

THE TOWN OF NORWOOD



OVERRIDE INFORMATION Referendum Question June 3, 2019

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NORWOOD BOARD OF SELECTMEN

Dear Norwood Residents,

The Board of Selectmen, in its meeting of Tuesday, April 30, 2019, voted unanimously to formally endorse the Operational Override that will be on the ballot on June 3, 2019. We ask for your support.

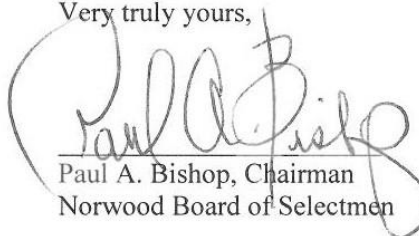
This is a step toward stabilizing the Town's financial position. Even though the Town has had a balanced budget, a balanced budget does not always mean a satisfactory budget. Over the last several years, there have been discussions about the Town's increasing need for an override to satisfactorily offer services at the level people have come to expect.

The proposal is a levy limit increase, meaning the Town will allow itself to increase taxes to a higher level than it would have otherwise. Through the levy limit increase, the Town will be making an investment in our school system.

This is a joint effort that both the School Department and General Government need. The Selectmen support this Override and want the residents of Norwood to know that it is in the Town's best interest. The goal is to get the Town as stable as possible in the short term to ensure even greater stability in the long term.

Please contact the Selectmen with any questions.

Paul A. Bishop, Chairman	pabishop@norwoodma.gov
William J. Plasko	wplasko@norwoodma.gov
Allan D. Howard	ahoward@norwoodma.gov
Thomas F. Maloney	tmaloney@norwoodma.gov
David E. Hajjar	dhajjar@norwoodma.gov

Very truly yours,

Paul A. Bishop, Chairman
Norwood Board of Selectmen



NORWOOD FINANCE COMMISSION

ALAN D. SLATER, *CHAIR*
ANNE MARIE HALEY, *VICE-CHAIR*
ROBERT G. DONNELLY
JUDITH A. LANGONE
KELLIE NOUMI

May 6, 2019

To the Citizens of Norwood,

Re: June 3, 2019 vote on Operational Override

As Chairman, I am writing to apprise you of the Finance Commission's position on the upcoming vote regarding an operational override.

After much study, deliberation, and debate, the Commission voted April 25, 2019, to support the \$5,950,000 operational override. The Commission has a long-standing tradition of trying to balance the needs of government operations versus protection of the residential and commercial taxpayers. However, it has become apparent that our structural deficit could no longer be mitigated by short-term fixes.

We believe the plan set forth by the Budget Balancing Committee will stabilize the revenues needed to offset the structural deficit in a manner that will ensure continued delivery of services and restoration of some programs that have eroded over time.

The Board of Selectmen, the Finance Commission, and the School Committee have developed and executed a Memorandum of Understanding that represents a commitment that the funds generated by this override will last a minimum of five years (FY2020-FY2024) and that no additional operational override funds will be requested during that period.

Sincerely,

Alan D. Slater
Chairman



NORWOOD SCHOOL COMMITTEE



MYEV A. BODENHOFER, *CHAIR*
DAVID R. CATANIA
DR. JOAN GIBLIN
MAURA A. SMITH
TERESA M. STEWART

Dear Town Meeting Members,

The School Department has compiled this information to explain the differences between the main budget and the budget that would be used if the override vote were to pass on Monday, June 3rd. There is a one-page summary of the differences for each major category of the budget (Section 9). In addition to that, there is a document explaining what is included in each of those changes and how the money will be allocated (Section 10).

After the School Committee Budget Hearing on Wednesday, April 24, 2019, the School Committee voted unanimously to endorse the \$5.95 million operational override and to encourage voters to vote in favor of the measure.

The presentation that was given at the Budget Hearing is available, along with quite a bit more information about the budget, on the school website:

<https://www.norwood.k12.ma.us/sc/budget-information>

If you have additional questions about the school budget, we are happy to answer them.
You can reach us by email at:

Myev Bodenhofer:	mbodenhofer@norwood.k12.ma.us
Teresa Stewart:	tstewart@norwood.k12.ma.us
Maura Smith:	maurasmith@norwood.k12.ma.us
David Catania:	dcatania@norwood.k12.ma.us
Joan Giblin:	jgiblin@norwood.k12.ma.us

Thank you,

Myev Bodenhofer
Chair, Norwood School Committee



SUMMARY OF PROPOSED BUDGET FOR OVERRIDE

Description	Schools	General Government	Shared	Total
Restore and Enhance Programs *	\$ 1,529,190	\$ -	\$ -	\$ 1,529,190
Restoration of Cuts & Offsets *	3,170,810	-	-	3,170,810
Increase Expenditure on Road Repair	-	250,000	-	250,000
Increase Snow & Ice Budget	-	300,000	-	300,000
Establish an Override Stabilization Acct	-	-	700,000	700,000
Total	\$ 4,700,000	\$ 550,000	\$ 700,000	\$ 5,950,000

* Please see detail in School sections 9 & 10 below



SUMMARY OF PROPOSED BUDGET FOR OVERRIDE

Increase Expenditure on Road Repair

The override budget seeks to add \$250,000 into the budget for road paving and repair. We have struggled to maintain an allocation in the budget for paving and road repair; the Town currently has a large backlog of road work and paving that will not be addressed in the current budget cycles. This expenditure would guarantee that the Town would have funds available above and beyond the small, annual state allocation that we are currently allotted to pave our roads. Over time, the paving of additional roads would not only help property values and road safety, but it would also help reduce costs by taking care of our infrastructure before it fails completely, requiring more costly repairs.

Increase Snow & Ice Budget

The Town has been deficit spending for our annual snow and ice expenditures for many years. While many communities do this in Massachusetts, we are averaging a deficit of over \$300,000 annually – this is more than 50% of our budget allocation. Currently, this money comes out of reserves, another area where we are knowingly deficit spending and draining. The addition of these funds would ensure that we can continue annual plowing operations at their current levels, while fixing a critical deficit that undermines our financial stability and continues to drain reserves. This would be a benefit to the Town operationally and would also help resolve our structural deficit. We will need to continue to add funds to snow and ice annually, but this "catch up" would bring us up to our average annual snow and ice expenditures. This allocation would also drastically reduce the amount of reserves that the Town drains annually in a typical winter.



