7,840.00	\$5,191.49	\$7,800.00	\$8,000.00	\$200.00	2.56%
010-210-5730	Subscriptions, publications	\$201.74	\$660.69	\$750.00	\$750.00	\$0.00	0.00%
010-210-5780	Contingency	\$275.00	\$3,000.00	\$3,000.00	\$3,000.00	\$0.00	0.00%
010-210-5850	Vehicles	\$24,000.00	\$0.00	\$0.00	\$3,000.00	\$3,000.00	100.00%
010-210-5857	Communication equipment	\$36,474.10	\$38,200.00	\$45,000.00	\$38,000.00	-\$7,000.00	-15.56%
010-210-5860	Office equip	\$11,661.83	\$12,296.39	\$13,000.00	\$11,000.00	-\$2,000.00	-15.38%
010-210-5875	Other Equipment	\$0.00	\$0.00	\$0.00	\$28,500.00	\$28,500.00	100.00%
Expense Totals:		\$1,025,710.64	\$1,052,961.29	\$1,137,450.00	\$1,058,750.00	-\$78,700.00	-6.92%
Departmental Totals:		\$13,668,047.45	\$13,793,584.60	\$14,776,199.00	\$14,333,556.00	-\$442,643.00	-3.00%

Personnel Services Summary

Position Title	FY20 Budgeted		FY21 Proposed		Change FY20 - FY 21	% Change FY20 - FY21
	# of Positions	Amount	# of Positions	Amount		
Chief	1	\$144,990.00	1	\$149,517.00	\$4,527.00	3.12%
Captain	3	\$354,153.00	3	\$347,011.00	-\$7,142.00	-2.02%
Lieutenant	9	\$905,409.00	9	\$908,087.00	\$2,678.00	0.30%
Sergeant	16	\$1,389,640.00	16	\$1,379,071.00	-\$10,569.00	-0.76%
Patrol Officer	83	\$5,783,730.00	73	\$5,336,255.00	-\$447,475.00	-7.74%
Crime Analyst	1	\$0.00	1	\$68,867.00	\$68,867.00	100.00%
IT Tech	1	\$0.00	0	\$0.00	\$0.00	0.00%
Police Full Time Total	114	\$8,577,922.00	103	\$8,188,808.00	-\$389,114.00	-4.54%
Chief's Assistant	1	\$63,216.00	1	\$63,663.00	\$447.00	0.71%
Business Manager	1	\$63,890.00	1	\$64,916.00	\$1,026.00	1.61%
Head Clerk	1	\$56,664.00	1	\$56,448.00	-\$216.00	-0.38%
Clerical Full Time Total	3	\$183,770.00	3	\$185,027.00	\$1,257.00	0.68%
Dispatchers	13	\$832,847.00	13	\$699,445.00	-\$133,402.00	-16.02%
Dispatchers FT Total	13	\$832,847.00	13	\$699,445.00	-\$133,402.00	-16.02%
Full Time Total	130	\$9,594,539.00	119	\$9,073,280.00	\$17,447,115.00	-5.43%
Evidence (P/T)	0	\$24,000.00	0	\$24,000.00	\$0.00	0.00%
Chief Clerk (P/T)	1	\$0.00	0	\$24,000.00	\$24,000.00	100.00%
Matron	0	\$21,000.00	1	\$13,000.00	-\$8,000.00	-61.54%
Part Time Total	1	\$45,000.00	1	\$61,000.00	\$16,000.00	35.56%
Dept. Totals	131	\$9,639,539.00	120	\$9,134,280.00	\$17,463,115.00	-5.24%



FIRE DEPARTMENT

DEPARTMENT OVERVIEW & MISSION STATEMENT

The Medford Fire Department is dedicated to the protection of life and property through fire suppression, emergency medical aid, hazardous materials mitigation, fire education, and fire prevention. The Medford Fire Department will be proactive in all areas of responsibility. All requests for assistance will be responded to professionally, using the most productive and proficient methods, and resources that are provided to the fire department shall be used efficiently and effectively. The department's actions will be exemplified by the words, "proactive, dedicated, effective, efficient, courageous, considerate, compassionate professionals."

The personnel of the Medford Fire Department are appointed and promoted by the Mayor utilizing the list of applicants provided by the Civil Service Human Resources Division.

The Fire Department's roles, divisions, and responsibilities include responding to emergency calls, code enforcement and investigations, regular training, administrative responsibilities, and maintaining the City's E-911 service.

The protection of life and property is our mission and our priority. The Fire Department is responsible for protecting people and property from innumerable types of emergencies including but not limited to: fires, explosions, hazardous materials incidents, medical emergencies, water and ice rescues, motor vehicle accidents, and an assortment of other emergency demands from the public. The department's average response time to fires or emergencies is two minutes or less.

The Fire Department has a fire investigation team that works with other departments and State agencies to determine the cause and origin of fires that occur within the city.

Our Fire Prevention Division is responsible for inspections and code enforcement of residences, schools, and businesses, each of which is conducted on a regular basis. The Division also responds to various compliance complaints from the community as necessary.

A private ambulance service, under the jurisdiction of the Fire Chief, responds with fire department personnel to all related medical calls.

Physical Space:

The Medford Fire Department comprises six fire stations that are strategically located throughout the city to minimize response times and maximize safety. These locations provide quick response times throughout the City:

Headquarters – 120 Main Street

Engine One, Ladder One, Shift Commander, Administration,
Fire Prevention, and Training

West Medford – 26 Harvard Avenue

Engine Two

Salem Street – 276 Salem Street

Engine Three, Ladder Two

Wellington – 435 Riverside Avenue

Engine Four



City of Medford - FY2021 Municipal Budget - Proposed

Mayor Breanna Lungo-KoeHN

South Medford – 0 Medford Street

Engine Five

Fulton Heights – 2 Ames Street

Engine Six

A community room is connected to the fire station that is located at 0 Medford Street. The room is available for community meetings and events by request.

DEPARTMENT ORGANIZATION

The Fire Department is composed of:

- Fire Chief
- 6 Deputy Chiefs
- 10 Captains
- 24 Lieutenants
- 73 Three Firefighters
- Office Manager

CHANGES FROM FY20 TO FY21

- Personnel expenses were decreased by \$273,521.00, or 2.08% below FY20. This is primarily due to not filling 10 vacancies that were funded in FY20.
- Ordinary expenses were decreased by \$11,450.00, or 0.98% below FY20.
- The total decrease to the Fire Department budget is \$284,971.00, or 1.99% below FY20.

FY20 PROGRAM IMPLEMENTATION

- In FY20, the fire department continued progress on the refurbishment of the fire station.
 - Restrooms and showers at Fire Headquarters were refurbished.
 - New steel interior doors were installed at Headquarters to separate living space, locker rooms, and the gym from the fire apparatus.
- We purchased the following equipment in FY20:
 - A 9 Emergency One Cyclone Aerial ladder truck to be used as a reserve apparatus.
 - Two (2) new Seagrave ladder trucks were designed and a preconstruction meeting was held in Clintonville, Wisconsin to finalize the design specifications. One is a 2020 Marauder 100-foot Tractor-Drawn Aerial, and the other is a 2020 Marauder 100-foot Rear Mount Force.
 - Thirty-six (36) APX 8000 all-band portable radios, with accessories. The radios are a vital component of the firefighters' personal protective equipment. These portable radios are the latest offered by Motorola Solutions.
- In calendar year 2019, the department responded to 10,777 incidents.
- The department's average response time to fires or emergencies is two minutes or less. This timeline can be critical for many types of calls. The locations of the fire stations and assignment of personnel has allowed the department to continue serving the citizenry with a rapid response.



FY21 GOALS

- **Short-Term Goals:**
 - Continue to seek and complete training for all members. The Medford Fire Department maintains a long-term commitment to provide for the safety and wellness of its firefighters. This requires the department to arrange for the proper training, equipment, and support. This will enable us to provide the most efficient and effective public safety service to our community.
 - Continue with the fire station refurbishing project.
- **Long Term Goals:**
 - Acquire a site to build a new Fire Training Facility. This will allow us to utilize state of the art training methods so that our members can have the best training available to them.
 - Begin the design phase for the construction of a new Fire Headquarters.

Dept. 220 | Medford Fire Department

Departmental Budget

		FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel							
Permenant Employees		\$8,955,295.00	\$9,197,251.00	\$10,109,996.00	\$9,684,098.00	-\$425,898.00	-4.21%
Part Time Employees		\$60,328.00	\$61,130.00	\$0.00	\$0.00	\$0.00	0.00%
Overtime		\$1,694,173.00	\$1,876,452.00	\$1,400,000.00	\$1,400,000.00	\$0.00	0.00%
Stipend - Apparatus		\$0.00	\$192,500.00	\$217,000.00	\$0.00	-\$217,000.00	-100.00%
Court Time		\$0.00	\$0.00	\$800.00	\$800.00	\$0.00	0.00%
Hazardous Duty Pay		\$0.00	\$0.00	\$0.00	\$282,500.00	\$282,500.00	100.00%
Medal of Honor		\$100.00	\$0.00	\$0.00	\$100.00	\$100.00	100.00%
EMT Stipend		\$5,500.00	\$6,500.00	\$8,100.00	\$8,000.00	-\$100.00	-1.23%
Weekend Differential		\$46,147.00	\$45,207.00	\$60,000.00	\$60,000.00	\$0.00	0.00%
Out-of-grade Pay		\$69,612.00	\$73,386.00	\$85,000.00	\$85,000.00	\$0.00	0.00%
RTA		\$381,172.00	\$392,116.00	\$465,000.00	\$465,000.00	\$0.00	0.00%
Holiday Pay		\$489,931.00	\$511,090.00	\$585,000.00	\$585,000.00	\$0.00	0.00%
Longevity		\$104,688.00	\$97,918.00	\$100,025.00	\$96,525.00	-\$3,500.00	-3.50%
Educational Incentive		\$32,900.00	\$154,002.00	\$85,000.00	\$180,000.00	\$95,000.00	111.76%
Sick Leave Buy Back		\$51,000.00	\$17,000.00	\$17,000.00	\$17,000.00	\$0.00	0.00%
Sck Incentive		\$14,318.00	\$8,748.00	\$8,748.00	\$4,125.00	-\$4,623.00	-52.85%
Travel		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Personnel Totals:		\$11,905,164.00	\$12,633,300.00	\$13,141,669.00	\$12,868,148.00	-\$273,521.00	-2.08%
Ordinary Expenses							
010-220-5210	Utilities	\$186,840.00	\$160,819.00	\$210,000.00	\$210,000.00	\$0.00	0.00%
010-220-5241	Motor Services	\$13,757.00	\$34,152.00	\$60,000.00	\$57,000.00	-\$3,000.00	-5.00%
010-220-5243	Comm. Equip. Services	\$23,630.00	\$32,429.00	\$40,000.00	\$40,000.00	\$0.00	0.00%
010-220-5290	Building Services	\$122,733.00	\$148,715.00	\$175,000.00	\$155,000.00	-\$20,000.00	-11.43%
010-220-5302	Professional Services	\$4,466.00	\$14,174.00	\$7,500.00	\$7,500.00	\$0.00	0.00%
010-220-5305	Fire Prevention & Training	\$7,534.00	\$5,710.00	\$10,000.00	\$8,000.00	-\$2,000.00	-20.00%
010-220-5307	Medical	\$120,783.00	\$119,771.00	\$135,000.00	\$125,000.00	-\$10,000.00	-7.41%
010-220-5310	Metrofire	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$0.00	0.00%
010-220-5340	Telephone	\$25,083.00	\$25,547.00	\$25,000.00	\$26,000.00	\$1,000.00	4.00%
010-220-5343	Postage	\$736.00	\$549.00	\$1,000.00	\$1,000.00	\$0.00	0.00%
010-220-5380-1311	Laundry	\$42.00	\$0.00	\$4,000.00	\$1,000.00	-\$3,000.00	-75.00%
010-220-5410	Heating Fuel	\$0.00	\$0.00	\$15,000.00	\$65,000.00	\$50,000.00	333.33%
010-220-5420	Office Supplies	\$2,206.00	\$2,727.00	\$4,000.00	\$3,500.00	-\$500.00	-12.50%
010-220-5430	Building Supplies	\$54,589.00	\$78,653.00	\$75,000.00	\$78,600.00	\$3,600.00	4.80%
010-220-5450	Janitorial Supplies	\$6,631.00	\$6,727.00	\$15,000.00	\$17,450.00	\$2,450.00	16.33%
010-220-5480-1480	Gasoline & Oil	\$38,918.00	\$42,137.00	\$60,000.00	\$50,000.00	-\$10,000.00	-16.67%
010-220-5480-1485	Motor Repair Supplies	\$75,346.00	\$67,576.00	\$90,000.00	\$80,000.00	-\$10,000.00	-11.11%
010-220-5490	Food	\$0.00	\$270.00	\$150.00	\$150.00	\$0.00	0.00%
010-220-5550	Firefighting & Rescue	\$66,059.00	\$83,497.00	\$90,000.00	\$85,000.00	-\$5,000.00	-5.56%
010-220-5551	Clothing	\$52,596.00	\$86,066.00	\$100,000.00	\$95,000.00	-\$5,000.00	-5.00%
010-220-5589	T.V. & Microfilm	\$0.00	\$0.00	\$800.00	\$800.00	\$0.00	0.00%
010-220-5710	Conferences & Dues	\$399.00	\$789.00	\$1,000.00	\$1,000.00	\$0.00	0.00%
010-220-5830	Building Renovations	\$30,814.00	\$552.00	\$40,000.00	\$40,000.00	\$0.00	0.00%
010-220-5857	Communication Equip.	\$12,906.00	\$7,995.00	\$10,000.00	\$10,000.00	\$0.00	0.00%
010-220-5860	Office Equipment	\$0.00	\$0.00	\$1,000.00	\$1,000.00	\$0.00	0.00%
010-220-5850	Lease/Purchase-Ladder Truck	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
010-220-5875	Special Projects	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Expense Totals:		\$848,568.00	\$921,355.00	\$1,171,950.00	\$1,160,500.00	-\$11,450.00	-0.98%

Departmental Totals:	\$12,753,732.00	\$13,554,655.00	\$14,313,619.00	\$14,028,648.00	-\$284,971.00	-1.99%
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Personnel Services Summary						
Position Title	FY20 Budgeted		FY21 Proposed			
	# of Positions	Amount	# of Positions	Amount	Change FY20 - FY 21	% Change FY20 - FY21
Chief	1	\$147,033.00	1	\$151,459.00	\$4,426.00	3.01%
Deputy Chief	6	\$713,653.00	6	\$739,805.00	\$26,152.00	3.66%
Captains	10	\$1,027,970.00	10	\$1,062,939.00	\$34,969.00	3.40%
Lieutenants	24	\$2,134,925.00	24	\$2,199,183.00	\$64,258.00	3.01%
Firefighters	83	\$6,024,675.00	73	\$5,468,962.00	-\$555,713.00	-9.22%
Office Manager	1	\$61,740.00	1	\$61,750.00	\$10.00	0.02%
Dept. Totals	125	\$10,109,996.00	115	\$9,684,098.00	-\$425,898.00	-4.21%

*step raises \$11,690 is added to firefighters to be included in full time salary line.



BUILDING DEPARTMENT

DEPARTMENT OVERVIEW & MISSION STATEMENT

The Building Department enforces the Massachusetts State Building Code, the City of Medford Zoning Ordinance and several other life safety codes and city ordinances as defined in these rules and regulations. The Building Department oversees repairs and maintenance on City Hall, the Chevalier Auditorium, and the Brooks Estate, performs annual safety inspections on certain municipal facilities, and assists other City departments with functions under the Building Department's purview.

The Building Department performs the functions of building officials and zoning & code enforcement officers. The Department reviews and processes building permit applications, conducts site inspections, and investigates complaints related to building-related construction and building code violations. Applications are reviewed for compliance with all applicable laws and regulations. The extent of the plan review varies according to the scope of work described for each particular project and can range from checking licenses, insurance, and contractors' registration status as a home improvement contractor, to more intricate reviews that require review of conditions imposed by various boards and commissions.

The Department is also responsible for investigating complaints and violations at any establishment or home within the City for violations of city ordinance and/or state law, including trash and cleanliness issues, zoning violations, building code violations, and hoarding, overcrowding, or other apartment use violations or life safety hazards.

The Building Department assists the Medford Fire Department and the Medford Board of Health with investigating health code violations caused by fire damage, hoarding, overcrowding/illegal apartment use situations, and others.

The Building Department is responsible for:

- Enforcing the Massachusetts State Building Code, the City of Medford Zoning Ordinance and several other life safety codes and city ordinances referenced in these documents.
- Overseeing repairs and maintenance of City Hall, the Chevalier Theater, and the Brooks Estate.
- Performing annual safety inspections on certain types of facilities including schools, places of worship, and other buildings of similar use.
- Working with other City departments to obtain quotes, review bids and proposals, interview applicants to perform design and construction work on city projects, obtain access to buildings to perform repairs and maintenance, and produce purchase orders and pay bills for vendors working on city owned properties.
- Reviewing plans for construction and other related projects.



DEPARTMENT ORGANIZATION

The Building Department is staffed by:

- 1 Building Commissioner
- 1 Head Clerk
- 2 Code Enforcement Officers
- 2 Building Inspectors
- 1 Plumbing & Gas Inspector (currently vacant)

CHANGES FROM FY20 TO FY21

- The personnel expenses decreased by \$50,433.00, or 7.11% in comparison to FY20, primarily due to the vacancy in the Facility Manager position.
- The ordinary expenses decreased by \$10,843.00, or 2.86% below FY20.
- The total decrease to the Building Department budget is 61,276.00, or 5.63% below FY20.

FY20 HIGHLIGHTS

Permitting:

- In calendar year 2019, the Building Department issued 3,854 permits, exceeding the number of permits in 2018 and 2017 by 411 and 783, respectively.
- One of the biggest achievements of the Building Department in FY20 was the amount of inspections required to inspect all of the work associated with these permits, which often involves several visits to the same site. We work closely with the Massachusetts Housing Court, Somerville District Court, and the City of Medford Hearing Officer to process complaints and fines, as well as the Massachusetts Attorney General's Office and their Receivership Program to clean up vacant and/or abandoned properties.

Efficiency of Services:

- Worked with the City Auditor and Treasurer/Collector's Office to implement specific codes for the payment of building, plumbing, gas and electrical permits, as well as other fees we collect for various functions, and create a more efficient system to monitor account activities.
- Implemented the City's first online permit tracking software, "CitizenServe." After significant research, planning, and time intensive data input required to make this program function efficiently for the applicants, the public, and all city departments, the software was "soft launched" in April 2020. This program will be an asset for both the City and the community as it will allow contractors, as well as business and homeowners to review information and submit permit applications online. We will also be able to interact more efficiently with other departments and boards and commissions to better coordinate plan reviews and site inspections.



City of Medford - FY2021 Municipal Budget - Proposed

Mayor Breanna Lungo-Koehn

- Purchased tablets to use in the field to record pictures, videos, and input field inspections notes. These tablets also have the ability to access various department records and information while inspectors are on the job site, which is a very useful function for completing the inspections, and for code enforcement of complaints.

Security Upgrades:

- Purchased and installed several portable, deployable cameras to be used in conjunction with the Police Department as needed for public safety issues and investigations.
- Conducted major security updates to City Hall. Working with the Police Department and the security system vendors, the Building Department took the lead on planning and installation of security systems throughout City Hall and the parking lot, as well as implementing an access control system with ID badges on the City Hall entry doors.

FY21 GOALS

- The top priority of the Building Department is safety. To that end, one of our goals is to attend the various mandatory seminars and meetings held by state agencies and associations that we are members of. These meetings are important not only to learn about the latest code changes and amendments, but also to be aware of the latest practices in the field, as well as technical data and information on new materials, equipment, and construction techniques that are always evolving in the construction industry.
- Work with other departments and offices in City Hall, in particular the Board of Health, to implement additional safety measures and techniques to protect both City Hall employees, as well as members of the public, in terms of providing the best protection available for social distancing and other preventative measures needed to keep everyone safe during this world pandemic.
- Continue to implement the new CitizenServe online permitting system. I have mentioned some of the benefits and capabilities of this program earlier in this narrative. Work to ensure that all staff of the Building Department as well as users in other departments are using the most efficient practices and techniques available for this program in order to assure the best performance for the permit applicants, as well as the business owners and the citizens of this community.

