

COMPLETED

GOAL / PLAN:	STATUS:	ADDITIONAL INFORMATION:
<p>Create a Capital Improvement Plan (CIP)</p>	<p>Updated 2021: 6-year CIP is complete as of February 2021.</p>	<p>The CIP is a plan for asset management of city infrastructure. The City applied for and received a \$30,000 Community Compact Grant from the Commonwealth to create the plan, working with the Collins Center at UMass Boston.</p> <p>The plan was presented at a public meeting on February 24, 2021.</p> <ul style="list-style-type: none"> • See the CIP here. • Watch the February 24th meeting here.
<p>Create a Housing Production Plan</p>	<p>Updated 2021: Draft plan released in February 2021. Currently under review.</p>	<p>A Housing Production Plan Committee was formed in early 2020. The Committee issued a survey in September 2020, which received almost 900 responses, in multiple languages.</p> <p>The Committee reviewed Medford’s existing housing needs, brainstorming ideas for creating a mix of housing types for different income levels. The HPP will act as a roadmap to have a minimum of 10 percent of year-round housing stock that is affordable.</p> <p>2021 Update:</p> <ul style="list-style-type: none"> • The HPP committee presented to the City Council February 9, 2021. Watch the meeting video via Medford Community Media. • You can read the Draft HPP here.
<p>Formulate a plan for responding to 40B applications.</p>	<p>DONE</p>	<p>By giving the City the ability to assert Safe Harbor, we have given the City a greater voice in how these developments can occur in Medford and put us on a level playing field when dealing with developers. We understand the importance of 40B projects, but we need to be sure they are executed on the City’s terms. We need a greater voice and to allow for more robust community engagement, resulting in better developments that are good for Medford and that fit within our neighborhoods.</p> <p>In early 2020, Mayor Lungo-Koehn met with all 40B applicants, discussed needs and plans for robust community engagement before project begins.</p> <p>We are continuing to work tirelessly and efficiently across many departments on this issue.</p>

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<p>Calculate General Land Area Minimum (GLAM)</p>	<p>DONE</p>	<p>The City staff completed a calculation to determine whether Subsidized Housing Inventory (“SHI”) eligible housing exists in the City on sites that comprise 1.5 percent or more of the total land area zoned for residential, commercial, or industrial use, per General Laws Chapter 40B, §20, 760 CMR 56.03(3)(b) and (8)(a) and the Guidelines for Calculating General Land Area Minimum issued by DHCD on January 31, 2020. City staff concluded that Medford is comfortably above the 1.5 percent threshold; the City is currently at 1.8% land area that is devoted to qualified below market rate housing. The City’s Zoning Board of Appeals agreed with City staff that the 1.5% threshold had been met and claimed Safe Harbor to the Department of Housing and Community Development (DCHD). The 40B project applicants appealed and the DCHD found in favor of the applicants. The City has appealed to the Housing Appeals Committee and is awaiting a decision.</p>
<p>Create a new, detailed City budget</p>	<p>DONE July 2020*</p>	<p>New budget format, developed for the FY21 budget, focuses on detailed goals, transparency. The new format contributed to the City’s maintained AA+ bond rating with a stable outlook.</p> <p>2021 Update:</p> <p>In March 2021, the City received the “Distinguished Budget Presentation Award” for our FY21 budget from the Government Finance Officers Association (GFOA). This is the highest form of recognition in governmental budgeting. The City submitted the FY21 budget for consideration in September 2020.</p> <p>In January 2021, Mayor Lungo-Koehn & Finance Director Aleesha Nunley Benjamin made further efficiencies in the budget process by:</p> <ul style="list-style-type: none"> • Hiring an Assistant Finance Director & Budget Manager (Tyler Lavalle). • Redeploying the role of Budget Manager from the Purchasing Director to the Assistant Finance Director. • Expanding our contract with ClearGov – used to provide the City’s fiscal transparency platform – to modernize Medford’s budget development and presentation process to a cloud based, interactive system for use across the City administration. <p>You can view the full FY22 budget online through ClearGov, here.</p>

