

Norwood Finance Commission



Budget Recommendations

Fiscal 2021

THE TOWN OF NORWOOD
FISCAL 2021 BUDGET PROPOSAL
(July 1, 2020 through June 30, 2021)
Comprehensive Index

Introduction	Management Overview & Motions
Section 1	Dashboard and Trends
Section 2	Warrant
Section 3	Fiscal 2021 Budget Proposal
3A	By UMAS Code (Uniform Accounting)
3B	By Department
3C	By Detailed Account
Section 4	Supporting Schedules
4-1	Receipts and Expenditures for Fiscal 2021
4-2	Tax Recap
4-3	Available Balances
4-4	History of Stabilization Fund
4-5	State Aid and Charges
4-6	Tax Levy Limit
4-7	Average Tax Bill
4-8	R/E Tax Residential vs Commercial
4-9	At-a-Glance

Section 4 (Continued)	
4-10A	Debt Summary
4-10B	Debt Detail
4-11	General Government Staffing
4-12	School Staffing
4-13	Community Preservation Fund
4-14	NLD Historical Activity
4-15	NLD Residential Rate Comparison
4-16	Broadband Historical Activity
4-17	Broadband YTD Results vs Budget
4-18	Broadband Calendar 2019 Actuals
4-19	Water and Sewer
4-20	Revolving Fund Authorization
Section 5	Expenditure and Operation Reports
5A	Detailed Expenditure Report
5B	Department Operating Statements
Section 6	Investment in the Future
6A	Capital Improvement Plan
6B	Infrastructure Improvement Plan



The TOWN OF NORWOOD

Commonwealth of Massachusetts

NORWOOD FINANCE COMMISSION

To the Townspeople of Norwood:

This started out as a fairly easy year to balance our budget. We had revenue, thanks to the override and the economy was great. We received an increase in State Aid. We had an agreement limiting spending with the General Government and the School Department. The Board of Selectmen, Finance Commission and the School Committee at the request of the Finance Commission updated our Financial Policies. We were looking down the road at a better credit rating that will save us money when we need to borrow. The Town started to work on a proposal to replace the Coakley Middle School.

The departments within the Town had agreed on a balanced budget based on a conservative revenue estimate of roughly 90% of our previous year's departmental receipts and an exceptional amount of State Aid. Then early March, we were assaulted by the virus. Our FY 2020 budget was impacted. We needed to clean buildings, and provide PPE's. We needed to help people, move the Fire Department, rent extra vehicles. We were allowed by special legislation to spend outside of our FY 2020 budget for the emergency. Added to this our revenues from meals tax, hotel stays are down. Payments of Real Estate and Property taxes have been delayed.

Our forecast for FY 2021 revenue was based on a healthy economy. Will our economy grow back to where it was in just a few months? What will happen in FY 2022 and FY 2023? We have been told that there will be State and Federal aid but how much? And when? In the past Federal FEMA payments have been rather slow to arrive. It took us ten years and an override to recover from the last recession. We have adequate reserves, but those reserves need to be used frugally.

At this point in time we have more questions than answers. Will schools be open and if they are open, what will it take to open them? We have old schools with small rooms. Double sessions? Does that mean the need for more buses? How about more PPE's for staff in some situations? How long do we need to keep our Fire Department separated? Do we need additional rental vehicles to keep employees at a safe distance? Are we able to sustain having our employees working from home? Will we need to reduce staff?

We, the Finance Commission, voted yes on the budget in this book on May 14. The budget as it is presented to you in this book was balanced based on the best projections of the Board of Selectmen, Finance Commission and School Committee before COVID 19. The Finance Commission on May 19 rescinded our previous vote. We were not comfortable with the plan. Everyone seemed to be in agreement that the future was not predictable. There were suggestions that Town Meeting could adjust the

budget at the annual town meeting and at future specials meetings. The Finance Commission felt further discussion and planning was needed. A subcommittee of two Finance Commissioners, Anne Marie Haley and Alan Slater worked with the School Department and the General Government to create a memorandum or plan. You will see that plan in the Budget Book.

The plan agrees to lower revenue expectations, and adjust spending in the early months of FY 2021, delay capital spending, delay adding extra money to our Override and Pension accounts. At Town Meeting there will be motions presented to you to enable us to fulfill our plan.

For more information please see the insert after the General Manager's Letter in your book.

We urge the School Committee and Selectmen to be frugal because our future is truly unknown and that pot of gold at the end of the rainbow? Is but a fairy tale?

Town Meeting Representatives, please go through your budget book and listen to or watch the presentations of the Boards. Send us your questions and last but not least, be a great citizen, attend and participate in Town Meeting.

The Finance Commission wants to take this opportunity to let you know we are thinking of you all.

So many, young and old in our town have worked together, as always, to help friends, neighbors and others in need, during this emergency. Your smiles helped as you walked by, you picked up or dropped off food, you

called a neighbor and you contributed financially. Thank you! If you are a town employee, we appreciate your hard work, and get it done, attitude. We, your Finance Commission, thank you all, and send our best wishes to all survivors and our condolences to those families who have lost loved ones.

Sincerely

Anne Marie Haley

Anne Marie Haley, Chair
Robert Donnelly, Vice Chair
Judith Langone
Kellie Noumi
Alan Slater



The TOWN OF NORWOOD

Commonwealth of Massachusetts

5/27/2020

Honorable Paul A. Bishop, Chair, Board of Selectmen
Honorable Anne M. Haley, Chair, Finance Commission
Honorable Teresa M. Steward, Chair, School Committee
Town Meeting Members
Residents of the Town of Norwood

Enclosed herein is the Town of Norwood operating budget for the Fiscal Year beginning July 1, 2020. The total appropriation required is approximately \$206,000,000.

This fiscal year marked the first year since the passage of the general operational override on June 3rd of last year. In hindsight, the operational override was one of the most prudent fiscal decisions the Town has made in decades. We were able to maintain and expand critical services, project conservative revenues, enhance our fund balances, and avoid both fiscal uncertainty and provide for the future. The world in which this budget was crafted was a bright one. We had sufficient revenue available and were embarking on new and exciting programs in the school department, finally consolidating our facility operations, and making several very sound deposits into stabilization, override stabilization, and additional funding to the pension system. Despite the potential impacts of Covid-19, many of these bright spots remain possible, and the Town remains in solid financial condition.

The budget as presented can be considered a “pre-covid” budget with several exceptions. We have prepared a

supplemental document, approved by the Finance Commission, which outlines how we would make adjustments to projected revenues in the fall to account for the potential for revenue losses. Local government economies tend to trend two or so years behind in recessionary environments and not all of our revenues are subject to impacts of a recessionary environment. State aid and about half of our departmental receipts are subject to greater fluctuation in a recessionary environment. To account for this, we have prepared the attached document which outlines revenue changes that can be made in the fall to adjust for revenue losses that we somewhat anticipate, but at this point are anyone’s guess.

The challenge we face is that every service we provide- education, public safety, public health, recreation-all our services will cost *more* next year than they did this year due to new health protocols. While we have received some funding from the state via the CARES Act to cover these costs initially, the long-term cost impacts of COVID-19 will cause costs to rise. While we are hopeful that we can pay for many of the one-time costs under CARES Act funding, there is no doubt that changes to how we operate will cause cost increases in the future.

We must continue moving forward as we have in recent years with the coordination and consolidation of our land use functions under a modern community development department. We remain under-resourced in this critical area that provides support to growth and land use as well as to environmental conditions and situations.

Sustainable, smart growth is the only path forward for Norwood and redevelopment is much more complex than

development of open land; as such we must continue to modernize and add capacity to these critical functions. We have a need for increased training at the Fire Department as well; recent changes to the management structure of the Fire Department and the addition of training funds in the current year's budget are showing signs of improvement but more is needed to continue this trend.

It seems more challenging than normal to write a budget message under the cloud of the COVID-19 crisis we are facing. The fact that this message is being written and placed in the budget, however, is a good sign that we are continuing to operate, and that time does indeed move forward. This year has been trying for the entire country and the Commonwealth and particularly Norwood. We were one of the first towns to face COVID-19 up front, and the response of Town staff and the community has been nothing short of amazing.

We have continued operating all municipal services-police, fire, public works, light and broadband, library services, recreation, and town hall-we have made all of our services available in one form or another and this is due to the hard work and dedication of our many employees making it happen during a crisis. Town employees never stopped working, teachers never stopped educating, and we've kept projects and programs moving forward.

The part of the story that must be told is how we are doing *so much more* today than we were prior to COVID-19. We established a citizen information center that operates 7 days a week, a temporary food pantry that recently served *over 200* families, a weekly family meal program thanks to our incredible cafeteria workers, and are addressing the social and economic impacts of COVID-19 in ways that we could not

imagine just a few months ago. The dedication of employees and the care and love of hundreds of residents and businesses who have donated to the Norwood Fund, given time, volunteered, sewn masks, and practiced good social distancing has made Norwood's response a model.

Despite the challenges of COVID-19 and some of the uncertainty it brings, the future is so bright for Norwood. The coming of the Boston Skating Club, Moderna's expansion of their facility, continued investment in purchases of open space and in our downtown as well as in our school department all point to a community that is moving forward. As always, I am grateful to the many dedicate public servants, volunteers, and residents for the opportunity to live and serve in this amazing community.

Tony Mazzucco

Tony Mazzucco

General Manager

Bernie Cooper

Bernard Cooper

Assistant General Manager



The **TOWN OF NORWOOD**
Commonwealth of Massachusetts

GENERAL MANAGER

Tony Mazzucco

ASSISTANT GENERAL MANAGER

Bernard Cooper

Revenue/Budget Changes as a Result of COVID-19

Covid-19 has brought a great deal of uncertainty into municipal and state governments as it relates to budgets and in particular revenue projections. Proposed changes to the FY21 budget to account for uncertainty in revenue projections are presented below in an effort to conservatively project revenue scenarios for next year and to safely maintain operations until the revenue picture becomes clearer this coming fall.

Capital Deferment

The first step the Town is taking to be prepared for potential revenue losses at the end of FY20 and into FY21 is to amend the proposed capital spending plan. Originally the proposal for FY21 included spending approximately \$2.6 million in free cash on capital. All but immediate need projects have been deferred to the fall as well as changing the proposed payment method for \$2.6 million of projects from cash to borrowing. This accomplishes two things; first it reserves approximately \$2.6 million in cash to protect against end of year revenue losses and availability for revenue losses next year; and second it allows us to reassess total capital expenditures in the fall when revenue numbers and the economic condition will be better known.

Revenue Scenario Changes for FY21

In an effort to project more conservative revenues for FY21 changes to proposed revenues are listed below. The two revenue streams most likely to see changes as a result of any long term economic slowdown from COVID-19 are departmental receipts and state aid¹.

Total departmental receipts were originally projected to be \$15,350,000 for FY21². The departmental

receipts that are both significant and subject to fluctuation due to changes in the economy are motor vehicle excise (\$4,231,477), meals & rooms excise (\$1,821,049), and licenses and permits (primarily building permits) (\$1,997,870). We are proposing to reduce projected revenue from departmental receipts to 85% of the prior year's total; this is a reduction of approximately \$771,514 for a new total departmental receipt projection of approximately \$14,578,229.

The total projected state aid is \$15,150,091. Since the Commonwealth is likely facing a budget shortfall it is reasonable to anticipate that the state will attempt to shortchange cities and towns by passing the buck on to local taxpayers³. To be prepared for such a dastardly tactic we propose reducing the projected state aid receipts by \$1,939,985 or 90% of the current year's receipt. Please note that state aid comprises two elements (ch70 or "School Aid" and UGGA, unrestricted General Government Aid) and while UGGA has seen reductions in prior recessionary environments CH70 has never been reduced and schools that would see a formulaic change causing their CH70 to be less than a prior year are always held harmless under current state law and see no actual reduction in their prior year's CH70 number.

The sum of these two revenue changes amounts to a total projected revenue reduction of \$2,711,499.

Expense Scenario Changes for FY21

At this point in time no changes to operating expense budgets are proposed. One of the many insidious things about dealing with potential revenue losses as a result of covid 19 and managing the continued public health emergency is that next year government and school operations will cost *more* than originally projected. Operating facilities under new guidelines will be more costly in terms of staff time, materials and supplies, and other changes necessary to adapt to a post-covid world. The schools lost four months of traditional educational delivery, and reductions in the school budget will likely cause additional difficulties and possible learning loss. Public safety, public health, cultural and recreation services as well as general administration will all cost more next year than they did this year. While the state has provided some funding via the CARES act to assist with immediate needs operations will permanently cost more in supplies, materials, FFE/PPE, and staff to operate at the same level of service in the past. While CARES act funding will assist in FY20 and FY21, we must plan for budget increases in FY22 to accommodate for more costly operations due to covid requirements. Any reductions in operating budgets would be dangerous for FY21 reducing our ability to respond to covid-19; prolonging the effects.

Proposed Budgetary Changes to Accommodate Revenue Changes

There are several revenue and fund balance transfers proposed to accommodate a lower overall revenue number in the budget that will allow maximum flexibility for FY21. These changes can easily be reversed should the revenue picture become more clear or funding from the federal government comes via the proposed HEROES act. The challenge to making a firm budgetary projection is that all revenue assumptions are conjecture at this point; there will be no hard data available until the fall.

Source	Amount	Proposal
Pause additional retirement catch up	\$500,000	The Town was preparing to contribute above and beyond its required amount to the pension fund to move more aggressively towards full funding.
Pause contribution to stabilization fund	\$428,571	The budget originally proposed contributing \$428,571 to the general stabilization fund; we would not contribute this year
Pause contribution to override stabilization fund	\$700,000	The original 5 year override proposal contained a projected addition to the override stabilization fund of \$250,000 this year; the Town was preparing to deposit \$700,000 and instead will make no contribution to the fund (which is currently at \$1.2 million; ahead of projections)
Utilize free cash	\$1,082,928	As a stop gap measure the Town will utilize approximately \$1 million in free cash to hedge against potential revenue shortfalls
Total	\$2,711,499	

The changes suggested to the retirement stabilization, override stabilization funds and the use of free cash can easily be reversed in the fall if revenue projections come in above targets and will see no negative impact to the Town’s fiscal condition and no negative impact to operating budgets.

Operating Budget Deferrals

Both the school department and general government have identified a number of operating budget deferrals that will be made to protect against mid-year budget reductions should they become necessary. While this scenario is unlikely the Town is making its best faith effort to be as prepared as possible. These deferrals include holding off on SOA⁴ spending until confirmation from the state is received on availability of funding (approximately \$300,000), postponing part of schedule road work (approximately

\$400,000), as well as holding off on supply and materials spending at the start of the year that will not impact operations or favorable pricing to the tune of approximately \$150,000 between the school department and general government. This provides nearly \$1 million in additional cushion in the event of a worst-case scenario.

Hiring Slowdown/“Frost”

It is a common misconception that positions in the Town are always automatically filled. Both the school department and general government review every position that becomes available to determine if the position needs to be filled, can be filled at a different grade or description, can be filled part-time, or transferred to a different area. For many positions this is a short discussion; for instance if a school principal retires we know we cannot operate a school without a principal so the position is of course going to be filled. The Town will continue to evaluate each position that becomes open and determine on a case by case basis what can be held off on or if a position even needs to be filled.

Available fund balances for FY22

The proposed revenue changes leave the Town with approximately \$1.8 million in free cash (excluding any additions from the end of the current fiscal year), \$1.2 million in override stabilization, and \$5.5 million in general stabilization.

Summary

Prudent changes to revenue projections, which will be *very* conservative revenue projections, will allow flexibility to make decisions in the fall once we have an idea of revenues, federal and state actions, as well as the overall economic situation.

We propose:

- Reducing projected revenues by approximately \$2.7 million
 - The budget projections as listed in the budget will remain the same (as they need to be raised in a motion) and will be subject to review prior to setting the tax rate in the fall. Our fall town

meeting will likely be earlier than normal with a specific meeting for finances.

- Pause additional retirement catch up (\$500,000)
 - The motion will include language that states something to the effect of “...with the \$500,000 catch up contribution to the pension fund to be delayed until at least December 1, 2020”
- Pause contribution to stabilization (\$428,571)
 - The motion will include language that states something to the effect of “...with the \$428,571 contribution to the stabilization fund to be delayed until at least December 1, 2020”
- Pause contribution to override stabilization (\$700,000)
 - The motion will include language that states something to the effect of “...with the \$700,000 contribution to the override stabilization fund to be delayed until at least December 1, 2020”
- Utilize free cash to reduce revenue projections (\$1,082,928)
 - The total budget approval motion will read to utilize free cash in the above amount to offset the tax rate (the statutory mechanism for using free cash)
- Student Opportunities Act funding (\$300,000)
 - The school budget motion will include language that states something to the effect of “...with \$300,000 subject to receipt of Student Opportunities Act funding”
- Non-override road work will be delayed until the spring (\$400,000)
 - The motion will include language that states something to the effect of “...with the \$400,000 in general fund road work to be delayed until at least December 1, 2020”

Tony Mazzucco

Tony Mazzucco, General Manager

Dave Thomson

Dave Thomson, Superintendent of Schools

¹Property tax revenue remains stable in recessionary environments and while collection rates tend to dip interest collected on late payments often recovers more than the short-term dip.