Dept. 192/241 | BUILDING

Departmental Budget

		FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel							
Permanent Employees		\$585,322.00	\$596,242.00	\$679,697.00	\$631,884.00	-\$47,813.00	-7.03%
Part-Time Employees		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Travel		\$18,000.00	\$17,500.00	\$18,000.00	\$18,000.00	\$0.00	0.00%
Longevity		\$5,325.00	\$5,625.00	\$6,525.00	\$6,525.00	\$0.00	0.00%
Sick-Leave Incentive		\$1,325.00	\$0.00	\$825.00	\$1,325.00	\$500.00	60.61%
Sick-Leave Buyback (Estimate)		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Stipends		\$5,000.00	\$5,000.00	\$4,620.00	\$0.00	-\$4,620.00	-100.00%
Negotiated Salaries (Estimate)		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Clothing Allowance		\$875.00	\$1,500.00	\$0.00	\$1,500.00	\$1,500.00	-
Personnel Totals:		\$615,847.00	\$625,867.00	\$709,667.00	\$659,234.00	-\$50,433.00	-7.11%
Ordinary Expenses							
010-241-5341	Advertising	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
010-241-5420	Office Supplies	\$4,155.00	\$4,441.00	\$4,500.00	\$4,500.00	\$0.00	0.00%
010-241-5730	Conf/Dues/Subscriptions	\$5,125.00	\$5,738.00	\$6,000.00	\$5,000.00	-\$1,000.00	-16.67%
010-241-5860	Office Equipment	\$2,550.00	\$2,550.00	\$2,551.00	\$2,328.00	-\$223.00	-8.74%
010-192-5230	Utilities	\$56,965.00	\$51,573.00	\$54,000.00	\$52,000.00	-\$2,000.00	-3.70%
010-192-5242	Repairs/Maint-machine/equip	\$0.00	\$0.00	\$18,180.00	\$4,000.00	-\$14,180.00	-78.00%
010-192-5260	Postage Supplies	\$2,123.00	\$0.00	\$1,500.00	\$500.00	-\$1,000.00	-66.67%
010-192-5290	City Hall Maint & City Bldgs	\$46,688.00	\$50,183.00	\$66,000.00	\$66,000.00	\$0.00	0.00%
010-192-5291	Contractual Services	\$40,860.00	\$42,435.00	\$52,000.00	\$52,000.00	\$0.00	0.00%
010-192-5340	Telephone Services	\$58,905.00	\$51,068.00	\$52,000.00	\$58,000.00	\$6,000.00	11.54%
010-192-5343	Postage & Mach Lease	\$41,608.00	\$40,611.00	\$38,000.00	\$38,000.00	\$0.00	0.00%
010-192-5380	Other Services	\$0.00	\$450.00	\$9,000.00	\$1,000.00	-\$8,000.00	-88.89%
010-192-5410	Heating Fuel	\$36,510.00	\$25,325.00	\$40,000.00	\$28,000.00	-\$12,000.00	-30.00%
010-192-5430	Materials & Supplies	\$11,900.00	\$15,711.00	\$17,000.00	\$16,000.00	-\$1,000.00	-5.88%
010-192-5580	Water Cooler	\$0.00	\$0.00	\$400.00	\$0.00	-\$400.00	-100.00%
010-192-5855	Computer Hardware/Software	\$0.00	\$36,862.00	\$18,000.00	\$40,960.00	\$22,960.00	127.56%
Expense Totals:		\$307,389.00	\$326,947.00	\$379,131.00	\$368,288.00	-\$10,843.00	-2.86%
Departmental Totals:		\$923,236.00	\$952,814.00	\$1,088,798.00	\$1,027,522.00	-\$61,276.00	-5.63%

Personnel Services Summary

	FY20 Budgeted		FY21 Proposed			
Position Title	# of Positions	Amount	# of Positions	Amount	Change FY20 - FY 21	% Change FY20 - FY21
Building Commissioner	1	\$107,795.00	1	\$109,950.00	\$2,155.00	2.00%
Head Clerk	1	\$56,448.00	1	\$56,448.00	\$0.00	0.00%
Inspectors	5	\$453,190.00	4	\$465,486.00	\$12,296.00	2.71%
Facilities Manager	1	\$62,264.00	0	\$0.00	-\$62,264.00	-100.00%
Dept. Totals	8	\$679,697.00	6	\$631,884.00	-\$47,813.00	-7.03%



ELECTRICAL DEPARTMENT

MISSION STATEMENT & DEPARTMENT OVERVIEW

The Electrical Department is responsible for all City-owned traffic signalization equipment, overseeing and facilitating the repairs of streetlights throughout the city. The Electrical Department maintains the integrity of City-owned master fire boxes, and oversees the repairs and maintains the fire alarm systems of all municipal buildings.

The Electrical Department is responsible for:

- Maintaining all City-owned traffic signalization equipment; the department oversees and facilitates repairs of approximately 6,000 street lights.
- Maintaining the integrity of approximately 44 City-owned master fire boxes, maintaining fire alarm systems of all municipal buildings, and assisting the Medford Fire Department with fire investigations.
- Working as a liaison for various agencies, i.e. Verizon, Comcast, National Grid, Mass DOT, DCR, and the Medford Fire and Police Departments.
- Performing administrative and inspectional service work to enforce the National and State Electrical Code and reviews various contracts and specs for municipal and non-municipal projects and bids.

DEPARTMENT ORGANIZATION

The Electrical Department is comprised of:

- 1 Superintendent of Wires
- 1 Signal Foreman
- 1 Signal Maintainer
- 1 Senior Clerk

CHANGES FROM FY20 TO FY21

- Personnel expenses increased by \$11,971.00, a 4.02% increase over FY20. This is primarily a result of union contractual increases.
- Ordinary expenses decreased by \$19,545.00, a 3.44% decrease under FY20.
- In total, this budget represents a 0.87% decrease in the Electrical Department budget in comparison to FY20.



FY20 PROGRAM IMPLEMENTATION

- Issued more than 1,200 permits, exceeding the total issued in FY19.

Dept. 245, 246, 247 | Electrical

Departmental Budget

		FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel							
Permanent Employees		\$257,180.00	\$272,774.00	\$283,200.00	\$293,571.00	\$10,371.00	3.66%
Part-Time Employees		\$0.00	\$0.00	\$0.00	\$0.00	\$3,000.00	0.00%
Travel		\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$0.00	0.00%
Longevity		\$2,625.00	\$1,550.00	\$2,400.00	\$2,700.00	\$300.00	12.50%
Sick-Leave Incentive		\$2,966.00	\$0.00	\$825.00	\$1,325.00	\$500.00	60.61%
Clothing Allowance		\$1,650.00	\$1,650.00	\$1,650.00	\$2,450.00	\$800.00	48.48%
Overtime		\$8,748.00	\$6,031.00	\$7,000.00	\$7,000.00	\$0.00	0.00%
Personnel Totals:		\$276,169.00	\$285,005.00	\$298,075.00	\$310,046.00	\$11,971.00	4.02%
Ordinary Expenses							
010-245-5240	Office Equipment	\$0.00	\$0.00	\$1.00	\$1.00	\$0.00	0.00%
010-245-5420	Office Supplies	\$951.00	\$1,090.00	\$1,500.00	\$1,000.00	-\$500.00	-33.33%
010-245-5580	Water Cooler	\$354.00	\$322.00	\$500.00	\$355.00	-\$145.00	-29.00%
010-245-5710	Travel/Conference	\$1.00	\$0.00	\$1.00	\$1.00	\$0.00	0.00%
010-245-5730	Dues/Subscription	\$175.00	\$811.00	\$1,500.00	\$1,000.00	-\$500.00	-33.33%
010-245-5380	Other Services	\$950.00	\$733.00	\$3,000.00	\$1,100.00	-\$1,900.00	-63.33%
010-246-5241	Motor Repair	\$9,259.00	\$15,570.00	\$15,000.00	\$15,000.00	\$0.00	0.00%
010-246-5242	Materials	\$11,924.00	\$7,589.00	\$30,000.00	\$30,000.00	\$0.00	0.00%
010-246-5255	Traffic Supplies	\$23,110.00	\$5,407.00	\$20,000.00	\$20,000.00	\$0.00	0.00%
010-246-5380	Fire Alarm Systems	\$2,904.00	\$10,245.00	\$15,000.00	\$12,000.00	-\$3,000.00	-20.00%
010-246-5310	Maintenance-Traffic Signals	\$23,005.00	\$12,149.00	\$40,000.00	\$30,000.00	-\$10,000.00	-25.00%
010-246-5850	Lease Purchase	\$0.00	\$0.00	\$1.00	\$1.00	\$0.00	0.00%
010-247-5230	Street Lighting/Rec off Stre	\$482,719.00	\$478,506.00	\$421,400.00	\$421,400.00	\$0.00	0.00%
010-247-5231	Meter Charges	\$16,438.00	\$15,093.00	\$20,000.00	\$16,500.00	-\$3,500.00	-17.50%
Expense Totals:		\$571,790.00	\$547,515.00	\$567,903.00	\$548,358.00	-\$19,545.00	-3.44%
Departmental Totals:		\$847,959.00	\$832,520.00	\$865,978.00	\$858,404.00	-\$7,574.00	-0.87%

Personnel Services Summary

	FY20 Budgeted		FY21 Proposed			
Position Title	# of Positions	Amount	# of Positions	Amount	Change FY20 - FY 21	% Change FY20 - FY21
Superintendent of Wires	1	\$107,795.00	1	\$109,950.00	\$2,155.00	2.00%
Senior Clerk	1	\$46,933.00	1	\$47,843.00	\$910.00	1.94%
Foreman, Signal	1	\$69,042.00	1	\$73,088.00	\$4,046.00	5.86%
Signal Maintainer	1	\$59,430.00	1	\$62,690.00	\$3,260.00	5.49%
Dept. Totals	4	\$283,200.00	4	\$293,571.00	\$10,371.00	3.66%

Dept. 211 | Traffic Supervisors

6

	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel						
Permanent Employees	\$268,588.00	\$270,483.00	\$291,775.00	\$265,000.00	-\$26,775.00	-9.18%
Reserve Employees	\$7,825.00	\$7,725.00	\$18,400.00	\$7,450.00	-\$10,950.00	-59.51%
Sick Leave Incentive	\$200.00	\$800.00	\$1,400.00	\$2,200.00	\$800.00	57.14%
Longevity Pay	\$0.00	\$0.00	\$7,800.00	\$9,875.00	\$2,075.00	26.60%
Personnel Totals:	\$276,613.00	\$279,008.00	\$319,375.00	\$284,525.00	-\$34,850.00	-10.91%
Ordinary Expenses						
5551-0000 Uniforms	\$0.00	\$3,545.00	\$8,500.00	\$11,000.00	\$2,500.00	29.41%
Expense Totals:	\$0.00	\$3,545.00	\$8,500.00	\$11,000.00	\$2,500.00	29.41%
Departmental Totals:	\$276,613.00	\$282,553.00	\$327,875.00	\$295,525.00	-\$32,350.00	-9.87%
Personnel Services Summary						
Position Title	FY20 Budgeted		FY21 Proposed		Change FY20 - FY 21	% Change FY20 - FY21
	# of Positions	Amount	# of Positions	Amount		
Traffic Supervisor	25	\$291,775.00	24	\$265,000.00	-\$26,775.00	-9.18%
Permanent Total	25	\$291,775.00	24	\$265,000.00	-\$26,775.00	-9.18%
Reserve TS		\$18,400.00		\$7,450.00	-\$10,950.00	-59.51%
Reserve Total		\$18,400.00		\$7,450.00	-\$10,950.00	-59.51%
Dept. Totals	25	\$310,175.00	24	\$272,450.00	-\$64,500.00	-12.16%

Dept. 291| CIVIL DEFENSE

Departmental Budget

		FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel							
	Stipend-Staff	\$700.00	\$700.00	\$700.00	\$800.00	\$100.00	14.29%
	Stipends-Comm	\$8,000.00	\$8,000.00	\$8,000.00	\$8,000.00	\$0.00	0.00%
	Personnel Totals:	\$8,700.00	\$8,700.00	\$8,700.00	\$8,800.00	\$100.00	1.15%
Ordinary Expenses							
010-291-5243	Repair/Maint/Comm Equip.	\$0.00	\$0.00	\$150.00	\$50.00	-\$100.00	-66.67%
010-291-5340	Telephone	\$595.00	\$0.00	\$1,000.00	\$0.00	-\$1,000.00	-100.00%
010-291-5343	Postage	\$0.00	\$0.00	\$90.00	\$0.00	-\$90.00	-100.00%
010-291-5420	Office Supplies/Printing	\$0.00	\$0.00	\$50.00	\$25.00	-\$25.00	-50.00%
010-291-5550	Pub.Safety Supp./Aux Fire	\$1,007.00	\$234.00	\$500.00	\$250.00	-\$250.00	-50.00%
010-291-5551	Pub. Safety Supp./Aux Police	\$0.00	\$0.00	\$500.00	\$250.00	-\$250.00	-50.00%
010-291-5710	Dues Conf Travel	\$0.00	\$300.00	\$500.00	\$0.00	-\$500.00	-100.00%
010-291-5857	Communication Equipment	\$0.00	\$0.00	\$750.00	\$0.00	-\$750.00	-100.00%
	Expense Totals:	\$1,602.00	\$534.00	\$3,540.00	\$575.00	-\$2,965.00	-83.76%
	Dept. Totals:	\$10,302.00	\$9,234.00	\$12,240.00	\$9,375.00	-\$2,865.00	-23.41%



DEPARTMENT OF PUBLIC WORKS (DPW)

DEPARTMENT OVERVIEW

The Medford DPW is committed to the health, safety, and well-being of the City, its municipal buildings and resources, and its citizens. DPW staff are available seven days per week to respond to and proactively address needs of the community as they pertain to municipal services and responsibilities.

The Medford DPW is responsible for the general maintenance of all public spaces in the City, including preparedness for seasonal weather, repairs, installation and maintenance of public safety systems and resources, and health and cleanliness of City spaces and services. These goals are accomplished by staff and operations under five separate divisions:

- Highway
- Forestry
- Parks
- Cemetery
- Engineering

The DPW is responsible for a variety of City services including:

- The collection, transportation, and disposal of solid waste
- Snow and ice removal
- Street sweeping
- General maintenance of public streets and sidewalks, and maintenance of pavement markings
- Maintenance of City-owned parks and open spaces
- Maintenance, removal, and planting of public trees
- Anti-graffiti efforts
- Traffic signage and signalization
- Stormwater system management and drainage repair
- Fabrication and installation of signage on public streets and sidewalks

The roles and responsibilities of each DPW division are contained in the following pages.

DEPARTMENT ORGANIZATION

The DPW is comprised of the following divisions, and staff from each:

- Administration
- Highway
- Forestry
- Parks
- Cemetery
- Engineering
- Water & Sewer



City of Medford - FY2021 Municipal Budget - Proposed

Mayor Breanna Lungo-Koehn

CHANGES FROM FY20 TO FY21

- The overall decrease to the DPW budget is \$9,499.40, or 1.11% decrease below the FY20 budget. Individual Division budgets, including total change between fiscal years, are represented in the following pages under each respective division.

FY20 PROGRAM IMPLEMENTATION

Please see individual DPW Division budgets for details.

FY21 GOALS

Please see individual DPW Division budgets for details.

Department of Public Works

Departmental Summary

	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Departments						
Highway	\$9,675,127.00	\$9,771,772.00	\$9,887,072.00	\$10,330,219.00	\$443,147.00	4.48%
Parks	\$656,604.00	\$714,069.00	\$804,541.00	\$828,582.00	\$24,041.00	2.99%
Cemetery	\$792,181.00	\$816,759.00	\$856,566.40	\$847,067.00	-\$9,499.40	-1.11%
Forestry	\$400,127.00	\$441,140.00	\$529,040.00	\$526,283.00	-\$2,757.00	-0.52%
Engineering	\$311,283.00	\$374,633.00	\$425,926.00	\$430,435.22	\$4,509.22	1.06%
Departmental Totals:	\$11,835,322.00	\$12,118,373.00	\$12,503,145.40	\$12,962,586.22	\$459,440.82	3.67%

Personnel Services Summary

Position Title	FY20 Budgeted		FY21 Proposed		Change FY20 - FY 21	% Change FY20 - FY21	Assignment
	# of Positions	Amount	# of Positions	Amount			
Superintendent	1	\$93,532.00	1	\$98,269.00	\$4,737.00	5.06%	CEMETERY
Foreman	1	\$74,389.00	1	\$78,157.00	\$3,768.00	5.07%	CEMETERY
MEO II - Laborer	3	\$158,737.00	2	\$111,511.00	-\$47,226.00	-29.75%	CEMETERY
MEO III - WF/Lab	2	\$111,300.00	2	\$116,936.00	\$5,636.00	5.06%	CEMETERY
Principal Clerk	1	\$51,479.00	1	\$48,454.00	-\$3,025.00	-5.88%	CEMETERY
Maint Crafts-Lab	1	\$53,533.00	0	\$0.00	-\$53,533.00	-100.00%	CEMETERY
City Engineer	1	\$124,408.00	1	\$129,366.22	\$4,958.22	3.99%	ENGINEERING
Clerk	1	\$51,479.00	1	\$51,479.00	\$0.00	0.00%	ENGINEERING
Engineers	2	\$187,064.00	2	\$195,580.00	\$8,516.00	4.55%	ENGINEERING
Foreman	1	\$71,386.00	1	\$78,157.00	\$6,771.00	9.49%	FORESTRY
Tree Warden	1	\$65,091.00	1	\$68,389.00	\$3,298.00	5.07%	FORESTRY
Tree Climber	2	\$106,163.00	2	\$111,137.00	\$4,974.00	4.69%	FORESTRY
Comissioner	1	\$138,057.00	1	\$140,817.00	\$2,760.00	2.00%	HIGHWAY
Office Manager	1	\$61,977.00	1	\$61,977.00	\$0.00	0.00%	HIGHWAY
Senior Clerk	1	\$47,767.00	1	\$48,917.00	\$1,150.00	2.41%	HIGHWAY
Highway Foreman	1	\$83,844.00	1	\$88,091.00	\$4,247.00	5.07%	HIGHWAY
Supv. ME Repair	1	\$82,403.00	1	\$90,854.00	\$8,451.00	10.26%	HIGHWAY
ME Repair	1	\$72,985.00	1	\$76,682.00	\$3,697.00	5.07%	HIGHWAY
Repair/Welder	1	\$60,010.00	1	\$63,049.00	\$3,039.00	5.06%	HIGHWAY
Carpenter/Foreman	1	\$58,287.00	1	\$61,239.00	\$2,952.00	5.06%	HIGHWAY
Sign Shop Foreman	1	\$59,559.00	1	\$62,576.00	\$3,017.00	5.07%	HIGHWAY
Garage Foreman	1	\$70,212.00	1	\$76,682.00	\$6,470.00	9.21%	HIGHWAY
MEO III	4	\$219,526.00	4	\$232,194.00	\$12,668.00	5.77%	HIGHWAY
MEO II	4	\$208,083.00	3	\$163,917.00	-\$44,166.00	-21.23%	HIGHWAY
MEO I	3	\$151,608.00	2	\$107,569.00	-\$44,039.00	-29.05%	HIGHWAY
Maint/Craftsperson	1	\$53,533.00	1	\$56,244.00	\$2,711.00	5.06%	HIGHWAY
GIS Coordinator	1	\$52,307.00	1	\$57,833.00	\$5,526.00	10.56%	HIGHWAY
Watchman	0	\$0.00	2	\$120,327.00	\$120,327.00	100.00%	HIGHWAY
Dept. Totals	40	\$2,568,719.00	38	\$2,596,403.22	\$27,684.22	1.08%	



DPW: HIGHWAY

DEPARTMENT OVERVIEW

The Highway Department of the DPW is responsible for the maintenance and upkeep of 450 streets and 269 private ways, totaling more than 115 miles of roadway. These operations include weekly street sweeping, seasonal snow and ice control and removal, pothole repairs, and maintenance of pavement markings such as lane dividers and parking spaces.

The Highway Department also maintains more than 4,560 catch basins for the collection of rainwater and snow melt.

Collection of solid waste is also under the direction of the Highway Division. This includes the approximately 92 publicly available trash barrels throughout the City, and Waste Management services for trash and recycling pickup.

The Highway Department's Fleet Maintenance Division is responsible for the maintenance and repairs of over 100 registered light and heavy-duty motor vehicles and construction equipment. They also maintain lawn mowers, pumps, generators and other such equipment as assigned to the DPW, and equipment owned by the Medford Fire Department.

DEPARTMENT ORGANIZATION

The Highway Department consists of:

- 3 Foremen
- 3 PW10 MEO III
- 2 PW8
- 3 PW5.5 MEO II
- 1 PW5.5 MEO III
- 2 PW10.5 MEO II
- 2 PW5 MEO I

CHANGES FROM FY20 TO FY21

- Personnel expenses increased by \$148,941.00, or 7.77% above FY20.
- Ordinary expenses increased by \$294,206, or 3.69% above FY20.
- The total increase to the DPW Highway Department is \$443,147.00, or 4.48% above FY20. The largest contributing cost is the fixed waste management increase of \$399,406 and the remaining increases are due to contractual cost increases.



FY20 HIGHLIGHTS

- Repaired/rebuilt more than 90 manholes and catch basins.
- Repaired and installed new sidewalks and installed over 970 ft of granite curbing for the Andrews and McGlynn Schools.
- Installed 3D raised crosswalks at the Roberts, Columbus, and McGlynn Schools.
- At High St. and Canal St., installed new Railroad Safety delineators for the safety of motorists and pedestrians.
- The Sign Shop fabricated and installed 957 signs and 25 solar powered signs.
- Purchased & laid 545 tons of asphalt for sidewalk and pothole repair.

FY21 GOALS

- Continue to repair all arterial infrastructure when needed throughout the city.
- Work with City Administration to increase use of / work tracking and progress reports through See Click Fix system.
- Create additional online systems and request forms for easier access to services for constituents.
- Proactively address issues and potential areas of concern and safety on public ways, including filling potholes, sidewalk maintenance, etc.
- Continue to explore efficiencies in services and equipment.