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<p>Establish at least 5 new boards or commissions</p>	<p>6 created in 2020</p> <p>2021 Update: Some Commissions have completed their work, reports being submitted in spring 2021.</p>	<p>New as of 2020:</p> <ul style="list-style-type: none"> • Commission on Fire Department Facilities <ul style="list-style-type: none"> ○ 2021 Update: A report was submitted to the Mayor in March 2021. ○ Short-term work is underway at all 5 substations. ○ In June 2021 we issued a Request for Qualifications to begin Feasibility & Design process at Fire Headquarters. • Commission on Parking Policy & Enforcement <ul style="list-style-type: none"> ○ 2021 Update: The Commission issued a detailed report and recommendations in spring 2021. ○ You can read the full report at www.medfordma.org/boards/parking-policy. • Economic Development Committee • Housing Production Plan Committee <ul style="list-style-type: none"> ○ 2021 Update: HPP draft complete. • School Committee Subcommittee on Administration & Curriculum • Tufts PILOT Agreement Committee • Welcoming Committee <p>In 2020, we also worked to increase diversity & equity across existing boards and commissions and filled existing vacancies. 2021 Update: a call for applications to fill vacancies on more than 10 boards was issued in March 2021. The City is focusing on equity and diversity in filling roles, pending applicant pool.</p>
<p>Increase transparency of programs & services.</p>	<p>ONGOING</p>	<p>In 2020:</p> <ul style="list-style-type: none"> • Created position/hired a Communications Director • Created position/hired a Director of Community Affairs • Saved \$20,000, enhanced efficiency of Reverse 911 system by switching to new vendor in August 2020. <i>(To sign up for alerts, visit www.medfordma.org/alerts.)</i> • Created an outreach program for senior citizens during COVID-19 (will continue long-term.) <i>(See details under "COVID-19 updates" below.)</i> • Established a weekly "Medford Connects" Zoom series to strategize across departments and community organizations, create professional development opportunities.

COMPLETED

		<ul style="list-style-type: none"> • Held a Community Conversation on Racism in June 2020. (New conversations series being planned for winter 2020-2021 following release of Social Justice Roadmap.) • Increased frequency of public information shared via website, local media, social media, and TV news outlets. • For the first time, created a line item in the annual budget for translation services. <p>2021 update:</p> <ul style="list-style-type: none"> • At the request of the Mayor, in 2020, Medford Community Media increased production + airing of government programming/meetings by more than 300%. In 2019, MCM produced 72 government meetings, whereas in 2020, they produced 236 meetings. This means that residents now have exponentially more opportunities to view and/or participate in City meetings. • Launched a bi-weekly E-Newsletter.
<p>Revise organizational structure of departments</p>	<p>IN PROCESS</p>	<p>In 2020:</p> <ul style="list-style-type: none"> • Separated role of Personnel Director from Chief of Staff • Created a new Office of Human Resources & Diversity. (Planning to hire additional part-time staff for Diversity & Inclusion work for FY22) • Combined the Office of Community Development and Office of Energy & Environment, adding a focus on environmental and energy-efficient policies in planning, development, and sustainability. <p>2021 Update:</p> <ul style="list-style-type: none"> • In February 2021, the City changed the title of Traffic Engineer to “Director of Traffic and Transportation.” Todd Blake, the City’s former Traffic Engineer, now holds this title. Using from the Wynn Casino agreement, the City is currently seeking to hire a new Traffic Engineer, who will focus in particular on the areas near Wellington. • In May 2021, the Office of Community Development and the Office of Energy and Environment were officially merged into the newly-named “Office of Planning, Development, and Sustainability.” • In March 2021, Mayor Lungo-Koehn changed the titles of the following staff from “Acting” to formal directors: <ul style="list-style-type: none"> ○ Alicia Hunt, Director of Community Development, Energy & Environment