²Total projected local receipts for FY21 are already very conservative at 91% of the prior year; in FY19 we recorded \$16,834,000 in departmental receipts versus only projecting \$15,350,000 for FY21.

³See Appendix A

⁴SOA-Student Opportunities Act. This recently passed law provides additional state funding for education that has to be tied to specific programmatic additions to the school department

MOTIONS FOR ANNUAL TOWN MEETING

ARTICLE 1. To hear and act on the reports of Town Officers and Committees.

Recommended by the Board of Selectmen:

VOTED: That the Annual Report of the Town Officials of the Town of Norwood be received and accepted as printed.

ARTICLE 2. To see if the Town will vote to allow the Treasurer (from time to time) to enter into compensating balance agreements with banks in accordance with General Law, Chapter 44, Section 53F with the approval of the Board of Selectmen, or take any other action in the matter. (On petition of Town Treasurer and Tax Collector)

Recommended by the Finance Commission:

VOTED: That the Town hereby votes to allow the Treasurer (from time to time) to enter into compensating balance agreements with banks in accordance with General Law, Chapter 44, Section 53F with the approval of the Board of Selectmen, or take any other action in the matter. (On petition of Town Treasurer and Tax Collector).

ARTICLE 3. To see if the Town will vote to authorize the use of Revolving Funds in Fiscal Year 2021 in accordance with the provisions of MGL Chapter 44, Section 53E ½ for the purpose of funding programs administered by the various departments, or take any other action in the matter.

Recommended by the Board of Selectmen:

VOTED: That the Town hereby votes to authorize the following Revolving Fund spending limits for Fiscal Year 2021 in accordance with the provisions of MGL Chapter 44, Section 53E ½ for the purpose of funding programs administered by:

Council on Aging, Spending Limit \$125,000

And

Norwood Public Library, Spending Limit - \$50,000

ARTICLE 4. To see what sum of money the Town will vote to raise, borrow, or transfer from available funds in the treasury and appropriate for the fiscal year beginning **July 1, 2020 through June 30, 2021** for the following purposes, or take any other action in the matter.

ARTICLE 4 - Motion 1 Recommended by the Finance Commission:

VOTED: That the sum of \$125,000 be transferred from Cemetery Receipts from the Sale of Lots and Graves Fund 4901 and the sum of \$5,805,610 be raised by taxation and appropriated for the purposes indicated. All sums voted for salaries are to be expended in conformance with the official budget of the Finance Commission unless otherwise voted by the Town Meeting. All sums voted for New Equipment shall be expended for items listed in the budgets approved by the Finance Commission and voted by the Town Meeting. As displayed in Section 3C of the Budget Book, restrictions by Salaries Totals, Operating Expenses Totals and, Capital Expenses Totals are explicitly incorporated into this vote. As collective bargaining agreements are settled, management will have the

right to transfer budgets from Department 198 GG COLA TO BE ALLOCATED to each appropriate department.

0001 - GENERAL FUND

1 - GENERAL GOVERNMENT

122-SELECTMEN	155,734	161-TOWN CLERK	306,847
123-GENERAL MANAGER	679,949	162-ELECTIONS & REGISTRATION	121,100
131-FINANCE COMMISSION	119,834	175-COMMUNITY DEV (PLN/ZON/CONCOM)	456,035
135-FINANCE & ACCOUNTING	349,375	192-MUNICIPAL BUILDING EXPENSES	407,616
141-ASSESSORS	455,261	195-ANNUAL TOWN REPORTS	3,000
145-TREASURER	577,674	198-GG COLA TO BE ALLOCATED	381,328
151-TOWN COUNSEL	292,438	199-GENERAL GOVERNMENT	137,750
152-HUMAN RESOURCES	319,322	1 - GENERAL GOVERNMENT TOTAL	\$5,930,610
155-INFORMATION TECHNOLOGY	1,167,347		

ARTICLE 4 - Motion 2 Recommended by the Finance Commission:

VOTED: That the following sums be raised by taxation and appropriated for the purposes indicated. All sums voted for salaries are to be expended in conformance with the official budget of the Finance Commission unless otherwise voted by the Town Meeting. All sums voted for New Equipment shall be expended for items listed in the budgets approved by the Finance Commission and voted by the Town Meeting. As displayed in Section 3C of the Budget Book, restrictions by Salaries Totals, Operating Expenses Totals and, Capital Expenses Totals are explicitly incorporated into this vote.

0001 - GENERAL FUND

2 - PUBLIC SAFETY

210-POLICE	8,684,429
220-FIRE	7,651,911
241-BUILDING COMMISSIONER	456,094
249-PUBLIC SAFETY BUILDING MAINT	541,550
291-EMERGENCY MANAGEMENT	23,800
293-TRAFFIC CONTROL/FIRE ALARMS	169,400

2 - PUBLIC SAFETY TOTAL **\$17,527,184**

ARTICLE 4 - Motion 3 Recommended by the Finance Commission:

VOTED: That the following sums be raised by taxation and appropriated for the purposes indicated. All sums voted for salaries are to be expended in conformance with the official budget of the Finance Commission unless otherwise voted by the Town Meeting. All sums voted for New Equipment shall be expended for items listed in the budgets approved by the Finance Commission and voted by the Town Meeting. As displayed in Section 3C of the Budget Book, restrictions by Salaries Totals, Operating Expenses Totals and, Capital Expenses Totals are explicitly incorporated into this vote. \$400,000 of the Highway Maintenance appropriation may not be encumbered or expensed prior to December 1, 2020.

0001 - GENERAL FUND

4 - PUBLIC WORKS

401-PUBLIC WORKS	2,676,483
410-ENGINEERING	228,277
422-HIGHWAY MAINTENANCE	930,200
423-SNOW AND ICE REMOVAL	975,100
424-STREET LIGHTING	120,000
430-WASTE COLLECTION/DISPOSAL	1,992,134
482-AIRPORT	394,395
491-CEMETERY	627,771
650-PARKS MAINTENANCE	275,350
4 - PUBLIC WORKS TOTAL	\$8,219,710

ARTICLE 4 - Motion 4 Recommended by the Finance Commission:

VOTED: That the following sums be raised by taxation and appropriated for the purposes indicated. All sums voted for salaries are to be expended in conformance with the official budget of the Finance Commission unless otherwise voted by the Town Meeting. All sums voted for New Equipment shall be expended for items listed in the budgets approved by the Finance Commission and voted by the Town Meeting. As displayed in Section 3C of the Budget Book, restrictions by Salaries Totals, Operating Expenses Totals and, Capital Expenses Totals are explicitly incorporated into this vote.

0001 - GENERAL FUND

5 - HEALTH & HUMAN SERVICES

512-BOARD OF HEALTH	664,178
541-COUNCIL ON AGING	487,490
543-VETERANS' SERVICES	430,107

5 - HEALTH & HUMAN SERVICES	\$1,581,775
TOTAL	

ARTICLE 4 - Motion 5 Recommended by the Finance Commission:

VOTED: That the following sums be raised by taxation and appropriated for the purposes indicated. All sums voted for salaries are to be expended in conformance with the official budget of the Finance Commission unless otherwise voted by the Town Meeting. All sums voted for New Equipment shall be expended for items listed in the budgets approved by the Finance Commission and voted by the Town Meeting. As displayed in Section 3C of the Budget Book, restrictions by Salaries Totals, Operating Expenses Totals and, Capital Expenses Totals are explicitly incorporated into this vote.

0001 - GENERAL FUND

6 - CULTURE & RECREATION

610-LIBRARY	1,882,354
630-RECREATION	1,354,901
692-CELEBRATIONS	53,050

6 - CULTURE & RECREATION	\$3,290,305
TOTAL	

ARTICLE 4 - Motion 6 Recommended by the Finance Commission:

VOTED: That \$625,000 be transferred from Free Cash, \$625,000 be transferred from Forbes Deposit Account 60101924 481000 OS20D, \$150,000 be transferred from School Department Health Insurance Grant Fund 4264 and that \$46,512,522 be raised by taxation and appropriated for the purposes indicated. All sums voted for salaries are to be expended in conformance with the official budget of the Finance Commission unless otherwise voted by the Town Meeting. All sums voted for New Equipment shall be expended for items listed in the budgets approved by the Finance Commission and voted by the Town Meeting. As displayed in Section 3C of the Budget Book, restrictions by Salaries Totals, Operating Expenses Totals and, Capital Expenses Totals are explicitly incorporated into this vote. \$500,000 catch-up contributions to Retirement, \$428,571 contribution to the Stabilization Fund, and \$700,000 of the contribution to the Override Stabilization Fund may not be encumbered or expensed prior to December 1, 2020.

0001 - GENERAL FUND

7 - SHARED COSTS

193-FACILITIES	372,939	914-HEALTH INSURANCE	15,125,775
750-DEBT SERVICE	19,475,241	916-MEDICARE	981,000
820-STATE ASSESSMENTS AND CHARGES	2,003,682	931-CAPITAL EQUIPMENT	0
830-COUNTY ASSESSMENTS	237,250	945-LIABILITY INSURANCE	961,000
840-REGIONAL SCHOOLS	1,631,881	951-RESERVE FUND	150,000
911-RETIREMENT AND PENSION CONTRIB	5,270,183	994-TRANSFERS TO PERMANENT FUNDS	1,128,571
912-WORKER'S COMPENSATION	575,000	7 - SHARED COSTS TOTAL	\$47,912,522

ARTICLE 4 - Motion 7 Recommended by the Finance Commission:

VOTED: That the following sums be raised by taxation and appropriated for the purposes indicated. All sums voted for salaries are to be expended in conformance with the official budget of the Finance Commission unless otherwise voted by the Town Meeting. All sums voted for New Equipment shall be expended for items listed in the budgets approved by the Finance Commission and voted by the Town Meeting. \$300,000 of funding related to the School Opportunity Act appropriation may not be encumbered or expended prior to December 1, 2020.

3 - EDUCATION TOTAL	\$52,736,691
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ARTICLE 4 - Motion 8 Recommended by the Finance Commission:

VOTED: That the following sums be raised by taxation and appropriated for the purposes indicated. All sums voted for salaries are to be expended in conformance with the official budget of the Finance Commission unless otherwise voted by the Town Meeting. All sums voted for New Equipment shall be expended for items listed in the budgets approved by the Finance Commission and voted by the Town Meeting. As displayed in Section 3C of the Budget Book, restrictions by Salaries Totals, Operating Expenses Totals and, Capital Expenses Totals are explicitly incorporated into this vote.

0004 - LIGHT DEPARTMENT

4 - PUBLIC WORKS

460-NORWOOD LIGHT DEPARTMENT 46,719,801

4 - PUBLIC WORKS TOTAL	\$46,719,801
0004 - LIGHT DEPARTMENT TOTAL	\$46,719,801

ARTICLE 4 - Motion 9 Recommended by the Finance Commission:

VOTED: That the following sums be raised by taxation and appropriated for the purposes indicated. All sums voted for salaries are to be expended in conformance with the official budget of the Finance Commission unless otherwise voted by the Town Meeting. All sums voted for New Equipment shall be expended for items listed in the budgets approved by the Finance Commission and voted by the Town Meeting. As displayed in Section 3C of the Budget Book, restrictions by Salaries Totals, Operating Expenses Totals and, Capital Expenses Totals are explicitly incorporated into this vote.

0006 - BROADBAND

4 - PUBLIC WORKS

465-BROADBAND 7,389,605

4 - PUBLIC WORKS TOTAL	\$7,389,605
0006 - BROADBAND TOTAL	\$7,389,605

ARTICLE 4 - Motion 10 Recommended by the Finance Commission:

VOTED: That the sum of \$670,000 be transferred from AMR Receipts Fund 4256, and that \$13,804,256 be raised by taxation and appropriated for the purposes indicated. All sums voted for salaries are to be expended in conformance with the official budget of the Finance Commission unless otherwise voted by the Town Meeting. All sums voted for New Equipment shall be expended for items listed in the budgets approved by the Finance Commission and voted by the Town Meeting. As displayed in Section 3C of the Budget Book, restrictions by Salaries Totals, Operating Expenses Totals and, Capital Expenses Totals are explicitly incorporated into this vote.

0008 - WATER/SEWER FUND

4 - PUBLIC WORKS

440-SEWERAGE	446,302
441-DRAIN MAINTENANCE	40,900
450-WATER DISTRIBUTION	1,087,054
451-MWRA ASSESSMENTS	12,900,000

4 - PUBLIC WORKS TOTAL \$14,474,256

ARTICLE 5. To see what sum the Town will vote to authorize the Board of Assessors to apply from free cash in the treasury in offset to the amount appropriated to be raised by taxation for the fiscal year beginning July 1, 2020 through June 30, 2021.

Recommended by the Finance Commission:

VOTED: Indefinite Postponement

ARTICLE 6.

To see what sum or sums of money the Town will vote to raise or transfer from taxation or from surplus revenue or other available funds, or borrow, and to appropriate for the costs of capital projects not otherwise provided for elsewhere on this Annual Town Meeting Warrant, including construction, reconstruction and major renovations and repairs to buildings, facilities, and other public works; the purchase of new equipment; and engineering, design and other costs incidental and related to such capital projects; and for other capital projects not otherwise specified.

And further, to see if the Town will vote to authorize the Treasurer with the approval of the Board of Selectmen to borrow said sums required by the aforesaid capital projects; and to authorize the Board of Selectmen or other appropriate authority to expend the aforesaid funds for the specified purposes; or take any other action in the matter.

Recommended by the Finance Commission:

VOTED: Indefinite Postponement

ARTICLE 7. To see what sums of money the Town will vote to set aside and reserve for later spending from Community Preservation Fund revenues, pursuant to M.G.L. Chapter 44B, for the following purposes:

- Open Space
- Historic Resources
- Community Housing
- Administrative and Operating Expenses
- Budgeted Reserve Account

Or take any other action in the matter.

(On petition of the Community Preservation Committee)

Recommended by the Finance Commission:

VOTED: Based upon the recommendation of the Community Preservation Committee, the Finance Commission moves that the following sums be transferred from Community Preservation Fund revenues and reserved for the purposes indicated:

CPF Reserved for Open Space and Recreational use of land \$78,640

CPF Reserved for Preservation of Historic Resources \$78,640

CPF Reserved for Community Housing \$78,640

CPF Reserved for Admin and Operating Expenses \$39,320

CPF Undesignated fund balances \$511,157

Total \$786,397

ARTICLE 8. To see what sum of money the Town will vote to appropriate from the Community Preservation Fund - Administrative Reserve account, established pursuant to M.G.L. Chapter 44B, for administrative and operating expenses, or take any other action in the matter.