Dept. 421/422/423/429/430/433 | HIGHWAY

Departmental Budget							
		FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel							
Permanent Employees		\$1,255,324.00	\$1,260,324.00	\$1,420,158.00	\$1,508,968.00	\$88,810.00	6.25%
Part-Time Employees		\$2,776.00	\$3,701.00	\$0.00	\$4,000.00	\$4,000.00	100.00%
Overtime		\$309,934.00	\$309,934.00	\$342,000.00	\$342,000.00	\$0.00	0.00%
Longevity		\$19,225.00	\$18,025.00	\$16,875.00	\$22,875.00	\$6,000.00	35.56%
Sick-Leave Incentive		\$16,300.00	\$15,800.00	\$16,400.00	\$17,750.00	\$1,350.00	8.23%
Sick-Leave Buyback (Estimate)		\$0.00	\$0.00	\$10,890.00	\$0.00	-\$10,890.00	-100.00%
Stipends		\$9,499.00	\$12,122.00	\$9,503.00	\$9,503.00	\$0.00	0.00%
Snow & Ice Overtime		\$507,505.00	\$365,420.00	\$75,000.00	\$75,000.00	\$0.00	0.00%
Night Diff		\$4,058.00	\$2,592.00	\$2,000.00	\$12,000.00	\$10,000.00	500.00%
Clothing Allowance		\$13,200.00	\$14,025.00	\$14,850.00	\$21,375.00	\$6,525.00	43.94%
Clerical Overtime		\$2,776.00	\$0.00	\$5,000.00	\$3,000.00	-\$2,000.00	-40.00%
Training Teamsters		\$0.00	\$0.00	\$0.00	\$12,896.00	\$12,896.00	100.00%
OSHA Training		\$0.00	\$250.00	\$2,000.00	\$33,250.00	\$31,250.00	1562.50%
Out of Grade		\$6,421.00	\$2,876.00	\$2,000.00	\$3,000.00	\$1,000.00	50.00%
Travel		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Personnel Totals:		\$2,147,018.00	\$2,005,069.00	\$1,916,676.00	\$2,065,617.00	\$148,941.00	7.77%
Ordinary Expenses							
010-421-5340	Highway - admin. & maint. tele	\$4,347.00	\$2,845.00	\$4,200.00	\$4,200.00	\$0.00	0.00%
010-421-5420	Highway - admin. & maint. offi	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
010-421-5580	Highway - admin. & maint. wate	\$1,417.00	\$1,627.00	\$1,500.00	\$1,500.00	\$0.00	0.00%
010-421-5710	Highway - admin. & maint. conf	\$1,152.00	\$1,637.00	\$1,500.00	\$1,500.00	\$0.00	0.00%
010-422-5240	Highway - streets repair and maint	\$10,241.00	\$6,749.00	\$15,000.00	\$14,000.00	-\$1,000.00	-6.67%
010-422-5250	Highway - streets contracted serv	\$55,634.00	\$70,021.00	\$157,000.00	\$135,000.00	-\$22,000.00	-14.01%
010-422-5292	Highway - fencing	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
010-422-5480-1480	Highway - streets gas and oil	\$48,478.00	\$48,478.00	\$65,000.00	\$55,000.00	-\$10,000.00	-15.38%
010-422-5480-1485	Highway - vehicle supplies	\$65,034.00	\$65,034.00	\$90,000.00	\$80,000.00	-\$10,000.00	-11.11%
010-422-5530-1539	Highway - streets materials	\$69,701.00	\$69,701.00	\$85,000.00	\$80,000.00	-\$5,000.00	-5.88%
010-422-5551	Highway - public safety uniforms	\$480.00	\$480.00	\$700.00	\$700.00	\$0.00	0.00%
010-422-5710	Highway - streets out of state	\$0.00	\$0.00	\$1.00	\$1.00	\$0.00	0.00%
010-422-5490	Highway - food for inmates	\$0.00	\$0.00	\$3,000.00	\$3,000.00	\$0.00	0.00%
010-423-5241	Highway - snow & ice repair an	\$85.00	\$2,491.00	\$1,000.00	\$1,000.00	\$0.00	0.00%
010-423-5294	Private contractors	\$408,949.00	\$239,858.00	\$46,000.00	\$46,000.00	\$0.00	0.00%
010-423-5380	Highway - snow & ice professio	\$1,395.00	\$1,495.00	\$4,500.00	\$4,500.00	\$0.00	0.00%
010-423-5381	Highway - details	\$0.00	\$0.00	\$4,000.00	\$4,000.00	\$0.00	0.00%
010-423-5480-1480	Highway - snow & ice gas and o	\$0.00	\$0.00	\$20,000.00	\$20,000.00	\$0.00	0.00%
010-423-5480-1485	Motor vehicles parts/supplies	\$177,971.00	\$54,934.00	\$20,000.00	\$20,000.00	\$0.00	0.00%
010-423-5490	Highway - snow & ice food	\$4,621.00	\$2,555.00	\$2,000.00	\$2,000.00	\$0.00	0.00%
010-423-5530-1530	Highway - snow & ice materials	\$413,578.00	\$308,076.00	\$75,000.00	\$75,000.00	\$0.00	0.00%
010-423-5875	Highway - snow & ice equipment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
010-429-5251	Highway - sidewalk repairs	\$16,021.00	\$13,512.00	\$50,000.00	\$20,000.00	-\$30,000.00	-60.00%
010-429-5530-1539	Highway - public works supplies	\$28,622.00	\$20,557.00	\$35,000.00	\$30,000.00	-\$5,000.00	-14.29%
010-429-5589	Highway - sidewalk materials/supplies	\$0.00	\$0.00	\$1.00	\$1.00	\$0.00	0.00%
010-430-5230	Highway - garage utilities	\$28,979.00	\$29,895.00	\$30,000.00	\$40,000.00	\$10,000.00	33.33%
010-430-5243	Highway - garage repair and maint	\$4,035.00	\$13,162.00	\$15,000.00	\$15,000.00	\$0.00	0.00%
010-430-5290	Highway - garage repair service	\$0.00	\$2,866.00	\$4,000.00	\$3,000.00	-\$1,000.00	-25.00%
010-430-5380	Highway - garage contracted serv	\$15,804.00	\$18,069.00	\$28,400.00	\$34,700.00	\$6,300.00	22.18%
010-430-5410	Highway - garage heating fuel	\$17,100.00	\$12,415.00	\$20,000.00	\$18,000.00	-\$2,000.00	-10.00%
010-430-5430	Highway - garage materials & supplies	\$12,790.00	\$11,868.00	\$15,000.00	\$27,500.00	\$12,500.00	83.33%
010-433-5293	Highway - contracts other serv	\$6,045,929.00	\$6,713,043.00	\$7,082,594.00	\$7,482,000.00	\$399,406.00	0.00%

010-433-5295	Highway - contracts other serv	\$42,625.00	\$45,514.00	\$95,000.00	\$47,000.00	-\$48,000.00	-50.53%
010-433-5850	Highway - contracts lease 1	\$53,121.00	\$9,821.00	\$0.00	\$0.00	\$0.00	0.00%
Expense Totals:		\$7,528,109.00	\$7,766,703.00	\$7,970,396.00	\$8,264,602.00	\$294,206.00	3.69%
Departmental Totals:		\$9,675,127.00	\$9,771,772.00	\$9,887,072.00	\$10,330,219.00	\$443,147.00	4.48%

Personnel Services Summary						
	FY20 Budgeted		FY21 Proposed			
Position Title	# of Positions	Amount	# of Positions	Amount	Change FY20 - FY 21	% Change FY20 - FY21
Comissioner	1	\$138,057.00	1	\$140,817.00	\$2,760.00	2.00%
Office Manager	1	\$61,977.00	1	\$61,977.00	\$0.00	0.00%
Senior Clerk	1	\$47,767.00	1	\$48,917.00	\$1,150.00	2.41%
Highway Foreman	1	\$83,844.00	1	\$88,091.00	\$4,247.00	5.07%
Supv. ME Repair	1	\$82,403.00	1	\$90,854.00	\$8,451.00	10.26%
ME Repair	1	\$72,985.00	1	\$76,682.00	\$3,697.00	5.07%
Repair/Welder	1	\$60,010.00	1	\$63,049.00	\$3,039.00	5.06%
Carpenter/Foreman	1	\$58,287.00	1	\$61,239.00	\$2,952.00	5.06%
Sign Shop Foreman	1	\$59,559.00	1	\$62,576.00	\$3,017.00	5.07%
Garage Foreman	1	\$70,212.00	1	\$76,682.00	\$6,470.00	9.21%
MEO III	4	\$219,526.00	4	\$232,194.00	\$12,668.00	5.77%
MEO II	4	\$208,083.00	3	\$163,917.00	-\$44,166.00	-21.23%
MEO I	3	\$151,608.00	2	\$107,569.00	-\$44,039.00	-29.05%
Maint/Craftsperson	1	\$53,533.00	1	\$56,244.00	\$2,711.00	5.06%
GIS Coordinator	1	\$52,307.00	1	\$57,833.00	\$5,526.00	10.56%
Watchman	0	\$0.00	2	\$120,327.00	\$120,327.00	100.00%
Dept. Totals	23	\$1,420,158.00	23	\$1,508,968.00	\$88,810.00	6.25%



DPW: PARKS

DEPARTMENT OVERVIEW

The Parks Division is responsible for maintaining all recreational and passive use open spaces in the City of Medford, including maintenance of grass and other green space, removal of trash and litter, maintenance of sports fields and resources, and maintenance of structures within these spaces. Spaces under their purview include all parks, playgrounds, fields, and traffic islands, and seasonal spaces such as Loconte Rink, Tufts Pool, and Wright's Pond.

During snow events, the Parks Division is responsible for the maintenance and snow removal of sidewalks abutting public property as well as school bus stops and other areas as needed.

DEPARTMENT ORGANIZATION

The Parks Division consists of:

- 1 Foreman
- 2 PW8 Maintenance Craft
- 2 PW5.5/MEO II, and
- 1 PW5/MEOI

CHANGES FROM FY20 TO FY21

- Personnel expenses increased by \$41,710.00, or 8.07% above FY20.
- Ordinary expenses decreased by \$17,669.00, or 6.15% below FY20.
- The Parks total budget increased by \$24,041.00, or 2.99% above FY20.

FY20 HIGHLIGHTS

- CPA project to install new fencing from the right field line down to the backstop and up to the left field line Gillis Park.
- Completed the Wrights Pond irrigation and planting CPA Project.
- Started removal of invasive plants at Wrights Pond.
- Conducted regular upkeep and maintenance at playgrounds, including reinstalling mulch.
- Worked on proposals for acquiring additional solar powered barrels for the parks.
- During Covid-19, worked with Police Department, Health Department, and others to ensure safety and health protocols in place at all parks and playgrounds, including creating and enforcing new policies and protocols for permitting during Summer 2020 and allowed (new) use for small businesses to run programs in several parks.



FY21 GOALS

- Continue to maintain all active and passive recreational parks to ensure the health and safety of all users.
- Continue to work with other City departments to ensure health and safety protocols are being followed, and develop new policies and procedures as necessary to control spread of Covid-19.
- Work with relevant City departments to create efficiencies in tracking, reporting work, and to allow residents to more easily report issues via SeeClickFix.

Dept. 492| PARKS

Departmental Budget

	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel						
Permanent Employees	\$274,175.00	\$307,685.00	\$385,921.00	\$407,506.00	\$21,585.00	5.59%
Part-Time Employees	\$57,702.00	\$53,124.00	\$38,500.00	\$42,000.00	\$3,500.00	0.00%
Travel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Longevity	\$3,200.00	\$3,300.00	\$4,400.00	\$5,500.00	\$1,100.00	25.00%
Sick-Leave Incentive	\$4,200.00	\$5,700.00	\$4,200.00	\$5,700.00	\$1,500.00	35.71%
Sick-Leave Buyback (Estimate)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Stipends	\$1,375.00	\$1,375.00	\$1,500.00	\$1,500.00	\$0.00	0.00%
Out of Grade	\$1,016.00	\$1,058.00	\$1,500.00	\$1,500.00	\$0.00	0.00%
OSHA	\$0.00	\$0.00	\$1,000.00	\$12,250.00	\$11,250.00	1125.00%
Overtime	\$72,456.00	\$88,487.00	\$75,000.00	\$75,000.00	\$0.00	0.00%
Clothing Allowance	\$3,300.00	\$4,125.00	\$5,100.00	\$7,875.00	\$2,775.00	54.41%
Personnel Totals:	\$417,424.00	\$464,854.00	\$517,121.00	\$558,831.00	\$41,710.00	8.07%
Ordinary Expenses						
010-492-5230 PARK UTILITIES 1	\$3,382.00	\$3,418.00	\$4,000.00	\$4,000.00	\$0.00	0.00%
010-492-5241 PARK REPAIR AND MAINTENANCE 2	\$698.00	\$1,805.00	\$2,500.00	\$1,500.00	-\$1,000.00	-40.00%
010-492-5255 PARK OTHER SERVICES/PROJECTS 1	\$29,737.00	\$31,388.00	\$43,500.00	\$40,000.00	-\$3,500.00	-8.05%
010-492-5310 PROF/TECH SERVICES-OTHER	\$140,819.00	\$130,534.00	\$145,000.00	\$149,000.00	\$4,000.00	2.76%
010-492-5340 COMMUNICATION-TELEPHONE	\$110.00	\$104.00	\$120.00	\$750.00	\$630.00	525.00%
010-492-5410 PARK HEATING FUEL	\$1,738.00	\$2,000.00	\$2,500.00	\$1,500.00	-\$1,000.00	-40.00%
010-492-5420 PARK OFFICE SUPPLIES AND MATER	\$102.00	\$1,700.00	\$2,000.00	\$1,500.00	-\$500.00	-25.00%
010-492-5460-1460 PARK MATERIALS & SUPPLIES 2	\$17,042.00	\$20,996.00	\$31,000.00	\$21,000.00	-\$10,000.00	-32.26%
010-492-5480-1480 PARK GAS AND OIL	\$10,323.00	\$16,366.00	\$18,000.00	\$18,000.00	\$0.00	0.00%
010-492-5551 PUBLIC SAFETY UNIFORMS	\$387.00	\$0.00	\$500.00	\$300.00	-\$200.00	-40.00%
010-492-5589-1582 SUPPLIES-PARKS/COURTS	\$1,978.00	\$5,969.00	\$4,000.00	\$4,000.00	\$0.00	0.00%
010-492-5735 PARK CONFL DUESL TRAINING & LI	\$288.00	\$413.00	\$400.00	\$400.00	\$0.00	0.00%
010-492-5850 Parks - Contracts Lease	\$22,613.00	\$22,613.00	\$0.00	\$0.00	\$0.00	0.00%
010-492-5490 FOOD FOR THE INMATES	\$0.00	\$0.00	\$15,000.00	\$14,000.00	-\$1,000.00	-6.67%
010-493-5230 PARK - POOL & POND UTILITIES 1	\$2,400.00	\$1,640.00	\$3,500.00	\$3,500.00	\$0.00	0.00%
010-493-5290-1297 PARK - POOL & POND MATER/SUPP	\$217.00	\$1,540.00	\$2,500.00	\$1,500.00	-\$1,000.00	-40.00%
010-493-5310 PARK - POOL & POND CONTRACTED	\$4,245.00	\$1,541.00	\$5,000.00	\$2,000.00	-\$3,000.00	-60.00%
010-493-5340 PARK - POOL & POND TELEPHONE	\$0.00	\$0.00	\$100.00	\$1.00	-\$99.00	-99.00%
010-493-5460-1460 PARK-POOL & POND MATERIALS/SUPPLIES	\$170.00	\$30.00	\$300.00	\$300.00	\$0.00	0.00%
010-493-5589-1580 PARK - POOL & POND OTHER SUPPL	\$2,931.00	\$7,158.00	\$7,500.00	\$6,500.00	-\$1,000.00	-13.33%
Expense Totals:	\$239,180.00	\$249,215.00	\$287,420.00	\$269,751.00	-\$17,669.00	-6.15%
Departmental Totals:	\$656,604.00	\$714,069.00	\$804,541.00	\$828,582.00	\$24,041.00	2.99%

Personnel Services Summary

	FY20 Budgeted		FY21 Proposed		Change FY20 - FY 21	% Change FY20 - FY21
	# of Positions	Amount	# of Positions	Amount		
Foreman	1	74389.00	1	\$78,157.00	\$3,768.00	5.07%
MEO II	3	\$155,429.00	3	\$163,838.00	\$8,409.00	5.41%
MEO I	1	\$49,037.00	1	\$53,023.00	\$3,986.00	8.13%
Maint./Craftsperson	2	\$107,066.00	2	\$112,488.00	\$5,422.00	5.06%
Full Time Total	7	\$385,921.00	7	\$407,506.00	\$21,585.00	5.59%
Park Rangers	4	\$38,500.00	4	\$42,000.00	\$3,500.00	9.09%
Part Time Total	4	\$38,500.00	4	\$42,000.00	\$3,500.00	9.09%
Dept. Totals	7	\$424,421.00	7	\$449,506.00	\$25,085.00	5.91%

*3 Rangers at the Pond and 1 Ranger at the Pool.



DPW: CEMETERY

DEPARTMENT OVERVIEW

The Cemetery Department is responsible for the maintenance and upkeep of the City's two cemeteries: Oak Grove Cemetery on Playstead Road and the Salem Street Burial Ground on Salem Street. A total of 86 acres of land are maintained by the Cemetery Department.

DEPARTMENT ORGANIZATION

The Cemetery Department consists of:

- 1 Superintendent
- 1 Principal Clerk
- 1 Foreman
- 2 PW10 MEO III
- 2 PW8
- 2 PW5.5 MEO II

CHANGES FROM FY20 TO FY21

- Personnel expenses increased by \$48,617.00, or 8.39% over FY20.
- Ordinary costs decreased by \$58,116.40, or 20.96% below FY20.

FY20 PROGRAM IMPLEMENTATION

- 42 burials
- 84 cremations

FY21 GOALS

- Secure funds to create another lawn within Oak Grove Cemetery.
- Clear 6.5 acres of land to develop more lawns.
- Secure funds to update and improve the Cemetery Office, garage, muster room, and public bathrooms.
- Repave roads within the Cemetery for better access, safety.

Dept. 491 | Cemetery

Departmental Budget

	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel						
Permanent Employees	\$476,128.00	\$473,733.00	\$542,970.00	\$453,327.00	-\$89,643.00	-16.51%
Part-Time Employees	\$0.00	\$0.00	\$0.00	\$3,000.00	\$0.00	100.00%
Cemetery Board	\$2,600.00	\$2,900.00	\$2,900.00	\$2,900.00	\$0.00	0.00%
Travel	\$840.00	\$840.00	\$840.00	\$840.00	\$0.00	0.00%
Longevity	\$8,275.00	\$8,125.00	\$8,375.00	\$8,450.00	\$75.00	0.90%
Sick-Leave Incentive	\$4,200.00	\$4,200.00	\$7,000.00	\$5,600.00	-\$1,400.00	-20.00%
Sick-Leave Buyback (Estimate)	\$0.00	\$0.00	\$14,490.00	\$0.00	-\$14,490.00	-100.00%
Stipends (Cemetery Board Clerk)	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$0.00	0.00%
Overtime (1)	\$39,516.00	\$40,374.00	\$55,000.00	\$55,000.00	\$0.00	0.00%
Overtime (2)	\$72,157.00	\$76,231.00	\$70,000.00	\$70,000.00	\$0.00	0.00%
OSHA	\$0.00	\$0.00	\$0.00	\$10,500.00	\$10,500.00	100.00%
Clothing Allowance	\$5,775.00	\$4,950.00	\$5,775.00	\$6,750.00	\$975.00	16.88%
Out-of-Grade Pay	\$0.00	\$7,724.00	\$10,000.00	\$10,000.00	\$0.00	0.00%
Personnel Totals:	\$610,991.00	\$620,577.00	\$718,850.00	\$627,867.00	-\$90,983.00	-12.66%
Ordinary Expenses						
010-491-5320 Utilities	\$6,600.00	\$6,075.00	\$7,000.00	\$7,000.00	\$0.00	0.00%
010-491-5242 Repair & Maint. (Vehicles)	\$12,309.00	\$8,364.00	\$25,000.00	\$15,000.00	-\$10,000.00	-40.00%
010-491-5290 Repair & Maint. (Building)	\$3,562.00	\$9,788.00	\$75,000.00	\$50,000.00	-\$25,000.00	-33.33%
010-491-5292 Other Services	\$90,479.00	\$119,475.00	\$88,066.40	\$85,000.00	-\$3,066.40	-3.48%
010-491-5301 Professional Services (Audit)	\$340.00	\$0.00	\$500.00	\$500.00	\$0.00	0.00%
010-491-5310 Data Reproduction	\$300.00	\$300.00	\$350.00	\$350.00	\$0.00	0.00%
010-491-5340 Telephone	\$1,822.00	\$1,871.00	\$2,400.00	\$1,900.00	-\$500.00	0.00%
010-491-5343 Postage	\$198.00	\$110.00	\$200.00	\$150.00	-\$50.00	-25.00%
010-491-5380 Contracted Services	\$100.00	\$328.00	\$1,000.00	\$500.00	-\$500.00	-50.00%
010-491-5410 Heating Fuel	\$12,492.00	\$13,707.00	\$15,500.00	\$14,000.00	-\$1,500.00	-9.68%
010-491-5420 Office Supplies	\$1,653.00	\$713.00	\$4,000.00	\$2,000.00	-\$2,000.00	-50.00%
010-491-5460 Material/Supplies (Const.)	\$11,626.00	\$752.00	\$5,000.00	\$2,000.00	-\$3,000.00	-60.00%
010-491-5480-1480 Gas & Oil	\$17,677.00	\$17,629.00	\$18,000.00	\$16,000.00	-\$2,000.00	-11.11%
010-491-5480-1485 Materials/Supp. Motor	\$11,193.00	\$7,034.00	\$20,000.00	\$12,000.00	-\$8,000.00	-40.00%
010-491-5530 Material/Supplies (Grounds)	\$4,311.00	\$5,724.00	\$7,000.00	\$7,000.00	\$0.00	0.00%
010-491-5551 Uniforms	\$0.00	\$130.00	\$800.00	\$500.00	-\$300.00	-37.50%
010-491-5580 Water	\$800.00	\$777.00	\$900.00	\$800.00	-\$100.00	-11.11%
010-491-5730 Training	\$1,145.00	\$1,605.00	\$2,100.00	\$1,000.00	-\$1,100.00	-52.38%
010-491-5740 Insurance	\$0.00	\$0.00	\$300.00	\$300.00	\$0.00	0.00%
010-491-5480 Other Expense	\$4,583.00	\$1,800.00	\$4,200.00	\$3,200.00	-\$1,000.00	-23.81%
Expense Totals:	\$181,190.00	\$196,182.00	\$277,316.40	\$219,200.00	-\$58,116.40	-20.96%
Departmental Totals:	\$792,181.00	\$816,759.00	\$996,166.40	\$847,067.00	-\$149,099.40	-14.97%

Personnel Services Summary

	FY20 Budgeted		FY21 Proposed			
Position Title	# of Positions	Amount	# of Positions	Amount	Change FY20 - FY 21	% Change FY20 - FY21
Superintendent	1	\$93,532.00	1	\$98,269.00	\$4,737.00	5.06%
Foreman	1	\$74,389.00	1	\$78,157.00	\$3,768.00	5.07%
MEO II - Laborer	3	\$158,737.00	2	\$111,511.00	-\$47,226.00	-29.75%
MEO III - WF/Lab	2	\$111,300.00	2	\$116,936.00	\$5,636.00	5.06%
Principal Clerk	1	\$51,479.00	1	\$48,454.00	-\$3,025.00	-5.88%
Maint Crafts-Lab	1	\$53,533.00	0	\$0.00	-\$53,533.00	-100.00%
Dept. Totals	9	\$542,970.00	7	\$453,327.00	-\$89,643.00	-16.51%



DPW: FORESTRY

DEPARTMENT OVERVIEW

The Forestry Division is responsible for maintaining trees on public ways and in public spaces in the City of Medford. Under the guidance of the Tree Warden, trees are planted, pruned, or removed as necessary. The Tree Warden in the Forestry Division is responsible for ensuring that the City adheres to MA General Laws, Chapter 87, regarding public shade trees. Under the Tree Warden's responsibilities, other roles of the Forestry Department include:

- Providing care and control of public trees through directing tree preservation, protection and planting to the Forestry Department, contractors, arborists and nurseries
- Performing routine and as-needed tree inspections and submitting weekly reports
- Planning and overseeing seasonal tree planting
- Communicating and collaborating with NGRID, DCR, DOT and contractors regarding tree protection, removals and planting
- Conducting public hearings regarding tree removals as needed
- Maintaining a stump inventory, including a full report and maps provided to DPW, following a twice per year, street-by-street inventory of stumps
- Organizing and overseeing Medford's annual Arbor Day Celebration and other related programs.
- Maintaining Medford's Tree City USA status

DEPARTMENT ORGANIZATION

The Forestry Division consists of:

- 1 Foreman
- 1 Tree Warden
- 1 Tree Climber
- 1 PW5.5 MEO II

CHANGES FROM FY20 TO FY21

- Personnel expenses increased by \$18,743.00, or 6.00% above FY20.
- Ordinary expenses decreased by \$21,500.00, or 9.94% below FY20.
- The total decrease to the Forestry budget is \$2,757.00, or 0.52% below FY20.