SUMMARY OF PROPOSED BUDGET FOR OVERRIDE

Override Stabilization Account

Consistent with Massachusetts General Law, a Town may establish an "Override" Stabilization Account. This account would allow a Town to accumulate funds from direct appropriation, savings, or other areas for the purpose of extending the fiscal benefit of an override. In Norwood, we will establish an Override Stabilization Account into which we will deposit funds for the first few years after passage of the override. This will make it possible to have funds available in future years to reduce or eliminate the need for additional funding. Money from this fund may only be allocated for specified purposes approved by Town Meeting. This is an important part of ensuring the Town's financial stability and factors into the Town's five-year fiscal projections to aid with fiscal stability and extend the benefit of the override as long as possible.

TOWN OF NORWOOD FIVE YEAR FINANCIAL FORECAST

D R A F T - ASSUMES NO USE OF FREE CASH TO BALANCE BUDGET

This Version Assumes Passage of Override

	Percent	FY 2018 Actuals	FY 2019 Budget	FY2020	FY2021	FY2022	FY2023	FY2024	PERCENT INCREASE				
									FY2020	FY2021	FY2022	FY2023	FY2024
Revenues													
Department Revenues	8.4%	\$ 15,238,835	\$ 15,288,041	\$ 15,238,835	\$ 15,467,418	\$ 15,699,429	\$ 15,934,920	\$ 16,173,944	-0.32%	1.50%	1.50%	1.50%	1.50%
Utility Revenues - Light	29.1%	53,106,197	60,963,411	62,711,247	64,653,970	66,500,134	69,084,808	71,047,015	2.87%	3.10%	2.86%	3.89%	2.84%
Utility Revenues - Broadband	4.2%	7,721,523	8,321,980	8,571,980	8,995,895	9,507,347	10,063,042	10,667,275	3.00%	4.95%	5.69%	5.84%	6.00%
Utility Revenues - Water	7.9%	14,386,363	15,819,897	16,168,467	16,559,763	17,082,391	17,596,296	18,150,935	2.20%	2.42%	3.16%	3.01%	3.15%
State Aid	6.1%	11,175,227	11,609,492	12,049,501	12,230,244	12,413,698	12,599,903	12,788,902	3.79%	1.50%	1.50%	1.50%	1.50%
Property Tax Levy	40.4%	73,724,875	75,870,484	84,192,300	87,085,040	90,071,452	93,131,309	96,268,545	10.97%	3.44%	3.43%	3.40%	3.37%
Free Cash to Balance Budget	0.5%	1,000,000	1,266,500	-	-	-	-	-					
Free Cash for Capital & Special Projects	2.1%	3,870,300	225,000	-	-	-	-	-					
Other Internal Funds	0.6%	1,066,195	720,000	985,000	985,000	985,000	985,000	985,000	36.81%	0.00%	0.00%	0.00%	0.00%
Chapter 90 Highway Funds	0.6%	1,058,379	-	-	-	-	-	-					
Override													
Total Revenues	100.0%	182,347,894	190,084,805	199,917,330	205,977,330	212,259,451	219,395,278	226,081,616	5.17%	3.03%	3.05%	3.36%	3.05%
				5.17%	3.03%	3.05%	3.36%	3.05%					
Expenditures - General													
General Government	14.4%	5,058,021	5,702,561	5,501,555	5,660,971	5,841,319	6,028,262	6,221,826	-3.52%	2.90%	3.19%	3.20%	3.21%
Public Safety	44.3%	15,550,506	16,285,939	16,930,756	17,570,789	18,235,697	18,926,545	19,644,355	3.96%	3.78%	3.78%	3.79%	3.79%
Public Works	28.9%	10,132,649	8,858,231	8,608,540	8,860,494	9,179,835	9,514,802	9,866,426	-2.82%	2.93%	3.60%	3.65%	3.70%
Human Services	4.1%	1,427,581	1,479,556	1,435,353	1,482,682	1,531,703	1,582,477	1,635,074	-2.99%	3.30%	3.31%	3.31%	3.32%
Culture & Recreation	8.3%	2,896,273	3,185,579	3,197,479	3,306,825	3,420,177	3,537,688	3,659,512	0.37%	3.42%	3.43%	3.44%	3.44%
Total General Government	100.0%	35,065,030	35,511,866	35,673,683	36,881,761	38,208,731	39,589,774	41,027,193	0.46%	3.39%	3.60%	3.61%	3.63%
				0.46%	3.39%	3.60%	3.61%	3.63%					
Expenditures - Schools													
Education	100.0%	44,331,175	45,024,649	49,116,446	50,861,954	52,593,821	54,330,755	56,084,573	9.09%	3.55%	3.41%	3.30%	3.23%
				9.09%	3.55%	3.41%	3.30%	3.23%					
Expenditures - Shared													
Employee Benefits	48.2%	19,104,035	19,456,931	20,576,652	21,476,126	22,442,391	23,490,076	24,619,842	5.75%	4.37%	4.50%	4.67%	4.81%
Debt Service - Capital Plan	45.6%	18,088,812	18,104,350	18,975,465	18,607,133	18,462,786	17,481,507	12,519,310	4.81%	-1.94%	-0.78%	-5.31%	-28.39%
Risk Management	2.5%	986,309	1,211,000	1,211,000	1,235,885	1,261,641	1,288,298	1,315,888	0.00%	2.05%	2.08%	2.11%	2.14%
Regional Education	2.7%	1,080,380	1,095,426	1,349,897	1,393,207	1,438,032	1,484,425	1,532,443	23.23%	3.21%	3.22%	3.23%	3.23%
Stabilization - Reserve Fund	1.0%	405,864	553,571	553,571	553,571	553,571	553,571	553,571	0.00%	0.00%	0.00%	0.00%	0.00%
Total Shared Expenditures	100.0%	39,665,400	40,421,278	42,666,585	43,265,922	44,158,421	44,297,877	40,541,054	5.55%	1.40%	2.06%	0.32%	-8.48%
				5.55%	1.40%	2.06%	0.32%	-8.48%					
Utilities													
Light Department	69.0%	38,568,519	47,409,184	48,757,921	50,901,850	52,670,141	55,106,680	61,764,820	2.84%	4.40%	3.47%	4.63%	12.08%
Water	19.9%	11,140,239	11,803,315	12,325,100	12,818,104	13,330,828	13,864,061	14,418,623	4.42%	4.00%	4.00%	4.00%	4.00%
Broadband	11.1%	6,208,499	7,138,781	7,395,718	7,787,050	8,202,413	8,643,415	9,111,772	3.60%	5.29%	5.33%	5.38%	5.42%
Total Utilities	100.0%	55,917,257	66,351,280	68,478,739	71,507,004	74,203,382	77,614,156	85,295,215	3.21%	4.42%	3.77%	4.60%	9.90%
				3.21%	4.42%	3.77%	4.60%	9.90%					
Total Town Appropriation		174,978,862	187,309,073	195,935,453	202,516,641	209,164,355	215,832,562	222,948,035	4.61%	3.36%	3.28%	3.19%	3.30%
				4.61%	3.36%	3.28%	3.19%	3.30%					
Other Expenses													
State Assessments		1,961,537	1,775,732	2,180,424	2,289,445	2,403,917	2,524,113	2,650,319	22.79%	5.00%	5.00%	5.00%	5.00%
Overlay		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0.00%	0.00%	0.00%	0.00%	0.00%
Total Other Expenditures		2,961,537	2,775,732	3,180,424	3,289,445	3,403,917	3,524,113	3,650,319	14.58%	3.43%	3.48%	3.53%	3.58%
Total Expenditures		177,940,399	190,084,805	199,115,877	205,806,086	212,568,272	219,356,675	226,598,354	4.75%	3.36%	3.29%	3.19%	3.30%
				4.75%	3.36%	3.29%	3.19%	3.30%					
Net Surplus (Deficit)		\$ 4,407,495	\$ -	\$ 801,453	\$ 171,244	\$ (308,821)	\$ 38,603	\$ (516,738)	\$ 185,741 (5 year Surplus)				
Less Non-Revenue Funds		(4,870,300)											
Net Loss		\$ (462,805)		4.75%	3.36%	3.29%	3.19%	3.30%					