Recommended by the Finance Commission:

VOTED: Based upon the recommendation of the Community Preservation Committee, the Finance Commission moves that the following sum be transferred from CPF Reserve for Administrative Expenses and appropriated for the following purpose:

FY21 CPF Administrative and Operating Expenses \$39,320

Financial & Operational Data



TOWN OF NORWOOD

DETAIL REVENUE ANALYSIS

Revenue Summary

The Town of Norwood has four primary sources of revenues including 1) Local Receipts, (2) Local Aid from the Commonwealth of Massachusetts (Cherry Sheets), (3) Real Estate Taxes and (4) Receipts Reserved for Appropriation. A summary of such sources:

TOWN OF NORWOOD						
TOTAL REVENUE SUMMARY						
Receipt Description	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Estimated 2020	Estimated 2021
Departmental Receipts	\$ 14,650,869	\$ 15,444,131	\$ 15,238,835	\$ 16,834,161	\$ 15,238,835	\$ 15,350,551
Utility Receipts	70,597,799	70,822,650	75,214,083	82,663,870	87,831,594	86,178,135
Local Receipts	85,248,668	86,266,781	90,452,918	99,498,031	103,070,429	101,528,686
State Aid (Cherry Sheets)	10,343,688	10,788,056	11,292,963	11,871,430	13,210,106	15,150,091
Real Estate Taxes	67,362,200	70,160,331	72,941,709	75,285,276	78,242,300	87,985,342
Sale of Cemetery Lots	180,000	190,000	190,000	153,500	130,000	125,000
Transfare Receipts	10,000	-	28,000	11,500	5,000	-
School Grant - Insurance	200,000	200,000	200,000	150,000	150,000	150,000
AMR Water fund	300,000	300,000	512,000	405,000	670,000	670,000
Forfeited Forbes Deposit	-	-	-	-	-	625,000
Free Cash for one-time Items	-	7,500	1,437,300	538,817	509,290	625,000
Free Cash to Balance Budget	1,300,000	1,332,500	1,000,000	1,266,500	-	-
Total Receipts	\$ 164,944,556	\$ 169,245,168	\$ 178,054,890	\$ 189,180,054	\$ 195,987,125	\$ 206,859,119

ESTIMATED LOCAL RECEIPTS

TOWN OF NORWOOD					
HISTORY OF LOCAL RECEIPTS					
	Actual	Actual	Actual	Estimated	Estimated
Receipt Description	2017	2018	2019	2020	2021
Motor Vehicle Excise	\$ 4,695,753	\$ 4,953,422	\$ 4,812,877	\$ 4,953,422	\$ 4,231,477
Meals Excise	730,908	719,587	753,635	842,155	662,595
Room Excise	1,454,278	1,456,038	1,317,623	1,472,389	1,158,454
Other Excise	17,822	35,834	41,718	46,619	38,381
Payments in Lieu of Taxes	1,154,946	1,157,043	1,158,082	1,157,043	1,065,436
Ambulance	1,330,744	1,460,655	1,432,968	1,460,655	1,318,331
Rentals	509,470	542,297	498,388	542,297	458,517
Libraries	-	-	-	-	-
Cemetery	318,317	248,731	335,570	248,731	308,724
Recreation	221,013	220,390	262,847	220,390	241,819
Other Dept Receipts	544,717	839,861	1,364,273	901,314	1,255,132
Licenses and Permits	2,000,467	1,095,049	2,171,598	883,891	1,997,870
Fines and Forfeits	146,582	160,825	185,056	160,825	170,251
Investment Income	223,097	306,883	501,908	306,883	461,756
Medicaid Reimbursement	296,015	242,221	197,618	242,221	181,808
NSTAR	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Departmental Receipts	15,444,129	15,238,836	16,834,161	15,238,835	15,350,551
Water & Sewer	14,816,982	14,386,363	15,420,301	16,198,467	16,400,000
Light Department	48,479,740	53,106,197	59,375,295	63,061,147	61,198,166
Broadband	7,525,928	7,721,523	7,868,274	8,571,980	8,579,969
Utility Receipts	70,822,650	75,214,083	82,663,870	87,831,594	86,178,135
Local Receipts	\$ 86,266,779	\$ 90,452,919	\$ 99,498,031	\$ 103,070,429	\$ 101,528,686

STATE AID

Below is a chart laying out the history of Local Aid from the Commonwealth of Massachusetts for the Town of Norwood.

Fiscal Year	Chapter 70	Charter Schools	School Lunch	Total Schools	Unrestricted General Govt Aid	Police Career Incentive	Veteran's Benefits	Exemp. VBS & Elderly	Public Libraries	Total General Government	Total Local Aid
2010	5,079,889	60,067	23,063	5,163,019	4,098,202	56,307	49,366	115,083	26,524	4,345,482	9,508,501
2011	4,783,122	80,668	19,854	4,883,644	3,934,274	27,554	100,666	113,422	27,201	4,203,117	9,086,761
2012	4,808,800	52,534	23,020	4,884,354	3,649,810		116,477	112,537	27,004	3,905,828	8,790,182
2013	5,111,751	32,913	22,953	5,167,617	3,934,274		106,711	100,861	27,287	4,169,133	9,336,750
2014	5,372,189	78,691	23,359	5,474,239	4,027,272		112,696	107,132	27,820	4,274,920	9,749,159
2015	5,663,726	16,074	23,171	5,702,971	4,138,956		102,480	107,731	36,795	4,385,962	10,088,933
2016	5,751,026	40,883		5,791,909	4,287,958		121,705	106,551	35,565	4,551,779	10,343,688
2017	5,941,876	113,318		6,055,194	4,472,340		124,955	101,654	33,913	4,732,862	10,788,056
2018	6,207,454	241,332		6,448,786	4,646,761		61,268	101,374	34,774	4,844,177	11,292,963
2019	6,660,973	216,680		6,877,653	4,809,398		56,185	93,367	34,827	4,993,777	11,871,430
2020	8,052,711	116,006		8,168,717	4,939,252		162,618	94,867	36,673	5,233,410	13,402,127
2021	9,588,465	176,414		9,764,879	5,077,551		163,672	107,329	36,660	5,385,212	15,150,091

For Fiscal 2021, the Governor’s FY21 Budget Proposal contains \$15,150,091 which we have used as an estimate in Norwood’s FY21 Budget Request. This increase is due in large part to legislation which changed the formula for the distribution of Local Aid to cities and towns. In general, the formula created increases for towns which serve English Language Learners (ELL) and Special Education (SPED). The formula is being phased in over 6 years and Norwood expects to continue this higher level of aid.

TAX LEVY

Based upon the average home price of \$452,725 in FY19 the average taxpayer paid residential real estate taxes of \$4,930. For FY20, as allowed by law, we have proposed a 2.5% increase which translates to an approximate annual increase of \$124 or a little more than \$10 per month. The tax levy projection is simply an estimate based on revenues and expenditures currently in the budget. This increase in taxes is necessary to help maintain the level of services we deliver. We present below a residential history of property values and related real estate tax:

RESIDENTIAL PROPERTY VALUES AND RELATED TAXES					
Fiscal Year	Number of Single Family Parcels	Average Single Family Home Value	Residential Tax Rate	Average Single Family Tax Bill	Total Value of Residential Property in Billions
2010	5812	\$ 368,872	\$ 9.33	\$ 3,442	\$ 2.14
2011	5819	362,606	10.10	3,662	2.11
2012	5818	365,075	10.58	3,862	2.12
2013	5824	365,363	11.04	4,034	2.13
2014	5830	363,141	11.58	4,205	2.12
2015	5842	381,519	11.47	4,376	2.23
2016	5843	399,580	11.12	4,443	2.33
2017	5843	417,786	11.15	4,658	2.44
2018	5845	435,303	11.09	4,828	2.54
2019	5847	452,725	10.89	4,930	2.65
2020	5849	481,312	11.15	5,367	2.82

NEW GROWTH

Historically, to be conservative, we use \$900,000 as a projection for new growth. This past year, we had an unusually large increase in new growth of \$1,849,602. We do not anticipate that this will occur again. As we have in the past, we are projecting new growth in real estate tax revenues of \$900,000. We feel that number is conservative enough to ensure we are not overestimating potential new tax revenues.

TOWN OF NORWOOD									
GROWTH IN NEW REAL ESTATE TAXES									
FISCAL 2015 - 2020									
									Total
Fiscal	Residential		Commercial		Industrial		Personal Property		New
Year	Value	Growth	Value	Growth	Value	Growth	Value	Growth	Growth
2015	\$ 13,832,936	\$ 160,185	\$ 12,176,843	\$ 270,569	\$ 1,658,300	\$ 36,847	\$ 18,043,370	\$ 400,924	\$ 868,525
2016	3,642,650	41,781	10,932,900	253,425	-	-	26,144,710	606,034	901,240
2017	31,503,491	350,319	11,772,431	255,579	-	-	24,886,650	540,287	1,146,185
2018	21,189,402	236,262	18,148,439	407,614	-	-	24,809,080	557,212	1,201,088
2019	15,076,890	167,203	3,185,200	71,571	1,597,700	35,900	26,920,710	604,908	879,582
2020	48,314,190	526,142	16,727,600	381,724	16,356,700	373,260	24,911,290	568,476	1,849,602

RECEIPTS RESERVED FOR APPROPRIATION

The following funds have been designated by Town Meeting to accumulate in funds, rather than go into General Revenues of the Town. During this Town Meeting, we are recommending that some of the funds be recognized as revenue to help offset expenses of the related departments.

Sale of Cemetery Lots – The Town accumulates funds from the sale of lots and graves at Highland Cemetery. During the budget process, we determine an appropriate amount to recognize as revenues to help offset the cost of cemetery operations. For Fiscal 2021, we will use \$125,000 which will essentially use up the fund for the fiscal year.

School Grant Insurance – This is a reimbursement of health care costs for certain individuals on school grants. We will be drawing down \$150,000 from this fund for Fiscal 2021.

AMR Water Fund – This fund was originally set up to ensure that we have a pool of money to replace Automatic Meter Readers (AMR). Since the program has now been active for over ten years and replacements happen on a scheduled cycle, annual receipts to the fund approximate the amounts we use to offset the costs of delivering water meters. For Fiscal 2021, we will be using \$670,000 from this fund.

FREE CASH

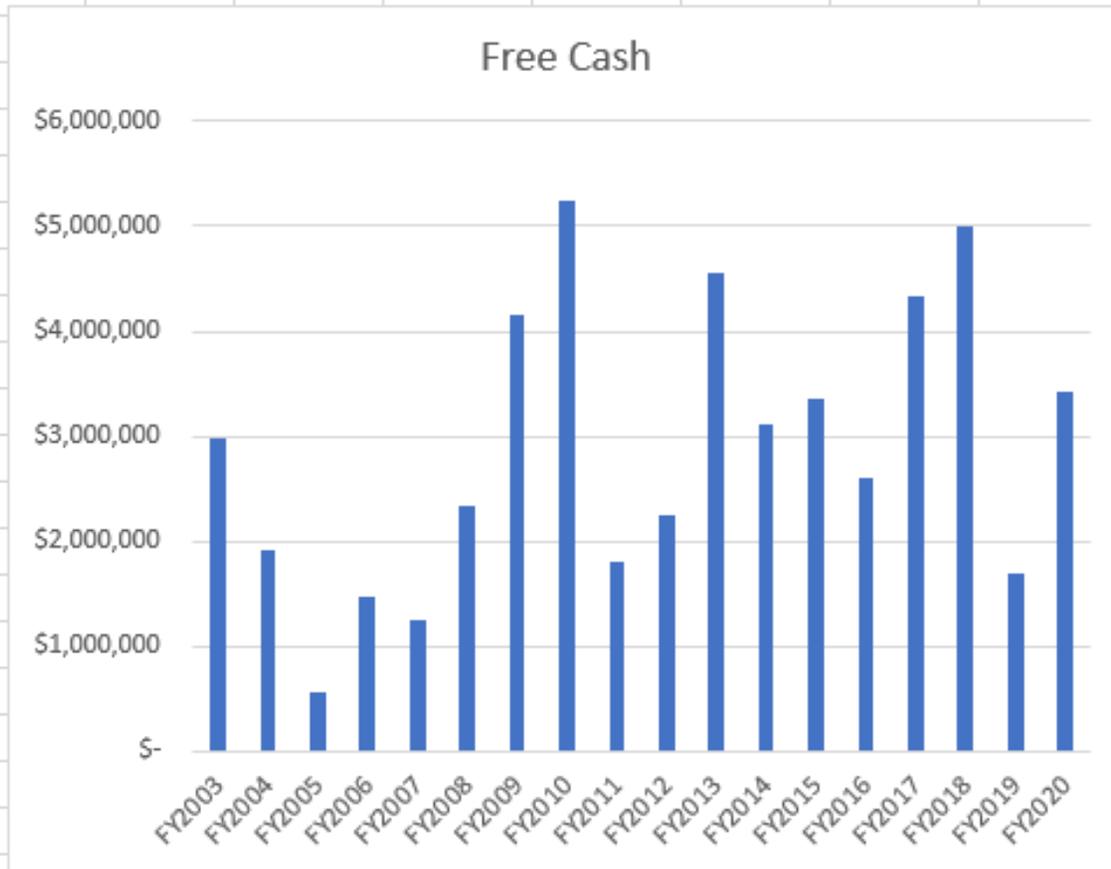
Free Cash is the term used by the Massachusetts Department of Revenue (DOR) for funds held by a city or Town that carry no encumbrances and therefore are “Free” to be spent or held in reserve. Free cash for Fiscal 2020 was certified at \$3,414,849.

Massachusetts DOR recommends that Free Cash be used for one-time items such as Capital Improvement or for emergencies. DOR discourages cities and Towns from using it to plug a budget gap. We have eliminated the use of free cash to offset our budget for Fiscal 2021. This moves us to a more stable fundamental position for the future. This will help us to make critical investments in needed infrastructure. However, we are recommending that \$625,000 of Free Cash be utilized to pay debt service related to the Forbes Estate.

Due to the COVID-19 crises, we are recommending the preservation of Free Cash to help us cover any deficits. Ordinarily we would use some Free Cash to finance Capital Expenditures. Below is a history of Norwood’s Certified Free Cash.

TOWN OF NORWOOD
HISTORY OF FREE CASH

Year	Free Cash
FY2003	\$2,986,860
FY2004	1,921,521
FY2005	554,138
FY2006	1,466,025
FY2007	1,243,949
FY2008	2,326,828
FY2009	4,153,275
FY2010	5,250,959
FY2011	1,796,894
FY2012	2,253,308
FY2013	4,552,629
FY2014	3,111,464
FY2015	3,349,180
FY2016	2,598,112
FY2017	4,342,245
FY2018	5,004,123
FY2019	1,694,781
FY2020	3,414,849



REVENUE ASSUMPTIONS

PROPERTY TAXES

Norwood's Levy Limit for Fiscal 2020 is \$83,324,094. For Fiscal 2021, we will utilize that plus a 2.5% increase of \$2,083,102 plus an estimated New Growth of \$900,000 for an expected limit of \$86,307,196. In addition, Norwood will utilize \$1,778,146 from the debt exclusion for the High School to offset debt payments. For Fiscal 2021, the total Tax Levy is \$88,085,342.

LOCAL AID

Local Aid numbers are based on the House 1 (H1) budget which is the Governor's budget as initially presented. Historically, and consistent with the last few years, this number is unlikely to go down. The Commonwealth recently changed the formula for Local Aid to give more to communities that have higher levels of English Language Learners and Special Education. Norwood received a substantial increase in Fiscal 2021 which we expect to continue.

ESTIMATED LOCAL RECEIPTS

Estimated local receipts are based on a historic average of our local receipts which includes fines, fees, PILOTs, hotel excise, vehicle excise, investment income and other small revenue sources. Other than Utilities Revenue, the largest of these is excise tax revenue, which is a revenue source that must be conservatively budgeted annually. For Fiscal 2021 we are budgeting slightly over 90% of what we actually received in Fiscal 2019. Non-Utilities Revenue of \$15,350,551 represents approximately 7.4% of Norwood's total revenue stream.

Wage Increases

Wages are presented in each department at agreed-upon salary levels with an adjustment for known step increases. Other than the Police Department, most union agreements have not been settled for FY2021. Some money has been set aside to address the settlement amounts in the contracts. This amount will be voted at Town Meeting with the known intention of distributing it to the various departments affected.

MUNICIPAL FINANCE TERMINOLOGY

The following terms are frequently used in the Annual Town Report, the Finance Committee Report at Town Meeting. In order to provide everyone with a better understanding of their meeting, the following definitions are provided:

SURPLUS REVENUE: (often referred to as "Excess & Deficiency" or E & D)

This fund represents the amount by which the cash, accounts receivable and other assets exceed the liabilities and reserves. This is a bookkeeping item. In corporate America, it is called Retained Earnings.

FREE CASH

This is the amount certified annually by the State Bureau of Accounts by deducting from Surplus Revenue all uncollected taxes for prior years plus deferred revenues. Certified Free Cash may be used by a vote of the Town Meeting.

OVERLAY:

The Overlay is the amount raised by the Assessors in excess of appropriations and other charges for the purpose of creating a fund to cover tax abatements granted and avoiding fractions in the tax rate.

OVERLAY RESERVE:

This is the accumulated amount of the Overlay for previous years not used or required to be held in the specific overlay account for a given year, and may be used by a vote of Town Meeting for extraordinary or unforeseen purposes or voted into the Reserve Fund.

RESERVE FUND:

This fund is established by the voters at an Annual Town Meeting only and may be composed of (a) an appropriation (not exceeding 5% of the Tax Levy of the preceding year), (b) money transferred from the Overlay Reserve, or (c) both. Transfers from the Reserve Fund are within the exclusive control of the Finance Committee and are for "extraordinary or unforeseen" expenditures.

STABILIZATION FUND:

This is a special reserve that was originally created for use only for capital expenditures. There was a change in this law in 1991 which resulted in the previous restriction for capital items to be eliminated. Funds may be used for any purpose voted at Town Meeting. The Stabilization Fund may be appropriated at an Annual Town Meeting or at a Special Town Meeting by a two-thirds town meeting vote for any purpose for which the town would be legally authorized to appropriate money; it may be placed in all kinds of banks; any interest earned shall be added to and become part of the Fund.