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		<ul style="list-style-type: none"> ○ Neil Osborne, Director of Diversity & Human Resources ○ Kimberly Scanlon, City Solicitor
Develop Performance Evaluations for Staff	DONE	As of October 2020, we have a formal Performance Evaluation process in place for department managers. We plan to expand this to additional staff in 2021.
Commit to road safety improvements	DONE/ONGOING	<p>In 2020:</p> <ul style="list-style-type: none"> • Added to Safe Routes to Schools network by seeking grant funding for and implementing safety improvements around public schools. • Re-committed to Complete Streets Policy. <i>(Being finalized, will be published online soon.)</i> We are making sure that our roads accommodate all users by supporting and expanding options for a variety of transportation modes. • Implemented a Shared Streets pilot program to slow vehicle speeds and increase walking, biking options on side streets. <p>2021 Update:</p> <ul style="list-style-type: none"> • In late 2020, the City and MassDOT reached an agreement to make improvements at the South Street & Main Street intersection. Those improvements, which include a traffic light could take 3-5 years to implement, so in early 2021, Mayor Lungo-Koehn’s administration proposed an interim solution at the intersection in the interest of safety for all road users. The Traffic Commission reviewed and approved the plan at its Jan. 2021 meeting. An interim traffic pattern was installed in April 2021 and will remain in place until a permanent plan is implemented, expected to be in 3-5 years. • In August 2021, the City secured a \$400,000 Complete Streets grant from MassDOT to proceed with traffic improvements in Haines Sq.
Leverage funding for parks & recreation projects	DONE/ONGOING	<p>In 2020:</p> <ul style="list-style-type: none"> • Applied for and received CPA funding for renovations to 6 parks and recreation areas: *

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		<ul style="list-style-type: none">○ Carr Park Design Study 2021 Update: A community input process was launched in August 2021.○ Dugger Park Tennis Courts Renovation 2021 Update: As of August 2021 renovations are underway, expected to be complete in October 2021.○ Gillis Park Master Plan○ Playground Resurfacing at Capen, Tufts, and Cummings Parks 2021 Update: As of August 2021 this work is underway.○ Playstead Park Basketball Court Renovations 2021 Update: As of August 2021 renovations are underway, expected to be complete in September or October 2021○ Tufts Pool Deck Renovations <p>Click here to see the video of the November 5, 2020 CPC meeting: https://medford.vod.castus.tv/vod/?video=37c7f7d3-fd25-4ede-ab03-437e260ebe1f</p> <p>Click here to see the video of the November 12, 2020 CPC meeting: https://medford.vod.castus.tv/vod/?video=c2cfb7ef-b596-42f5-a95e-58f2099ea472</p> <p>* The City Council approved these and other CPA projects in December 2020. Work on some projects is expected to begin in 2021.</p> <ul style="list-style-type: none">● Exploring using CDBG funding for up to 5 additional parks and open spaces. (Eligible parks include:<ul style="list-style-type: none">○ Logan○ Morrison○ Brooks○ Tufts○ Columbus● Exploring additional needs at our parks, pool, pond and rink, to be funded through the Parks linkage account. <p>2021 Update:</p> <ul style="list-style-type: none">● On February 17, 2021, the City held a public meeting to provide updates on ongoing projects and collect input on future projects. A slide deck and the
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		<p>video from the meeting are available at www.medfordma.org/departments/community-development.</p> <ul style="list-style-type: none"> In July 2021, the City published a working list of ongoing parks and open space projects. You can see the list at https://tinyurl.com/MedfordParks
<p>Create a plan for social justice work.</p>	<p>DONE/ONGOING</p>	<p>In June 2020, Mayor Lungo-Koehn declared racism a public health crisis in Medford.</p> <p>In September 2020, we published a Social Justice Roadmap.</p> <p>Every policy, decision, opportunity, program or resource should be available to every resident regardless of race, ethnicity, sexual orientation, religion, age, language spoken, economic situation, or immigration status.</p> <p>We are taking action to address barriers to health equity, access to affordable housing, stable employment, access to healthy foods and quality education, starting with providing a Social Justice Roadmap. We know that for persons of color, these barriers are far greater, and we are committed to addressing that.</p> <p>The Social Justice Roadmap includes action steps we have taken or that are currently under review to address racism, reports compiled, questions we have received from the community, and more. Over the next year and beyond we will continue to work across departments and with external organizations and agencies to address equity in all areas.</p> <p>2021 Update:</p> <ul style="list-style-type: none"> A second Community Conversation was held on April 7, 2021.
<p>Create an Economic Development Director Position</p>	<p>2021 Update: COMPLETE</p>	<p>Viktor Schrader, the City's first-ever Economic Development Director, started on January 11, 2021.</p>
<p>Review SeeClickFix</p>	<p>COMPLETE</p>	<p>We revamped and relaunched SeeClickFix in March 2021.</p>

* Original timeline delayed by COVID-19.