FY20 PROGRAM IMPLEMENTATION

- With Harvard Kennedy School and DCR, used “Upper Mystic Riverbank Restoration and Improvement Project,” to:
- Remove invasive plants & prune remaining area
- Plant more than 40 native trees and shrubs
- Install dog waste dispensers and signage
- Clean up Dugger Park and Playground

This project is expected to be complete this spring.

- With DCR Urban and Community Forestry Grant and \$20,000 match, planted approximately 30 new trees in areas of low tree canopy along Salem St. and in South Medford.
- Received \$84,800 grant from CPA Funds to plant new shade trees in 9 City parks (approximately 160). Plantings to begin this spring.
- Awarded a \$5,000 grant from Encore Boston Harbor to inventory up to 1,250 sidewalk trees.
- Tree Warden attended a 6-week training to become MA Qualified Tree Warden.
- Created reports, graphs, and GIS maps of trees planted in Medford since 2012.
- Performed approximately 1,000 tree inspections.

FY21 GOALS

- Respond to and communicate with residents and business owners regarding tree issues and requests, in a timely way.
- Increase department staff by 3 crew members, each of whom possess credentials as tree climbers (which is an indication of an applicant’s knowledge, experience and skills to perform professional tree work), and/or are in pursuit, willing to pursue or currently hold the credential of Certified Arborist.
- Establish a policy for Medford tree workers to attend annual safety classes for their own safety and education on current safety practices, as well as for the safety of other City workers, first responders, the public and for protection of private property.
- Protect, preserve and promote our “urban tree canopy.” While great strides have been made, we have been unable to keep up on replacement of trees that have been lost and on removal of stumps. Challenges from budget restrictions and staffing, the loss of many mature trees due to simply coming to the end of their normal life expectancy under urban conditions, proliferation of invasive pests and diseases, extreme weather events and the effects of climate change have all been factors.

495 | FORESTRY

Departmental Budget

	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel						
Permanent Employees	\$147,527.00	\$202,930.00	\$242,640.00	\$257,683.00	\$15,043.00	6.20%
Part-Time Employees	\$0.00	\$0.00	\$4,000.00	\$2,000.00	-\$2,000.00	-50.00%
Travel	\$0.00	\$0.00	\$1,200.00	\$1,200.00	\$0.00	0.00%
Longevity	\$2,550.00	\$2,700.00	\$2,700.00	\$2,200.00	-\$500.00	-18.52%
Sick-Leave Incentive	\$0.00	\$850.00	\$2,800.00	\$2,800.00	\$0.00	0.00%
Sick-Leave Buyback (Estimate)	\$14,490.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Stipends	\$1,200.00	\$1,200.00	\$0.00	\$0.00	\$0.00	0.00%
OSHA	\$0.00	\$0.00	\$1,000.00	\$7,000.00	\$6,000.00	600.00%
Clothing Allowance	\$3,536.00	\$2,475.00	\$3,300.00	\$4,500.00	\$1,200.00	36.36%
Overtime	\$22,520.00	\$39,939.00	\$55,000.00	\$54,000.00	-\$1,000.00	-1.82%
Out of Grade	\$2,077.00	\$5.00	\$0.00	\$0.00	\$0.00	0.00%
Personnel Totals:	\$193,900.00	\$250,099.00	\$312,640.00	\$331,383.00	\$18,743.00	6.00%
Ordinary Expenses						
010-495-5240 Forestry Vehicle Repairs	\$4,081.00	\$4,518.00	\$5,000.00	\$10,300.00	\$5,300.00	106.00%
010-495-5292 Forestry Materials and Supplies - Con	\$74,210.00	\$51,500.00	\$102,000.00	\$80,000.00	-\$22,000.00	-21.57%
010-495-5293 Forestry Disposal of Brush	\$0.00	\$12,187.00	\$20,000.00	\$20,000.00	\$0.00	0.00%
010-495-5380 Forestry Other Services	\$66,596.00	\$59,988.00	\$65,000.00	\$65,000.00	\$0.00	0.00%
010-495-5530-1539 Forestry Materials and Supplies	\$3,633.00	\$2,772.00	\$10,000.00	\$6,000.00	-\$4,000.00	-40.00%
010-495-5551 Forestry Uniforms	\$92.00	\$133.00	\$400.00	\$400.00	\$0.00	0.00%
010-495-5710 Forestry Conferences Dues Training	\$923.00	\$768.00	\$2,000.00	\$1,200.00	-\$800.00	-40.00%
010-495-5875 Forestry Lease 1	\$51,560.00	\$51,560.00	\$0.00	\$0.00	\$0.00	0.00%
010-495-5480-1485 Forestry Vehicles/parts	\$5,132.00	\$7,615.00	\$12,000.00	\$12,000.00	\$0.00	0.00%
Expense Totals:	\$206,227.00	\$191,041.00	\$216,400.00	\$194,900.00	-\$21,500.00	-9.94%
Departmental Totals:	\$400,127.00	\$441,140.00	\$529,040.00	\$526,283.00	-\$2,757.00	-0.52%

Personnel Services Summary

	FY20 Budgeted		FY21 Proposed			
Position Title	# of Positions	Amount	# of Positions	Amount	Change FY20 - FY 21	% Change FY20 - FY21
Foreman	1	\$71,386.00	1	\$78,157.00	\$6,771.00	9.49%
Tree Warden	1	\$65,091.00	1	\$68,389.00	\$3,298.00	5.07%
Tree Climber	2	\$106,163.00	2	\$111,137.00	\$4,974.00	4.69%
Dept. Totals	4	\$242,640.00	4	\$257,683.00	\$15,043.00	6.20%



ENGINEERING

DEPARTMENT OVERVIEW & MISSION STATEMENT

The Engineering Division provides engineering support services primarily to the Department of Public Works, as well as other City departments, including advising the Commissioner of Public Works and the Mayor. These services are diverse and include record keeping associated with roadways, utilities, and other public infrastructure.

The Engineering Division executes a variety of services to fulfill its mission. These services include infrastructure asset management, address assignments, private development reviews, excavation and roadway occupation permitting, development and environmental related advisement, state project review and oversight, City mapping and infrastructure record keeping, municipal permit management, engineering studies, traffic and transportation management, and advisement to multiple City entities such as the Community Development Board, Zoning Board of Appeals, Traffic Commission, and Water and Sewer Commission.

DEPARTMENT ORGANIZATION

The Department is comprised of:

- 1 City Engineer
- 2 Engineers
- 1 Clerk

CHANGES FROM FY20 TO FY21

- The Engineering Division initiated programs in FY20 that will continue into FY21 that intend to increase efficiency and productivity with a focus on roadway and utility asset management. This includes the Utility Asset Management, Pavement Management, and GIS programs. These programs are initially funded from either grants or Chapter 90 state funds but will require continued support in the form of staff time, software, and participation from other DPW Divisions. Successful implementation of these programs will continue to be a primary focus. Management of the City's assets in this manner is critical to informing capital projects and informing preventative maintenance operations for the Department of Public Works. This will minimize the risk of asset failures when the consequence of failure is high ultimately providing cost savings to the City for some of its largest assets.
- Engineering personnel expenses increased by \$14,139.22, or 3.76%, primarily due to union contractual increases in comparison to FY20.
- Ordinary expenses decreased by \$9,630.00, or 19.49% in comparison to FY20.



City of Medford - FY2021 Municipal Budget - Proposed

Mayor Breanna Lungo-Koehn

- The Engineering Department budget represents an overall increase of 1.06% over FY20.

FY20 HIGHLIGHTS

In addition to the normal day-to-day duties of the Engineering Office such as issuing permits, issuing address assignments, record research, and customer service other Office accomplishments highlighted here are an example:

- **Office and administration**
 - Established and hired a GIS Coordinator
 - Established a street opening moratorium exception (MSE) program
 - Initiated staff performance reviews
 - Established site plan minimum plan requirements
 - Issued a technical directive for soil nail retaining walls
 - Joined the MWRA Advisory Board as a voting member
 - Initiated the archiving of WPA work plans
 - Re-established the Complete Streets Committee
 - Joined various Mystic River and stormwater related collaborations
- **Roadway and utility projects**
 - Completed resurfacing projects on Forest Street, Governors Avenue, Sagamore Park, Harvard Street, Winthrop Street and Linden Street
 - Completed full reconstruction of Paris Street and completed Tufts Square Complete Street project
 - Continued pedestrian connectivity inventory, oversight and management of water main replacement projects including Henley Street, Woodruff Avenue, Pitcher Avenue and Paris Street
 - Prepared new Water and Sewer regulations
 - Prepared and received Federal Railroad Administration grant for improvements at High and Canal Street grade crossings
 - Coordinated and reviewed the Boston region MPO Medford Square Traffic Study
 - Prepared recommendations for South/Main intersection
 - Completed final design and obtained the Right of Way Certificate for the Brooks Elementary Safe Routes to School project
 - Completed various pedestrian crossing and traffic improvements throughout the City
 - Continued work on stormwater modeling via the MVP program
 - Completed Phase 2 of Medford's I/I Control Plan
 - Established public road layouts for Steve Miller Drive and Freedom Way
 - Initiated the launch of a traffic study of Wellington Circle by MassDOT
 - Established a protocol for incorporating bicycle infrastructure into street resurfacing projects
 - Led the installation of bike parking racks throughout the City, and the installation of 3D crosswalks in school parking lots
- **Programs and Permits**
 - Kicked off the Utility Asset Management Program and the Pavement Asset Management Program
 - Administered the Lead Service Line Replacement Program



City of Medford - FY2021 Municipal Budget - Proposed

Mayor Breanna Lungo-Koehn

- Administered the cross-connection prevention program
- Successfully met permitting requirements for various agencies including the EPA, MWRA and DEP
- **Construction Oversight and Technical Reviews**
 - Oversaw the Eversource transmission main project, Green Line Extension (GLX) project, and City projects including multiple subdivisions, Harris Park, the rebuild of Auburn Street, Windsor and Hinsdale, the sidewalk repair contract, and various others.
 - Provided dozens of technical reviews for the Building Department, Site Plan and Subdivision technical reviews for various other departments including Office of Community Development and Zoning Board of Appeals

FY21 GOALS

- Implement Asset Management Software to continue transition to a data-driven, geospatial approach, taking advantage of Geographic Information System mapping (GIS).
- Establish a protocol for staff scheduling and forecasting, upgrade office technology to continue moving away from paper records, and establish recurring meetings with DCR.
- Continue resurfacing of roadways, including parts of Main Street, Riverside Avenue, and Boston Avenue. We are also considering Woodruff Avenue, Henley Street, Dwyer Circle, Gourley Road, Vernon Street, Pitcher Avenue and others.
- Initiate projects associated with Eversource and GLX mitigation funds
- Complete new Stormwater Regulations
- Submit Steve Miller Drive and Freedom Way to establish as public ways
- Continue pursuing I/I Control Plan
- Initiate stormwater improvement projects in the South Medford vicinity and Meetinghouse Brook vicinity; initiate water main replacements for Surrey Street, Guild Street and Brookings Avenue.

Dept. 411 | ENGINEERING

Departmental Budget

	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel						
Permanent Employees	\$287,529.00	\$339,680.00	\$362,951.00	\$376,425.22	\$13,474.22	3.71%
Part-Time Employees	\$2,329.00	\$3,270.00	\$5,040.00	\$4,000.00	-\$1,040.00	-20.63%
Travel	\$2,250.00	\$2,380.00	\$0.00	\$2,880.00	\$2,880.00	100.00%
Longevity	\$2,975.00	\$3,025.00	\$3,025.00	\$2,025.00	-\$1,000.00	-33.06%
Sick-Leave Incentive	\$1,325.00	\$1,375.00	\$0.00	\$1,325.00	\$1,325.00	100.00%
Stipends	\$0.00	\$0.00	\$1,500.00	\$1,000.00	-\$500.00	-33.33%
Overtime	\$524.00	\$2,984.00	\$4,000.00	\$3,000.00	-\$1,000.00	-25.00%
Personnel Totals:	\$296,932.00	\$352,714.00	\$376,516.00	\$390,655.22	\$14,139.22	3.76%
Ordinary Expenses						
010-411-5241 Engineering repair and mainten	\$445.00	\$210.00	\$400.00	\$400.00	\$0.00	0.00%
010-411-5242 Engineering repair and mainten	\$2,606.00	\$5,520.00	\$8,600.00	\$2,600.00	-\$6,000.00	-69.77%
010-411-5342 Engineering software	\$665.00	\$10,892.00	\$22,465.00	\$17,490.00	-\$4,975.00	-22.15%
010-411-5420 Engineering materials & suppli	\$2,255.00	\$3,952.00	\$12,300.00	\$17,300.00	\$5,000.00	40.65%
010-411-5551 Public safety uniforms	\$0.00	\$100.00	\$100.00	\$100.00	\$0.00	0.00%
010-411-5710 Engineering conferencesdues	\$0.00	\$0.00	\$4,000.00	\$500.00	-\$3,500.00	-87.50%
010-411-5589 Engineering books & publicatio	\$8,380.00	\$1,245.00	\$1,545.00	\$1,390.00	-\$155.00	-10.03%
010-411-5150 Permits	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Expense Totals:	\$14,351.00	\$21,919.00	\$49,410.00	\$39,780.00	-\$9,630.00	-19.49%
Departmental Totals:	\$311,283.00	\$374,633.00	\$425,926.00	\$430,435.22	\$4,509.22	1.06%

Personnel Services Summary

	FY20 Budgeted		FY21 Proposed		Change FY20 - FY 21	% Change FY20 - FY21
Position Title	# of Positions	Amount	# of Positions	Amount		
City Engineer	1	\$124,408.00	1	\$129,366.22	\$4,958.22	3.99%
Clerk	1	\$51,479.00	1	\$51,479.00	\$0.00	0.00%
Engineers	2	\$187,064.00	2	\$195,580.00	\$8,516.00	4.55%
Dept. Totals	4	\$362,951.00	4	\$376,425.22	\$13,474.22	3.71%



DPW: WATER/SEWER

DEPARTMENT OVERVIEW & MISSION STATEMENT

The DPW is responsible for a variety of City services including the Water & Sewer Enterprise Account. A Commission oversees the rate structure for the billing of water & sewer furnished to homes, business and nonprofits in the city. The MWRA is responsible for providing water to the city and disposing of sewerage from the City. The Water & Sewer Departments also receive assistance from other DPW Divisions on an ongoing basis.

The Water & Sewer Department is responsible for providing domestic water and sewerage service for all residential and commercial property within the city. They are also responsible for the fire hydrants and control valves for all the mains throughout the city. There are over 1,300 hydrants and 2,000 valves.

The City has over 144 miles of water main with 4" to 20" pipes. In addition, there are 119 miles of sewer main that run between 8" to 12" in size.

DEPARTMENT ORGANIZATION

The Water & Sewer Department consists of:

- 1 Superintendent
- 1 Foreman
- 1 Clerk
- 4 PW10 MEO III (1 currently vacant)
- 2 PW15
- 1 PW18
- 1 PW10

CHANGES FROM FY20 TO FY21

- Personnel expenses increased by \$118,121.00, or 6.76% above FY20.
- Ordinary expenses decreased by \$760,865.00, or 3.39% below FY20.
- The total decrease to the Enterprise budget is \$642,744.00, or 2.66% below FY20.
- Capital Outlay totaling \$855,000.00 was removed from the water and sewer enterprise ordinary expenses and reprogrammed to an enterprise capital project fund in FY20 to reduce FY21 budgeted operational costs. The Water and Sewer Enterprise Indirect cost formula was corrected for FY21. The MWRA Assessment increased slightly for FY21.



FY20 PROGRAM IMPLEMENTATION

- 163 lead services replaced
- 36 water main breaks repaired
- 24 sewer main breaks repaired
- 15 hydrants installed

FY21 GOALS

- Continue to repair all arterial infrastructural when needed throughout the city.

Dept. 450 | Water/Sewer (Enterprise)

Departmental Budget

		FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel							
Permanent Employees		\$1,020,979.00	\$1,115,371.00	\$1,231,831.00	\$1,303,972.00	\$72,141.00	5.86%
PT/Seasonal Employees		\$866.00	\$5,324.00	\$8,000.00	\$10,000.00	\$2,000.00	25.00%
Stipends - Commissioners		\$3,000.00	\$3,000.00	\$0.00	\$3,000.00	\$3,000.00	100.00%
Overtime		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Overtime - Labor		\$430,053.00	\$490,425.00	\$470,000.00	\$470,000.00	\$0.00	0.00%
Stipends - Staff		\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$0.00	0.00%
Out of Grade Pay		\$175.00	\$885.00	\$1,500.00	\$1,500.00	\$0.00	0.00%
Longevity		\$13,975.00	\$16,425.00	\$16,775.00	\$22,425.00	\$5,650.00	33.68%
Sick Buy Back		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Sick leave Incentive		\$2,300.00	\$6,650.00	\$3,700.00	\$6,650.00	\$2,950.00	79.73%
Travel		\$1,680.00	\$1,680.00	\$1,680.00	\$2,160.00	\$480.00	28.57%
OSHA Incentive		\$0.00	\$0.00	\$2,000.00	\$27,750.00	\$25,750.00	1287.50%
Clothing		\$9,900.00	\$10,725.00	\$10,725.00	\$16,875.00	\$6,150.00	57.34%
Personnel Totals:		\$1,484,428.00	\$1,651,985.00	\$1,747,711.00	\$1,865,832.00	\$118,121.00	6.76%
Ordinary Expenses							
5230	Utilities	\$39,996.00	\$44,546.00	\$35,000.00	\$40,000.00	\$5,000.00	14.29%
5240	Repair/Maint. (Office Equip.)	\$7,621.00	\$12,421.00	\$12,625.00	\$7,500.00	-\$5,125.00	-40.59%
5241	Repair/Maint. (Vehicles)	\$3,928.00	\$6,541.00	\$5,500.00	\$5,500.00	\$0.00	0.00%
5251	Repair/Maint. (Sidewalks)	\$245,725.00	\$478,130.00	\$626,775.00	\$626,775.00	\$0.00	0.00%
5255-1251	Repair/Maint. (Pipes)	\$0.00	\$0.00	\$20,000.00	\$17,000.00	-\$3,000.00	-15.00%
5255-1252	Repair/Maint. (Gates)	\$3,207.00	\$0.00	\$5,000.00	\$5,000.00	\$0.00	0.00%
5525-1253	Repair/Maint. (Hydrants)	\$2,519.00	\$38,151.00	\$15,000.00	\$10,000.00	-\$5,000.00	-33.33%
5525-1254	Repair/Maint. (Catch Basins)	\$95,770.00	\$113,869.00	\$200,000.00	\$200,000.00	\$0.00	0.00%
5290	Building Maint./Repairs	\$9,741.00	\$12,715.00	\$13,890.00	\$27,065.00	\$13,175.00	94.85%
5301	Prof. Services (Financial)	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$0.00	0.00%
5306	Prof. Services (Data)	\$91,041.00	\$81,394.00	\$124,500.00	\$115,000.00	-\$9,500.00	-7.63%
5310	Storm Water	\$66,921.00	\$50,852.00	\$656,177.00	\$200,000.00	-\$456,177.00	-69.52%
5310-1841	Water Main Flushing	\$0.00	\$0.00	\$40,000.00	\$40,000.00	\$0.00	0.00%
5340	Telephone	\$9,279.00	\$7,577.00	\$12,000.00	\$10,000.00	-\$2,000.00	-16.67%
5343	Postage	\$45,200.00	\$31,881.00	\$44,275.00	\$46,500.00	\$2,225.00	5.03%
5380	Other Services	\$262,761.00	\$192,800.00	\$350,000.00	\$300,000.00	-\$50,000.00	-14.29%
5381	Police Details	\$78,485.00	\$118,839.00	\$130,000.00	\$130,000.00	\$0.00	0.00%
5410	Heating Fuel	\$13,486.00	\$8,868.00	\$20,000.00	\$20,000.00	\$0.00	0.00%
5420	Office Supplies	\$9,686.00	\$10,031.00	\$10,500.00	\$15,100.00	\$4,600.00	43.81%
5480-1480	Vehicle Supplies (Gas& Oil)	\$61,356.00	\$80,650.00	\$125,000.00	\$125,000.00	\$0.00	0.00%
5480-1485	Vehicle Supplies (other)	\$25,946.00	\$27,783.00	\$45,000.00	\$45,000.00	\$0.00	0.00%
5530	Public Works Supplies	\$186,003.00	\$171,236.00	\$200,000.00	\$200,000.00	\$0.00	0.00%
5530-1251	Infrastructure Supplies	\$39,286.00	\$676.00	\$45,000.00	\$30,000.00	-\$15,000.00	-33.33%
5551	Uniforms	\$1,490.00	\$1,252.00	\$2,500.00	\$2,500.00	\$0.00	0.00%
5580	Other Supplies (Water)	\$0.00	\$0.00	\$1.00	\$1.00	\$0.00	0.00%
5580-1539	Other Supplies (Drains)	\$4,602.00	\$1,212.00	\$1,000.00	\$1,000.00	\$0.00	0.00%
5690	Water MWRA	\$18,501,993.00	\$18,819,058.00	\$19,155,411.00	\$19,184,348.00	\$28,937.00	0.15%
5691	State Assessment	\$15,749.00	\$15,147.00	\$20,000.00	\$20,000.00	\$0.00	0.00%
5710	Travel, Conferences	\$889.00	\$1,058.00	\$2,000.00	\$3,000.00	\$1,000.00	50.00%
5740	Insurance Premiums	\$105,324.00	\$45,156.00	\$90,000.00	\$110,000.00	\$20,000.00	22.22%
5780	Unclassified	\$52,999.00	\$6,938.00	\$70,000.00	\$70,000.00	\$0.00	0.00%
5850	Vehicles	\$406,900.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
5855	Computer equipment	\$5,852.00	\$1,153.00	\$2,000.00	\$2,000.00	\$0.00	0.00%