CHERRY SHEET:

This refers to the document provided by Commonwealth that reflects the State and County financial charges and reimbursements to the town as certified by the State Director of Accounts. The term "Cherry Sheet" originated due to the fact that the notices from the State of the State Aid were originally reported to cities and towns on "cherry" red paper. It charges the town with its share of the expenses of running the various state agencies and county government. It credits the town with its share of distributions from the Local Aid fund, Reimbursements, Agency Funds, and the Sales and Use Taxes used by the Assessors as Estimated Receipts.

Section 1



Dashboard and Trends

Financial Policy Compliance Dashboard			
Financial Policy	Task	In Compliance	Notes
Assessor's Overlay and Overlay Surplus	The Board of Assessors shall vote in open session to set the overlay for the FY2021 budget.	✓	The Board of Assessors voted in open session to set the overlay.
	When setting the overlay for the FY2021 budget, the Board of Assessors shall consider the current balance account, the five-year average of abatements and exemptions, pending cases before the Appellate Tax Board, and the certification & revaluation cycle.	✓	The Board of Assessors considered all of these factors when setting the overlay.
	The Board of Assessors shall review the overlay surplus and if permissible, vote to release surplus funds to the special purpose stabilization fund for the Town's next decennial revaluation.	✓	The Board of Assessors will review the overlay surplus and discuss releasing surplus funds to the special purpose stabilization fund for the Town's next decennial revaluation at a future meeting in during FY2020.
Capital Improvement Plan (CIP)	The Capital Outlay Committee shall meet with department heads in preparation for the FY2021 budget.	✓	The Capital Outlay Committee met with all department heads who submitted capital requests for the FY2021 CIP.
	The Capital Outlay Committee will complete and submit the Capital Improvement Plan for the FY2021 budget.	✓	The Capital Outlay Committee completed and submitted the FY2021 CIP to the Finance Director to be included in the FY2021 Budget Book for Town Meeting approval.
	The Town shall set aside a portion of the operating budget annually for capital investment.	✓	We have added the NPD fleet replacement budget to the general operating budget. We plan to continue to move more capital investment funding to the general operating budget when appropriate.
	The CIP criteria shall be used to evaluate the relative merit of each request.	✓	The list of CIP criteria was used to evaluate the relative merit of each request.
	All non-recurring items which exceed ½ of 1% of non-utility revenue shall be considered a capital item.	✓	<p>Before the start of the COVID-19 pandemic, we had not proposed to borrow for any capital items with a cost that did not exceed 1/2 of 1% of non-utility revenue. Instead, we proposed funding these projects with free cash. To conserve as much free cash as possible in case of economic uncertainty due to the COVID-19 pandemic, the Budget Balancing Committee, Capital Outlay Committee, and Finance Commission, with advice from the General Manager and Finance Director, determined that borrowing for every FY2021 CIP project is the wisest decision at this time.</p> <p>The definition of a capital item varies among financial and municipal government experts. Among those definitions, the dollar amount of an item is not a determining factor of a capital item. Town Meeting should amend this bylaw to modernize the Town's definition of a capital item.</p>
Debt Management	The proposed CIP shall confine long-term (5 or more years) borrowing to significant capital projects. The Town shall limit bond maturities in accordance with the useful life borrowing limit guidelines published by the Division of Local Services.	✓	Long term borrowing (five or more years of debt service) was only used for significant capital projects in this proposed CIP, and all bond maturities will be limited by following the useful life of the item based on the guidelines published by the Division of Local Services.

Financial Policy Compliance Dashboard

Financial Policy	Task	In Compliance	Notes
	The Town shall use available funds to the greatest extent possible to reduce the amount of borrowing on all debt-financed projects in the proposed budget.	✓	To conserve as much free cash as possible in case of economic uncertainty due to the COVID-19 pandemic, the Budget Balancing Committee, Capital Outlay Committee, and Finance Commission, with advice from the General Manager and Finance Director, determined that borrowing for every FY2021 CIP project is the wisest decision at this time. Historically low bond rates made this decision easier for the applicable boards and committees.
	Debt shall not be used to fund any recurring, operating, or maintenance expenditures in the budget.	✓	The proposed budget does NOT utilize debt to fund any recurring, operating, or maintenance expenditures.
	The proposed budget's general fund debt service levels shall meet the target range of approximately 5% of current non-utility revenues, except for debt excluded tax revenues.	✓	The proposed budget's general fund debt service payments are well below the target of 5% of current non-utility revenues. (Debt Service) \$4,455,320 / (FY2021 General Operation Budget) \$120,680,984=3.69%
	The Town's total indebtedness shall NOT exceed the statutory debt level limit of 5% of equalized valuation.	✓	If the proposed CIP and IIP requests are authorized by Town Meeting, the Town's total indebtedness will equal 2.74% of the Town's equalized valuation. The Town could increase its total indebtedness by \$128,754,294 and could still meet the statutory debt level limit of 5% of equalized valuation. I used the assumption that all FY2021 CIP projects and IIP projects will be authorized by Town Meeting.
	The Treasurer shall report the Town's debt status to the Board of Selectmen, Finance Commission, General Manager, & Finance Director/Town Accountant on the Town's debt status every year.	✓	The Treasurer reported the Town's debt status to the Board of Selectmen, Finance Commission, General Manager, & Finance Director/Town Accountant on the Town's debt status within the last year.
	The Finance Director shall include a statement of debt in the most recent Town Report of appropriations, receipts, and expenditures.	✓	To be 100% transparent, the Treasurer included a statement of debt in the most recent Town Report of appropriations, receipts, and expenditures.
	All debt service payments for utility-related debt shall be recovered via the utility rate structure.	✓	All debt service payments for utility-related debt will be recovered via the utility rate structure per the proposed budget.
Fee Policy	The Town shall maintain a consolidated fee schedule that lists all fees and charges paid to the Town.	✓	The Town has created a user fee schedule that includes all of the user fees charged by the Town.
	The Town shall review fees/charges annually and where not limited by law, may design or modify revenue systems to include provisions that allow charges to grow at a rate that keeps pace with the cost of providing the service. There are several fees the Town collects that are set by State statute and may only be increased or decreased by the Commonwealth of Massachusetts.	✓	As of April 14th, the various boards and committees have not reviewed the fees and charges they are responsible for administering. Like many facets of life, the COVID-19 pandemic has impacted Town staff's ability to accomplish items like this. The hope is to complete this review before the FY2021 budget is voted on by Town Meeting.
Free Cash	The minimum balance of the free cash shall be at least \$500,000.	✓	The projected balance of free cash as of 07/01/2020 is \$5,164,600, which exceeds the \$500,000 minimum.
Tax Collection & Enforcement	The Treasurer shall follow all of the policies of the Tax Collection & Enforcement chapter of the Financial Policies.	✓	The Treasurer is following all of the policies of the Tax Collection & Enforcement chapter of the Financial Policies.

Financial Policy Compliance Dashboard

Financial Policy	Task	In Compliance	Notes
Investments	The Treasurer shall follow the policies of the Investments chapter of the Financial Policies.	✓	The Treasurer is following all of the all of the policies of the Investments chapter of the Financial Policies.
Other Post Employment Benefits (OPEB)	The proposed OPEB allocation shall not be less than the previous fiscal year's allocation.	✓	The proposed FY2021 OPEB allocation is not less than the FY2020 allocation.
	The Board of Selectmen shall vote to recommend to Town Meeting to transfer the remaining amount of unexpended funds from the health insurance budget line to the OPEB trust fund.	✓	The Board of Selectmen voted to recommend to Town Meeting to transfer the remaining amount of unexpended funds from the health insurance budget line to the OPEB trust fund.
	All enterprise-like funds (water, sewer, and light) shall begin a five-year process to fully allocate the ARC for their respective liability.	✓	All enterprise-like funds (water, sewer, and light) have started a five-year process to fully allocate the ARC for their respective liability.
	For all new full-time (benefitted) positions added (schools or general government), a cost will be placed for OPEB cost of the position and the full ARC cost of that position shall be added into the budget, under a separate appropriation line as a shared cost, over three consecutive budget cycles and remain there.	✓	Although we have not implemented this policy as written, we have created a new retirement line item with an initial appropriation request of \$500,000, which is in line with the spirit of this policy.
	The Town shall maintain an OPEB trust fund in accordance with the best financial practices for such funds and state law.	✓	The Town maintains an OPEB trust fund by following the best financial practices for such funds and state law.
Pension Funding	The Town of Norwood shall contribute its ARC to the pension fund to achieve full and post-full funding of its pension obligation; regardless of any changes in state law that may allow anything other than the actuarially required minimum contribution.	✓	The Town recommends an appropriation of \$5,266,183 for FY2021, which meets the recommendation from the Commonwealth of Massachusetts Public Employee Retirement Administration Commission (PERAC).

Financial Policy Compliance Dashboard

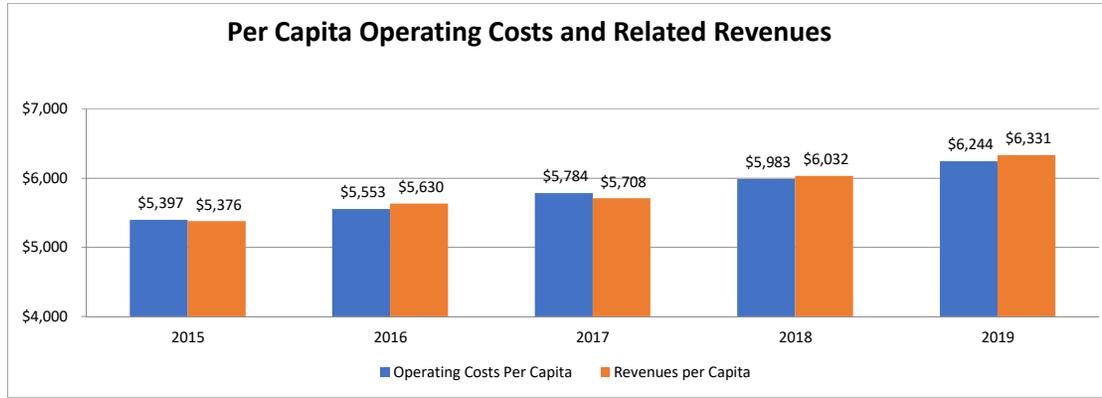
Financial Policy	Task	In Compliance	Notes
Stabilization Fund	The Stabilization Fund minimum goal shall be to total 5% of the total operating expenses of the Town, not including utilities.	✓	<p>After the \$428,571 FY2021 Town's Stabilization Fund appropriation, the Stabilization Fund as a percentage of the general operating budget will be 4.7% (\$5,680,984/\$120,680,984). The Town would need to increase the FY2021 appropriation by \$360,918.20 to meet the policy goal. Although the Town has not yet met the 5% goal, we are on the right track to reach and exceed that goal. For years, we have appropriated funding to bolster our Stabilization Fund, and we have made a great deal of progress in the endeavor. It would, however, have been unfeasible and arguably irresponsible to fill the remaining gap in one fiscal year to meet the 5% goal.</p> <p>The policy strictly states that the Town's Stabilization Fund equals at least 5% of the operating budget of the current fiscal year. Free cash is technically not part of the Stabilization Fund, but it's very similar, and the rating agencies consider free cash part of a municipality's reserves. When added to the stabilization fund, the percentage of both free cash and the Stabilization Fund, combined, as a percentage of the FY2021 general operating expenses increases to 8.98% (\$10,837731/120,680,984).</p>
Reserve Fund	The minimum starting balance of the reserve fund account should not be less than \$150,000 but may not exceed 1% of the tax levy.	✓	We are proposing an appropriation of \$150,000 to the Reserve Fund.
Revenue Projections	<p>The Town of Norwood shall estimate revenue projections conservatively.</p> <p>The fiscal goal shall be that revenue projections subject to fluctuation (local receipts, etc.) shall not exceed 90% of the prior fiscal year's actual receipts.</p>	✓	The Town estimated revenue projections conservatively when developing the FY2021 budget. The Town's revenue projections total 90% of FY2019's actual receipts.
Budget Balancing Committee	The Budget Balancing Subcommittee shall meet throughout the annual budget process and make recommendations regarding the balancing of the annual budget and the updating of five-year long term financial forecasts, which will generally be consistent with the financial management policy of the Town.	✓	The Budget Balancing Subcommittee met throughout the annual budget process and made recommendations regarding the balancing of the annual budget and the updating of 5-year long term financial forecasts.

A red checkmark indicates that the Town may not be explicitly in compliance. A thorough explanation has been included with each red checkmark summarizing why the Town is not in compliance or how the Town is actively pursuing compliance with the compliance and has made significant progress to becoming compliant.

Override Pledge Dashboard

Pledge	In Compliance	Notes
No general override will be sought between FY2020 - FY2024.	✓	No future override requests are planned.
Beginning in FY2021, non-utility Town budget (general government and NPS operating budgets) increases will be capped at 3.5% per year subject to availability of funds.	✓	The Town has been planning a Townwide Facilities Department for several years. The new department will service all facilities in the Town. The Fiscal 2021 Budget establishes this budget which will also be subject to the 3.5% budget limitation in subsequent years.
No more than five benefited positions will be added in one year in the NPS budget and two in general government. Mandatory Special Education, English Language Learners, grant funded positions, or other mandated or statutorially required positions are excluded from this cap.	✓	The Schools added 2 full time positions, within the 5 allowed. The two positions were grade 3 and grade 5 teachers. They also added mandated Special Ed and ELL positions totalling 13.8. General Government had a net add of 1.6 positions within the pledge. Additionally, the new shared-cost Facilities Department added 2 positions. Please see Section 4-11 and 4-12 for a complete accounting of personnel.
Healthcare cost increases will be programmed at 5% each fiscal year. 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.	✓	We have budgeted health insurance increases at 5%. Early indications from the Group Insurance Commission are that our actual increases will be within that range. However, the open enrollment period occurs in April and May and we do not yet know which plans employees will choose until Fiscal 2021 is underway. Any savings earned during the year will be targeted to the override stabilization fund at a subsequent special town meeting.
The allocation from the override to road paving (\$250,000) will not be decreased or transferred to another line & will remain permanently in the general operating budget. The Town shall increase the total amount allocated to the snow & ice budget each year until reaching a five-year average snow and ice expenditure amount.	✓	Road paving costs have not been reduced. Actual snow and ice costs for the past five years are as follows: FY2016-\$651,437; Fiscal 2017-\$829,513; Fiscal 2018-\$1,015,000; Fiscal 2019-\$649,136; Fiscal 2020-\$390,052. This is an average of \$707,028. The Fiscal 2021 snow and ice budget is \$975,000.
This 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.	✓	Both the Finance Commission and the Budget Balancing Committee reviewed the MOU during the budget process and assured that we are compliant with the intent of the document.
The Town's annual contribution to its OPEB trust fund will not decrease during the five year period.	✓	The Fiscal 2021 budget contains a contribution of \$250,000 for OPEB, the same amount as in Fiscal 2020.
The Town will utilize all available revenue sources before maximizing the levy limit each year, consistent with the Town's financial policies.	✓	The Town is utilizing all but \$100,000 of the levy limit for fiscal 2021. Massachusetts requires a balanced budget. The Town may not budget revenues higher than it realistically believes it can meet. In this budget we are using slightly higher than 90% of Fiscal 2019 actual local receipts. The Town deeply considered the impact of COVID-19 on our local receipt prediction.