GOAL / PLAN:	STATUS:	ADDITIONAL INFORMATION:
<p>Begin a Comprehensive Master Planning Process</p>	<p>2021 Update:</p> <ul style="list-style-type: none"> • RFQ for consultant released in September 2020. • Finalist interviews conducted in December 2020 • Consultant selected in March 2021. • Steering Committee began meeting in April 2021. 	<p>Opportunities for community engagement will include:</p> <ol style="list-style-type: none"> 1) <i>Steering Committee:</i> The City is putting together a Steering Committee of approximately 20 City staff, representatives of Medford businesses and organizations, and individual community members. The Committee will meet roughly 6 times over the course of the 18-month planning process and will review drafts, provide input, and serve as a liaison between community groups and the Comprehensive Plan development team. 2) <i>Plan Guides:</i> Plan Guides will help to raise awareness about the planning process and engagement opportunities. 3) <i>Public engagement:</i> There will be many opportunities for public engagement, including community meetings, online engagement, focus groups, engagement toolkits, and online surveys.
<p>Begin Charter review process.</p>	<p>In September 2020, submitted request for Home Rule Petition to City Council. Council approved 4-3.</p>	<p>We sent the HRP to the State to create a Charter Commission in Medford in January 2021.</p> <p>In June 2021, Mayor Lungo-Koehn testified before the State’s Joint Committee on Election Laws in support of Medford’s Home Rule Petition. You can read her testimony here.</p>

IN PROCESS

		<p><i>City Charter has not been fully reviewed in almost 40 years.</i></p>
Create a Pavement Management Plan	REPORT RELEASED – August 2021	<p>2021 Update: A final report was published in 2021.</p> <ul style="list-style-type: none"> • View the pavement (road) report here • View the sidewalk report here
Uphold zoning ordinances and conduct reviews for loopholes.	IN PROCESS	<p>In 2020, we launched several major planning initiatives that will be critical in this goal:</p> <ul style="list-style-type: none"> • Comprehensive Master Plan • Charter Review Commission
Modernize code of ordinances	IN PROCESS	<p>In 2020, we launched several major planning initiatives that will be critical in this goal:</p> <ul style="list-style-type: none"> • Comprehensive Plan (process underway as of spring 2021) • Charter Review Commission
Strengthen Inclusionary Zoning	IN PROCESS	<p>This will be reviewed as part of the Comprehensive Planning process, underway as of spring 2021.</p>
Consider establishing new Local Historic Districts	ONGOING	<p>In early 2020, Mayor Lungo-Koehn appointed a dedicated staff liaison to support the Historical Commission.</p> <p>In 2020, Mayor Lungo-Koehn proposed a change to the City’s ordinance to make the process of establishing LHDs easier.</p>

IN PROCESS

		<p>We supported the Historic Commission with their application for a Planning Grant Application early February 2021.</p>
<p>Convene a Task Force to evaluate alternatives for overlay districts.</p>	<p>IN PROCESS</p>	<p>This Task Force will be under the purview of Economic Development Director and will be part of the Comprehensive Planning process that will begin in spring 2021.</p>
<p>Expand communications and transparency of City programs and services.</p>	<p>IN PROCESS</p>	<p>While we made significant progress in 2020, we will continue to work to increase transparency and expand civic engagement, including creating new opportunities for engagement in large development projects – at every stage.</p> <p>By the spring of 2021 we will be launching an opt-in, bi-weekly community newsletter. (2021 Update: Newsletter is live! 1,600+ community members signed up as of May 2021.)</p> <p>With the introduction of Zoom due to the COVID-19 crisis, we have increased participation in civic meetings and events by 300-400%. We will continue to discuss ways to utilize online platforms to engage with the community, even when we can meet in-person.</p> <p>We are working on expansion of translation services, including spoken languages other than English, ASL, and closed captioning.</p>