5870	Public Works Equipment	\$23,874.00	\$8,344.00	\$70,000.00	\$0.00	-\$70,000.00	-100.00%
5875	Equipment (Water Meters)	\$114,088.00	\$27,100.00	\$235,000.00	\$0.00	-\$235,000.00	-100.00%
5890	Leak Detection Program	\$20,300.00	\$21,600.00	\$25,000.00	\$40,000.00	\$15,000.00	60.00%
Expense Totals:		\$20,564,017.00	\$20,448,978.00	\$22,421,154.00	\$21,660,289.00	-\$760,865.00	-3.39%
Departmental Totals:		\$22,048,445.00	\$22,100,963.00	\$24,168,865.00	\$23,526,121.00	-\$642,744.00	-2.66%

Personnel Services Summary						
Position Title	FY20 Budgeted		FY21 Proposed		Change FY20 - FY 21	% Change FY20 - FY21
	# of Positions	Amount	# of Positions	Amount		
Superintendent	1	\$93,532.00	1	\$98,269.00	\$4,737.00	5.06%
Asst. Civil Engineer	1	\$93,532.00	1	\$98,269.00	\$4,737.00	5.06%
Network Tech.	1	\$73,863.00	1	\$77,604.00	\$3,741.00	5.06%
W&S Foreman	1	\$72,986.00	1	\$76,682.00	\$3,696.00	5.06%
Asst. Water Network Admin.	1	\$67,873.00	1	\$71,311.00	\$3,438.00	5.07%
Senior Eng. Aide	2	\$121,120.00	2	\$129,339.00	\$8,219.00	6.79%
MEO III	2	\$111,300.00	2	\$116,936.00	\$5,636.00	5.06%
MEO II	1	\$50,447.00	0	\$0.00	-\$50,447.00	-100.00%
MEO I	1	\$51,191.00	1	\$53,784.00	\$2,593.00	5.07%
Maint./Crafts	5	\$268,080.00	6	\$344,353.00	\$76,273.00	28.45%
Equipment Repair	1	\$54,331.00	1	\$58,468.00	\$4,137.00	7.61%
Water Quality Ctrl.	1	\$67,873.00	1	\$71,311.00	\$3,438.00	5.07%
Head Clerk	1	\$56,448.00	1	\$56,448.00	\$0.00	0.00%
Principal Clerk	1	\$49,255.00	1	\$51,198.00	\$1,943.00	3.94%
Dept. Totals	20	\$1,231,831.00	20	\$1,303,972.00	\$72,141.00	5.86%



BOARD OF HEALTH

DEPARTMENT OVERVIEW & MISSION STATEMENT

The Medford Board of Health works to improve, preserve and protect the health of the citizens of the City of Medford. The Board advocates for a safe environment, for reduction of known health risks, and for application of known preventive health measures through its health agents and staff and in cooperation with other local, State, and Federal agencies and departments.

The Board of Health accomplishes its mission statement and goals through a wide range of services including licensing and permitting, inspectional services, enforcement and health promotion and prevention offerings. The Board permits and performs complaint and mandated inspections of food establishments, swimming pools, tanning and body art establishments, recreational camps, and housing. The Board also permits haulers, dumpsters, burials, grease traps, temporary septic (porta-potties), wells, lodging/hotels/motels, body art practitioners and tobacco retailers. The Board enforces the State Sanitary Code, Housing Code, Title 5 regulations and MA and Federal Food Codes. Boards of Health are also given statutory powers to develop regulations in many areas of environmental health, and authority to promulgate reasonable public health rules and regulations under MGL c.111, sec. 31.

The Board has programs for beach water quality testing, mosquito control, sharps disposal, animal control, infectious disease control and surveillance, immunization compliance, and emergency response planning and preparation and tobacco control.

Through grants, totaling \$440,000, Prevention programming addresses a large number of health needs in Medford.

- Regional MA Opioid Abuse Prevention Collaborative grant,
- MA Partnership for Success prescription drug grant
- First Responder Naloxone grant BOH administers for Police and Fire
- CDC Overdose to Action grant, recently awarded a grant to provide support to the Court system and services offered to behavioral health court involved clients.
- Rize Foundation, to support continued outreach to person with substance use disorder the BOH partnered to participate in a regional partnership as well as to administer outreach activities for Medford residents
- MASS in Motion wellness promotion grant
- Municipal Vulnerability Preparedness grant from the Executive Office of Energy and Environment to conduct a Resiliency Hub analysis
- Winchester hospital to examine the SNAPGAP.



DEPARTMENT ORGANIZATION

In addition to the Director, the staff currently includes:

- 1 Principal Clerk
- 3 Senior Sanitarians
- 1 Animal Control Officer
- 1 Prevention and Outreach Manager
- 1 Supervisor of Public Health Nursing
- 1 30 hour per week Recovery Coach
- 2 full time grant funded employees,
- 1 part time grant funded employee
- 1 contracted Grant Coordinator

CHANGES FROM FY20 TO FY21

- In FY20 we implemented our Digital Health Department software to allow for permitting of food establishments, dumpster applications, pools, grease traps, body art practitioners, haulers, porta potties, tanning and tobacco. The system now houses and tracks all complaints.
- We secured new funding to accomplish the following goals:
 - Work with the court system on behalf of Medford court-involved residents with behavioral health issues. This new funding will institute a “Recovery Navigator” in the court, provide vital cross-training opportunities to court and behavioral health agency staff, and develop a court specific substance use and mental health resource toolkit for partners.
 - Examine Resiliency Hubs opportunities throughout the community in response to climate change and Vulnerable Populations study.
 - Examine SNAP GAP and solutions to identified issues.
- Personnel Expenses increased by \$10,212.00, or 1.52% above FY20.
- Ordinary Expenses decreased by \$16,500.00, or 17.18% below FY20.
- The total Board of Health budget decreased by \$6,288.00, or 0.82% below FY20.

FY20 PROGRAM IMPLEMENTATION

- Data
 - Inspectional Services Division granted 1,398 permits, conducted 140 Food Establishment inspections and 49 Food Establishment complaint inspections, 60 additional pools and body art inspections, and responded to 515 complaints. In the last three months 51 of those complaints were related to Covid-19 regulations.
 - Animal Control responded to 639 calls for service (Slightly lower than the previous two years due to COVID-19).
- Grants
 - The Office of Prevention and Outreach this year applied for and was awarded new grants for the following:



City of Medford - FY2021 Municipal Budget - Proposed

Mayor Breanna Lungo-Koehn

- RIZE grant - \$25,000 a year for 4 years
 - MVP grant \$65,000
 - Overdose Data 2 Action grant, 3 years \$300,000
 - Received a 1 year extension on current MOAPC grant for additional \$100,000 through the end of FY21.
 - SNAP GAP Grant from Winchester Hospital \$15,000
- Program Improvements
 - The Office of Prevention and Outreach's Recovery Coaching program created a weekly Drop-in Center for families and individuals with substance abuse disorders, conducted follow-up wellness visits to 51 overdoses/at-risk individuals identified through regional CIMS Data, and 47 "door knock" wellness checks and resource distribution following overdoses.
 - Convened partners from the criminal justice and behavioral health systems to conduct the Sequential Intercept Mapping needs assessment for Malden District Court jurisdiction.
 - Updated the Mystic Valley Public Health Coalition's "Substance Use Disorders and Behavioral Health" resource guide and mobile app, completed social emotional learning (SEL) analysis with Medford Public Schools, and acquired funding to build capacity in Somerville Court to offer recovery navigation services to behavioral health involved clients, and cross-training initiatives for court and behavioral health staff to reduce overdose, reduce Section 35 commitments, and connect people with appropriate treatment.
 - Through the MA Opioid Abuse Prevention Collaborative, instituted Naloxone Training and Distribution program and hosted numerous trainings on how to recognize an overdose and administer Naloxone.
 - Through weekly Hub Situation Table meetings with the Medford Police and the Office of Prevention and Outreach, assisted high risk individuals in the Medford community experiencing crisis.
 - Led City's HUNGER FREE PLEDGE for the residents of Medford by 2028, and developed Food Resource guide to support vulnerable populations.
- **COVID-19 Response:** Since early March, the BOH turned its focus almost entirely to Covid-19-related efforts. Below are just some of the major highlights of our work. Much of this work, including staff time and resources, will be reimbursed by federal CARES Act funding and COVID grant funding from MADPH.
 - Implemented "Are You OK?" Program for Senior citizens. Organized more than 100 community volunteers to call 11,000 seniors in Medford to conduct wellness checks and determine any food, medical, or other need. Provided critical services to 400+ seniors including 281 food deliveries, 55 requests for supplies, & 30 requests for medication deliveries. Also added 67 volunteers to the Mystic Valley MRC through this effort.
 - Conducted calls and contact tracing for approximately 1,000 positive cases of COVID-19 in Medford. Thinking critically, expanded our efforts by partnering with school nurses & medically trained staff from Tufts University.



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Mayor Breanna Lungo-Koehn

- The BOH has been the enforcing authority for all state and local COVID-19 orders, including but not limited to: wearing face coverings inside of “essential” businesses (constituents and employees), businesses’ adherence to health and safety guidelines, social distancing measures, closure of “non-essential” businesses and services, the creation of safety plans for construction, and for reopening of all businesses.
- Advocated for additional testing for first responders and essential workers & residents, and for securing critical PPE, staffing, and other resources for the City’s long-term care facilities.
- Coordinated testing for vulnerable populations. Enlisted Fallon/Armstrong ambulance for onsite testing of residents of senior buildings in Medford.
- Led a community mask distribution event for more than 1,000 residents. BOH staff and MRC volunteers distributed 5,000 disposable masks to residents.
- Coordinated First Responder housing & follow up calls by RNs with Tufts University.
- Developed protocol for and reviewed and approved all safety plans for construction, and street opening work allowed during “essential business” period.
- Advocated for and achieved the availability of testing for all Medford residents both symptomatic or asymptomatic by Cambridge Health Alliance. Recruited MRC volunteers to call all patients and report negative test results.
- Created information and guidance documents (ongoing) for all businesses and establishments as they enter reopening phases, fielding all questions and giving guidance, responding to all complaints from employers, employees, customers & residents.

FY21 GOALS

- Prepare for any resurgence in Covid-19 cases and prepare for emergency dispensing of vaccine when available to all residents.
- Rename Medford Animal Control to Medford Animal Care and Control. Animal Care and Control is the modern standard for Animal Control organizations. Cities like Boston, Cambridge, Hanover, and Belmont, & the National Animal Care and Control Association have already made the change. The new designation more accurately reflects the modern job and services provided by ACOs (or ACCOs).
- Expand current work with vulnerable populations, social determinants of health disparities and root causes of these disparities in our community. Work with community wide partners to implement policy, systems and environmental changes that seek to eliminate disparities.
- Expand efforts in community conversations with Medford Health Matters, continue analysis of findings and develop programs & trainings to address issues such as cultural and linguistic competency and anti-bias.

Dept. 510/519 | Board of Health & Animal Control

Departmental Budget

		FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel							
Permanent Employees		\$481,264.00	\$575,038.00	\$626,814.00	\$647,822.00	\$21,008.00	3.35%
Part-Time Employees		\$15,060.00	\$17,320.00	\$18,000.00	\$10,000.00	-\$8,000.00	-44.44%
Travel		\$7,525.00	\$13,750.00	\$15,000.00	\$15,000.00	\$0.00	0.00%
Longevity		\$4,775.00	\$5,075.00	\$5,075.00	\$5,075.00	\$0.00	0.00%
Sick-Leave Incentive		\$0.00	\$0.00	\$425.00	\$425.00	\$0.00	0.00%
Health Board Positions		\$1,800.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Stipends		\$4,500.00	\$7,296.00	\$7,296.00	\$4,500.00	-\$2,796.00	-38.32%
Personnel Totals:		\$514,924.00	\$618,479.00	\$672,610.00	\$682,822.00	\$10,212.00	1.52%
Ordinary Expenses							
010-510-5306	Prof. Services	\$28,500.00	\$4,770.00	\$15,000.00	\$12,000.00	-\$3,000.00	-20.00%
010-510-5340	Telephone	\$6,372.00	\$3,638.00	\$6,000.00	\$6,000.00	\$0.00	0.00%
010-510-5380	Other Services	\$6,944.00	\$13,563.00	\$15,500.00	\$12,500.00	-\$3,000.00	-19.35%
010-510-5420	Office Supplies	\$7,674.00	\$9,086.00	\$9,000.00	\$9,000.00	\$0.00	0.00%
010-510-5710	Dues, Conference	\$2,890.00	\$3,058.00	\$3,700.00	\$3,700.00	\$0.00	0.00%
010-510-5730	Publications, Subscriptions	\$0.00	\$0.00	\$500.00	\$500.00	\$0.00	0.00%
010-510-5500	Medicine& Medical Supplies	\$0.00	\$305.00	\$2,000.00	\$2,000.00	\$0.00	0.00%
010-510-5480 (1480)	Gas & Oil	\$343.00	\$303.00	\$1,500.00	\$1,000.00	-\$500.00	-33.33%
010-510-5307	Hospital	\$0.00	\$0.00	\$1.00	\$1.00	\$0.00	0.00%
010-510-5551	Nurses Uniforms	\$341.00	\$0.00	\$350.00	\$350.00	\$0.00	0.00%
010-510-5740	Malpractice Insurance	\$0.00	\$0.00	\$150.00	\$150.00	\$0.00	0.00%
010-519-5310	Canine Services	\$27,988.00	\$29,701.00	\$30,000.00	\$30,000.00	\$0.00	0.00%
010-519-5380	Canine Repairs & Maint.	\$0.00	\$547.00	\$1,000.00	\$1,000.00	\$0.00	0.00%
010-519-5551	Canine Clothing Reim.	\$0.00	\$156.00	\$350.00	\$350.00	\$0.00	0.00%
010-519-5589	Canine Supplies	\$209.00	\$755.00	\$1,000.00	\$1,000.00	\$0.00	0.00%
010-519-5850	Van Lease	\$9,236.00	\$9,236.00	\$10,000.00	\$0.00	-\$10,000.00	-100.00%
Expense Totals:		\$90,497.00	\$75,118.00	\$96,051.00	\$79,551.00	-\$16,500.00	-17.18%
Departmental Totals:		\$605,421.00	\$693,597.00	\$768,661.00	\$762,373.00	-\$6,288.00	-0.82%

Personnel Services Summary

	FY20 Budgeted		FY21 Proposed		Change FY20 - FY 21	% Change FY20 - FY21
	# of Positions	Amount	# of Positions	Amount		
Director of Health	1	\$115,381.00	1	\$118,720.00	\$3,339.00	2.89%
Principal Clerk	1	\$51,479.00	1	\$51,479.00	\$0.00	0.00%
Sanitorians	4	\$289,223.00	4	\$303,654.00	\$14,431.00	4.99%
Nurse	1	\$74,343.00	1	\$75,829.00	\$1,486.00	2.00%
Recovery Coach	1	\$34,864.00	1	\$35,386.00	\$522.00	1.50%
Animal Control Officer	1	\$61,523.00	1	\$62,753.00	\$1,230.00	2.00%
Full time Total	9	\$626,813.00	9	\$647,821.00	\$21,008.00	3.35%
Sanitarians/RNs	1	\$18,000.00	1	\$10,000.00	-\$8,000.00	-44.44%
Part time Total	1	\$18,000.00	1	\$10,000.00	-\$8,000.00	-44.44%
Dept. Totals	10	\$644,813.00	10	\$657,821.00	\$13,008.00	2.02%



COUNCIL ON AGING

DEPARTMENT OVERVIEW & MISSION STATEMENT

The general mandate of the Medford Council on Aging is to be the primary advocate for Medford's older adults. To that end, the Council evaluates, promotes, encourages and provides new and existing services that are intended to enhance the quality of the lives of elder residents. The Council provides services to elders residing in the community; the determining age is sixty (60) years. In addition, Council staff assists families and friends seeking information on services and programs on behalf of local elders. For the comfort of persons with disabilities, the Medford Senior Center is a barrier-free facility.

The Council on Aging / Senior Center provides support services to elders, families and caregivers in our community. Based on the 2010 Federal Census, 11,425 people aged 60 or older live in the City of Medford. The Council on Aging serves as an elder advocate, offers services, and activities for all 11,425 older adults. Our monthly newsletter has detailed information of services, programs, and events that include outreach, transportation, congregate meals, health screenings, socialization, fitness, wellness and recreational activities to name a few. The senior center is open Monday through Friday, from 9 a.m. to 5 p.m. We are a staff of five (three full time and two part time), and we also have a large volunteer group that wants to give back to the community and their neighbors by assisting the Council on Aging within our office, taking telephone calls, welcoming guests at our reception desk, delivering newsletters, escort trips, serving lunch or one of many other programs.

DEPARTMENT ORGANIZATION

The Council on Aging is composed of:

- 1 Director
- 1 Administrative Clerk
- 1 Maintenance position
- 1 part time Social Worker
- 1 part time Comp Instructor

CHANGES FROM FY20 TO FY21

- Reduced personnel expenses by \$657.00, a decrease of 0.27% in comparison to FY20.
- Reduced ordinary expenses by \$16,100.00, a decrease of 21.79% in comparison to FY20.
- The Council on Aging total budget decreased by 5.34% or \$16,757.00 in comparison to FY20.



City of Medford - FY2021 Municipal Budget - Proposed

Mayor Breanna Lungo-Koehn

- The Council on Aging receives funding through three main sources each year: appropriations through the municipal budget, Community Development Block Grants (CDBG), and a grant through the Massachusetts Executive Office of Elder Affairs (EOEA). We have already been awarded \$65,232 via CDBG for FY21. We had estimated that the FY21 grant through EOEA would be approximately \$137,100, however due to budget impacts of COVID-19 the amount we receive could be as low as \$102,000. As of May 2020, we are awaiting further information from the state.

FY20 PROGRAM IMPLEMENTATION

- From June 1, 2019 to May 31, 2020, the Medford COA served 27,532 duplicated people/events at the Senior Center. On average, this is just over 3,000 people per month or 152 people per day. The center offered 11 different exercise classes each week with an average of 294 unduplicated seniors attending. Our van offered 26-day trips with a maximum of 14 people per trip, the social events (BINGO, cards, art classes, movies, lunch) had 9,497 sign-ins over a nine month period.
- For calendar year 2020 we applied for and received \$5,610 in grants from the Mass Cultural Council Arts and Local Cultural Council grant.
- Though the COVID-19 health crisis drastically impacted our ability to serve seniors on a daily basis in the center, we worked with the Board of Health, Police Department, and other departments and volunteers to provide meals, goods and other services to the City's seniors. Working with these departments calls were made to 11,000 individual phone numbers of Medford residents ages 60 and older, and within three months more than 500 individual needs of these residents were met, including connecting them to important social services needed during the crisis.
- We worked with the Board of Health and Armstrong Ambulance to have residents in senior housing complexes tested on-site for COVID-19.

FY21 GOALS

- The Medford Council on Aging will see many changes in FY21. The COVID-19 pandemic has changed the dynamic one of our most vital resources, the Senior Center. We are currently looking at new ways to adapt to offer programs, events, transportation, and other needs and maintain the safety and wellbeing of all.
- In the wake of the COVID-19 crisis we will continue to evaluate the way we operate and how we can continue to serve our seniors. We will be adding exercise, entertainers, art classes and more the Medford Community Media channels. Many of our exercise instructors are also trying to offer Zoom classes.
- Continue our collaboration with Medford Recreation to bring new programs off-site and to the younger seniors in our community.
- Collaborate with many local business partners for new programs and new ideas that will assist senior center participants.
- Work with SCM transportation to advertise about the free transportation available for the Medford seniors aged 60 and older.
- As the population continues to grow and change our goal is to make sure that they are aware of the resources, information, and programs that are available to them.