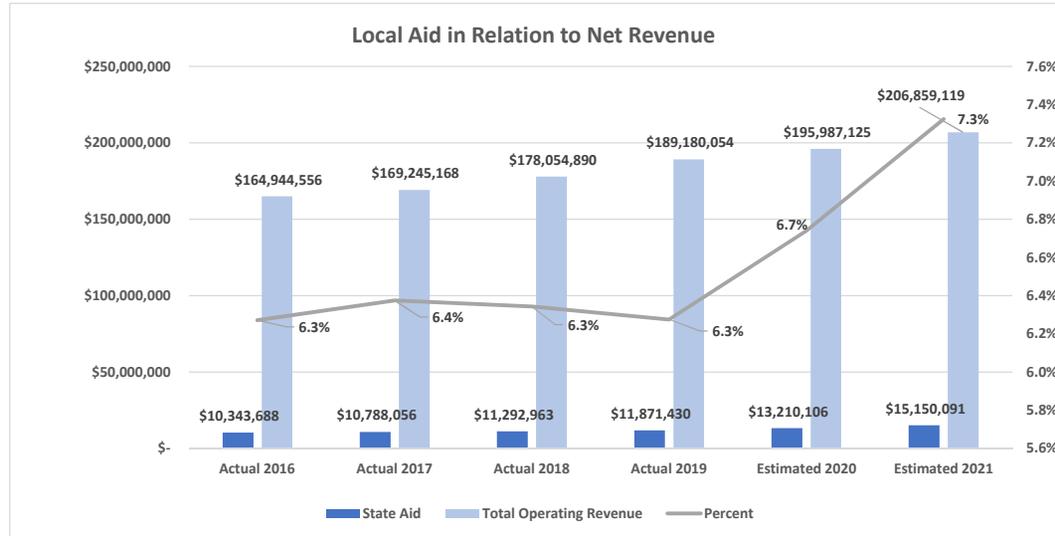
TOWN OF NORWOOD
IND 01 - PER CAPITA REVENUE AND OPERATING COSTS (INCLUDING UTILITIES)



PER CAPITA OPERATING COSTS HAVE RISEN AN AVERAGE OF 3.9% PER YEAR							
TOTAL OPERATING COSTS INCLUDING UTILITIES							
	<u>2015</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2019</u>
General Gov	20.9%	\$ 32,881,158	\$ 33,164,877	\$ 33,511,731	\$ 35,065,034	\$ 35,784,615	19.5%
Schools	24.6%	38,611,692	40,439,405	41,128,992	44,331,187	45,380,210	24.8%
Light Dept	21.7%	34,144,081	35,194,444	39,218,041	38,568,524	44,205,525	24.1%
Broadband	3.6%	5,636,305	5,952,339	6,227,721	6,208,500	6,337,070	3.5%
Water & Sewer	6.2%	9,788,734	10,492,401	10,694,448	11,140,239	11,710,966	6.4%
Shared Costs	23.0%	36,070,089	36,318,150	37,898,417	39,665,401	39,712,249	21.7%
Operating Costs	100.0%	\$ 157,132,059	\$ 161,561,616	\$ 168,679,350	\$ 174,978,885	\$ 183,130,635	100.0%
Population (from DLS Trends)		29,114	29,095	29,164	29,245	29,327	
Operating Costs Per Capita		\$ 5,397	\$ 5,553	\$ 5,784	\$ 5,983	\$ 6,244	
PER CAPITA REVENUES HAVE RISEN AN AVERAGE OF 4.5% PER YEAR							
TOTAL REVENUES INCLUDING UTILITIES							
	<u>2015</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2019</u>
Property and PP Tax	41.3%	\$ 64,570,362	\$ 66,937,190	\$ 68,876,110	\$ 73,724,875	\$ 74,368,996	40.1%
M/V Excise	2.7%	4,219,914	4,435,848	4,695,753	4,953,422	4,812,877	2.6%
Light Department	30.1%	47,148,204	48,907,651	48,479,740	53,106,197	59,375,295	32.0%
Broadband	4.4%	6,914,968	7,274,313	7,525,928	7,721,523	7,868,274	4.2%
Water & Sewer	8.4%	13,148,526	14,413,586	14,816,983	14,386,363	15,420,302	8.3%
Local Aid	6.3%	9,895,707	10,243,819	10,630,751	11,175,227	11,801,428	6.4%
Department Receipts	6.8%	10,606,733	11,599,820	11,448,403	11,343,792	12,029,860	6.5%
Revenues	100.0%	\$ 156,504,414	\$ 163,812,227	\$ 166,473,668	\$ 176,411,399	\$ 185,677,032	100.0%
Population (from DLS Trends)		29,114	29,095	29,164	29,245	29,327	
Revenue Per Capita (including utilities)		\$ 5,376	\$ 5,630	\$ 5,708	\$ 6,032	\$ 6,331	

Trend is generally favorable with average revenue increases of 4.5% versus 3.9% in cost. Funds encumbered by departments at year end are recorded as expenditures in the subsequent year causing fluctuations in the bottom line. Over the 5 year period we had a surplus of \$3,396,195.

TOWN OF NORWOOD
Ind 03 - LOCAL AID IN RELATION TO NET OPERATING REVENUES



STATE AID HAS GROWN SIGNIFICANTLY OVER THE PAST TWO YEARS

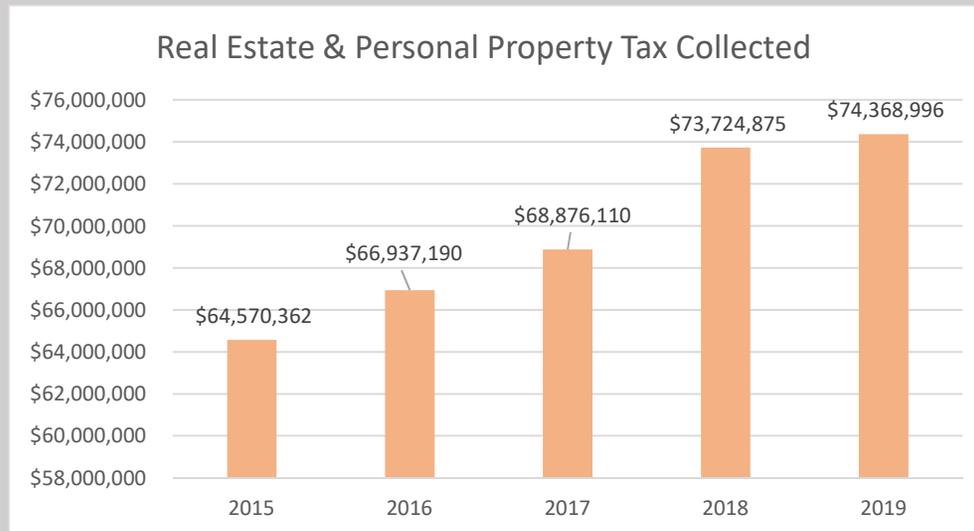
TOTAL REVENUE SUMMARY						
Receipt Description	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Estimated 2020	Estimated 2021
Departmental Receipts	\$ 14,650,869	\$ 15,444,131	\$ 15,238,835	\$ 16,834,161	\$ 15,238,835	\$ 15,350,551
Utility Receipts	70,597,799	70,822,650	75,214,083	82,663,870	87,831,594	86,178,135
Local Receipts	85,248,668	86,266,781	90,452,918	99,498,031	103,070,429	101,528,686
State Aid (Cherry Sheets)	10,343,688	10,788,056	11,292,963	11,871,430	13,210,106	15,150,091
Real Estate Taxes	67,362,200	70,160,331	72,941,709	75,285,276	78,242,300	87,985,342
Sale of Cemetery Lots	180,000	190,000	190,000	153,500	130,000	125,000
Transfare Receipts	10,000	-	28,000	11,500	5,000	-
School Grant - Insurance	200,000	200,000	200,000	150,000	150,000	150,000
AMR Water fund	300,000	300,000	512,000	405,000	670,000	670,000
Forfeited Forbes Deposit	-	-	-	-	-	625,000
Free Cash for one-time Items	-	7,500	1,437,300	538,817	509,290	625,000
Free Cash to Balance Budget	1,300,000	1,332,500	1,000,000	1,266,500	-	-
Total Receipts	\$ 164,944,556	\$ 169,245,168	\$ 178,054,890	\$ 189,180,054	\$ 195,987,125	\$ 206,859,119
	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Estimated 2020	Estimated 2021
State Aid	\$ 10,343,688	\$ 10,788,056	\$ 11,292,963	\$ 11,871,430	\$ 13,210,106	\$ 15,150,091
Total Operating Revenue	\$ 164,944,556	\$ 169,245,168	\$ 178,054,890	\$ 189,180,054	\$ 195,987,125	\$ 206,859,119
Percent	6.3%	6.4%	6.3%	6.3%	6.7%	7.3%

Fiscal 2019 and 2020 represent a positive trend in State Aid for Norwood. This is primarily due to a change in the formula.

**TOWN OF NORWOOD
IND 06 - REAL ESTATE AND PERSONAL PROPERTY TAX COLLECTED**

Fiscal Year	Real Estate & Personal Property Tax Collected	Annual Increase
2015	\$ 64,570,362	5.7%
2016	\$ 66,937,190	3.7%
2017	\$ 68,876,110	2.9%
2018	\$ 73,724,875	7.0%
2019	\$ 74,368,996	0.9%

Source: Treasurer's Cash Receipt Report



The average annual increase is 4%; the amount in excess of 2.5% is from new growth. The annual growth is distorted due to timing of receipts around July 1.

Trend is favorable as property taxes represent 72.9% of non-utility revenues in the Fiscal 2021 budget.

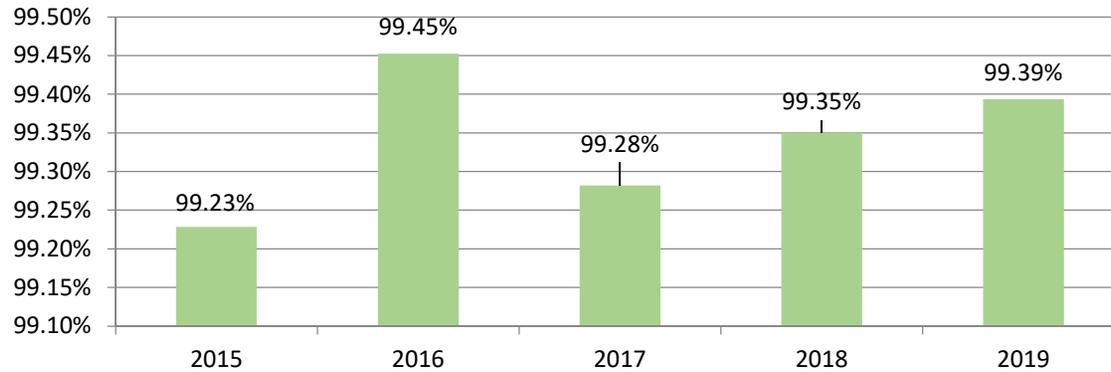
TOWN OF NORWOOD

IND 07 - COLLECTED PROPERTY TAXES AS A PERCENTAGE OF NET TAX LEVY

<u>Year</u>	<u>Collected Taxes</u>	<u>Net Tax Levy</u>	<u>Percentage</u>
2015	\$ 64,439,381	\$ 64,940,591	99.23%
2016	\$ 66,993,361	67,362,200	99.45%
2017	\$ 69,656,382	70,160,331	99.28%
2018	\$ 72,467,837	72,941,710	99.35%
2019	\$ 74,828,906	75,285,576	99.39%

Source: Trial Balance Tax Recap

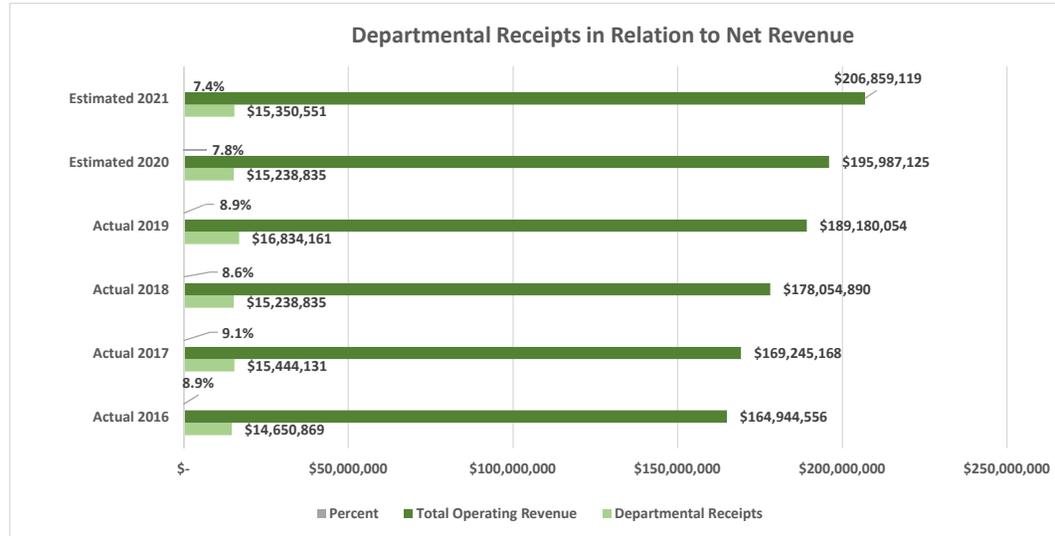
IND 07 - COLLECTED PROPERTY TAXES AS A PERCENTAGE OF NET TAX LEVY



NORWOOD'S TAX COLLECTION IS CONSISTENTLY GOOD

Trend is favorable. Property tax collections below 95% are considered negatively by bond rating agencies. Norwood property tax collection consistently exceeds 99%.

TOWN OF NORWOOD
Ind08 DEPARTMENTAL RECEIPTS IN RELATION TO NET OPERATING REVENUES

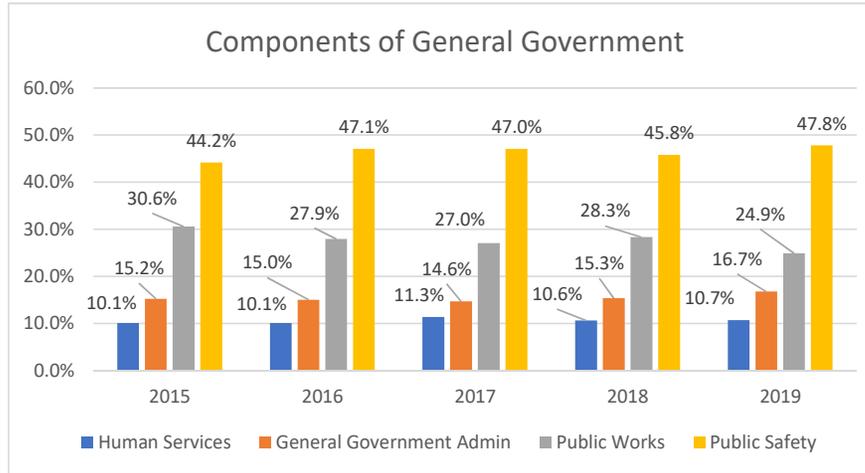


TOWN OF NORWOOD
TOTAL REVENUE SUMMARY

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Departmental Receipts	\$ 14,650,869	\$ 15,444,131	\$ 15,238,835	\$ 16,834,161	\$ 15,238,835	\$ 15,350,551
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School Grant - Insurance	200,000	200,000	200,000	150,000	150,000	150,000
AMR Water fund	300,000	300,000	512,000	405,000	670,000	670,000
Forfeited Forbes Deposit	-	-	-	-	-	625,000
Free Cash for one-time Items	-	7,500	1,437,300	538,817	509,290	625,000
Free Cash to Balance Budget	1,300,000	1,332,500	1,000,000	1,266,500	-	-
Total Receipts	\$ 164,944,556	\$ 169,245,168	\$ 178,054,890	\$ 189,180,054	\$ 195,987,125	\$ 206,859,119
	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Estimated 2020	Estimated 2021
Departmental Receipts	\$ 14,650,869	\$ 15,444,131	\$ 15,238,835	\$ 16,834,161	\$ 15,238,835	\$ 15,350,551
Total Operating Revenue	\$ 164,944,556	\$ 169,245,168	\$ 178,054,890	\$ 189,180,054	\$ 195,987,125	\$ 206,859,119
Percent	8.9%	9.1%	8.6%	8.9%	7.8%	7.4%

Trend is favorable with departmental receipts consistently ranging from 7.4% to 9.1% of total net revenues

**TOWN OF NORWOOD
IND 11 - GENERAL GOVERNMENT EXPENDITURE COMPONENTS**



FISCAL YEAR ACTUAL EXPENDITURES

Fiscal Year	General Government				Total General Government
	Human Services	Admin	Public Works	Public Safety	
2015	3,311,083	5,000,362	10,049,310	14,520,403	32,881,158
2016	3,322,057	4,960,728	9,211,783	15,547,283	33,041,851
2017	3,795,190	4,903,264	9,050,318	15,762,959	33,511,731
2018	3,721,224	5,378,924	9,921,978	16,042,904	35,065,030
2019	3,812,618	5,980,970	8,894,148	17,096,879	35,784,615

FISCAL YEAR PERCENT OF EXPENDITURES

Fiscal Year	General Government				Total General Government
	Human Services	Admin	Public Works	Public Safety	
2015	10.1%	15.2%	30.6%	44.2%	100.0%
2016	10.1%	15.0%	27.9%	47.1%	100.0%
2017	11.3%	14.6%	27.0%	47.0%	100.0%
2018	10.6%	15.3%	28.3%	45.8%	100.0%
2019	10.7%	16.7%	24.9%	47.8%	100.0%

Section 2



Annual Town Meeting Warrant

THE COMMONWEALTH OF MASSACHUSETTS

ANNUAL TOWN MEETING WARRANT

TOWN OF NORWOOD



Norfolk, ss.

To either of the Constables in the Town of Norwood in said County, Greetings:

In the name of the Commonwealth of Massachusetts, you are hereby required to notify and warn the inhabitants of the Town of Norwood, qualified as the law requires to vote in town affairs, to meet in the Auditorium of the Norwood High School on Nichols Street in said town on Monday, May 11, 2020 at 7:30 o'clock in the afternoon to meet and act at said time and place on the following articles.