TOWN OF NORWOOD FIVE YEAR FINANCIAL FORECAST

D R A F T - ASSUMES NO USE OF FREE CASH TO BALANCE BUDGET

This Version Assumes Failure of Override

	Percent	FY 2018 Actuals	FY 2019 Budget	FY2020	FY2021	FY2022	FY2023	FY2024	PERCENT INCREASE						
									FY2020	FY2021	FY2022	FY2023	FY2024		
Revenues															
Department Revenues	8.4%	\$ 15,238,835	\$ 15,288,041	\$ 15,238,835	\$ 15,467,418	\$ 15,699,429	\$ 15,934,920	\$ 16,173,944	-0.32%	1.50%	1.50%	1.50%	1.50%		
Utility Revenues - Light	29.1%	53,106,197	60,963,411	62,711,247	64,653,970	66,500,134	69,084,808	71,047,015	2.87%	3.10%	2.86%	3.89%	2.84%		
Utility Revenues - Broadband	4.2%	7,721,523	8,321,980	8,571,980	8,995,895	9,507,347	10,063,042	10,667,275	3.00%	4.95%	5.69%	5.84%	6.00%		
Utility Revenues - Water	7.9%	14,386,363	15,819,897	16,168,467	16,559,763	17,082,391	17,596,296	18,150,935	2.20%	2.42%	3.16%	3.01%	3.15%		
State Aid	6.1%	11,175,227	11,609,492	12,049,501	12,230,244	12,413,698	12,599,903	12,788,902	3.79%	1.50%	1.50%	1.50%	1.50%		
Property Tax Levy	40.4%	73,724,875	75,870,484	78,242,300	80,986,290	83,820,234	86,723,811	89,700,860	3.13%	3.51%	3.50%	3.46%	3.43%		
Free Cash to Balance Budget	0.5%	1,000,000	1,266,500	-	-	-	-	-							
Free Cash for Capital & Special Projects	2.1%	3,870,300	225,000	-	-	-	-	-							
Other Internal Funds	0.6%	1,066,195	720,000	985,000	985,000	985,000	985,000	985,000	36.81%	0.00%	0.00%	0.00%	0.00%		
Chapter 90 Highway Funds	0.6%	1,058,379	-	-	-	-	-	-							
Override															
Total Revenues	100.0%	182,347,894	190,084,805	193,967,330	199,878,580	206,008,233	212,987,780	219,513,931	2.04%	3.05%	3.07%	3.39%	3.06%		
				2.04%	3.05%	3.07%	3.39%	3.06%							
Expenditures - General															
General Government	14.4%	5,058,021	5,702,561	5,501,555	5,660,971	5,841,319	6,028,262	6,221,826	-3.52%	2.90%	3.19%	3.20%	3.21%		
Public Safety	44.3%	15,550,506	16,285,939	16,930,756	17,570,789	18,235,697	18,926,545	19,644,355	3.96%	3.78%	3.79%	3.79%	3.79%		
Public Works	28.9%	10,132,649	8,858,231	8,608,540	8,860,494	9,179,835	9,514,802	9,866,426	-2.82%	2.93%	3.60%	3.65%	3.70%		
Human Services	4.1%	1,427,581	1,479,556	1,435,353	1,482,682	1,531,703	1,582,477	1,635,074	-2.99%	3.30%	3.31%	3.31%	3.32%		
Culture & Recreation	8.3%	2,896,273	3,185,579	3,197,479	3,306,825	3,420,177	3,537,688	3,659,512	0.37%	3.42%	3.43%	3.44%	3.44%		
Total General Government	100.0%	35,065,030	35,511,866	35,673,683	36,881,761	38,208,731	39,589,774	41,027,193	0.46%	3.39%	3.60%	3.61%	3.63%		
				0.46%	3.39%	3.60%	3.61%	3.63%							
Expenditures - Schools															
Education	100.0%	44,331,175	45,024,649	49,116,446	50,861,954	52,593,821	54,330,755	56,084,573	9.09%	3.55%	3.41%	3.30%	3.23%		
				9.09%	3.55%	3.41%	3.30%	3.23%							
Expenditures - Shared															
Employee Benefits	48.2%	19,104,035	19,456,931	20,576,652	21,476,126	22,442,391	23,490,076	24,619,842	5.75%	4.37%	4.50%	4.67%	4.81%		
Debt Service - Capital Plan	45.6%	18,088,812	18,104,350	18,975,465	18,607,133	18,462,786	17,481,507	12,519,310	4.81%	-1.94%	-0.78%	-5.31%	-28.39%		
Risk Management	2.5%	986,309	1,211,000	1,211,000	1,235,885	1,261,641	1,288,298	1,315,888	0.00%	2.05%	2.08%	2.11%	2.14%		
Regional Education	2.7%	1,080,380	1,095,426	1,349,897	1,393,207	1,438,032	1,484,425	1,532,443	23.23%	3.21%	3.22%	3.23%	3.23%		
Stabilization - Reserve Fund	1.0%	405,864	553,571	553,571	553,571	553,571	553,571	553,571	0.00%	0.00%	0.00%	0.00%	0.00%		
Total Shared Expenditures	100.0%	39,665,400	40,421,278	42,666,585	43,265,922	44,158,421	44,297,877	40,541,054	5.55%	1.40%	2.06%	0.32%	-8.48%		
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Utilities															
Light Department	69.0%	38,568,519	47,409,184	48,757,921	50,901,850	52,670,141	55,106,680	61,764,820	2.84%	4.40%	3.47%	4.63%	12.08%		
Water	19.9%	11,140,239	11,803,315	12,325,100	12,818,104	13,330,828	13,864,061	14,418,623	4.42%	4.00%	4.00%	4.00%	4.00%		
Broadband	11.1%	6,208,499	7,138,781	7,395,718	7,787,050	8,202,413	8,643,415	9,111,772	3.60%	5.29%	5.33%	5.38%	5.42%		
Total Utilities	100.0%	55,917,257	66,351,280	68,478,739	71,507,004	74,203,382	77,614,156	85,295,215	3.21%	4.42%	3.77%	4.60%	9.90%		
				3.21%	4.42%	3.77%	4.60%	9.90%							
Total Town Appropriation		174,978,862	187,309,073	195,935,453	202,516,641	209,164,355	215,832,562	222,948,035	4.61%	3.36%	3.28%	3.19%	3.30%		
				4.61%	3.36%	3.28%	3.19%	3.30%							
Other Expenses															
State Assessments		1,961,537	1,775,732	2,180,424	2,289,445	2,403,917	2,524,113	2,650,319	22.79%	5.00%	5.00%	5.00%	5.00%		
Overlay		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0.00%	0.00%	0.00%	0.00%	0.00%		
Total Other Expenditures		2,961,537	2,775,732	3,180,424	3,289,445	3,403,917	3,524,113	3,650,319	14.58%	3.43%	3.48%	3.53%	3.58%		
Total Expenditures		177,940,399	190,084,805	199,115,877	205,806,086	212,568,272	219,356,675	226,598,354	4.75%	3.36%	3.29%	3.19%	3.30%		
				4.75%	3.36%	3.29%	3.19%	3.30%							
Net Surplus (Deficit)		\$ 4,407,495	\$ -	\$ (5,148,547)	\$ (5,927,506)	\$ (6,560,039)	\$ (6,368,895)	\$ (7,084,423)	\$ (31,089,410) (5 year Deficit)						
Less Non-Revenue Funds		(4,870,300)													
Net Loss		\$ (462,805)			4.75%	3.36%	3.29%	3.19%	3.30%						