		<p>2021 Update:</p> <ul style="list-style-type: none">• We have been recording and airing regular videos with the Board of Health re: COVID-19. These air on social media, the website, and on Medford Community Media.• After a request from the Mayor, in 2020, Medford Community Media increased production + airing of government programming/meetings by more than 300%. In 2019, MCM produced 72 government meetings, whereas in 2020, they produced 236 meetings. This means that residents now have exponentially more opportunities to view and/or participate in City meetings.• In November 2020, we worked with local, female-owned business SoofaTalk to install 5 electronic e-ink signs throughout the City. We post information about important news, meetings, and encourage supporting local business. We also have the ability to conduct surveys and otherwise engage with residents in real time through these boards. If these are successful, we have the option to add more signs (at no cost to the City.)• In December 2020, we issued an informational mailing to every
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IN PROCESS

		<p>household in the City with important COVID-19 information. We are planning to do a second mailer in spring 2021 with vaccine information. By mailing to every household in the City we are also able to promote ways residents can stay informed, and sign residents up for our alerts and newsletters to reach as many people as possible with both emergency and non-emergency information.</p> <ul style="list-style-type: none"> • The Welcoming Committee, established in 2020, is working on a new and improved Welcome Guide to support new residents and businesses. • In March 2021, we revamped the front page of the City’s website to be more user-friendly. We are in the process of redesigning all other pages in the same way. Later in 2021 we will issue a Request for Proposals for a website overhaul (budget dependent).
<p>Explore cost-effective ways to use social media.</p>	<p>ONGOING</p>	<p>In 2020:</p> <ul style="list-style-type: none"> • Conducted an audit of all City social media pages, currently working on consolidating information and pages for efficiency.

IN PROCESS

		<p>In process:</p> <ul style="list-style-type: none">• Securing contracts for social media tracking & archiving (budget dependent)• Launching an official City Instagram page.• Increasing transparency and accountability of social media feeds as “official” City news source.• Utilizing social media analytics to drive future topics, posts.• Increasing live streaming of City meetings and events
<p>Update the City website</p>	<p>ONGOING</p>	<p>We are working on a series of short-, medium-, and long-term goals:</p> <ul style="list-style-type: none">• Short-term: reorganize and restructure webpages to include less text, increase clarity and create more consistency across pages.• 2021 Update: the homepage of the website has been restructured to make it easier to navigate. The tools used on the homepage are being utilized to upgrade individual pages on the City’s site(s).• Medium-term: Switch to a temporary, more user-friendly interface without major structural changes. Work to bring more departments’ permitting and processes to a completely electronic portal.

IN PROCESS

		<ul style="list-style-type: none"> • Longer-term: Launch a complete website overhaul with a contracted vendor. An RFP is in development as of September 2020. • 2021 Update: after additional review, an internal working group has been formed to collect best models and inform an RFP for full overhaul of the City website, include separation of City and MPS domains. <p>In 2020:</p> <ul style="list-style-type: none"> • Hired communications staff working on web updates and upgrades. • Established an online Building Permit system (DONE: April 2020) • Moved to an online Purchasing & Procurement System (DONE: August 2020) <p>2021 Update:</p> <ul style="list-style-type: none"> • Revamped and relaunched SeeClickFix, including an easier-to-use webpage and user interface.
<p>Create clear & frequent opportunities for community engagement</p>	<p>ONGOING</p>	<p>We will continue to develop our plans, especially for involving all members of the community in large projects. Though many in-person discussions were altered due to COVID-19, we are working to find new ways to expand civic engagement remotely. Throughout the COVID-19 pandemic and resulting need to utilize Zoom, we have increased participation in civic events and</p>