ARTICLE 1. To hear and act on the reports of Town Officers and Committees.

ARTICLE 2. To see if the Town will vote to allow the Treasurer (from time to time) to enter into compensating balance agreements with banks in accordance with General Law, Chapter 44, Section 53F with the approval of the Board of Selectmen, or take any other action in the matter. (On petition of Town Treasurer and Tax Collector)

ARTICLE 3. To see if the Town will vote to authorize the use of Revolving Funds in Fiscal Year 2020 in accordance with the provisions of MGL Chapter 44, Section 53E ½ for the purpose of funding programs administered by the various departments, or take any other action in the matter.

ARTICLE 4. To see what sum of money the Town will vote to raise, borrow, or transfer from available funds in the treasury and appropriate for the fiscal year beginning **July 1, 2020 through June 30, 2021** for the following purposes, or take any other action in the matter.

GENERAL FUND – 0001 (Number References are UMAS codes, not all UMAS codes are in each Fund)

1. GENERAL GOVERNMENT

- 0001 - Salaries
- 0002 - Operating Expenses
- 0006 - Capital Expenses

2. PUBLIC SAFETY

- 0001 - Salaries
- 0002 - Operating Expenses
- 0006 - Capital Expenses

4. PUBLIC WORKS

- 0001 - Salaries
- 0002 - Operating Expenses
- 0003 - Capital Expenses

5. HEALTH & HUMAN SERVICES

- 0001 - Salaries
- 0002 - Operating Expenses
- 0006 - Capital Expenses

6. CULTURE & RECREATION

- 0001 - Salaries
- 0002 - Operating Expenses
- 0006 - Capital Expenses

7. SHARED COSTS

193 – TOWNWIDE FACILITIES DEPARTMENT

- 0001 - Salaries
- 0002 - Operating Expenses
- 0003 - Capital Expenses

750- DEBT SERVICE

- 0002 – Operating Expenses

820 – STATE CHARGES

- 0002 – Operating Expenses

840-REGIONAL SCHOOLS

- 0002 - Operating Expenses

911-RETIREMENT AND PENSION CONTRIBUTION

- 0002 – Operating Expenses

912-WORKER'S COMPENSATION

- 0002 - Operating Expenses

914-HEALTH INSURANCE

- 0002 - Operating Expenses

916-MEDICARE

0002 - Operating Expenses

930-CAPITAL EQUIPMENT

0006 - Capital Expenses

945-LIABILITY INSURANCE

0002 - Operating Expenses

951-RESERVE FUND

0002 - Operating Expenses

994-TRANSFERS TO PERMANENT FUNDS

0002 - Operating Expenses

EDUCATION FUND - 0003

300-390 TOTAL REQUEST

NORWOOD LIGHT DEPARTMENT FUND - 0004

0001 - Salaries

0002 - Operating Expenses

0006 - Capital Expenses

BROADBAND FUND - 0006

0001 - Salaries

0002 - Operating Expenses

0006 - Capital Expenses

WATER & SEWER FUND - 0008

0001 - Salaries

0002 - Operating Expenses

ARTICLE 5. To see what sum the Town will vote to authorize the Board of Assessors to apply from free cash in the treasury in offset to the amount appropriated to be raised by taxation for the fiscal year beginning **July 1, 2020 through June 30, 2021**, or take any other action in the matter.

ARTICLE 6. To see what sum or sums of money the Town will vote to raise or transfer from taxation or from surplus revenue or other available funds, or borrow, and to appropriate for the costs of capital projects not otherwise provided for elsewhere on this Annual Town Meeting Warrant, including construction, reconstruction and major renovations and repairs to buildings, facilities, and other public works; the purchase of new equipment; and engineering, design and other costs incidental and related to such capital projects; and for other capital projects not otherwise specified.

And further, to see if the Town will vote to authorize the Treasurer with the approval of the Board of Selectmen to borrow said sums required for the aforesaid capital projects; and to authorize the Board of Selectmen or other appropriate authority to expend the aforesaid funds for the specified purposes; or take any other action in the matter.

ARTICLE 7. To see what sums of money the Town will vote to set aside and reserve for later spending from Community Preservation Fund revenues, pursuant to M.G.L. Chapter 44B, for the following purposes:

- Open Space
- Historic Resources
- Community Housing
- Administrative and Operating Expenses
- Budgeted Reserve Account

Or take any other action in the matter.

(On petition of the Community Preservation Committee)

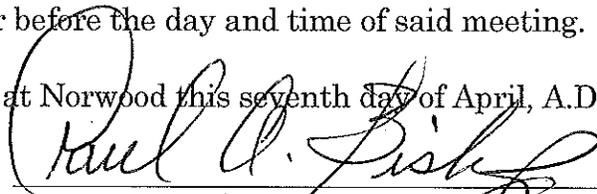
ARTICLE 8. To see what sum of money the Town will vote to **transfer and** appropriate from the Community Preservation Fund - Administrative Reserve account, established pursuant to M.G.L. Chapter 44B, for administrative and operating expenses, or take any other action in the matter.

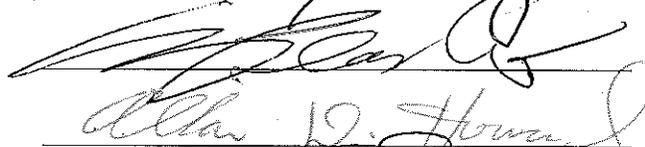
(On petition of the Community Preservation Committee)

Any individual with a disability who needs accommodations related to accessibility/ communications or other aspects of participation in town meeting or other related programs should contact: Tony Mazucco, General Manager, Town of Norwood, 566 Washington Street, Norwood, MA 02062 (781-762-1240) or David Hern, Jr., Town Meeting Moderator, Town of Norwood, 566 Washington Street, Norwood, MA 02062 (781-762-1240). The Town of Norwood does not discriminate on the basis of disability.

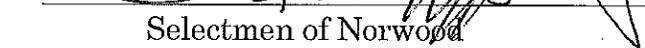
And you are directed to serve this warrant by posting attested copies thereof in ten public places in this town seven days at least before the time and day of said meeting. Hereof fail not and make due return of this warrant with your doings thereon to the Selectmen on or before the day and time of said meeting.

Given under our hands at Norwood this seventh day of April, A.D. 2020.









Selectmen of Norwood

Norwood Finance Commission



Section 3 Budget Recommendations

Fiscal 2021

**THE TOWN OF NORWOOD
FISCAL 2021 INDEX OF DEPARTMENT BUDGETS**

<p>0001 GENERAL FUND</p> <p>1 GENERAL GOVERNMENT</p> <p>122 SELECTMEN</p> <p>123 GENERAL MANAGER</p> <p>131 FINANCE COMMISSION</p> <p>135 FINANCE & ACCOUNTING</p> <p>141 ASSESSORS</p> <p>145 TREASURER</p> <p>151 TOWN COUNSEL</p> <p>152 HUMAN RESOURCES</p> <p>155 INFORMATION TECHNOLOGY</p> <p>161 TOWN CLERK</p> <p>162 ELECTIONS & REGISTRATION</p> <p>175 COMMUNITY DEV (PLN/ZON/CONCOM)</p> <p>192 MUNICIPAL BUILDING EXPENSES</p> <p>195 ANNUAL TOWN REPORTS</p> <p>199 GENERAL GOVERNMENT</p> <p>2 PUBLIC SAFETY</p> <p>210 POLICE</p> <p>220 FIRE</p> <p>241 BUILDING COMMISSIONER</p> <p>249 PUBLIC SAFETY BUILDING MAINT</p> <p>291 EMERGENCY MANAGEMENT</p> <p>293 TRAFFIC CONTROL/FIRE ALARMS</p> <p>4 PUBLIC WORKS</p> <p>401 PUBLIC WORKS</p> <p>410 ENGINEERING</p> <p>422 HIGHWAY MAINTENANCE</p> <p>423 SNOW AND ICE REMOVAL</p> <p>424 STREET LIGHTING</p> <p>430 WASTE COLLECTION/DISPOSAL</p> <p>440 SEWERAGE</p> <p>441 DRAIN MAINTENANCE</p> <p>450 WATER DISTRIBUTION</p> <p>451 MWRA ASSESSMENTS</p> <p>482 AIRPORT</p> <p>491 CEMETERY</p> <p>5 HEALTH AND HUMAN SERVICES</p> <p>512 BOARD OF HEALTH</p> <p>541 COUNCIL ON AGING</p> <p>543 VETERANS' SERVICES</p>	<p>0001 GENERAL FUND CONTINUED</p> <p>6 CULTURE AND RECREATION</p> <p>610 LIBRARY</p> <p>630 RECREATION</p> <p>650 PARKS MAINTENANCE</p> <p>692 CELEBRATIONS</p> <p>7 SHARED COSTS</p> <p>193 TOWNWIDE FACILITIES DEPARTMENT</p> <p>750 DEBT</p> <p>820 STATE ASSESSMENTS</p> <p>830 COUNTY ASSESSMENTS</p> <p>840 REGIONAL SCHOOLS</p> <p>911 RETIREMENT AND PENSION CONTRIB</p> <p>912 WORKER'S COMPENSATION</p> <p>914 HEALTH INSURANCE</p> <p>916 MEDICARE</p> <p>930 CAPITAL PROJECTS</p> <p>945 LIABILITY INSURANCE</p> <p>951 RESERVE FUND</p> <p>994 TRANSFERS TO PERMANENT FUNDS</p> <p>0003 SCHOOL FUND</p> <p>3 EDUCATION</p> <p>300 DISTRICT WIDE</p> <p>310 WILLETT / LMPA</p> <p>320 BALCH SCHOOL</p> <p>330 CALLAHAN SCHOOL</p> <p>340 CLEVELAND SCHOOL</p> <p>350 OLDHAM SCHOOL</p> <p>360 PRESCOTT SCHOOL</p> <p>380 COAKLEY MIDDLE SCHOOL</p> <p>390 NORWOOD HIGH SCHOOL</p> <p>0004 LIGHT DEPARTMENT</p> <p>4 PUBLIC WORKS</p> <p>460 NORWOOD LIGHT DEPARTMENT</p> <p>0006 BROADBAND</p> <p>4 PUBLIC WORKS</p> <p>465 BROADBAND</p>
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**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY BY UMAS CODE**

Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
1 - GENERAL GOVERNMENT	6,568,025	7,557,875	5,383,338	5,930,610
2 - PUBLIC SAFETY	15,380,298	16,415,981	17,102,203	17,527,184
4 - PUBLIC WORKS	21,319,315	20,887,455	22,166,963	8,219,710
5 - HEALTH & HUMAN SERVICES	1,543,517	1,423,621	1,549,187	1,581,775
6 - CULTURE & RECREATION	2,897,413	3,073,305	3,250,629	3,290,305
7 - SHARED COSTS	39,657,400	39,768,928	46,217,576	47,912,522
0001 - GENERAL FUND TOTAL	\$87,365,967	\$89,127,165	\$95,669,896	\$84,462,106
3 - EDUCATION	44,331,175	47,551,884	49,415,540	52,736,691
0003 - SCHOOL FUND TOTAL	\$44,331,175	\$47,551,884	\$49,415,540	\$52,736,691
4 - PUBLIC WORKS	37,152,054	42,390,836	49,107,822	46,719,801
0004 - LIGHT DEPARTMENT TOTAL	\$37,152,054	\$42,390,836	\$49,107,822	\$46,719,801
4 - PUBLIC WORKS	5,619,058	5,737,507	7,395,719	7,389,605
0006 - BROADBAND TOTAL	\$5,619,058	\$5,737,507	\$7,395,719	\$7,389,605
4 - PUBLIC WORKS	0	0	0	14,474,256
0008 - WATER/SEWER FUND TOTAL	\$0	\$0	\$0	\$14,474,256
GRAND TOTAL	\$174,468,253	\$184,807,393	\$201,588,977	\$205,782,459

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY BY DEPARTMENT**

Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
0001 - GENERAL FUND				
1 - GENERAL GOVERNMENT				
122-SELECTMEN	1,655,851	2,092,305	151,612	155,734
123-GENERAL MANAGER	722,806	704,519	703,458	679,949
131-FINANCE COMMISSION	103,228	102,872	119,084	119,834
135-FINANCE & ACCOUNTING	0	366,057	339,975	349,375
141-ASSESSORS	452,503	616,160	488,810	455,261
145-TREASURER	663,246	684,604	582,484	577,674
151-TOWN COUNSEL	275,067	212,983	246,600	292,438
152-HUMAN RESOURCES	273,755	304,414	378,103	319,322
155-INFORMATION TECHNOLOGY	853,239	1,047,612	993,553	1,167,347
161-TOWN CLERK	623,690	273,848	296,313	306,847
162-ELECTIONS & REGISTRATION	131,734	135,130	101,059	121,100
175-COMMUNITY DEV (PLN/ZON/CONCOM)	373,780	381,708	424,959	456,035
192-MUNICIPAL BUILDING EXPENSES	313,306	522,751	423,578	407,616
195-ANNUAL TOWN REPORTS	7,227	2,961	3,000	3,000
198-GG COLA TO BE ALLOCATED	0	0	0	381,328
199-GENERAL GOVERNMENT	118,593	109,952	130,750	137,750
1 - GENERAL GOVERNMENT TOTAL	\$6,568,025	\$7,557,875	\$5,383,338	\$5,930,610
2 - PUBLIC SAFETY				
210-POLICE	7,740,204	8,036,834	8,410,044	8,684,429
220-FIRE	6,676,854	7,208,757	7,558,571	7,651,911
241-BUILDING COMMISSIONER	461,438	453,008	460,864	456,094
249-PUBLIC SAFETY BUILDING MAINT	407,389	589,515	487,524	541,550
291-EMERGENCY MANAGEMENT	14,894	17,446	25,800	23,800
293-TRAFFIC CONTROL/FIRE ALARMS	79,518	110,422	159,400	169,400
2 - PUBLIC SAFETY TOTAL	\$15,380,298	\$16,415,981	\$17,102,203	\$17,527,184
4 - PUBLIC WORKS				
401-PUBLIC WORKS	3,729,515	3,773,905	3,670,387	2,676,483
410-ENGINEERING	210,431	219,745	225,696	228,277
422-HIGHWAY MAINTENANCE	1,372,456	584,407	945,200	930,200
423-SNOW AND ICE REMOVAL	987,459	649,136	975,000	975,100

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY BY DEPARTMENT**

Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
4 - PUBLIC WORKS				
424-STREET LIGHTING	358,140	195,097	128,000	120,000
430-WASTE COLLECTION/DISPOSAL	1,740,053	1,836,968	1,938,776	1,992,134
440-SEWERAGE	54,648	82,428	102,925	0
441-DRAIN MAINTENANCE	71,905	47,136	40,900	0
450-WATER DISTRIBUTION	293,443	361,716	400,300	0
451-MWRA ASSESSMENTS	11,140,239	11,710,966	12,325,100	0
482-AIRPORT	356,031	448,806	471,415	394,395
491-CEMETERY	696,941	717,177	700,414	627,771
650-PARKS MAINTENANCE	308,054	259,966	242,850	275,350
4 - PUBLIC WORKS TOTAL	\$21,319,315	\$20,887,455	\$22,166,963	\$8,219,710
5 - HEALTH & HUMAN SERVICES				
512-BOARD OF HEALTH	633,760	613,489	655,621	664,178
541-COUNCIL ON AGING	479,874	441,058	462,246	487,490
543-VETERANS' SERVICES	429,883	369,075	431,320	430,107
5 - HEALTH & HUMAN SERVICES TOTAL	\$1,543,517	\$1,423,621	\$1,549,187	\$1,581,775
6 - CULTURE & RECREATION				
610-LIBRARY	1,760,755	1,823,572	1,865,370	1,882,354
630-RECREATION	1,079,018	1,199,406	1,332,209	1,354,901
692-CELEBRATIONS	57,640	50,327	53,050	53,050
6 - CULTURE & RECREATION TOTAL	\$2,897,413	\$3,073,305	\$3,250,629	\$3,290,305
7 - SHARED COSTS				
193-FACILITIES	0	0	0	372,939
750-DEBT SERVICE	18,088,811	17,851,885	18,725,991	19,475,241
820-STATE ASSESSMENTS AND CHARGES	0	0	2,046,862	2,003,682
830-COUNTY ASSESSMENTS	0	0	231,463	237,250
840-REGIONAL SCHOOLS	1,080,380	1,097,788	1,338,169	1,631,881
911-RETIREMENT AND PENSION CONTRIB	4,887,339	4,879,431	5,219,730	5,270,183
912-WORKER'S COMPENSATION	401,258	455,520	575,000	575,000
914-HEALTH INSURANCE	13,324,131	13,508,016	14,405,500	15,125,775
916-MEDICARE	892,565	922,411	951,000	981,000
931-CAPITAL EQUIPMENT	0	35,800	0	0
945-LIABILITY INSURANCE	577,052	589,506	961,000	961,000