ASSUMPTIONS USED IN FORECAST

Revenues:

<u>Revenues</u>	<u>Assumption Used</u>
Department Revenues	Department Revenues will rise 1.5% per year
Utility Revenues	Light Dept. - From Light Department Broadband - From Broadband Department
State Aid	MWRA Water & Sewer will rise 4% per year 1.5% annual increase
Community Preservation Surcharge	0.8% of Property Taxes
Property Tax Levy	Prior Year Levy plus 2.5% plus new growth (See table)
Free Cash to Balance Budget	None
Free Cash for Capital & Special Projects	As needed
Other Internal Funds	Level Funded

Costs:

<u>General Gov't</u>	<u>Assumption Used</u>	<u>Shared Cost</u>	<u>Assumption Used</u>
Salaries	4.0% per year	Retirement Fund	9.5% per year
Incidentals	2.0% per year	Group Insurance	5.0% per year
Snow & Ice	10% per year	Medicare	3.5% per year
<u>Schools</u>		Interest	Level Funded as new projects will come on line
Salaries	Approx. 3.5%	Debt	Level Funded as new projects will come on line
SPED	2.5% per year	Blue Hill Regional School	3.5%/year plus \$110,000 in debt for 2020-2024
Incidentals	Varies by function	Norfolk Agricultural School	3.5% per year
<u>Utilities Cost</u>		Worker's Compensation	Level funded
Light Department	Light Dept. Projection	Insurance Account	Level Funded
Broadband	Broadband - Projection	Reserve Fund	Level Funded
MWRA-Water/Sewer	Rises 4% per year	Stabilization Fund	Level Funded
<u>Other Expenses</u>		Capital Projects Fund	Level Funded
State Assessments	5% per year		



PROJECTED GENERAL GOVERNMENT BUDGET CUTS FY2021-FY2024

TONY MAZZUCCO, *GENERAL MANAGER*
BERNARD COOPER, *ASSISTANT GENERAL MANAGER*

2/15/2019

Dear Board Members,

As you are aware, we are projecting a deficit over the next 5 years that approaches \$1.5 million dollars, assuming we continue growing receipts and revenues at their current pace. A dramatic drop in revenues or the Commonwealth tipping into recession would severely exacerbate this projected deficit. As I have mentioned before, general government traditionally trails the school department by a year or two in deficits and budget cuts due to the capital-intensive nature of general government budgeting. We are seeing this play out in the FY20 budget. Below you will find cuts proposed over the next 5 years, assuming we will be forced to cut the budget each year.

Keep in mind that none of these are “good” cuts. Laying off staff, reducing service to the public, closing facilities, etc. is not a positive move for the community. None of this will reduce the tax burden to residents; it will merely reduce the services available and the quality of those services. While we will make every effort in ensuing years to find savings and reduce costs to mitigate or eliminate the need to reduce service levels, we must be aware of the prospects over the next five years.

As of this writing, we are anticipating a 5-year deficit of approximately \$1.4 million; to mitigate that deficit, the following are proposed cuts in current dollars (please bear in mind that these cuts would likely take place in FY21-FY24 absent a change in revenue, with a bulk of these cuts taking place in FY21):

Transfare program (\$36,000)- This completely eliminates the Transfare program, a program whereby the Town offsets the cost of taxi cabs for seniors and certain low income citizens. This cut completely eliminates the program and will leave available only the MBTA’s “the Ride” program and the senior bus. We will also lose some revenue from this elimination.

Closure of Father Macs (\$80,000)- This would permanently close Father MacAleer’s pool with no plan to reopen or replace the facility. This also may have a dramatic impact on other Recreation programming funding and/or attendance.