		<p>meetings by 300-400%. In 2020 we launched several major plans and initiatives for which we will seek significant community input, including:</p> <ul style="list-style-type: none">• Comprehensive Master Plan• Capital Improvement Plan• Climate Action Plan <p>We also continue to seek involvement on our boards & commissions.</p> <p>2021 Update:</p> <ul style="list-style-type: none">• Through online tools and surveys, City departments, Boards and Commissions have expanded outreach and have seen an increase in responses to outreach and surveys. For example:<ul style="list-style-type: none">• A resident survey issued by the Mayor's Commission on Parking Policy & Enforcement received 986 responses from residents, and 95 responses from business owners.• The Housing Production Plan survey received more than 800 responses.• A survey about a potential Composting program received more than 1,000 responses.• More than 250 community members attended a virtual Community Conversation, and
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		<p>more than 100 participants regularly tune in for City meetings.</p> <ul style="list-style-type: none"> • We are now streaming more meetings than ever, allowing residents to watch from home even if they can't participate directly.
<p>Notify residents in more meaningful ways about public hearings, meetings, and events.</p>	<p>ONGOING COMMITMENT</p>	<p>We are expanding ways we communicate, especially during the COVID-19 pandemic and using remote systems like Zoom. In addition to our standard outreach methods we are exploring and increasing efforts through:</p> <ul style="list-style-type: none"> • Placing sandwich boards and/or electronic sign boards on public ways. • Increasing use of Reverse911 system for meetings. • Inserting important information into tax and water bill mailings. • Creating a bi-weekly electronic City newsletter. <ul style="list-style-type: none"> ○ 2021 Update: Newsletter now live! • Partnering with SoofaTalk and the Chamber of Commerce to install e-ink community message boards throughout the City, beginning in fall 2020. <ul style="list-style-type: none"> ○ 2021 Update: 5 Soofa signs were installed in November 2020 (1 in each business district).

IN PROCESS

<p>Make community meetings more accessible.</p>	<p>ONGOING</p>	<p>In 2020:</p> <ul style="list-style-type: none">• Added more community meetings to Medford Community Media.• Through Zoom, increased participation in public meetings by 300-400%. <p>Upcoming:</p> <ul style="list-style-type: none">• Create a master City events calendar.• Add full time staff member at Medford Community Media to assist with programming, adding more meeting capabilities.• Create a plan for bringing community meetings into the community at more accessible locations and times of day.<ul style="list-style-type: none">○ 2021 Update: As of January 2020, important meetings, like Traffic Commission meetings are no longer held in the afternoon. Traffic Commission meetings are now scheduled at 5pm the first Tuesday of every month to allow more opportunities for community participation.• Add translation services, including written, spoken, sign language, and closed captioning.<ul style="list-style-type: none">○ CC added to some meetings/Zoom licenses. Working on others.
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		<ul style="list-style-type: none"> ○ Working to add funding to translation line item in City budget. <p>2021 Update:</p> <ul style="list-style-type: none"> ● In 2020, Medford Community Media increased production + airing of government programming/meetings by more than 300%. In 2019, MCM produced 72 government meetings, whereas in 2020, they produced 236 meetings. This means that residents now have exponentially more opportunities to view and/or participate in City meetings.
<p>Reassess Organizational Structure of Departments</p>	<p>IN PROCESS</p>	<p>In 2020:</p> <ul style="list-style-type: none"> ● Separated role of Personnel Director from Chief of Staff ● Created a new Office of Human Resources & Diversity. ● Combined the Office of Community Development and Office of Energy & Environment, adding a focus on environmental and energy-efficient policies in planning, development, and sustainability. <p>2021 Update:</p> <ul style="list-style-type: none"> ● In November 2020, hired the City's first-ever Economic Development Director.

		<p>Viktor Schrader, began his work on January 11, 2021.</p> <ul style="list-style-type: none">• In February 2021, the City changed the title of Traffic Engineer to “Director of Traffic and Transportation.” Todd Blake, the City’s former Traffic Engineer, now holds this title. Using funds from the Wynn Casino agreement, the City is currently seeking to hire a new Traffic Engineer, who will focus in particular on the areas near Wellington• In May 2021, the Office of Community Development and the Office of Energy and Environment were officially merged into the newly-named “Office of Planning, Development, and Sustainability.”• In March 2021, Mayor Lungo-Koehn changed the titles of the following staff from “Acting” to formal directors:<ul style="list-style-type: none">○ Alicia Hunt, Director of Community Development, Energy & Environment○ Neil Osborne, Director of Diversity & Human Resources○ Kimberly Scanlon, City Solicitor• After completing a Finance Department Staffing Study, funded by Community Compact Grant funds, an analysis revealed that modernization and realignment of the department may be required in order to fill gaps in operations and realign staffing to achieve increased productivity. This is being explored for FY21.
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IN PROCESS