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY BY DEPARTMENT**

Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
7 - SHARED COSTS				
951-RESERVE FUND	0	0	125,000	150,000
994-TRANSFERS TO PERMANENT FUNDS	405,864	428,571	1,637,861	1,128,571
7 - SHARED COSTS TOTAL	\$39,657,400	\$39,768,928	\$46,217,576	\$47,912,522
0001 - GENERAL FUND TOTAL	\$87,365,967	\$89,127,165	\$95,669,896	\$84,462,106
0003 - SCHOOL FUND				
3 - EDUCATION				
300-DISTRICT WIDE	16,269,946	16,895,173	12,488,962	14,716,007
310-WILLETT/LMPA	4,770,066	5,204,272	3,853,767	3,953,976
320-BALCH SCHOOL	2,922,685	3,330,439	3,126,045	3,441,415
330-CALLAHAN SCHOOL	1,220,578	1,459,677	2,709,335	2,814,776
340-CLEVELAND SCHOOL	1,755,648	1,915,785	3,401,929	3,510,230
350-OLDHAM SCHOOL	1,562,500	1,624,185	2,530,899	2,612,669
360-PRESCOTT SCHOOL	1,359,931	1,557,018	2,621,275	2,729,347
380-COAKLEY MIDDLE SCHOOL	6,270,847	6,989,593	8,050,373	8,223,856
390-NORWOOD HIGH SCHOOL	8,198,975	8,575,742	10,632,955	10,734,415
3 - EDUCATION TOTAL	\$44,331,175	\$47,551,884	\$49,415,540	\$52,736,691
0003 - SCHOOL FUND TOTAL	\$44,331,175	\$47,551,884	\$49,415,540	\$52,736,691
0004 - LIGHT DEPARTMENT				
4 - PUBLIC WORKS				
460-NORWOOD LIGHT DEPARTMENT	37,152,054	42,390,836	49,107,822	46,719,801
4 - PUBLIC WORKS TOTAL	\$37,152,054	\$42,390,836	\$49,107,822	\$46,719,801
0004 - LIGHT DEPARTMENT TOTAL	\$37,152,054	\$42,390,836	\$49,107,822	\$46,719,801
0006 - BROADBAND				
4 - PUBLIC WORKS				
465-BROADBAND	5,619,058	5,737,507	7,395,719	7,389,605
4 - PUBLIC WORKS TOTAL	\$5,619,058	\$5,737,507	\$7,395,719	\$7,389,605
0006 - BROADBAND TOTAL	\$5,619,058	\$5,737,507	\$7,395,719	\$7,389,605
0008 - WATER/SEWER FUND				

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY BY DEPARTMENT**

Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
4 - PUBLIC WORKS				
440-SEWERAGE	0	0	0	446,302
441-DRAIN MAINTENANCE	0	0	0	40,900
450-WATER DISTRIBUTION	0	0	0	1,087,054
451-MWRA ASSESSMENTS	0	0	0	12,900,000
4 - PUBLIC WORKS TOTAL	\$0	\$0	\$0	\$14,474,256
0008 - WATER/SEWER FUND TOTAL	\$0	\$0	\$0	\$14,474,256
GRAND TOTAL	\$174,468,253	\$184,807,393	\$201,588,977	\$205,782,459

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
0001 - GENERAL FUND					
1-GENERAL GOVERNMENT					
122-SELECTMEN					
<i>0001-SALARIES</i>					
1	011221-511600: SAL-FULL TIME	148,441	157,228	143,212	147,509
2	011221-511700: SAL-PART TIME	-	-	4,500	1,500
3	011221-512200: SAL-STENOGRAPHER	2,743	2,121	-	-
4	011221-512400: SAL-ALLOCATED TO NLD	-	-	(7,500)	(7,725)
5	011221-513100: OVERTIME	-	-	1,000	4,000
6	011221-514100: LONGEVITY PAY	1,450	3,600	600	750
	0001-SALARIES TOTAL	152,633	162,949	141,812	146,034
<i>0002-OPERATING EXPENSES</i>					
7	011222-524100: EXPENSE-EQUIP REPL/REPAIR	-	-	200	200
8	011222-527100: EQUIP RENT/SERVICE CONTR	2,668	2,714	3,200	3,200
9	011222-530700: OUTSIDE CONSULTANTS	237	-	-	-
10	011222-531100: ADVERTISING	46	50	400	400
11	011222-534100: POSTAGE	729	1,253	1,000	1,000
12	011222-534200: TELEPHONE/DATA	608	695	600	-
13	011222-542100: OFFICE SUPPLIES	2,248	3,325	2,500	2,500
14	011222-542200: PRINTING	452	1,558	600	1,100
15	011222-563000: STATE ASSESSMENT	1,495,303	1,919,341	-	-
16	011222-573100: DUES & SUBSCRIPTIONS	48	223	300	300
17	011222-578200: MISC EXPENSES	880	197	1,000	1,000
	0002-OPERATING EXPENSES TOTAL	1,503,218	1,929,356	9,800	9,700
	122-SELECTMEN TOTAL	\$1,655,851	\$2,092,305	\$151,612	\$155,734

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
1-GENERAL GOVERNMENT					
123-GENERAL MANAGER					
<i>0001-SALARIES</i>					
18	011231-511000: SAL-DEPT HEAD	209,041	178,468	187,575	191,659
19	011231-511600: SAL-FULL TIME	464,690	469,853	497,808	488,265
20	011231-512000: SAL-SEASONAL	17,206	13,387	27,200	29,000
21	011231-512400: SAL-ALLOCATED TO NLD	-	-	(54,000)	(74,000)
22	011231-513100: OVERTIME	1,221	3,253	1,200	1,200
23	011231-514100: LONGEVITY PAY	10,600	9,600	6,600	6,750
	0001-SALARIES TOTAL	702,758	674,561	666,383	642,874
<i>0002-OPERATING EXPENSES</i>					
24	011232-527100: EQUIP RENT/SERVICE CONTR	4,815	1,410	4,000	4,000
25	011232-534100: POSTAGE	3,159	5,813	4,000	4,000
26	011232-542100: OFFICE SUPPLIES	1,309	2,343	3,500	3,500
27	011232-542300: PHOTOCOPYING	1,463	1,286	3,700	3,700
28	011232-571100: TRAVEL ALLOWANCE	2,123	2,412	3,000	3,000
29	011232-578200: MISC EXPENSES	1,874	2,779	1,525	1,525
30	011232-579600: TRAINING/SCHOOL	5,304	13,914	17,350	17,350
	0002-OPERATING EXPENSES TOTAL	20,049	29,958	37,075	37,075
	123-GENERAL MANAGER TOTAL	\$722,806	\$704,519	\$703,458	\$679,949

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
1-GENERAL GOVERNMENT					
131-FINANCE COMMISSION					
<i>0001-SALARIES</i>					
31	011311-511700: SAL-PART TIME	11,977	12,277	12,584	12,584
32	011311-512200: SAL-STENOGRAPHER	6,685	-	-	-
0001-SALARIES TOTAL		18,662	12,277	12,584	12,584
<i>0002-OPERATING EXPENSES</i>					
33	011312-531400: ACCOUNTING & AUDITING	83,250	90,250	105,000	105,750
34	011312-534100: POSTAGE	114	-	-	-
35	011312-542100: OFFICE SUPPLIES	510	-	-	-
36	011312-542200: PRINTING	192	-	500	500
37	011312-573100: DUES & SUBSCRIPTIONS	90	-	-	-
38	011312-573300: CONFERENCES	-	-	500	500
39	011312-578200: MISC EXPENSES	410	345	500	500
0002-OPERATING EXPENSES TOTAL		84,565	90,595	106,500	107,250
131-FINANCE COMMISSION TOTAL		\$103,228	\$102,872	\$119,084	\$119,834

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
1-GENERAL GOVERNMENT					
135-FINANCE & ACCOUNTING					
<i>0001-SALARIES</i>					
40	011351-511000: SAL-DEPT HEAD	-	163,473	167,754	167,754
41	011351-511600: SAL-FULL TIME	-	188,793	205,471	218,371
42	011351-512400: SAL-ALLOCATED TO NLD	-	-	(50,000)	(51,500)
43	011351-513100: OVERTIME	-	851	-	-
44	011351-514100: LONGEVITY PAY	-	2,600	2,600	600
	0001-SALARIES TOTAL	-	355,717	325,825	335,225
<i>0002-OPERATING EXPENSES</i>					
45	011352-524100: EXPENSE-EQUIP REPL/REPAIR	-	303	250	250
46	011352-542100: OFFICE SUPPLIES	-	3,206	2,500	2,500
47	011352-571100: TRAVEL ALLOWANCE	-	-	500	500
48	011352-573100: DUES & SUBSCRIPTIONS	-	945	2,850	2,850
49	011352-573300: CONFERENCES	-	2,448	4,450	4,450
50	011352-578200: MISC EXPENSES	-	-	100	100
51	011352-579600: TRAINING/SCHOOL	-	3,438	3,500	3,500
	0002-OPERATING EXPENSES TOTAL	-	10,339	14,150	14,150
	135-FINANCE & ACCOUNTING TOTAL	-	\$366,057	\$339,975	\$349,375

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
1-GENERAL GOVERNMENT					
141-ASSESSORS					
<i>0001-SALARIES</i>					
52	011411-511000: SAL-DEPT HEAD	110,828	113,296	116,447	116,447
53	011411-511600: SAL-FULL TIME	125,440	140,144	144,241	149,692
54	011411-511700: SAL-PART TIME	13,632	11,518	15,000	15,000
55	011411-512200: SAL-STENOGRAPHER	2,400	2,455	2,522	2,522
56	011411-513100: OVERTIME	-	-	300	300
57	011411-514100: LONGEVITY PAY	750	850	850	850
58	011411-519500: SAL-TRAVEL ALLOWANCE	1,000	1,000	1,000	1,000
	0001-SALARIES TOTAL	254,050	269,263	280,360	285,811
<i>0002-OPERATING EXPENSES</i>					
59	011412-524100: EXPENSE-EQUIP REPL/REPAIR	227	-	750	750
60	011412-530701: REVAL UPDATE	141,867	290,950	150,000	100,000
61	011412-531600: DATA PROCESSING	2,231	1,833	2,000	3,000
62	011412-531900: LEGAL EXPENSES	49,962	49,938	50,000	60,000
63	011412-534100: POSTAGE	1,612	1,842	2,000	2,000
64	011412-538400: SERVICE FEES	-	-	800	800
65	011412-542100: OFFICE SUPPLIES	1,196	1,590	1,200	1,200
66	011412-542200: PRINTING	847	465	1,000	1,000
67	011412-573100: DUES & SUBSCRIPTIONS	511	280	700	700
	0002-OPERATING EXPENSES TOTAL	198,453	346,897	208,450	169,450
	141-ASSESSORS TOTAL	\$452,503	\$616,160	\$488,810	\$455,261

TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
1-GENERAL GOVERNMENT					
145-TREASURER					
<i>0001-SALARIES</i>					
68	011451-511000: SAL-DEPT HEAD	117,509	120,116	123,458	123,458
69	011451-511600: SAL-FULL TIME	378,139	390,799	429,366	433,056
70	011451-512400: SAL-ALLOCATED TO NLD	-	-	(185,000)	(190,550)
71	011451-513100: OVERTIME	463	-	1,500	1,500
72	011451-514100: LONGEVITY PAY	3,450	3,450	4,050	4,200
	0001-SALARIES TOTAL	499,561	514,366	373,374	371,664
<i>0002-OPERATING EXPENSES</i>					
73	011452-524100: EXPENSE-EQUIP REPL/REPAIR	345	-	2,000	2,000
74	011452-527100: EQUIP RENT/SERVICE CONTR	1,704	1,847	2,050	2,050
75	011452-531100: ADVERTISING	543	843	850	850
76	011452-531600: DATA PROCESSING	5,019	10,295	11,080	11,080
77	011452-531900: LEGAL EXPENSES	14,583	4,174	20,000	20,000
78	011452-534100: POSTAGE	39,967	39,086	43,600	42,000
79	011452-534300: TELEPHONE/DATA-OTHER	-	918	-	-
80	011452-538401: BANKING SERVICE FEES	7,200	19,639	20,500	20,500
81	011452-538500: BOND CERTIFICATION	-	-	1,000	1,000
82	011452-538600: COLLECTION AGENTS	62,892	61,499	68,000	68,000
83	011452-542100: OFFICE SUPPLIES	3,504	2,564	3,400	3,400
84	011452-542200: PRINTING	19,831	24,384	25,500	24,000
85	011452-571100: TRAVEL ALLOWANCE	201	200	350	350
86	011452-573100: DUES & SUBSCRIPTIONS	385	185	210	210
87	011452-573300: CONFERENCES	455	2,166	4,220	4,220
88	011452-574100: SURETY BONDS	2,458	2,438	2,500	2,500
89	011452-578200: MISC EXPENSES	4,454	-	2,900	2,900
90	011452-579600: TRAINING/SCHOOL	145	-	950	950
	0002-OPERATING EXPENSES TOTAL	163,685	170,238	209,110	206,010
145-TREASURER TOTAL		\$663,246	\$684,604	\$582,484	\$577,674

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
1-GENERAL GOVERNMENT					
151-TOWN COUNSEL					
<i>0002-OPERATING EXPENSES</i>					
91	011512-530702: OUTSIDE COUNSEL	11,044	950	12,000	20,000
92	011512-531200: LABOR RELATIONS	75,000	92,312	75,000	100,000
93	011512-531900: LEGAL EXPENSES	129,023	59,720	105,000	113,000
94	011512-531901: LEGAL-RETAINER	60,000	60,000	60,000	65,000
95	011512-578700: EXPENSE ALLOCATED TO NLD	-	-	(5,400)	(5,562)
0002-OPERATING EXPENSES TOTAL		275,067	212,983	246,600	292,438
151-TOWN COUNSEL TOTAL		\$275,067	\$212,983	\$246,600	\$292,438

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
1-GENERAL GOVERNMENT					
152-HUMAN RESOURCES					
<i>0001-SALARIES</i>					
96	011521-511000: SAL-DEPT HEAD	104,527	107,225	115,309	104,483
97	011521-511600: SAL-FULL TIME	129,664	153,813	185,064	132,701
98	011521-512000: SAL-SEASONAL	7,785	5,307	11,000	23,258
99	011521-512400: SAL-ALLOCATED TO NLD	-	-	-	(10,000)
100	011521-514100: LONGEVITY PAY	1,700	4,067	2,850	-
	0001-SALARIES TOTAL	243,676	270,412	314,223	250,442
<i>0002-OPERATING EXPENSES</i>					
101	011522-530703: PRE-EMPLOYMENT EXPENSES	-	3,706	6,000	6,000
102	011522-534100: POSTAGE	57	-	300	300
103	011522-542100: OFFICE SUPPLIES	3,418	3,829	4,500	4,500
104	011522-542200: PRINTING	473	1,058	500	500
105	011522-573100: DUES & SUBSCRIPTIONS	788	1,349	1,000	1,000
106	011522-573300: CONFERENCES	4,602	4,985	7,000	7,000
107	011522-578101: PERSONNEL BRD EXPENSES	80	-	2,500	2,500
108	011522-578200: MISC EXPENSES	6,547	2,050	3,400	3,400
109	011522-579400: EMPLOYEE ASSISTANCE	7,180	7,180	7,180	7,180
110	011522-579500: EMPLOYEE PROGRAMS	-	5,000	10,000	10,000
111	011522-579600: TRAINING/SCHOOL	6,934	4,846	20,000	25,000
112	011522-579800: AFSME TUITION REIMBURSE	-	-	1,500	1,500
	0002-OPERATING EXPENSES TOTAL	30,079	34,003	63,880	68,880
	152-HUMAN RESOURCES TOTAL	\$273,755	\$304,414	\$378,103	\$319,322