Civic Building repairs (\$50,000)- This eliminates money in the Recreation budget for repairs and improvements to the Civic Center, effectively meaning no improvements or repairs beyond the minimum to this aging facility.

Civic new equipment (\$10,000)- This eliminates the new equipment line at the Civic; as workout and gym equipment breaks down, it will be removed and not replaced. We would eventually need to consider eliminating the workout room.

Tree care removal (\$15,000)- This eliminates the DPW's tree removal budget, meaning the only tree work that will get done is removal of emergency/dangerous trees; no removal of other trees. Also included in this cut would be reduced plantings and trimming of trees.

Summer DPW help (\$74,000)- This eliminates the DPW summer help program, which provides jobs for Norwood youth during the summer. Facility cleaning, painting hydrants, mowing fields/medians/roadsides will all diminish substantially as the DPW will have to prioritize critical work over community appearance.

Summer help at Town Hall (\$40,000)- This would eliminate all summer/seasonal help at town hall, leading to office closures and service reductions as well. Furthermore, these positions traditionally are structured as paid internships almost exclusively going to Norwood youth. This would impact the General Manager's office, the Selectmen's office, the HR office, the Veterans Services office, and town hall maintenance.

Cemetery seasonal help (\$24,000)- The elimination of seasonal help at the cemetery means less cemetery maintenance, cleaning, and care of graves. This will lead to a diminished condition of the cemeteries.

DPW overtime (\$21,000)- This reduction will reduce landfill hours to only once per month. The landfill will only be open one day per month.

Town Hall positions (\$150,000)- This would eliminate three full time benefitted positions in Town Hall. We would see various offices closed throughout the week and on set days.

Board of Health/St. Catherine's nurse (\$36,000)- This would eliminate the town funded portion of the school nurse at St. Catherine's school.

Eliminate masters benefit for nonunion staff over 100k salary (\$60,000)- Two years ago the Board of Selectmen approved a 5% pay increase for non-union employees with a master's degree (to match the pay increase given to union employees in police, fire, and teaching). This eliminates that benefit for all employees with a base salary exceeding \$100,000, which amounts to a 5% pay cut for many employees. Keep in mind, we do not have an administrator's union in general government and actions like this could lead to the creation of an administrative union, as we are effectively targeting employees without union protections.

Positions at Public Works (\$150,000)- This would eliminate three full time benefitted positions at the Department of Public Works. This would reduce supervision, response time, plowing route time, and preventative maintenance on infrastructure.

Positions at Morrill Memorial Library (\$120,000)- This would eliminate two full time benefitted positions at the library. This would reduce total services available at the library and may lead to a loss in state aid, as well as reduced operating hours.

Positions at Public Safety (\$300,000)- This would eliminate six benefitted positions between police and fire. Ambulance calls would be reduced and we would experience reduced fire call capacity, leading to an overreliance on mutual aid. Also, we have underinvested in the command staff and training capacity of our fire department for many years, which affects readiness. Reductions in public safety would likely eliminate beat patrols and severely hamper our ability to address the opiate crisis. Please remember that our two largest departments are police and fire, accounting for nearly 50% of general government spending; as a matter of course, these departments would be hard hit.

SNARC programming (\$18,000)- This would eliminate support for this program which provides needed services for those with intellectual disabilities.

Elimination of retiree dental benefit (\$300,000)- This would eliminate dental care provided for town/school retirees which is not a mandatory obligation.

Total projected cuts FY21-24= \$1,488,000

Impact on Town's overall financial position

We must place our financial condition and prospects into the larger context of national and state economies. Norwood is not ready for the next recession. With limited reserves and flexibility, the next recession in our current condition will cause severe strains to the municipal budget, leading to numerous future budget reductions, much more than currently seen in FY20. Most states and many cities and towns have been planning for the last several years to weather the next recession; we have not done so.

The generation of a higher level of free cash, more appropriate to our overall budget size, will allow the town to place additional funds annually into our stabilization fund and our OPEB trust fund. It will also complete additional road and infrastructure work, place funds into special purpose stabilization funds for large equipment purchases, and fund other critical accounts. The generation of an operating surplus does not mean that the Town has excess money built into its budget; it is a sign that the town is conservatively projecting revenues, not relying on one-time revenues, and conservatively spending available budget dollars. This is not only a prudent use of taxpayer's resources, but it is necessary to ensure generational equity in our financial picture. We must conform to modern practices and best practices for managing the Town's finances. We must endeavor to follow recommendations and best practices set out by the Department of Revenue, the Government Accounting Standards Board (GASB), the Government Finance Officers Association (GFOA), and recommendations and practices promoted by rating agencies, particularly Moody's and Standard & Poor's.

Our OPEB funding is still flat with a general fund contribution of \$250,000 – we have not recently made additional transfers. With modifications to our financial reporting as a result of GASB changes, Norwood, like many other communities, now appears to be almost negative in terms of our net position. While this is not currently treated by rating agencies as a credit event, it will still impact our credit worthiness as time goes on. The movement of free cash into various fund balances, including OPEB, is a common and necessary way to address this liability.

As indicated above, we are not preparing for the next recession. The current economic expansion has started to show signs of slowing and could turn anytime in the next 12-18 months. While we certainly hope for continued strong economic growth, a downturn would place a number of strains on available revenue sources: Building permits decline (a direct cash reduction in available revenues), slower new growth squeezes the levy limit (adding to the current tax burden), meals/hotels and excise taxes typically decline or flat line in recessionary environments; businesses reduce production or close outright (causing a decline in light and water/sewer revenues which passes additional costs on to residents), higher vacancy rates among commercial properties also reduces the assessed value of these properties (reducing revenue and further shifting the burden to single family homes).

The building of reserve funds, as well as conservative revenue projections, are the best safeguards against the fiscal dangers associated with a recession. In effect, the only way to safely navigate a downturn is to have substantial funding in place to guide you through that downturn – not simply to operate as normal. We now have a high-growth economy with good construction and the strongest jobs economy the Commonwealth and the nation have seen in decades; and yet we still struggle to increase revenues more than a few percentage points – imagine how challenging this will become in a recession.

Due to a number of revenue changes and cost savings, general government has largely scraped by for FY20. This will not be the case in FY21 and in subsequent years. While we will always work to mitigate cost increases and find efficiencies, we need to reasonably prepare for curtailing and eliminating services over the next several years absent any major revenue changes.