Dept. 541 | Council on Aging

Departmental Budget

		FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel							
Permanent Employees		\$191,212.00	\$200,981.00	\$203,848.00	\$206,894.00	\$3,046.00	1.49%
Part-Time Employees		\$19,994.00	\$21,232.00	\$25,924.00	\$24,244.00	-\$1,680.00	-6.48%
Travel		\$0.00	\$0.00	\$150.00	\$150.00	\$0.00	0.00%
Longevity		\$2,600.00	\$3,625.00	\$4,374.00	\$3,676.00	-\$698.00	-15.96%
Sick-Leave Incentive		\$0.00	\$0.00	\$1,325.00	\$0.00	-\$1,325.00	-100.00%
Stipends		\$79.00	\$98.00	\$0.00	\$0.00	\$0.00	0.00%
Custodial Overtime		\$3,586.00	\$3,918.00	\$4,000.00	\$4,000.00	\$0.00	0.00%
Personnel Totals:		\$217,471.00	\$229,854.00	\$239,621.00	\$238,964.00	-\$657.00	-0.27%
Ordinary Expenses							
010-541-5230	Utilities	\$19,550.00	\$21,586.00	\$22,000.00	\$20,000.00	-\$2,000.00	-9.09%
010-541-5240	Office Equipment Lease	\$220.00	\$1,341.00	\$1,300.00	\$1,300.00	\$0.00	0.00%
010-541-5241-000	Repair and maintenance	\$634.00	\$306.00	\$0.00	\$500.00	\$500.00	100.00%
010-541-5241-1480	Vehicle Gas	\$927.00	\$462.00	\$2,000.00	\$1,000.00	-\$1,000.00	-50.00%
010-541-5290	Building Maintenance	\$11,911.00	\$9,803.00	\$18,500.00	\$12,500.00	-\$6,000.00	-32.43%
010-541-5291	Vehicle Maintenance	\$0.00	\$0.00	\$0.00	\$800.00	\$800.00	0.00%
010-541-5340	Telephone and Internet	\$6,000.00	\$4,228.00	\$10,000.00	\$6,000.00	-\$4,000.00	-40.00%
010-541-5343	Postage	\$0.00	\$0.00	\$300.00	\$0.00	-\$300.00	-100.00%
010-541-5380	MVES and Transportation	\$7,567.00	\$5,728.00	\$12,000.00	\$8,000.00	-\$4,000.00	-33.33%
010-541-5420	Office Supplies	\$2,099.00	\$1,665.00	\$2,100.00	\$2,000.00	-\$100.00	-4.76%
010-541-5450	Custodial Supplies	\$3,920.00	\$3,984.00	\$4,000.00	\$4,000.00	\$0.00	0.00%
010-541-5710	Conference/Dues/Education	\$310.00	\$0.00	\$500.00	\$500.00	\$0.00	0.00%
010-541-5730	Periodicals	\$36.00	\$81.00	\$200.00	\$200.00	\$0.00	0.00%
010-541-5740	Insurance	\$633.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
010-541-5860	Office Equipment	\$500.00	\$0.00	\$500.00	\$500.00	\$0.00	0.00%
010-541-5865	Furnishings	\$494.00	\$0.00	\$500.00	\$500.00	\$0.00	0.00%
Expense Totals:		\$54,801.00	\$49,184.00	\$73,900.00	\$57,800.00	-\$16,100.00	-21.79%
Departmental Totals:		\$272,272.00	\$279,038.00	\$313,521.00	\$296,764.00	-\$16,757.00	-5.34%

Personnel Services Summary

	FY20 Budgeted		FY21 Proposed			
Position Title	# of Positions	Amount	# of Positions	Amount	Change FY20 - FY 21	% Change FY20 - FY21
Director	1	\$90,583.00	1	\$92,394.00	\$1,811.00	2.00%
AdminClerk	1	\$51,479.00	1	\$51,479.00	\$0.00	0.00%
Maintenance	1	\$61,786.00	1	\$63,021.00	\$1,235.00	2.00%
Full Time Total	3	\$203,848.00	3	\$206,894.00	\$3,046.00	1.49%
Social wrk-PT	1	\$21,924.00	1	\$20,244.00	-\$1,680.00	-7.66%
Comp Inst-PT	1	\$4,000.00	1	\$4,000.00	\$0.00	0.00%
Part Time Total	2	\$25,924.00	2	\$24,244.00	-\$1,680.00	-6.48%
Dept. Totals	5	\$229,772.00	5	\$231,138.00	\$1,366.00	0.59%



LIBRARY

DEPARTMENT OVERVIEW & MISSION STATEMENT

The Medford Public Library serves the community by promoting reading, supporting the informational and recreational needs of its users, maintaining a responsible and comprehensive collection in all formats, collaborating with community groups and organizations and welcoming and reaching out to patrons of all ages, abilities, and cultures.

Library services and staffing are focused on six service points in the Adult and Youth Services spaces. Adult and Youth Services each have a team of professional librarians and support staff who specialize in service to those demographic groups. In addition to traditional research and reader's advisory services, the library staff also guide patrons in the use of over 60 free informational databases and other electronic services. The library provides two eBook and eAudiobook platforms as well as streaming video and music services.

DEPARTMENT ORGANIZATION

The Medford Public Library is comprised of:

- 1 Library Director
- 1 Assistant Director
- 14 Professional Assistants
- 3 part-time Assistants
- 1 Custodian

CHANGES FROM FY20 TO FY21

- The personnel expenses were increased by 16,553.00, or 1.33% above FY20.
- The ordinary expenses were increased by \$11,175.00, or 3.72% above FY20.
- The total increase to the Library budget is \$27,728.00 or 1.80% above FY20.

The Library could have reduced their budget and applied for a waiver in the fall due to Covid-19 and the current economic downturn. The Library didn't want to risk losing grant funding and kept the funding level up to meet the grant funding levels required.



FY20 PROGRAM IMPLEMENTATION

- Between August 2019 and April 2020 we circulated 115,627 items, and welcomed an average of 8,000 visitors per month.
- In FY20, following our temporary relocation to 200 Boston Ave. during the construction of the new library, we focused on providing high quality library service in our smaller, temporary space while also offering a high level of programming in other city spaces.
- Our temporary space has been averaging 10,000 visits per month with an average of 15,000 items checked out each month.
- The Youth Services team provided weekly programs at the Medford Family Network, at public school after school programs, at Colleen's (a very popular pop-up library for teens), and at other venues.
- Adult programming was maintained through collaborations with other organizations including the Medford Senior Center and the Medford Historical Society and Museum. We continue to provide free internet access and study space at Boston Ave. which are used all day long.
- The Library welcomed a total of 193,583 visitors between July 2018 and July 2019 (FY19).* During the same time period we circulated 332,423 physical items and logged 53,254 uses of electronic resources.

**Many of our circulation and other statistics are captured on a calendar year basis, which we then compile for fiscal years. Therefore, some data included here references the previous fiscal year.*

FY21 GOALS

- **Plan for Final Relocation into New Building**
 - In FY21 we will maintain library services and outreach while we plan for the move back into the High St. location. Construction is going well and there is a tentative move in date on June 2021. We hope to reopen with an 18-month calendar of events set to begin in the Fall of 2021.
 - Continue to reach out to other community agencies and organizations to bring programs and collaborations into the new building.
 - Pursue grants and other funding sources for new/additional programming.
 - In addition to our budget allocation for materials, we will be seeking additional sources for the purchase of new materials and equipment.
- **Preparing a Strategic Plan**
 - We are preparing a new strategic plan, a requirement of the Board of Library Commissioners. We will use the plan to shape the new library's programming and outreach, determine new policies and procedures, and plan for future fundraising.
 - Use the plan to determine the staffing profiles we will need to provide the best service for our community.

Dept. 610| LIBRARY

Departmental Budget

		FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel							
Permanent Employees		\$881,324.00	\$983,689.00	\$1,047,885.00	\$1,064,338.00	\$16,453.00	1.57%
Part-Time Employees		\$136,686.00	\$141,826.00	\$173,665.00	\$173,665.00	\$0.00	0.00%
Travel		\$222.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Longevity		\$9,925.00	\$13,055.00	\$16,335.00	\$16,335.00	\$0.00	0.00%
Sick-Leave Incentive		\$1,675.00	\$2,675.00	\$2,675.00	\$2,675.00	\$0.00	0.00%
Sick-Leave Buyback (Estimate)		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Stipends-Trustees		\$3,400.00	\$3,400.00	\$3,400.00	\$3,500.00	\$100.00	2.94%
Personnel Totals:		\$1,033,232.00	\$1,144,645.00	\$1,243,960.00	\$1,260,513.00	\$16,553.00	1.33%
Ordinary Expenses							
010-610-5230	Utilities	\$30,447.00	\$32,252.00	\$0.00	\$0.00	\$0.00	0.00%
010-610-5260	Operating Leases	\$745.00	\$721.00	\$750.00	\$800.00	\$50.00	6.67%
010-610-5290	Repairs to Building	\$9,369.00	\$4,599.00	\$0.00	\$0.00	\$0.00	0.00%
010-610-5291	Contracted services (Cleaning)	\$17,693.00	\$19,371.00	\$12,000.00	\$13,000.00	\$1,000.00	8.33%
010-610-5306	Data Processing	\$128,960.00	\$148,375.00	\$142,000.00	\$145,025.00	\$3,025.00	2.13%
010-610-5310	Microprint/Bindery Services	\$0.00	\$640.00	\$2,000.00	\$2,000.00	\$0.00	0.00%
010-610-5340	Telephone	\$8,605.00	\$7,979.00	\$7,000.00	\$8,000.00	\$1,000.00	14.29%
010-610-5341	Advertising	\$5,228.00	\$5,768.00	\$3,000.00	\$3,000.00	\$0.00	0.00%
010-610-5343	Postage	\$0.00	\$0.00	\$800.00	\$800.00	\$0.00	0.00%
010-610-5410	Heat/Fuel	\$15,783.00	\$21,450.00	\$0.00	\$0.00	\$0.00	0.00%
010-610-5420	Office Supplies	\$8,450.00	\$10,991.00	\$11,000.00	\$11,000.00	\$0.00	0.00%
010-610-5430	Building Repair Materials	\$14,071.00	\$7,086.00	\$0.00	\$0.00	\$0.00	0.00%
010-610-5450	Cleaning supplies	\$3,656.00	\$3,741.00	\$1,000.00	\$1,000.00	\$0.00	0.00%
010-610-5511-1510	Library books and Periodicals	\$144,625.00	\$79,977.00	\$75,824.00	\$75,824.00	\$0.00	0.00%
010-610-5511-1511	Library supplies	\$7,200.00	\$5,511.00	\$10,000.00	\$10,000.00	\$0.00	0.00%
010-610-5511-1512	Audio Visual	\$30,991.00	\$24,331.00	\$25,000.00	\$31,000.00	\$6,000.00	24.00%
010-610-5580	Water Cooler	\$468.00	\$748.00	\$700.00	\$800.00	\$100.00	14.29%
010-610-5710	Continuing Education	\$3,273.00	\$1,847.00	\$4,000.00	\$4,000.00	\$0.00	0.00%
010-610-5860	Copier/Microfilm rental	\$4,531.00	\$3,351.00	\$5,000.00	\$5,000.00	\$0.00	0.00%
010-610-5865	Furniture	\$984.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Expense Totals:		\$435,079.00	\$378,738.00	\$300,074.00	\$311,249.00	\$11,175.00	3.72%
Departmental Totals:		\$1,468,311.00	\$1,523,383.00	\$1,544,034.00	\$1,571,762.00	\$27,728.00	1.80%

Personnel Services Summary

FY20 Budgeted		FY21 Proposed		Change FY20 - FY 21	% Change FY20 - FY21
Position Title	# of Positions	Amount	# of Positions		
Director	1	\$107,258.00	1	\$108,778.00	1.42%
Assit Director	1	\$82,023.00	1	\$87,053.00	6.13%
Prof Assistants	14	\$801,717.00	14	\$810,493.00	1.09%
Custodian	1	\$56,887.00	1	\$58,014.00	1.98%
Full Time Total	17	\$1,047,885.00	17	\$1,064,338.00	1.57%
Part time-Assistants	5	\$173,665.00	5	\$173,665.00	\$0.00
Part Time Total	5	\$173,665.00	5	\$173,665.00	\$0.00
Dept. Totals	22	\$1,221,550.00	22	\$1,238,003.00	\$16,453.00



RECREATION

DEPARTMENT OVERVIEW & MISSION STATEMENT

The Medford Recreation Department is committed to providing diversified programs, community events, and activities for all ages and physical abilities. Through partnerships with other Medford organizations, the Recreation Department helps enhance our community through promoting events and activities that are available to all Medford residents.

Entering its third year as a year-round department, Recreation is working toward expanding programming needs to residents of all ages. The department is also responsible for operations at Wright's Pond, Tufts Pool, and the Medford Recreation Center as well as administering park permits that are approved by the Parks Commission.

DEPARTMENT ORGANIZATION

The Recreation Department is comprised of three full time employees:

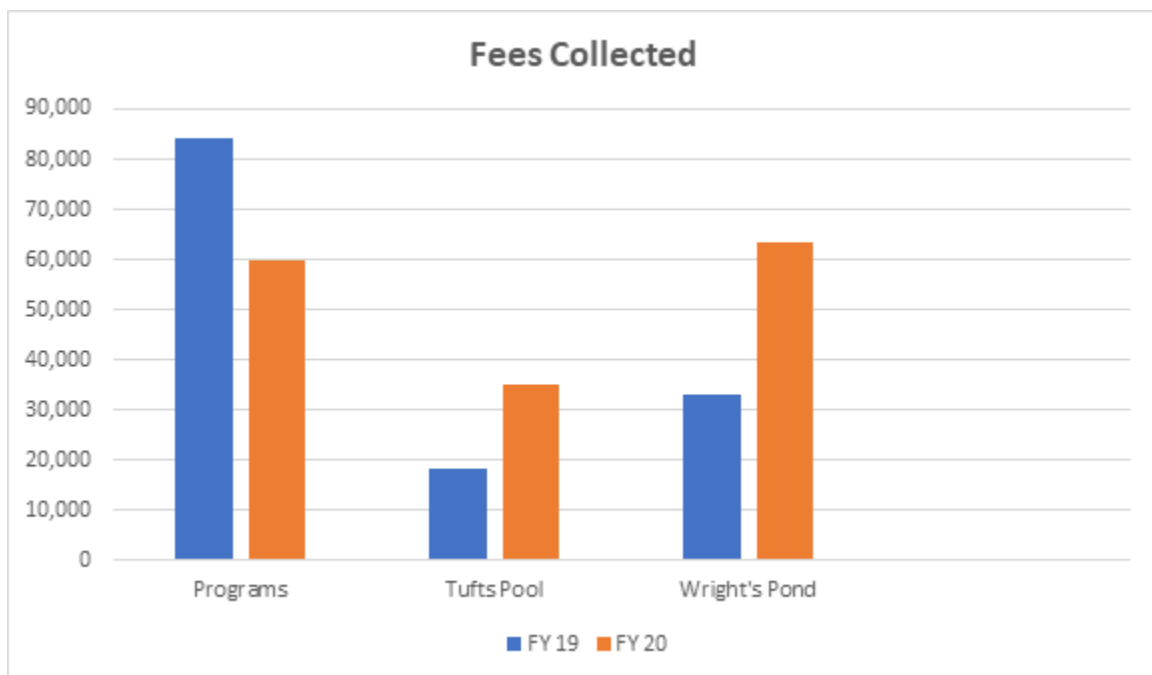
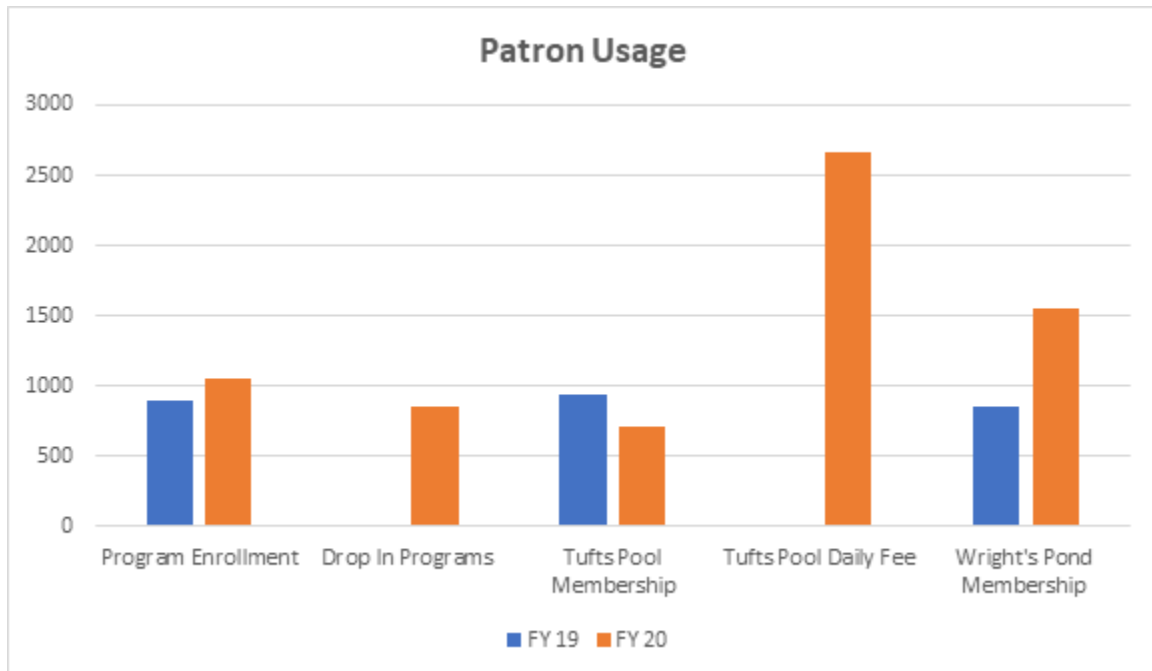
- 1 Director
- 1 Assistant Director
- 1 Program Manager
- *Plus additional seasonal employees during the summer season.*

CHANGES FROM FY20 TO FY21

- The personnel expenses were increased by \$2,628.00, or 0.76% above FY20.
- The ordinary expenses were decreased by \$26,891.00, or 100% below FY20. The Recreation Department has a revolving fund that is able to fund these ordinary expenses for FY21.
- The overall reduction to the FY21 budget is \$24,263.00, or 6.50% below FY20.

FY20 PROGRAM IMPLEMENTATION

- In FY20, the Recreation Department had 1,056 participants enrolled in their programs*, representing an increase of 155 participants over FY19.
- In FY20, the Recreation Department had 1,106 participants in our drop in programs including Pickleball, Family Open Gym, Indoor Play and Adult Basketball. FY20 was the first year using a point of sale system, allowing the department to compare drop in programs in future years.
- 752 more pond & pool memberships were sold as compared to FY19.
- The department collected \$2,670 in Tufts Pool daily fees.



- In FY19, the department used outside vendors to run many of the programs offered. In FY20, the department began to offer more programs in house as opposed to using outside vendors. This allows the department to use the employees currently on staff to teach or coach the programs, and therefore offer a cheaper registration fee to participants. While the fees collected in 2019 were lower, the net revenue was higher.



City of Medford - FY2021 Municipal Budget - Proposed

Mayor Breanna Lungo-Koehn

- In FY20, Tufts Pool allowed for the collection of daily fees. While the amount of memberships sold were lower in FY20 compared to FY19, the amount of money collected was higher. This allowed the pool to become more easily accessible and affordable to residents.
- In FY20, Wright's Pond passes were sold at the pond instead of at City Hall in advance. This created a convenience including the ability to purchase passes on the weeknights and weekends.
- Hired a Program Manager as the departments third full time employee.
- Started the City's first adaptive soccer program. This program was in high demand with enrollment filled within the first two days of registration.
- Rebranded vacation week programs as "Sports, Art, Games and Activities (S.A.G.A)" to demonstrate that our camps include more than just sports activities.

**Reflects enrollment as of March 5, 2020.*

FY21 GOALS

- Expand the hours of operations at the Recreation Center to include Sundays.
- Enhance our scholarship process, including the ability to receive and fundraise donations for our scholarships for our recreation programming. In addition, create policy and guidelines on how to distribute and award scholarships including a formal application.
- Expand our adaptive programming to include a minimum of one activity per season.
- Promote passive recreation in Medford. This includes showing hiking trails and walking paths on the Recreation website and promoting nature walks.
- online.

Dept. 630 | RECREATION

Departmental Budget							
		FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel							
Permanent Employees		\$47,079.00	\$137,675.00	\$198,175.00	\$208,847.00	\$10,672.00	5.39%
Part-Time Employees		\$167,764.00	\$178,745.00	\$148,038.00	\$139,994.00	-\$8,044.00	-5.43%
Travel		\$500.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Personnel Totals:		\$215,343.00	\$316,420.00	\$346,213.00	\$348,841.00	\$2,628.00	0.76%
Ordinary Expenses							
010-630-5243	Repair & Maint	\$491.00	\$0.00	\$500.00	\$0.00	-\$500.00	-100.00%
010-630-5420	Park-Recreation	\$2,883.00	\$1,594.00	\$635.00	\$0.00	-\$635.00	-100.00%
010-630-5409	Food Services	\$304.00	\$124.00	\$300.00	\$0.00	-\$300.00	-100.00%
010-630-5450	Custodial Supplies	\$0.00	\$1,583.00	\$0.00	\$0.00	\$0.00	0.00%
010-630-5500	Medical Supplies	\$333.00	\$683.00	\$2,287.00	\$0.00	-\$2,287.00	-100.00%
010-630-5551	Employee Clothing and Uniform	\$18,136.00	\$1,873.00	\$6,550.00	\$0.00	-\$6,550.00	-100.00%
010-630-5589	Other Supplies	\$11,164.00	\$9,006.00	\$2,000.00	\$0.00	-\$2,000.00	-100.00%
010-630-5710	Travel and Conferences	\$0.00	\$545.00	\$520.00	\$0.00	-\$520.00	-100.00%
010-630-5735	Art Programming	\$4,711.00	\$2,531.00	\$900.00	\$0.00	-\$900.00	-100.00%
010-630-5855	Computer Hardware and Software	\$10,576.00	\$6,203.00	\$4,800.00	\$0.00	-\$4,800.00	-100.00%
010-630-5341	Advertising / Program Books	\$0.00	\$9,908.00	\$7,244.00	\$0.00	-\$7,244.00	-100.00%
010-630-5306	Professional / Tech Services	\$0.00	\$661.00	\$1,155.00	\$0.00	-\$1,155.00	-100.00%
Expense Totals:		\$48,598.00	\$34,711.00	\$26,891.00	\$0.00	-\$26,891.00	-100.00%
Departmental Totals:		\$263,941.00	\$351,131.00	\$373,104.00	\$348,841.00	-\$24,263.00	-6.50%
Personnel Services Summary							
	FY20 Budgeted		FY21 Proposed		Change FY20 - FY 21		% Change FY20 - FY21
Position Title	# of Positions	Amount	# of Positions	Amount	Change FY20 - FY 21		% Change FY20 - FY21
Rec Director	1	\$83,818.00	1	\$87,442.00	\$3,624.00		4.32%
Assist Director	1	\$62,701.00	1	\$66,052.00	\$3,351.00		5.34%
Program Manager	1	\$51,656.00	1	\$55,353.00	\$3,697.00		7.16%
Dept. Totals	3	\$198,175.00	3	\$208,847.00	\$10,672.00		5.39%

Note: Moved Ordinary Expenses to Rec Revolving Fund



VETERANS' SERVICES

DEPARTMENT OVERVIEW & MISSION STATEMENT

The Veterans' Services Department advocates on behalf of all Medford veterans to ensure they have access to every local, state, and federal benefit to which they are entitled. These benefits exist to assist with reintegration of service members and to act as a safeguard to protect this venerable segment of our population; who did not have the opportunity to establish themselves to the same level as their peers because of service-connected injuries as well as their service related absence from our social and business community.

Over \$8 Million of Cash Aid will be distributed in Medford to our Veterans and their surviving spouses in 2020. Every month, Medford's veteran, and widowed spouse, residents receive a cumulative \$671,854.23 in veterans' aid payments from the federal government.