		<ul style="list-style-type: none"> ○ 2021 Update: As a result of this analysis, we created an Assistant Finance Director/Budget Manager position, separating the Budget Manager role from the Procurement Office.
<p>Increase diversity & equity of City staff, boards and commissions.</p>	<p>ONGOING COMMITMENT</p>	<p>If we want to attract and retain employees from diverse backgrounds and maintain professional standards, we need to have an office dedicated to recruiting, training, and providing resources for a professional workforce. By coordinating these efforts with the expansion of the Office of Diversity, we are also increasing our focus on recruiting and retaining candidates from diverse backgrounds.</p> <p>2021 Update:</p> <ul style="list-style-type: none"> ● In March 2021, we issued a call for residents to fill vacancies on multiple Boards and Commissions. We will continue to apply an equity lens during this appointment process.
<p>Develop customer service goals & increase responsiveness to constituents.</p>	<p>ONGOING COMMITMENT</p>	<p>Customer service is a top priority for the Mayor. This will be an ongoing effort as consistent training and support are required to ensure long-term success.</p> <p>2021 Update:</p> <ul style="list-style-type: none"> ● We revamped and relaunched the SeeClickFix system in March 2021.

IN PROCESS

<p>Explore parking policy & enforcement reform.</p>	<p>IN PROCESS: Commission on Parking Policy & Enforcement Report expected in March 2021</p>	<p>Newly-formed commission, with resident & business representation, is reviewing current policies and will provide a report within 1 year.</p> <p>2021 Update:</p> <ul style="list-style-type: none"> • The Commission delivered a comprehensive report and recommendations in spring 2021. You can read the full report here: <u>www.medfordma.org/boards/parking-policy</u>. • In August 2021, Mayor Lungo-Koehn announced that she is cancelling the contract with ParkMedford, and bringing parking operations under the City administration beginning in early 2022.
<p>Advocate and plan for mobility of all road users.</p>	<p>ONGOING</p>	<p>In 2020:</p> <ul style="list-style-type: none"> • Developed, received grant funding for four Shared Streets programs: <ul style="list-style-type: none"> ○ To streamline an outdoor dining program ○ To develop a residential Shared Streets pilot program ○ To pilot a dedicated bus lane on Mystic Ave. (to be completed in 2021) ○ To install a dedicated bike lane over Route 28 ○ 2021 Update: the City received a 5th Shared Streets

IN PROCESS

		<p>grant in March 2021 to install 2 new bus shelters in business districts.</p> <p>2021 Update:</p> <ul style="list-style-type: none"> • The City's first multi-year Capital Investment Plan was published on February 24, 2021 following a community meeting. • A Pavement and Sidewalk Evaluation and Report was finalized in August 2021. <ul style="list-style-type: none"> ○ View the pavement (road) report here ○ View the sidewalk report here
<p>Pilot dedicated transportation corridors</p>	<p>IN PROCESS</p>	<ul style="list-style-type: none"> • A dedicated bus lane is being piloted on Mystic Ave. as of Spring 2021. • Implemented a pilot Shared Streets program on residential side streets for summer and fall 2020. We are hoping to expand this into 2021. • Adding to the City's dedicated network of bike lanes with a new protected lane on Rt. 28 bridge as of fall 2020.
<p>Modernize City services.</p>	<p>IN PROCESS</p>	<p>In 2020:</p> <ul style="list-style-type: none"> • Added an online system. • Moved to an online procurement system. <p>Planned:</p>

IN PROCESS

		<ul style="list-style-type: none"> An IT audit has begun and will be completed in summer 2021. The audit will also look into our cyber security infrastructure to identify other potentially needed upgrades. <p>2021 Update:</p> <ul style="list-style-type: none"> SeeClickFix was relaunched in March 2021
Increase curb, sidewalk, and pothole maintenance.	ONGOING	<ul style="list-style-type: none"> We are drafting a Pavement Management Plan to provide a detailed plan for road and sidewalk improvements. The plan will be released in Spring 2021. <p>2021 Update:</p> <ul style="list-style-type: none"> We relaunched SeeClickFix in in March 2021. The more user-friendly interface makes it easier to find and report issues, like potholes. A Pavement and Sidewalk Evaluation and Report was released in August 2021. <ul style="list-style-type: none"> View the pavement (road) report here View the sidewalk report here
Update financial management software	IN PROCESS	We are reviewing the option & associated costs of switching systems.
Create an automated payroll system	IN PROCESS	We are reviewing the option & associated costs of switching systems.