Sincerely,



Tony Mazzucco
General Manager

TOWN OF NORWOOD
FY20 SCHOOL DEPARTMENT COMPARISON REPORT: SUMMARY to OVERRIDE

Description	FY2020 SC Vote		FY2020 Override		Restore/Enhance	Restoration of	Total
	ATM Request		Request	Difference	Programs	Cuts and Offsets	
6000-SCH ADMIN SAL	\$ 4,186,641	\$	\$ 4,475,796	\$ 289,155	\$ 158,258	\$ 130,897	\$ 289,155
6010-SCH ADMIN EXP	70,932		70,932	-	-	-	-
6012-SCH LABOR REL	51,250		61,250	10,000	10,000	-	10,000
6020-SCH INSTRUC SAL	29,544,225		31,306,290	1,762,065	810,033	952,032	1,762,065
6030-SCH I/S & T/B	569,452		1,107,911	538,459	500,374	38,085	538,459
6040-SCHOOL CUSTODIAL SAL	1,991,959		2,110,836	118,877	-	118,877	118,877
6050-SCH CUST SUP	164,004		164,004	-	-	-	-
6060-SCH AUX AGENCY SALARIES	791,602		854,813	63,211	-	63,211	63,211
6070-SCH AUX AGCY INCID	52,359		52,359	-	-	-	-
6080-SCH CONT FEE & SERV	419,014		469,539	50,525	50,525	-	50,525
6090-SCH UTILITIES	1,386,686		1,455,463	68,777	-	68,777	68,777
6100-SCH MAINT OF BLDG	545,474		512,523	(32,951)	-	(32,951)	(32,951)
6110-SCH EQUIP REP & REP	147,671		151,771	4,100	-	4,100	4,100
6120-SCH MAINT GROUNDS	151,239		151,239	-	-	-	-
6121-SCH.MAINT SNOW & ICE	46,679		246,679	200,000	-	200,000	200,000
6150-SCH ATHLETIC-TOWN	25,549		292,017	266,468	-	266,468	266,468
6160-SCH TRANSPORTATION	1,759,625		1,787,273	27,648	-	27,648	27,648
6180-SPECIAL ED & STUDENT SERVICES	2,896,126		3,596,126	700,000	-	700,000	700,000
6200-SCHOOL FINE ARTS	65,591		189,967	124,376	-	124,376	124,376
6450-SCH CUSTODIAL OVERTIME	133,252		133,252	-	-	-	-
6500-SCH CTE CONSOLIDATION RESERVE	-		509,290	509,290	-	509,290	509,290
Grand Total	\$ 44,999,330	\$	\$ 49,699,330	\$ 4,700,000	\$ 1,529,190	\$ 3,170,810	\$ 4,700,000

TOWN OF NORWOOD

School Department Detailed List of Cuts/Restorations

AMC Fund	Function Description	Type	Title	Amount	Description
6000	SCH ADMIN SAL TOTALS	Cuts	Athletic Director	59,169	Restore Athletic Director to full time (FY20 budget reduced to half time) (0.5 FTE)
6000	SCH ADMIN SAL TOTALS	Cuts	Willett Principal	41,574	Restore Willett Principal. FY20 budget had reduced this position to just Preschool Director
6000	SCH ADMIN SAL TOTALS	Cuts	Willett Secretary	30,154	Restore Willett Secretary. FY20 budget had closed Willett School and eliminated the need for a secretary.
6000	SCH ADMIN SAL TOTALS	Rest/Enh	Literacy & Writing Coord	95,130	Add Elementary Literacy and Writing Coordinator (1.0 FTE). This addition is designed to improve ELA test scores and replicates the successful model used to improve math scores several years ago.
6000	SCH ADMIN SAL TOTALS	Rest/Enh	Technology Asst	63,128	Add Technology Assistant (1.0 FTE). This position was eliminated in FY19 due to budget constraints. However, the workload has only increased as we added more than 1750 Chromebooks and increased our network use. This position is desperately needed as we will continue to increase our usage of technology.
6000	SCH ADMIN SAL TOTALS		SUBTOTAL	289,155	
6012	SCH LABOR REL TOTALS	Rest/Enh	Legal Services	10,000	Increase budget for legal counsel closer to FY18 level.
6012	SCH LABOR REL TOTALS		SUBTOTAL	10,000	
6020	SCH INSTRUCT SAL TOTALS	Cuts	Elementary teachers	260,000	Restore 4 Elementary teachers (4 FTE) that were cut in the FY20 budget.
6020	SCH INSTRUCT SAL TOTALS	Cuts	CMS teachers	195,000	Restore 3 Middle School teachers (3 FTE) that were cut in the FY20 budget.
6020	SCH INSTRUCT SAL TOTALS	Cuts	NHS teachers	143,000	Restore 2.2 High School teachers (2.2 FTE) that were cut in the FY20 budget.
6020	SCH INSTRUCT SAL TOTALS	Cuts	Athletic coaches	297,708	Restore stipends to pay for athletics coaches. FY20 budget had eliminated funding for extracurricular athletics.
6020	SCH INSTRUCT SAL TOTALS	Cuts	NHS clubs & activities	26,690	Restore stipends for High School clubs & activities. FY20 budget had eliminated budget for all extra-curricular fine arts and activities.
6020	SCH INSTRUCT SAL TOTALS	Cuts	CMS clubs & activities	18,682	Restore stipends for Middle School clubs & activities. FY20 budget had eliminated budget for all extra-curricular fine arts and activities.
6020	SCH INSTRUCT SAL TOTALS	Cuts	Other Professional Development & Conferences	10,952	Restore money for conferences and other Professional Development.
6020	SCH INSTRUCT SAL TOTALS	Rest/Enh	Other Professional Development & Conferences	9,119	This brings us a reasonable level for development of our staff