The Medford Veterans' Services Department ensures this financial benefit continues for our community. We have integrated the latest technology and coupled it with a refined operational procedure to streamline efficiency and effectiveness in processing our veterans claims and safeguarding sensitive documentation. This maximizes transparency and accountability in execution of our services. The Veterans Department also collaborates with key stakeholders across public and private sectors to produce innovative services and events to benefit all residents of Medford.

DEPARTMENT ORGANIZATION

The Department is comprised of:

- 1 Director of Veterans Services
- 1 part-time Senior Clerk

CHANGES FROM FY20 TO FY21

- The personal expenses increased by \$3,137.00, or 2.92% over FY20.
- Ordinary expenses were reduced by \$3,353.92, or 1.28% below FY20.
- Veterans Cash Aid was increased from \$240,000.00 to \$300,000.00. This allocation is fully reimbursed back to the City and is distributed to Medford Veterans. The \$60,000.00 increase makes the ordinary expenses appear to increase by \$56,646.08 or 21.54% over FY20.
- The overall increase in the Veterans' Services budget is \$59,783.08, or 16.14% over FY20.



FY20 PROGRAM IMPLEMENTATION

- Increased State Veterans' Aid Distribution by 338% in the last year with a targeted marketing campaign supported by multiple departments.
- Saved 30% of annual recurring operating costs for public celebrations by using alternative vendors.
- Properly catalogued 150 years of Medford residents' military discharges and service records (from US Civil War, Spanish American War, World War I, World War II, Korean War, Vietnam, Persian Gulf, Iraq, and Afghanistan Wars) on file in Medford City Hall. Records are being digitally scanned and physically stored in the climate-controlled State Military Archives. This will ensure Medford families will be able to access their, and their ancestors', military service records for years to come.
- Converted the Medford Veterans' Service Office to digital: over 2,000 pounds of paper were properly reviewed, converted, and destroyed.
- Medford Veterans' Service Office was certified as a VA Work Study Location, for which we will receive more than \$30,000 in grant funding annually to hire two transitioning Veterans to work for the office while they attend school on the GI Bill.
- Established a new Medford Veterans Emergency Fund: Donation Account (First \$3,000 raised and donated by CCSR students) to assist Medford Veterans in crisis.
- Started a food distribution program with local nonprofit Food Links to local Veterans and Widows.
- Created public service announcement videos (Medford Military Minute) to update residents on available services to Veterans and Survivors (with Medford Community Media).
- The Veterans Office is now permanently represented in the Medford HUB (Mental Health and Substance Abuse) as well as on the Medford Health Matter Board.
- Instructed Local Police Departments Malden/Medford/Tufts on Local, State, and federal veterans benefit and services. PTSD first responder certified by the VA.
- Created new Veterans Services Logo designed by Medford Vocational Graphic Design students.
- Successfully advocated for doubling the local option for tax abatement to assist low income senior citizens and disabled veterans (M.G.L. c 59 §5, clause 41C and eligible veterans under M.G.L. c 59 §5, clause 22a-f).
- Drafted and submitted a Bill, Sponsored by State Representative Paul Donato, to alter MGL to eliminate Veterans Abatement depreciation by making the amounts annually match ratio increases to real estate tax increases.
- Restored the CPL Daniel Tolland Monument in the Medford Heights.
- Restoring Forest St WW1 monument using \$50,000 in State Grant funding.
- Restoring Oak Grove World War I Monument Stage 1 using \$50,000 CPA grant funding. Lobbying State elected officials for a \$200,000 grant for Stage 2 costs.
- Veteran Services Pull Up station created at MHS upper field. Benefits students and residents

FY21 GOALS

- Continue to grow enrollment in our State CH 115 aid distributions to targeted levels.
 - It is realistic to expect an additional doubling of our current local aid distribution given the data on our Veteran population in the City. FY21 will include a new marketing campaign targeting this population to make them aware of the benefits that are available to them.
- Restore and catalogue Monuments.



City of Medford - FY2021 Municipal Budget - Proposed

Mayor Breanna Lungo-Koehn

- The City has more than 145 individual monuments. Some have not had any preventative maintenance for almost a century. The monuments will be prioritized for grant funded repairs based on their current condition. The creation of individual monument biographies also is scheduled to begin with the help of key stakeholders in the community.
- Create a high school counseling network for students interested in joining the service to have a network of veterans to talk with who served in the MOS's they are looking to enlist in.
 - Give real world advice and mentorship to MHS students prior to them making their decisions.
- Create a new Veterans board to assist in the planning of patriotic events for the City.
- Integrate the Massachusetts Army National Guard Public Affairs Office into Medford's touch a truck day to incorporate light military wheeled vehicles into the static displays for the school children.
- Work on a Veteran Motorcycle Safety Spring refresher training with the Medford Police Department; have MPD mounted unit conduct vehicle safety check, basic skills refresher, and then ride to City Hall with motorcyclist residents/veterans.

Dept. 543/692 | VETERANS SERVICES

Departmental Budget

		FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel							
Permanent Employees		\$101,085.00	\$93,392.00	\$74,498.00	\$76,011.00	\$1,513.00	2.03%
Part-Time Employees		\$0.00	\$0.00	\$27,948.00	\$28,572.00	\$624.00	2.23%
Travel		\$1,101.00	\$935.00	\$1,020.00	\$1,020.00	\$0.00	0.00%
Longevity		\$2,475.00	\$2,129.00	\$925.00	\$925.00	\$0.00	0.00%
Sick-Leave Incentive		\$242.00	\$0.00	\$0.00	\$1,000.00	\$1,000.00	100.00%
Sick-Leave Buyback (Estimate)		\$0.00	\$4,878.00	\$0.00	\$0.00	\$0.00	0.00%
Stipends		\$3,000.00	\$2,750.00	\$3,000.00	\$3,000.00	\$0.00	0.00%
Personnel Totals:		\$107,903.00	\$104,084.00	\$107,391.00	\$110,528.00	\$3,137.00	2.92%
Ordinary Expenses							
010-543-5240	Veterans repair and maintenance	\$1,580.00	\$1,580.00	\$1,579.92	\$1,226.00	-\$353.92	-22.40%
010-543-5380	Veterans cash aid*	\$163,445.00	\$143,089.00	\$240,000.00	\$300,000.00	\$60,000.00	25.00%
010-543-5420	Veterans office supplies	\$752.00	\$904.00	\$1,500.00	\$1,000.00	-\$500.00	-33.33%
010-543-5580	Veterans water cooler	\$102.00	\$65.00	\$250.00	\$250.00	\$0.00	0.00%
010-692-5380	Celebrations and holiday	\$12,774.00	\$8,000.00	\$8,000.00	\$8,000.00	\$0.00	0.00%
010-692-5780	Celebrations and holiday	\$1,727.00	\$6,500.00	\$11,700.00	\$9,200.00	-\$2,500.00	-21.37%
Expense Totals:		\$180,380.00	\$160,138.00	\$263,029.92	\$319,676.00	\$56,646.08	21.54%
Departmental Totals:		\$288,283.00	\$264,222.00	\$370,420.92	\$430,204.00	\$59,783.08	16.14%
Personnel Services Summary							
		FY20 Budgeted		FY21 Proposed			
Position Title	# of Positions	Amount	# of Positions	Amount	Change FY20 - FY 21	% Change FY20 - FY21	
Director	1	\$74,498.00	1	\$76,011.00	\$76,010.00	2.03%	
Senior Clerk-PT	1	\$27,948.00	1	\$28,572.00	\$624.00	2.23%	
Dept. Totals	2	\$102,446.00	2	\$104,583.00	\$2,137.00	2.09%	

*Note: Veterans Cash Aid is reimbursed back to the City

Dept. 176 | BOARD OF APPEALS

Departmental Budget							
		FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel							
Stipends		\$7,500.00	\$7,000.00	\$8,500.00	\$8,500.00	\$0.00	0.00%
Personnel Totals:		\$7,500.00	\$7,000.00	\$8,500.00	\$8,500.00	\$0.00	0.00%
Ordinary Expenses							
010-176-5341	ADVERTISING	\$0.00	\$0.00	\$1.00	\$1.00	\$0.00	0.00%
010-176-5342	PRINTING	\$151.00	\$84.00	\$150.00	\$150.00	\$0.00	0.00%
Expense Totals:		\$151.00	\$84.00	\$151.00	\$151.00	\$0.00	0.00%
Departmental Totals:		\$7,651.00	\$7,084.00	\$8,651.00	\$8,651.00	\$0.00	0.00%



BOARD OF ASSESSORS

OVERVIEW

The 3-member Board of Assessors, appointed by the Mayor, ensures the accuracy of the assessing database used for ad valorem taxation, annually determines the “new growth” increase in the levy limit, calculates the tax rate each year, and acts upon abatement applications as well as property tax exemption applications for the elderly, low income, disabled veterans, the blind, and applications for exemption from the Community Preservation Act Surcharge.



BICYCLE ADVISORY COMMISSION

OVERVIEW

The Medford Bicycle Advisory Commission works on issues related to bicycling and bicycle infrastructure in the City of Medford, and helps to inform related policy in the City. Members bring experience from fields including transportation and urban planning, software engineering, marketing and communications, and lived experience of Medford residents. Persons of all ages, genders, backgrounds, and abilities are welcome and encouraged to serve as members. The Commission created a bicycle infrastructure plan for the City Of Medford that the City continues to follow and work towards implementing.

Dept. 215 | BICYCLE COMMISSION

Departmental Budget							
		FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel							
--		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Personnel Totals:		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Ordinary Expenses							
010-215-5310	Reproduction services	\$0.00	\$0.00	\$1,000.00	\$0.00	-\$1,000.00	-100.00%
010-215-5380	Presentations and Speakers	\$0.00	\$0.00	\$1,000.00	\$0.00	-\$1,000.00	-100.00%
010-215-5530	Matereials	\$0.00	\$0.00	\$250.00	\$0.00	-\$250.00	-100.00%
010-215-5550	Safety Equipment	\$1,004.00	\$0.00	\$1,000.00	\$1,000.00	\$0.00	0.00%
010-215-5710	Cert, Training, Travel & Parking	\$485.00	\$0.00	\$2,250.00	\$500.00	-\$1,750.00	-77.78%
Departmental Totals:		\$1,489.00	\$0.00	\$5,500.00	\$1,500.00	-\$4,000.00	-72.73%



COMMUNITY DEVELOPMENT BOARD

OVERVIEW

The Community Development Board was established in accordance with the provisions of chapter 839 of the Acts of 1974 and has the power and authority to perform the duties set forth in M.G.L. c. 41, § 81A et seq., pertaining to a planning board so established. The Board consists of seven members, of which six are appointed by the Mayor and one by the State. The Board's responsibilities include administration of the Subdivision Control Law, conducting site plan review for major projects, reviewing and recommending changes to the Zoning Ordinance, and general planning to guide growth and development in a coordinated and comprehensive manner.

Dept. 182 | Community Development Board

Departmental Budget							
		FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel							
Stipends-Commissioners		\$5,600.00	\$5,600.00	\$6,500.00	\$6,500.00	\$0.00	0.00%
Stipends		\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$0.00	0.00%
Personnel Totals:		\$7,100.00	\$7,100.00	\$8,000.00	\$8,000.00	\$0.00	0.00%
Ordinary Expenses							
010-182-5310	Prof Services	\$0.00	\$0.00	\$1.00	\$1.00	\$0.00	0.00%
010-182-5341	Advertising	\$100.00	\$515.00	\$300.00	\$300.00	\$0.00	0.00%
010-182-5342	Printing	\$0.00	\$0.00	\$1.00	\$1.00	\$0.00	0.00%
010-182-5710	Dues & conferences	\$110.00	\$0.00	\$300.00	\$300.00	\$0.00	0.00%
010-182-5730	Stipend-BD	\$0.00	\$0.00	\$1.00	\$1.00	\$0.00	0.00%
Expense Totals:		\$210.00	\$515.00	\$603.00	\$603.00	\$0.00	0.00%
Dept. Totals:		\$7,310.00	\$7,615.00	\$8,603.00	\$8,603.00	\$0.00	0.00%



CONSERVATION COMMISSION

OVERVIEW

The Medford Conservation Commission is responsible for the administration of environmental laws and policies, open space protection and management, water management, and preservation of natural features of the environment. The Commission administers and enforces the following:

- Massachusetts Wetlands Protection Act and associated Wetland Regulations
- Massachusetts Rivers Protection Act
- City of Medford's Wetlands Ordinance
- Wetland Policies

The Conservation Commission is required to protect and preserve wetlands and their surrounding areas, as well as open space. The Conservation Commission consists of seven members, all of which are appointed by the Mayor. At monthly meetings, the commission members work to ensure that all construction and development projects (residential, industrial, and commercial) that may alter any wetlands, floodplains, rivers, streams, ponds, lakes and/or associated buffer zones or riverfront areas are in compliance with state and local regulations.

Dept. 171| Conservation Commission

Departmental Budget

		FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel							
Stipends-Commissioners		\$4,000.00	\$4,000.00	\$5,000.00	\$5,000.00	\$0.00	0.00%
Stipends		\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$0.00	0.00%
Personnel Totals:		\$5,500.00	\$5,500.00	\$6,500.00	\$6,500.00	\$0.00	0.00%
Ordinary Expenses							
010-171-5342	Printing	\$0.00	\$0.00	\$50.00	\$50.00	\$0.00	0.00%
010-171-5710	Travel, Conference	\$962.00	\$886.00	\$1,000.00	\$1,000.00	\$0.00	0.00%
010-171-5730	Subscriptions	\$0.00	\$0.00	\$50.00	\$50.00	\$0.00	0.00%
Expense Totals:		\$962.00	\$886.00	\$1,100.00	\$1,100.00	\$0.00	0.00%
Dept. Totals:		\$6,462.00	\$6,386.00	\$7,600.00	\$7,600.00	\$0.00	0.00%



CONSUMER ADVISORY COMMISSION

OVERVIEW

The Medford Consumer Advisory Commission is one of a statewide network of Local Consumer Protection Programs established by the Massachusetts Office of the Attorney General to advise and assist in resolving consumer complaints.

Founded in 1977, the goal of our office is to empower consumers with knowledge of their rights and to educate them on ways to protect themselves from becoming a victim of a scam, fraud or identity theft. The Commission provides advice, education, referral and informal mediation services at no cost to consumers. Findings are then reported back to the Massachusetts Office of Attorney General in order to aid them in identifying patterns of unfair and deceptive practices across the State. In certain cases where a large segment of the population is affected, additional action may possibly be taken later by the AGO.

Dept. 276 | Consumer Advisory Board

Departmental Budget							
	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21	
Personnel							
-----	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	
Personnel Totals:	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	
Ordinary Expenses							
010-276-5420 Office Supplies	\$948.00	\$544.00	\$1,000.00	\$1,000.00	\$0.00	0.00%	
Expense Totals:	\$948.00	\$544.00	\$1,000.00	\$1,000.00	\$0.00	0.00%	
Dept. Totals:	\$948.00	\$544.00	\$1,000.00	\$1,000.00	\$0.00	0.00%	



HISTORIC DISTRICT COMMISSION

OVERVIEW

The Medford Historic District Commission is the official City body charged with administration of the city-designated Historic Districts. The Commission's role is to ensure that any visible changes to properties within the Historic Districts enhances, rather than detracts from, the area's historic character. The Commission can issue certificates of appropriateness, certificates of non-applicability, and certificates of hardship with respect to construction or alteration of buildings and structures within the historic districts.

By preserving the historic character of the Historic Districts and Medford in general, the goal of the Commission is to sustain and improve the significance of Medford's place in American history and to increase the cultural and monetary wealth of Medford residents. Studies have shown that properties located within Historic Districts have increased more in value over time compared to similar properties outside of the districts. Carefully managing the appearance of historic neighborhoods has benefits for all property owners.

Dept. 636 | Historic District Commission

Departmental Budget							
		FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel							
Permanant Employees		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Personnel Totals:		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Ordinary Expenses							
010-636-5310	Professional Fees	\$0.00	\$0.00	\$15,000.00	\$2,500.00	-\$12,500.00	-83.33%
010-636-5780	Special Projects	\$0.00	\$0.00	\$2,600.00	\$2,500.00	-\$100.00	-3.85%
Expense Totals:		\$0.00	\$0.00	\$17,600.00	\$5,000.00	-\$12,600.00	-71.59%
Departmental Totals:		\$0.00	\$0.00	\$17,600.00	\$5,000.00	-\$12,600.00	-71.59%



HISTORICAL COMMISSION

OVERVIEW

The Medford Historical Commission works to preserve and protect the City of Medford's historic character and heritage in order to sustain and improve the significance of Medford's place in American history.

Established under Section 8d of Chapter 40 of the MA General Laws and Chapter 48 of the Medford Municipal Ordinances, the Commission is the official body charged with the identification of properties and sites in the City that are of historical significance, and is the principal advisor to the City on matters relating to historic preservation. The Commission is further charged with reviewing all requests for demolition of buildings constructed more than 75 years ago or that are listed in the National Register of Historic Places or the Massachusetts Register of Historic Places.

Dept. 632 | Historic Commission

Departmental Budget

		FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel							
Permanent Employees		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Personnel Totals:		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Ordinary Expenses							
010-632-5341	Advertising	\$0.00	\$442.00	\$450.00	\$450.00	\$0.00	0.00%
010-632-5342	Printing	\$18.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
010-632-5310	Professional Fees	\$12,500.00	\$9,630.00	\$12,500.00	\$17,500.00	\$5,000.00	40.00%
010-632-5420	Office Supplies	\$0.00	\$0.00	\$300.00	\$300.00	\$0.00	0.00%
010-632-5589	Photo Supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
010-632-5710	Convention & Dues	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
010-632-5730	Books & Publications	\$740.00	\$786.00	\$800.00	\$800.00	\$0.00	0.00%
010-632-5780	Surveys	\$15,645.00	\$15,347.00	\$15,000.00	\$16,000.00	\$1,000.00	6.67%
010-632-5780	Special Projects	\$0.00	\$0.00	\$950.00	\$0.00	-\$950.00	-100.00%
Expense Totals:		\$28,903.00	\$26,205.00	\$30,000.00	\$35,050.00	\$5,050.00	16.83%
Departmental Totals:		\$28,903.00	\$26,205.00	\$30,000.00	\$35,050.00	\$5,050.00	16.83%



HORMEL STADIUM COMMISSION

OVERVIEW

The Hormel Commission has three commissioners and one secretary. Under their responsibility, they deliberate decisions and approve permits for the use of Hormel Stadium, Outdoor Hockey Rink, LoConte Rink, Drane Fields, and the soccer field. The Athletic Department manages the day to day operations of the facility.

The Hormel Stadium Commission was level funded at \$5,400.00

Dept. 638 | Hormel Commission

Departmental Budget

	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
<u>Personnel</u>						
Stipends-Board,Comms	\$4,025.00	\$3,800.00	\$3,900.00	\$3,900.00	\$0.00	0.00%
Stipend	\$1,375.00	\$1,500.00	\$1,500.00	\$1,500.00	\$0.00	0.00%
Personnel Totals:	\$5,400.00	\$5,300.00	\$5,400.00	\$5,400.00	\$0.00	0.00%
<u>Ordinary Expenses</u>						
Expense Totals:	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Departmental Totals:	\$5,400.00	\$5,300.00	\$5,400.00	\$5,400.00	\$0.00	0.00%

Dept. 165| LICENSE COMMISSION

Departmental Budget

	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel						
Stipends	\$5,400.00	\$5,400.00	\$5,400.00	\$5,400.00	\$0.00	0.00%
Personnel Totals:	\$5,400.00	\$5,400.00	\$5,400.00	\$5,400.00	\$0.00	0.00%
Ordinary Expenses						
010-165-5780 Unclassified	\$400.00	\$400.00	\$400.00	\$400.00	\$0.00	0.00%
Expense Totals:	\$400.00	\$400.00	\$400.00	\$400.00	\$0.00	0.00%
Departmental Totals:	\$5,800.00	\$5,800.00	\$5,800.00	\$5,800.00	\$0.00	0.00%

Dept. 293 | Traffic Commission

Departmental Budget							
		FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel							
Traffic Commission Board/staff		\$0.00	\$0.00	\$3,000.00	\$0.00	-\$3,000.00	-100.00%
Stipends		\$1,500.00	\$1,500.00	\$1,500.00	\$4,500.00	\$3,000.00	200.00%
Personnel Totals:		\$1,500.00	\$1,500.00	\$4,500.00	\$4,500.00	\$0.00	0.00%
Ordinary Expenses							
010-293-5252	Contracted services	\$20,000.00	\$20,000.00	\$20,000.00	\$17,000.00	-\$3,000.00	-15.00%
010-293-5341	Advertising	\$0.00	\$0.00	\$500.00	\$500.00	\$0.00	0.00%
010-293-5420	office supplies	\$62.00	\$0.00	\$300.00	\$300.00	\$0.00	0.00%
010-293-5343	Postage	\$301.00	\$0.00	\$200.00	\$200.00	\$0.00	0.00%
010-293-5530	Materials	\$5,250.00	\$5,300.00	\$5,300.00	\$5,300.00	\$0.00	0.00%
Expense Totals:		\$25,613.00	\$25,300.00	\$26,300.00	\$23,300.00	-\$3,000.00	-11.41%
Departmental Totals:		\$27,113.00	\$26,800.00	\$30,800.00	\$27,800.00	-\$3,000.00	-9.74%



SUPERINTENDENT'S BUDGET MESSAGE

This proposed FY21 Medford Public Schools budget attempts to address as many concerns of the school committee, district administration, and the community as possible, but it should still be considered a living document that changes as issues may arise during the school year. The proposed budget signifies that we are continuing to make substantive improvements to our programs, services, and operations, within the limitations the district continues to face. As we work to monitor the budget it may need to be modified throughout the year as the actual costs become clear and sources of revenue come to fruition.

Due to the impact of COVID-19, we are being level funded. As a result, we've been carefully reviewing the organizational structures of the district and made reductions in positions that were either redundant or where responsibilities could be redistributed to other roles. These reductions include a significant downsizing of central office in order to mitigate the impact of reductions on classrooms. Throughout this process, we've worked to limit the impact of these reductions on the classroom experience of our students by reducing in places farthest away from the classroom, wherever possible. As a district, our top priority continues to be providing all students in Medford with the highest quality of instruction and meeting their academic, social, and personal needs. Therefore, these reductions reflect our efforts to maintain this top priority.