<p>Explore ways to make it easier for businesses to open.</p>	<p>ONGOING*</p>	<p>In 2020:</p> <ul style="list-style-type: none"> • Established a Welcoming Committee for businesses & residents, & launched a new Welcome to Medford webpage. • During the COVID-19 crisis, we switched focus to helping businesses REMAIN open. <ul style="list-style-type: none"> ○ Added a Shared Streets program. ○ Created an outdoor dining program & expedited permitting process. Outdoor dining program will continue in 2021. ○ Through several departments, we distributed over \$750,000 in grant funding to small businesses and micro-enterprises, focusing on brick and mortar businesses, supporting minority- and women-owned businesses. ○ Conducting square beautification and wayfinding programs to make business districts inviting and welcoming.
<p>Engage Chamber of Commerce in more meaningful ways</p>	<p>ONGOING</p>	<p>In 2020:</p> <ul style="list-style-type: none"> • In a collaboration with the Chamber of Commerce, established a COVID-19

IN PROCESS

		<p>relief fund to support restaurants and residents. Raised \$30,000.</p> <ul style="list-style-type: none"> • We worked with the Chamber of Commerce Board to establish a pilot program for SoofaTalk signs in Medford that launched in Fall 2020. • Despite COVID-19 challenges, we celebrated grand openings of new businesses in Medford. • Began square beautification projects & held mini community cleanups. We have spent more than \$50,000 on square beautification projects including new benches and trash barrels, wayfinding signage, planters, and more. This is part of the \$250,000 that was set aside for business districts 4.5 years ago, but we are prioritizing for 2020.
<p>Find new ways to champion tourism.</p>	<p>ONGOING*</p>	<p>We are currently relaunching the City’s partnership with CGI. In addition to marketing opportunities for local businesses, this will provide marketing for potential visitors to Medford.</p> <p>In 2020, we established a Welcoming Committee that, in part, will help to identify branding strategies to bring new businesses, residents, and visitors into Medford.</p> <p>Our hope is to highlight our history throughout the entire city.</p>

IN PROCESS

		Viktor Schrader, our new Economic Development Director, will be critical in advancing this goal.
Embrace the creative economy.	ONGOING	<p>In 2020:</p> <ul style="list-style-type: none"> • Worked with local artists to support local businesses by painting and otherwise providing support for beautifying equipment for Shared Streets & Outdoor dining. • Partnered with CACHE & local artists to paint electrical boxes throughout the City. • Hosted numerous arts & youth contests to foster arts & culture during COVID-19 remote learning and entertainment. <p>2021 Update:</p> <ul style="list-style-type: none"> • In February 2021, working with the Medford Arts Council, we created the City's first-ever Poet Laureate position/honorarium. In March 2021 we selected and announced Mr. Terry Carter as the Poet Laureate for 2021-2023. • In Spring 2021, we added two new murals: one at Condon Shell and one at the Tufts Pool. As of summer 2021 we are exploring the addition of a mural at LoConte Rink.
Plan for Carbon Neutrality by 2050.	ONGOING	<p>2021 Update:</p> <ul style="list-style-type: none"> • Upgraded to LED lights at the McGlynn School, Medford Vocational School, and MPS Central

IN PROCESS

		<p>Administration offices with funds from the Green Communities Grant.</p> <ul style="list-style-type: none">• Replaced 3 DPW vehicles with more energy efficient vehicles through a Volkswagon Grant.
Increase stump removal and tree pruning.	ONGOING	<p>2021 Update:</p> <p>We identified \$150,000 in Community Development Block Grant funding to allocate to stump removal and tree planting in low- and moderate-income areas throughout the City.</p> <p>In the FY22 budget process, Mayor Lungo-Koehn allocated an additional \$10,000 for stump removals. This work was completed in August 2021. A total of 30 stumps were removed through this funding.</p>

* Original timeline delayed by COVID-19.