TOWN OF NORWOOD

School Department Detailed List of Cuts/Restorations

AMC Fund	Function Description	Type	Title	Amount	Description
6020	SCH INSTRUCT SAL TOTALS	Rest/Enh	NHS Career Pathways/AP/Interv.	171,936	High School Staffing (Career Pathways/AP/Intervention) (3.0 FTE) These staff will allow for increased access to Advanced Placement Courses and flexibility to develop career focused programming, as well as teachers to provide focused instruction for those having difficulty meeting the MCAS requirement. These are position lost years ago in past budget cuts, repurposed to add opportunity for our students.
6020	SCH INSTRUCT SAL TOTALS	Rest/Enh	NHS Foreign Lang Teacher	57,312	Add one additional foreign language teacher to the high school (1.0 FTE). This will allow the high school to update graduation requirements so that Norwood High School meets the MassCORE standards.
6020	SCH INSTRUCT SAL TOTALS	Rest/Enh	Elementary Adj Counselors	119,978	Elementary Adjustment Counselors (2.0 FTE)- The district needs to move to a proactive model of addressing student mental health needs. Currently we are understaffed and only able to meet the need of our critical cases.
6020	SCH INSTRUCT SAL TOTALS	Rest/Enh	ELL Teacher	85,968	ELL Teacher (1.5 FTE)- Special instruction is mandated for students who are not proficient in English, and our English Language Learner population is drastically increasing.
6020	SCH INSTRUCT SAL TOTALS	Rest/Enh	CMS Resource Room	65,338	Middle School Resource Room (TASC) (1.0 FTE) This teacher will allow us to expand special education programming at the middle school. This program will allow us to educate more special education students in the district as opposed to sending those students to out-of-district placements.
6020	SCH INSTRUCT SAL TOTALS	Rest/Enh	CMS AdjCounselor	57,312	Middle School Adjustment Counselor (1.0 FTE) The district needs to move to a proactive model of addressing student mental health needs. Currently we are understaffed and only able to meet the need of our critical cases.
6020	SCH INSTRUCT SAL TOTALS	Rest/Enh	Elementary Teacher	52,493	Elementary Teacher (1.0 FTE) to address class size
6020	SCH INSTRUCT SAL TOTALS	Rest/Enh	CMS Health/Phys Ed. Teacher	42,425	Middle School Teacher of Health/Phys Ed. (0.6 FTE) Restore to full time from previous cuts
6020	SCH INSTRUCT SAL TOTALS	Rest/Enh	CMS Librarian	39,098	Restore Middle School Librarian to a full time position. (0.5 FTE) This position was reduced to half time in the FY19 budget.
6020	SCH INSTRUCT SAL TOTALS	Rest/Enh	Project Lead the Way (6-8) STEAM	79,854	Project Lead the Way (6-8) STEAM - Innovative STEM program that develops career awareness in science, technology, engineering, and mathematics
6020	SCH INSTRUCT SAL TOTALS	Rest/Enh	Intervention Coaching/Training	23,000	Intervention Coaching/ Trainer - This Professional Development will assist teachers in developing and implementing strategies to ensure student success through intervention activities.

TOWN OF NORWOOD

School Department Detailed List of Cuts/Restorations

AMC Fund	Function Description	Type	Title	Amount	Description
6020	SCH INSTRUCT SAL TOTALS	Rest/Enh	Project Based Learning training	6,200	Project Based Learning (PBL) training - Professional Development needed to develop and implement engaging project based learning- codifying skills and knowledge in a tangible product
6020	SCH INSTRUCT SAL TOTALS		SUBTOTAL	1,762,065	
6030	SCH I/S & T/B TOTALS	Cuts	Instructional Supplies	38,085	Instructional supplies & text books
6030	SCH I/S & T/B TOTALS	Rest/Enh	Curriculum Refresh	300,000	This will be an annual expenditure to refresh the curriculum across the district on a rotating basis. In FY20, we will update the Elementary English Language Arts curriculum which has not been updated in more than a decade. In following years, this would provide for new curricula in science, math, history, etc.
6030	SCH I/S & T/B TOTALS	Rest/Enh	Personalized Learning tools	67,370	Personalized Learning - tools and development - Developing engaging learning experiences that meet students where they are to develop needed skills and knowledge
6030	SCH I/S & T/B TOTALS	Rest/Enh	ELL curriculum materials	48,184	ELL curriculum materials- Research based comprehensive curriculum to move our English Language Learner students forward quickly
6030	SCH I/S & T/B TOTALS	Rest/Enh	Career Pathways Materials	28,500	Career Pathways Materials -these are supplies and materials that will be used to support the career pathways program. These would include text, software, and training materials for interactive coursework
6030	SCH I/S & T/B TOTALS	Rest/Enh	Intervention materials	56,320	Intervention materials- curriculum and supplies that give teachers the tools to provide targeted instruction to meet the needs of students who are struggling
6030	SCH I/S & T/B TOTALS		SUBTOTAL	538,459	
6040	SCH CUSTODIAL SAL TOTALS	Cuts	Willett Custodians (2)	118,877	Restore 2 custodians for the Willett School (2 FTE). The FY20 budget had closed the school and eliminated the need for custodians.
6040	SCH CUSTODIAL SAL TOTALS		SUBTOTAL	118,877	
6060	SCH AUX AGENCY SALARY TOTALS	Cuts	Willett Nurse	63,211	Restore nurse for the Willett School (1 FTE). The FY20 budget had closed the school and eliminated the need for a nurse.
6060	SCH AUX AGENCY SALARY TOTALS		SUBTOTAL	63,211	

TOWN OF NORWOOD

School Department Detailed List of Cuts/Restorations

AMC Fund	Function Description	Type	Title	Amount	Description
6080	SCH CONT FEE & SERV TOTALS	Rest/Enh	Assessment & Intervention SW	39,000	Personalized Assessment & Intervention Software- Computer-based program that assesses student progress, correlates their results to state standards, and provides feedback relating to areas to develop for success.
6080	SCH CONT FEE & SERV TOTALS	Rest/Enh	Computer Supplies and Fees & Dues	11,525	Restore Computer supplies and replacement to appropriate levels and an increase in our Cooperative (TEC) Dues
6080	SCH CONT FEE & SERV TOTALS		SUBTOTAL	50,525	
6090	SCH UTILITIES TOTAL	Cuts	Willett Utilities	68,777	Restore the utility budget for the Willett School. This number had been substantially reduced in the FY20 budget.
6090	SCH UTILITIES TOTAL		SUBTOTAL	68,777	
6100	SCH MAINT OF BLDG TOTALS	Cuts	Willett Maintenance	12,049	Restore the maintenance budget for the Willett School. This number had been substantially reduced in the FY20 budget.
6100	SCH MAINT OF BLDG TOTALS	Cuts	Willett Moving Costs	(45,000)	Eliminate the moving costs that were built into the FY20 budget in order to close the Willett School.
6100	SCH MAINT OF BLDG TOTALS		SUBTOTAL	(32,951)	
6110	SCH EQUIP REP & REP TOTALS	Cuts	Willett Rep & Rep	4,100	Restore the Repair and Replace budget for the Willett School. This number had been substantially reduced in the FY20 budget.
6110	SCH EQUIP REP & REP TOTALS		SUBTOTAL	4,100	
6121	SCH MAINT SNOW & ICE TOTALS	Cuts	Snow & ice	200,000	Restore the budget for Snow & Ice. This increase will result in a budget that matches the average spending over the past few years.
6121	SCH MAINT SNOW & ICE TOTALS		SUBTOTAL	200,000	
6150	SCH ATHLETIC-TOWN TOTALS	Cuts	NHS athletics	266,468	Restore budget for Equipment, Transportation, Rentals, and Officials for high school athletics which were eliminated in the FY20 budget.
6150	SCH ATHLETIC-TOWN TOTALS		SUBTOTAL	266,468	
6160	SCH TRANSPORTATION TOTALS	Cuts	CMS late bus	27,648	Restore the budget for the CMS Late Bus which was eliminated in the FY20 budget. These buses provide transportation for students who stay after school for sports, clubs, or extra help with teachers.
6160	SCH TRANSPORTATION TOTALS		SUBTOTAL	27,648	