In addition to these reductions, we have thought strategically around responding to some of the contextual changes stemming from COVID-19, particularly in improving our capacity to deliver high-quality, distance learning to our students. The FY2021 budget reflects a significant investment in technology, particularly the purchase of Chromebooks and internet connectivity for our highest need families. We are investing in online tools for students and professional development for staff focused on high-quality online instruction. In addition to these investments in technology, we are allocating resources to improving cultural proficiency across the district, particularly through staff professional development and the work of a racial equity task force. Lastly, to accommodate the shifts in EL student populations across the district and to best meet their needs, the FY 2021 budget includes the addition of one EL teacher.

This budget speaks to the values of our community and of the administration of Medford Public Schools. How we invest our funds is the most direct way to say "this is what we value." Though we have not been able to invest in every area we hoped to, or avoid unfortunate reductions in certain areas, this year's budget will move the needle forward on the development of healthy citizens and exceptional students within our community. Every dollar we invest in our youth today will pay dividends for many years to come.

We would like to thank our administrative team and staff for their hard work in preparing this budget.

Respectfully Submitted,

A handwritten signature in cursive script that reads "Marice Edouard-Vincent".

Dr. Marice Edouard-Vincent, Superintendent

MEDFORD PUBLIC SCHOOLS

General Appropriation

	FY18 Budget	FY19 Budget	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Medford Public Schools	\$56,431,000.00	\$58,608,000.00	\$61,250,000.00	\$61,250,000.00	\$0.00	0.00%
Departmental Totals:	\$56,431,000.00	\$58,608,000.00	\$61,250,000.00	\$61,250,000.00	\$0.00	0.00%

Budgeted Transfers

Transfers						
	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Account/Use						
PERPETUAL CARE TO CEMETERY	\$180,861.00	\$227,429.76	\$248,140.00	\$233,207.42	-\$14,932.58	-6.02%
SALE OF LOTS AND GRAVES TO CEMETERY	\$188,400.00	\$222,400.00	\$139,600.00	\$151,300.00	\$11,700.00	8.38%
WATER SEWER INDIRECT COSTS TO GENERAL FUND	\$804,164.00	\$814,377.00	\$787,370.00	\$1,551,240.00	\$763,870.00	97.02%
Departmental Totals:	\$1,173,425.00	\$1,264,206.76	\$1,175,110.00	\$1,935,747.42	\$760,637.42	64.73%

Dept. 710 | DEBT SERVICE: BONDS & INTEREST

Departmental Budget

		FY18 Budget	FY19 Budget	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
SUMMARY DEBT							
GENERAL FUND DEBT SERVICE		\$6,752,009.00	\$6,747,621.00	\$7,148,038.07	\$8,273,106.00	\$1,125,067.93	16%
WATER/SEWER FUND DEBT SERVICE		\$769,372.00	\$748,928.00	\$1,276,255.00	\$1,273,968.00	(\$2,287.00)	0%
REVOLVING FUNDS DEBT SERVICE		\$120,862.00	\$65,732.50	\$60,562.50	\$55,412.50	(\$5,150.00)	-9%
Debt Totals:		\$7,642,243.00	\$7,562,281.50	\$8,484,855.57	\$9,602,486.50	\$1,117,630.93	13%
GENERAL FUND DEBT SERVICE							
5910	Interest on Temp Notes	\$130,500.00	\$95,000.00	\$56,500.00	\$10,000.00	(\$46,500.00)	-82.30%
5910	Principal on Temp Notes	\$0.00	\$0.00	\$72,000.00	\$0.00	(\$72,000.00)	-100.00%
5920	Interest on Bonds	\$1,574,009.00	\$1,390,121.00	\$1,380,788.07	\$2,369,356.00	\$988,567.93	71.59%
5930	Principal on Bonds	\$5,047,500.00	\$5,262,500.00	\$5,618,750.00	\$5,893,750.00	\$275,000.00	4.89%
5940	Bond Issuance Costs	\$0.00	\$0.00	\$20,000.00	\$0.00	(\$20,000.00)	-100.00%
General Fund Totals:		\$6,752,009.00	\$6,747,621.00	\$7,148,038.07	\$8,273,106.00	\$1,125,067.93	15.74%
WATER/SEWER FUND DEBT SERVICE							
5910	Interest on Temp Notes	\$19,500.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
5920	Interest on Bonds	\$136,825.00	\$135,881.00	\$131,787.50	\$124,500.00	(\$7,287.50)	-5.53%
5930	Principal on Bonds	\$613,047.00	\$613,047.00	\$1,144,467.50	\$1,149,468.00	\$5,000.50	0.44%
Water/Sewer Fund Totals:		\$769,372.00	\$748,928.00	\$1,276,255.00	\$1,273,968.00	(\$2,287.00)	-0.18%
REVOLVING FUNDS DEBT SERVICE							
5920	Interest Hormel	\$5,387.00	\$4,907.50	\$4,387.50	\$3,887.50	(\$500.00)	-11.40%
5930	Principal Hormel	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$0.00	0.00%
5920	Interest MHS Field	\$40,475.00	\$35,825.00	\$31,175.00	\$26,525.00	(\$4,650.00)	-14.92%
5930	Principal MHS Field	\$50,000.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Revolving Funds Totals:		\$120,862.00	\$65,732.50	\$60,562.50	\$55,412.50	(\$5,150.00)	-8.50%

Dept. 914| DEPARTMENT: INSURANCE

Departmental Budget						
	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Expenses						
Medicare-City	\$460,860.00	\$494,479.00	\$485,461.00	\$566,467.00	\$81,006.00	16.69%
Health, Dental, Life	\$715,508.00	\$738,750.00	\$789,949.00	\$897,259.00	\$107,310.00	13.58%
Health, Dental, Life	\$19,843,512.00	\$20,039,077.00	\$21,146,248.00	\$22,422,454.00	\$1,276,206.00	6.04%
Unemployment	\$66,632.00	\$16,492.00	\$45,000.00	\$45,000.00	\$0.00	0.00%
Fringe Benefits to Employees	\$26,187.00	\$31,102.00	\$34,000.00	\$34,000.00	\$0.00	0.00%
Personnel Totals:	\$21,112,699.00	\$21,319,900.00	\$22,500,658.00	\$23,965,180.00	\$1,464,522.00	6.51%
Other Ordinary Expenses						
010-914-5740-1750 Property/Automotive/Liability	460,548.00	475,146.00	525,232.00	536,000.00	\$10,768.00	2.05%
Expense Totals:	\$460,548.00	\$475,146.00	\$525,232.00	\$536,000.00	\$10,768.00	2.05%
Departmental Totals:	\$21,573,247.00	\$21,795,046.00	\$23,025,890.00	\$24,501,180.00	\$1,475,290.00	6.41%

Dept. 911| PENSIONS

Expenses

		FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
010-911-5150-1117	PENSIONS-CONTRIBUTORY	\$10,577,857.00	\$10,928,183.00	\$11,635,777.00	\$12,395,219.00	\$759,442.00	6.53%
010-911-5150-1117	NON-CONTRIBUTORY	\$148,000.00	\$88,252.00	\$85,000.00	\$85,000.00	\$0.00	0.00%
Expense Totals:		\$10,725,857.00	\$11,016,435.00	\$11,720,777.00	\$12,480,219.00	\$759,442.00	6.48%
Departmental Totals:		\$10,725,857.00	\$11,016,435.00	\$11,720,777.00	\$12,480,219.00	\$759,442.00	6.48%

PERAC

COMMONWEALTH OF MASSACHUSETTS | PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION COMMISSION

PHILIP Y. BROWN, ESQ., *Chairman*

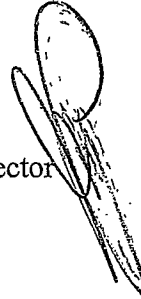
JOHN W. PARSONS, ESQ., *Executive Director*

Auditor SUZANNE M. BUMP | KATHLEEN M. FALLON | KATE FITZPATRICK | JAMES M. MACHADO | ROBERT B. MCCARTHY | JENNIFER F. SULLIVAN

- Shah
- Aleesha
- Jenn

MEMORANDUM

TO: Medford Retirement Board
FROM: John W. Parsons, Esq., Executive Director
RE: Appropriation for Fiscal Year 2021
DATE: November 26, 2019



Required Fiscal Year 2021 Appropriation: **\$12,989,190**

This Commission is hereby furnishing you with the amount to be appropriated for your retirement system for Fiscal Year 2021 which commences July 1, 2020.

Attached please find summary information based on the present funding schedule for your system and the portion of the Fiscal Year 2021 appropriation to be paid by each of the governmental units within your system.

If your System has a valuation currently in progress, you may submit a revised funding schedule to PERAC upon its completion. The current schedule is due to be updated by Fiscal Year 2021.

If you have any questions, please contact PERAC's Actuary, John Boorack, at (617) 666-4446 Extension 935.

JWP/jfb
Attachments

cc: Office of the Mayor
City Council
c/o City Clerk

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Medford Retirement Board

Projected Appropriations

Fiscal Year 2021 - July 1, 2020 to June 30, 2021

Aggregate amount of appropriation: \$12,989,190

Fiscal Year	Estimated Cost of Benefits	Funding Schedule (Excluding ERI)	ERI	Total Appropriation	Pension Fund Allocation	Pension Reserve Fund Allocation	Transfer From PRF to PF
FY 2021	\$16,573,159	\$12,374,524	\$614,666	\$12,989,190	\$12,989,190	\$0	\$3,583,969
FY 2022	\$17,085,614	\$13,130,511	\$638,030	\$13,768,541	\$13,768,541	\$0	\$3,317,073
FY 2023	\$17,613,971	\$13,587,984	\$575,271	\$14,163,255	\$14,163,255	\$0	\$3,450,716
FY 2024	\$18,158,723	\$14,067,179	\$8,272	\$14,075,451	\$14,075,451	\$0	\$4,083,272
FY 2025	\$18,720,380	\$14,559,878	\$8,272	\$14,568,150	\$14,568,150	\$0	\$4,152,230

The Total Appropriation column shown above is in accordance with your current funding schedule and the scheduled payment date(s) in that schedule. Whenever payments are made after the scheduled date(s), the total appropriation should be revised to reflect interest at the rate assumed in the most recent actuarial valuation. Payments should be made before the end of the fiscal year.

For illustration, we have shown the amount to be transferred from the Pension Reserve Fund to the Pension Fund to meet the estimated Cost of Benefits for each year. If there are sufficient assets in the Pension Fund to meet the Cost of Benefits, this transfer is optional.

Dept. 912 | Worker's Compensation

Departmental Budget						
	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Proposed	Change FY20 - FY21	% Change FY20 - FY21
Personnel						
Stipends	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$0.00	0.00%
Fringe Benefits City Employees	\$357,764.00	\$288,714.00	\$300,000.00	\$300,000.00	\$0.00	0.00%
Fringe Benefits School Employees	\$247,502.00	\$134,838.00	\$150,000.00	\$150,000.00	\$0.00	0.00%
Medical - City	\$95,931.00	\$216,454.00	\$50,000.00	\$50,000.00	\$0.00	0.00%
Medical - School	\$120,180.00	\$91,025.00	\$50,000.00	\$50,000.00	\$0.00	0.00%
Personnel Totals:	\$822,877.00	\$732,531.00	\$551,500.00	\$551,500.00	\$0.00	0.00%
Ordinary Expenses						
010-912-5300 Prof Services	\$20,575.00	\$20,575.00	\$25,000.00	\$29,000.00	\$4,000.00	16.00%
Departmental Totals:	\$843,452.00	\$753,106.00	\$576,500.00	\$580,500.00	\$4,000.00	0.69%



COMMUNITY PRESERVATION ACT

The Massachusetts Community Preservation Act (the “CPA”) permits cities and towns that accept its provisions to levy a surcharge on its real property tax levy, dedicate revenue (other than state or federal funds), and to receive state matching funds for (i) the acquisition, creation, preservation, rehabilitation and restoration of land for recreational use, open space, and affordable housing and (ii) the acquisition, preservation, rehabilitation and restoration of historic resources. The provisions of the CPA must be accepted by the voters of the city or town at an election after such provisions have first been accepted by either a vote of the legislative body of the city or town or an initiative petition signed by 5% of its registered voters.

A city or town may approve a surcharge of up to 3% (but not less than 1% under certain circumstances) and may make an additional commitment of funds by dedicating revenue other than state or federal funds, provided that the total funds collected do not exceed 3% of the real property tax levy, less any exemptions adopted. In the event that the municipality shall no longer dedicate all or part of the additional funds to community preservation, the surcharge on the real property tax levy of not less than 1% shall remain in effect, provided that any such change must be approved pursuant to the same process as acceptance of the CPA. The surcharge is not counted in the total taxes assessed for the purpose of determining the permitted levy amount under Proposition 2½. A city or town may revoke its acceptance of the provisions of the CPA at any time after 5 years from the date of such acceptance and may change the amount of the surcharge or the exemptions to the surcharge at any time, including reducing the surcharge to 1% and committing additional municipal funds as outlined above, provided that any such revocation or change must be approved pursuant to the same process as acceptance of the CPA.

Any city or town that accepts the provisions of the CPA will receive annual state matching grants to supplement amounts raised by its surcharge and dedication of revenue. The state matching funds are raised from certain recording and filing fees of the registers of deeds. Those amounts are deposited into a state trust fund and are distributed to cities and towns that have accepted the provisions of the CPA, which distributions are not subject to annual appropriation by the state legislature. The amount distributed to each city and town is based on a statutory formula and the total state distribution made to any city or town may not exceed 100% of the amount raised locally by the surcharge on the real property tax levy.

The amounts raised by the surcharge on real property taxes and received in state matching funds are required to be deposited in a dedicated community preservation fund. Each city or town that accepts the provisions of the CPA is required to establish a community preservation committee to study the community preservation needs of the community and to make recommendations to the legislative body of the city or town regarding the community preservation projects that should be funded from the community preservation fund. Upon the recommendations of the committee, the legislative body of the city or town may appropriate amounts from the fund for permitted community preservation purposes or may reserve amounts for spending in future fiscal years, provided that at least 10% of the total annual revenues to the fund must be spent or set aside for open space purposes, 10% for historic preservation purposes and 10% for affordable housing purposes.



City of Medford - FY2021 Municipal Budget - Proposed
Mayor Breanna Lungo-Koehn

On the November 2015 ballot, the City adopted the CPA at a rate of 1.5%, which started in fiscal year 2017. No State matching funds were received until fiscal year 2018. The following table shows the City's actual and estimated local surcharge received and the amount of state matching funds received for the following fiscal years.

Fiscal Year	Surcharge	State Matching Funds	Total
2017	1,232,810	-	1,232,810
2018	1,312,063	214,169	1,526,232
2019	1,376,924	249,828	1,633,856
2020	1,460,000	336,074	1,796,074
2021*	1,545,000	201,400	1,746,400

*conservative estimated match

Dept. 875 Community Preservation Fund						
Program #	Name	FY17 Approved	FY18 Approved	FY19 Approved	FY20 Approved	FY21 Proposed
671	OPEN SPACE	123,281.00	152,623.00	157,483.00	146,000.00	174,640.00
672	COMMUNITY HOUSING	123,281.00	152,623.00	157,483.00	146,000.00	174,640.00
673	HISTORIC PRESERVATION	123,281.00	152,623.00	157,483.00	146,000.00	174,640.00
674	GENERAL RESERVE	862,967.00	1,068,363.00	1,102,379.00	1,022,000.00	1,222,480.00
		1,232,810.00	1,526,232.00	1,574,828.00	1,460,000.00	1,746,400.00
Note: For Fiscal 2021 proposed budget includes state match of 11% of collected revenue conservative estimate of 201,400.						



APPENDIX 1: CITY OF MEDFORD COMMUNITY PROFILE

OVERVIEW

The City of Medford is located in Middlesex County, just 3 miles north of downtown Boston. The City is located on the Mystic River and is bordered by the communities of Arlington, Everett, Malden, Somerville, Stoneham and Winchester. The City's proximity to Boston, access to major highways and roadways, public transportation and Logan International Airport make Medford an attractive option for residents, businesses and commuters. Medford occupies a land area of 8.21 square miles and has a population of approximately 57,000.

HISTORY

Founded in 1630, Medford was incorporated as a City in 1892 and is one of the oldest cities in the region. The name Medford is thought to have come from "the ford by the meadow" or "Meadford" thus commemorating the importance of the fordable part of the Mystic River located just west of present-day Medford Square. The original area of Medford was owned by Mathew Cradock, the first Governor of the Massachusetts colonies.

The City of Medford played a large role in the American Revolution, having been home to portions of the Underground Railroad, Revolutionary war patriot Sarah Bradlee Fulton, visited by General George Washington and his troops, and a part of the route on Paul Revere's famed Midnight Ride.

Medford contains many historic sites, monuments, and houses, some of which date back to the 17th century and is also believed to be home to the oldest all-brick building in New England, the Peter Tufts House at 350 Riverside Ave.

Medford was a leader in the Clipper Ship building industry and also manufactured brick and tile. In addition, Medford was famous for its "Medford Rum" and "Medford Crackers." The City was once home to cooking school founder Fannie Farmer, General Samuel Lawrence, who fought at the battle of Bull Run, and former Massachusetts Governor John Brooks. The Christmas Song "Jingle Bells" was written here by James Pierpont.

DEMOGRAPHICS

According to ACS data from 2018, 75% of residents identify as White/Caucasian, 11% identify as Asian, 9% identify as Black, and 5% identify as Hispanic or Latino, however the City of Medford is much more culturally diverse; 32% of residents speak a language other than English at home, and more than 46 languages are spoken within our public schools.



City of Medford - FY2021 Municipal Budget - Proposed

Mayor Breanna Lungo-Koehn

The median age of Medford residents is 35.9, three years younger than the median age for the Greater Boston area. The median household income in Medford is \$92,363, approximately 10% higher than the Boston metro region. 9.2% of households in Medford live below the federal poverty line.

GOVERNMENT

By City Charter, Medford operates with a “Strong Mayor” form of government. It is governed by an elected Mayor with a seven-member City Council, which is elected at-large every two years. The City Council makes legislative decisions, and the Mayor is responsible for carrying out policies and for managing the day-to-day operations of the City. In addition, an elected school committee of six (6) representatives, independent of the Mayor and City Council, administers the City’s schools and appoints the Superintendent of Schools. The Mayor serves as Chairperson of the Medford School Committee.



GLOSSARY

All terms are as defined by the Massachusetts Department of Revenue.

- **Available Funds:** Balances in the various fund types that represent non-recurring revenue sources. Examples of available funds are free cash, stabilization fund, and overlay surplus.
- **Capital Assets:** All tangible property used in the operation of government which is not easily converted into cash and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements, buildings and building improvements, machinery and equipment.
- **Chapter 70 School Funds:** Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which state aid is distributed through the Cherry Sheet.
- **Cherry Sheet:** The official notification to cities, towns and regional school districts of the next fiscal year's state aid and assessments.
- **Collective Bargaining:** The process of negotiating workers' wages, hours, benefits, working conditions, etc., who are represented by a recognized labor union.
- **Debt Exclusion:** An action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Prop 2 ½.
- **Deficit:** the excess of expenditures over revenues during an accounting period.
- **Enterprise Funds:** a separate accounting and financial mechanism for municipal services for which a fee is charged for goods or services. Enterprise funds allow surpluses to be used to reduce fees for the services or to pay for capital improvements. Medford has one enterprise fund, Water/Sewer.
- **Fiscal Year:** since 1974, Massachusetts has operated on a budget cycle that begins July 1 and ends June 30. Fixed Costs: costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, and debt service costs.
- **Foundation Budget:** the spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide an adequate education for all students.
- **Free Cash:** remaining, unrestricted funds from operations of the previous year. Unpaid property taxes reduce the amount that can be certified as free cash. Free cash is certified by the State Bureau of Accounts and is not available for appropriation until certified
- **Levy:** the amount a community raises through the property tax. The levy can be any amount up to the levy limit, which is re-established every year in accordance with Prop 2 ½ provisions.
- **Levy Ceiling:** a levy ceiling is a tax restriction imposed by Prop 2 ½. It states that, in any year, the real and personal property taxes imposed may not exceed 2 ½ % of the total full and fair cash value of all taxable property.



City of Medford - FY2021 Municipal Budget - Proposed

Mayor Breanna Lungo-Koehn

- **Levy Limit:** a levy limit is a tax restriction imposed by Prop 2 ½. It states that the real and personal property taxes imposed by a town may only grow each year by 2 ½ % of the prior year's levy limit, plus new growth and any overrides or exclusions.
- **Local Aid:** revenue allocated by the Commonwealth to cities, towns, and regional school districts.
- **Local Receipts:** locally generated revenues, other than real and personal property taxes. Examples include motor vehicle excise, investment income, fees, rentals and charges
- **Minimum Local Contribution:** the minimum that a city or town must appropriate from property taxes for the support of schools.
- **Net School Spending:** 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 net school spending must equal or exceed the requirement established annually by the DOE.
- **Net School Spending Requirement:** sum of a school district's minimum local contribution and the Chapter 70 aid received in a given fiscal year. Besides the requirement, funds need to be appropriated to support costs such as student transportation, fixed assets, long-term debt service, etc.
- **Overlay:** an account established annually to fund anticipated tax abatements, exemptions and uncollected taxes. The over is not established by the normal appropriation process, but rather is raised on the tax recap sheet.
- **Overlay Surplus:** any balance in the overlay account of a given year in excess of the amount remaining to be collected or abated can be transferred into this account. At the end of each fiscal year, unused overlay surplus is "closed" to surplus revenue; in other words, it becomes a part of free cash.
- **Reserve Fund:** an amount set aside annually to provide a funding source for extraordinary or unforeseen expenditures. The City Council can authorize transfers from the reserve fund.
- **Revolving Fund:** allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service.
- **Stabilization Fund:** a fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose. A 2/3 vote is required to establish, amend the purpose of, or appropriate money from the stabilization fund. The City of Medford does not currently utilize stabilization funds.
- **Surplus Revenue:** the total amount of cash, accounts receivable, and other assets that exceed liabilities and reserves.
- **Warrant:** an authorization for an action