TOWN OF NORWOOD

School Department Detailed List of Cuts/Restorations

AMC Fund	Function Description	Type	Title	Amount	Description
6180	SPECIAL ED & STUDENT SERVICES	Cuts	Increase Circuit Breaker	700,000	Every year, the budget for out-of-district special education expenses is offset by the Circuit Breaker money that the Schools receive from the State. This money may be rolled over from one year to the next. For FY19, we were able to carry over some money from FY18. The carryover was higher than usual due to extra money from the State's supplemental budget in May 2018 and Extraordinary Relief that the Schools received in the Spring of 2017 because of a large spike in out-of-district tuitions. As part of the 5-year projections, the Budget Balancing Committee planned to make use of the unexpected carryover balance by carrying over a bit each year for the next 5 years to help smooth out the costs of out-of-district special education. However, if the override fails, the School Committee had voted to use an extra \$700,000 for FY20 to reduce the need to make further cuts to the budget. If the override passes, the Schools will revert to the plan of spreading the carryovers across the next 5 years.
6180	SPECIAL ED & STUDENT SERVICES		SUBTOTAL	700,000	
6200	SCHOOL FINE ARTS	Cuts	Extra-curricular fine arts	124,376	Restore the budget for extra-curricular fine arts across the district. This funding was eliminated in the FY20 budget. This includes funding for high school programs such as the marching band and the summer musical, the middle school jazz band, and the elementary honor groups.
6200	SCHOOL FINE ARTS		SUBTOTAL	124,376	
AMC Fund	Function Description	Type	Title	Amount	Description
6500	SCH CTE CONSOLIDATION RESERVE	Cuts	Free Cash	509,290	The Budget Balancing Committee voted to recommend allocating Free Cash (that had been previously earmarked for Forbes Hill) to the Schools to help with the FY20 budget if the override does not pass. If the override does pass, that money will be placed in the School Committee Consolidation Reserve line item until Fall Town Meeting when a decision can be made about how best to reallocate this money.
6500	SCH CTE CONSOLIDATION RESERVE		SUBTOTAL	509,290	



TOWN OF NORWOOD OVERRIDE PLEDGE

An override pledge to the citizens of Norwood

This document shall be adhered to by the Board of Selectmen, the Finance Commission, the School Committee, and staff in the preparation and administration of the Town's budgets in FY20 and subsequent years in an effort to maintain the level of services currently available to residents in Norwood, offer a competitive education program through our School Department and to manage taxpayer investments in a fiscally prudent manner.

- 1) Override funds will be made to last at least five years (FY2020-FY2024). No general override will be sought during this period. The plan includes an Override Stabilization Account to meet this timeframe.
- 2) Beginning in FY21, non-utility Town budget (general government and school operating budgets, but not shared expenses) increases will be capped at 3.5% per year subject to availability of funds.
- 3) A significant aspect to cost reduction is to limit the addition of positions that would require benefits. To ensure management of these costs in years 2 -5 no more than 5 benefited positions will be added in one year in the school budget and 2 positions in general government. This shall exclude mandatory Special Education, English Language Learners, grant funded positions, or other mandated or statutorily required positions.
- 4) Health care cost increases will be programmed at 5%. Should actual increases be less than this amount as a result of negotiated health care savings, the extra savings will be deposited into the override stabilization fund to extend the override period and/ or used to preserve services.
- 5) Beginning in FY21, the allocation from the override to road paving (\$250,000) will not be decreased or transferred to another line and will remain permanently in the operating budget of General Government. General Government shall increase the total amount allocated to snow and ice removal each year until reaching a 5-year average snow and ice expenditure amount.
- 6) Agreement will be reviewed if substantial changes are made to state funding, unfunded mandates having a financial impact on the Town or other extraordinary or unforeseen events. This document will guide budget preparation by staff as well as the Finance Commission in recommending a budget to Town Meeting.
- 7) The Town's annual contribution to its OPEB trust fund will not be decreased during the five-year period.
- 8) The Town will utilize all available revenue sources before maximizing the levy limit each year consistent with the Town's financial management policies.



PROPERTY TAX IMPACT CALCULATOR – FY2019

The Tax Impact Calculator is intended to help local officials analyze the impact on the local tax rate from hypothetical changes to the budget, including Proposition 2 1/2 overrides, debt exclusions, and capital exclusions.

This calculator is effective for determining the impact of an expenditure based on current year data. In succeeding years, the results will vary with changes in a community's total assessed value, tax rate, and debt service structure.

Municipality: Norwood
Increase selected: \$ 5,950,000
Total Levy: \$75,285,576

	Residential & Open Space	CIP
Current Tax Rates:	\$10.89	\$22.82
Levy Percentages:	55.6685%	44.3315%
New amounts raised:	\$3,312,276	\$2,637,724
Tax rate impact of expenditure amount:	\$0.86	\$1.80

<u>Value Range and Tax Bill Impact</u>	<u>Assessed Value (\$)</u>	<u>R&O tax bill Impact (\$)</u>	<u>CIP tax bill Impact (\$)</u>
Average Single-Family Residence	452,725	389.34	
	250,000	215.00	450.00
	350,000	301.00	630.00
	450,000	387.00	810.00
	550,000	473.00	990.00
	650,000	559.00	1,170.00
	750,000	645.00	1,350.00
	850,000	731.00	1,530.00
	950,000	817.00	1,710.00
	1,050,000	903.00	1,890.00
	1,150,000	989.00	2,070.00
	1,250,000	1,075.00	2,250.00