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
1-GENERAL GOVERNMENT					
155-INFORMATION TECHNOLOGY					
<i>0001-SALARIES</i>					
113	011551-511000: SAL-DEPT HEAD	-	-	138,211	138,223
114	011551-511600: SAL-FULL TIME	348,733	389,039	268,405	271,208
115	011551-512400: SAL-ALLOCATED TO NLD	-	-	(48,000)	(49,440)
116	011551-514100: LONGEVITY PAY	3,350	3,350	3,450	3,700
117	011551-519500: SAL-TRAVEL ALLOWANCE	1,500	1,500	1,500	1,500
	0001-SALARIES TOTAL	353,583	393,889	363,566	365,191
<i>0002-OPERATING EXPENSES</i>					
118	011552-524200: MAINT OF BUILDINGS	-	31,253	20,000	20,000
119	011552-525000: HARDWARE/SOFTWARE MAINT	216,970	210,291	187,245	235,145
120	011552-527100: EQUIP RENT/SERVICE CONTR	10,421	4,559	18,106	18,106
121	011552-531600: DATA PROCESSING	83,000	113,403	191,856	250,000
122	011552-534200: TELEPHONE/DATA	29,627	102,791	111,280	177,405
123	011552-542100: OFFICE SUPPLIES	40,539	38,905	43,000	43,000
124	011552-579600: TRAINING/SCHOOL	2,565	8,833	6,000	6,000
	0002-OPERATING EXPENSES TOTAL	383,122	510,036	577,487	749,656
<i>0006-CAPITAL EXPENSES</i>					
125	011556-584000: SITE IMPROVEMENTS	11,348	-	-	-
126	011556-585000: CAPITAL-NEW EQUIPMENT	98,586	115,286	52,500	52,500
127	011556-587000: CAPITAL-EQUIP REPL/REPAIR	6,600	28,400	-	-
	0006-CAPITAL EXPENSES TOTAL	116,534	143,686	52,500	52,500
	155-INFORMATION TECHNOLOGY TOTAL	\$853,239	\$1,047,612	\$993,553	\$1,167,347

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
1-GENERAL GOVERNMENT					
161-TOWN CLERK					
<i>0001-SALARIES</i>					
128	011611-511000: SAL-DEPT HEAD	152,596	98,028	100,855	100,855
129	011611-511600: SAL-FULL TIME	448,434	155,248	175,108	179,642
130	011611-513100: OVERTIME	813	3,424	4,000	10,000
131	011611-514100: LONGEVITY PAY	5,200	2,600	2,600	2,600
	0001-SALARIES TOTAL	607,043	259,300	282,563	293,097
<i>0002-OPERATING EXPENSES</i>					
132	011612-524100: EXPENSE-EQUIP REPL/REPAIR	-	596	1,000	1,000
133	011612-527100: EQUIP RENT/SERVICE CONTR	2,077	444	1,000	1,000
134	011612-530700: OUTSIDE CONSULTANTS	19	-	1,000	1,000
135	011612-534100: POSTAGE	1,474	3,997	2,700	2,700
136	011612-538400: SERVICE FEES	1,337	-	1,500	1,500
137	011612-542100: OFFICE SUPPLIES	4,805	8,135	2,500	2,500
138	011612-542200: PRINTING	406	919	1,500	1,500
139	011612-571100: TRAVEL ALLOWANCE	484	-	150	150
140	011612-573100: DUES & SUBSCRIPTIONS	1,069	175	300	300
141	011612-573300: CONFERENCES	1,300	-	2,000	2,000
142	011612-578200: MISC EXPENSES	175	282	100	100
143	011612-579600: TRAINING/SCHOOL	3,500	-	-	-
	0002-OPERATING EXPENSES TOTAL	16,646	14,548	13,750	13,750
161-TOWN CLERK TOTAL		\$623,690	\$273,848	\$296,313	\$306,847

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
1-GENERAL GOVERNMENT					
162-ELECTIONS & REGISTRATION					
<i>0001-SALARIES</i>					
144	011621-511700: SAL-PART TIME	23,459	61,971	30,609	50,650
145	011621-513100: OVERTIME	549	4,223	-	-
	0001-SALARIES TOTAL	24,008	66,195	30,609	50,650
<i>0002-OPERATING EXPENSES</i>					
146	011622-524000: EXPENSE-NEW EQUIPMENT	55,500	-	-	-
147	011622-524100: EXPENSE-EQUIP REPL/REPAIR	19,128	1,219	9,000	9,000
148	011622-530500: CUSTODIAL STANDBY	726	1,807	2,500	2,500
149	011622-530600: POLICE DETAILS	5,797	22,003	18,000	18,000
150	011622-530704: CONSULT-PRINT BALLOTS	3,872	7,409	4,000	4,000
151	011622-531100: ADVERTISING	211	1,166	1,500	1,500
152	011622-531601: BALLOT CODING	4,794	8,953	8,500	8,500
153	011622-534100: POSTAGE	2,620	4,921	5,000	5,000
154	011622-538400: SERVICE FEES	8,589	3,156	11,000	11,000
155	011622-542100: OFFICE SUPPLIES	1,455	7,021	2,500	2,500
156	011622-542200: PRINTING	3,128	3,220	4,000	4,000
157	011622-549000: FOOD	1,851	7,340	3,500	3,500
158	011622-578200: MISC EXPENSES	55	720	950	950
	0002-OPERATING EXPENSES TOTAL	107,725	68,936	70,450	70,450
162-ELECTIONS & REGISTRATION TOTAL		\$131,734	\$135,130	\$101,059	\$121,100

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
1-GENERAL GOVERNMENT					
175-COMMUNITY DEV (PLN/ZON/CONCOM)					
<i>0001-SALARIES</i>					
159	011751-511000: SAL-DEPT HEAD	105,325	118,960	122,270	122,270
160	011751-511600: SAL-FULL TIME	97,457	113,697	125,455	190,000
161	011751-511700: SAL-PART TIME	42,576	59,153	61,399	27,815
162	011751-512000: SAL-SEASONAL	6,842	-	2,050	2,050
163	011751-512200: SAL-STENOGRAPHER	12,259	1,396	-	-
164	011751-513100: OVERTIME	3,962	3,657	3,600	3,600
165	011751-514100: LONGEVITY PAY	994	994	995	1,110
	0001-SALARIES TOTAL	269,414	297,857	315,769	346,845
<i>0002-OPERATING EXPENSES</i>					
166	011752-527100: EQUIP RENT/SERVICE CONTR	-	3,324	5,000	5,000
167	011752-529501: MAINT CONSERVATION PROP	61,905	29,135	35,100	35,100
168	011752-530700: OUTSIDE CONSULTANTS	1,000	5,000	1,985	1,985
169	011752-531100: ADVERTISING	588	992	700	700
170	011752-531900: LEGAL EXPENSES	1,291	386	5,000	5,000
171	011752-534100: POSTAGE	2,446	2,785	4,300	4,300
172	011752-539100: CONTRACT WORK	17,000	11,749	17,500	17,500
173	011752-542100: OFFICE SUPPLIES	4,380	5,153	5,800	5,800
174	011752-542200: PRINTING	2,027	742	2,150	2,150
175	011752-546500: TRAILS MISCELLANEOUS	-	-	4,000	4,000
176	011752-571100: TRAVEL ALLOWANCE	744	1,587	750	750
177	011752-573100: DUES & SUBSCRIPTIONS	1,157	678	3,030	3,030
178	011752-573300: CONFERENCES	385	6,814	6,575	6,575
179	011752-578200: MISC EXPENSES	405	2,677	3,250	3,250
180	011752-579600: TRAINING/SCHOOL	1,039	2,829	4,050	4,050
	0002-OPERATING EXPENSES TOTAL	94,366	73,851	99,190	99,190
<i>0006-CAPITAL EXPENSES</i>					
181	011756-581001: CONSRV LAND AQUISITION	10,000	10,000	10,000	10,000
	0006-CAPITAL EXPENSES TOTAL	10,000	10,000	10,000	10,000
175-COMMUNITY DEV (PLN/ZON/CONCOM) TOTAL		\$373,780	\$381,708	\$424,959	\$456,035

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
1-GENERAL GOVERNMENT					
192-MUNICIPAL BUILDING EXPENSES					
<i>0001-SALARIES</i>					
182	011921-511600: SAL-FULL TIME	100,955	107,517	109,178	113,416
183	011921-512000: SAL-SEASONAL	6,427	5,238	13,000	13,500
184	011921-513100: OVERTIME	11,782	10,063	13,000	13,500
185	011921-514100: LONGEVITY PAY	2,000	2,000	2,000	2,000
	0001-SALARIES TOTAL	121,164	124,819	137,178	142,416
<i>0002-OPERATING EXPENSES</i>					
186	011922-521000: UTILITIES	81,208	96,827	90,000	90,000
187	011922-524000: EXPENSE-NEW EQUIPMENT	455	2,324	2,000	2,000
188	011922-524100: EXPENSE-EQUIP REPL/REPAIR	21,974	31,326	35,500	35,500
189	011922-524200: MAINT OF BUILDINGS	25,955	95,068	25,500	25,500
190	011922-524300: MAINT OF GROUNDS	1,888	1,946	8,000	8,000
191	011922-527100: EQUIP RENT/SERVICE CONTR	9,583	9,657	9,300	1,500
192	011922-529503: SITE-FORBES MAINT	5,662	80,428	50,000	50,000
193	011922-529504: SITE-FORBES UTIL	13,985	52,168	25,000	25,000
194	011922-529505: SITE-MORSE UTIL	4,704	5,594	6,000	6,000
195	011922-529506: SITE-OCC MAINT	-	-	1,000	1,000
196	011922-529507: SITE-FORBES EST BLD&GRDS	-	-	2,500	2,500
197	011922-534200: TELEPHONE/DATA	14,055	10,966	13,400	-
198	011922-542300: PHOTOCOPYING	4,697	5,154	8,000	8,000
199	011922-545000: CUSTODIAL SUPPLIES	6,708	5,314	8,500	8,500
200	011922-558100: WORK CLOTHING/UNIFORMS	683	748	1,200	1,200
201	011922-578200: MISC EXPENSES	587	410	500	500
	0002-OPERATING EXPENSES TOTAL	192,143	397,932	286,400	265,200
	192-MUNICIPAL BUILDING EXPENSES TOTAL	\$313,306	\$522,751	\$423,578	\$407,616

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
1-GENERAL GOVERNMENT					
195-ANNUAL TOWN REPORTS					
<i>0002-OPERATING EXPENSES</i>					
202	011952-542200: PRINTING	7,227	2,961	3,000	3,000
0002-OPERATING EXPENSES TOTAL		7,227	2,961	3,000	3,000
195-ANNUAL TOWN REPORTS TOTAL		\$7,227	\$2,961	\$3,000	\$3,000

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
1-GENERAL GOVERNMENT					
	198-GG COLA TO BE ALLOCATED				
	<i>0001-SALARIES</i>				
203	011981-511600: SAL-FULL TIME	-	-	-	381,328
	0001-SALARIES TOTAL	-	-	-	381,328
	198-GG COLA TO BE ALLOCATED TOTAL	-	-	-	\$381,328

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
1-GENERAL GOVERNMENT					
199-GENERAL GOVERNMENT					
0001-SALARIES					
204	011991-511700: SAL-PART TIME	-	-	10,100	10,100
205	011991-512200: SAL-STENOGRAPHER	6,930	8,300	-	-
	0001-SALARIES TOTAL	6,930	8,300	10,100	10,100
0002-OPERATING EXPENSES					
206	011992-527100: EQUIP RENT/SERVICE CONTR	-	-	100	100
207	011992-530700: OUTSIDE CONSULTANTS	31,836	19,165	25,000	25,000
208	011992-530900: ENGINEERING EXPENSES	-	-	7,500	7,500
209	011992-531100: ADVERTISING	4,863	5,547	7,000	7,000
210	011992-534100: POSTAGE	452	452	500	500
211	011992-542100: OFFICE SUPPLIES	158	800	1,000	11,000
212	011992-542200: PRINTING	3,574	1,057	8,000	8,000
213	011992-558400: COMMISSION SUPPLIES	4,397	4,224	7,500	7,500
214	011992-559000: GIFTS & DONATIONS	-	-	500	500
215	011992-559401: PROGRAMS-SNARC	18,113	18,113	18,200	18,200
216	011992-573100: DUES & SUBSCRIPTIONS	11,237	11,714	13,000	13,000
217	011992-578200: MISC EXPENSES	7,720	7,366	1,200	1,200
218	011992-578500: TOWN MEETING EXPENSE	23,051	23,261	20,150	20,150
219	011992-579900: EYEWEAR	6,262	9,953	11,000	8,000
	0002-OPERATING EXPENSES TOTAL	111,663	101,652	120,650	127,650
	199-GENERAL GOVERNMENT TOTAL	\$118,593	\$109,952	\$130,750	\$137,750
	1-GENERAL GOVERNMENT TOTAL	\$6,568,025	\$7,557,875	\$5,383,338	\$5,930,610

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
2-PUBLIC SAFETY					
210-POLICE					
0001-SALARIES					
220	012101-511000: SAL-DEPT HEAD	137,472	140,522	151,931	199,000
221	012101-511600: SAL-FULL TIME	5,216,645	5,519,364	5,815,589	5,991,062
222	012101-511700: SAL-PART TIME	206,274	208,461	224,913	223,980
223	012101-512300: SAL-WORK CLOTHING	-	-	15,300	15,300
224	012101-512900: POLICE - MATRON SERVICES	7,165	8,605	8,000	5,000
225	012101-513100: OVERTIME	4,657	15,217	49,649	49,649
226	012101-513101: OVERTIME-COURT	78,670	90,380	62,160	72,660
227	012101-513102: OVERTIME-SHIFT REPL	405,896	320,081	423,953	488,000
228	012101-513103: OVERTIME-INVESTIGATE	61,294	70,791	81,372	88,172
229	012101-513104: OVERTIME-OTHER	273,552	302,981	134,189	200,000
230	012101-514100: LONGEVITY PAY	19,113	20,550	20,215	9,151
231	012101-514200: SHIFT DIFFERENTIAL	105,440	106,500	126,083	126,083
232	012101-514400: PAID HOLIDAYS	107,740	106,971	268,734	274,881
233	012101-514800: DEFIB PAY	3,200	3,600	3,600	3,200
234	012101-519100: CAREER INCENTIVE	66,925	68,935	68,171	31,130
235	012101-519700: SAL-TUITION ALLOWANCE	384,378	251,306	52,388	91,000
	0001-SALARIES TOTAL	7,078,421	7,234,264	7,506,247	7,868,268
0002-OPERATING EXPENSES					
236	012102-524100: EXPENSE-EQUIP REPL/REPAIR	12,469	7,865	13,000	16,000
237	012102-524200: MAINT OF BUILDINGS	4,177	7,943	8,000	8,000
238	012102-524500: VEHICLE MAINTENANCE	123,604	100,836	79,000	88,000
239	012102-524600: MAINT OF EQUIPMENT	15,603	13,156	17,500	17,500
240	012102-527100: EQUIP RENT/SERVICE CONTR	39,264	29,030	24,000	24,000
241	012102-531000: MEDICAL SERVICES	30,711	24,452	25,000	25,000
242	012102-531100: ADVERTISING	9,011	15,957	3,500	3,500
243	012102-534100: POSTAGE	2,066	2,196	2,500	2,500
244	012102-534200: TELEPHONE/DATA	52,021	17,599	23,000	11,000
245	012102-542100: OFFICE SUPPLIES	21,872	18,603	15,000	15,000
246	012102-542200: PRINTING	3,875	5,077	3,500	6,000
247	012102-542300: PHOTOCOPYING	2,228	881	2,700	2,700
248	012102-542700: PHOTOGRAPHS	3,871	-	3,000	3,000

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
2-PUBLIC SAFETY					
210-POLICE					
249	012102-545000: CUSTODIAL SUPPLIES	3,718	4,095	4,500	2,000
250	012102-548000: VEHICLE GASOLINE AND OIL	74,300	88,497	78,500	78,500
251	012102-549001: PRISONER MEALS	1,246	293	2,000	2,000
252	012102-551700: LAW LIBRARY & SUPPLIES	800	434	1,500	1,500
253	012102-558100: WORK CLOTHING/UNIFORMS	102,435	118,503	111,700	111,700
254	012102-573100: DUES & SUBSCRIPTIONS	14,298	17,905	18,100	18,100
255	012102-578200: MISC EXPENSES	1,359	10,691	3,000	3,000
256	012102-578900: PURCHASE OF EVIDENCE	3,000	4,000	4,000	4,000
257	012102-579600: TRAINING/SCHOOL	-	-	157,161	157,161
	0002-OPERATING EXPENSES TOTAL	521,928	488,014	600,161	600,161
<i>0006-CAPITAL EXPENSES</i>					
258	012106-585100: FLEET REPLACEMENT	139,855	314,556	194,936	216,000
259	012106-585231: CAP EXP-NPD EQUIPMENT	-	-	23,300	-
260	012106-585232: CAP EXP-NPD TACTICAL	-	-	85,400	-
	0006-CAPITAL EXPENSES TOTAL	139,855	314,556	303,636	216,000
	210-POLICE TOTAL	\$7,740,204	\$8,036,834	\$8,410,044	\$8,684,429

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
2-PUBLIC SAFETY					
220-FIRE					
0001-SALARIES					
261	012201-511000: SAL-DEPT HEAD	135,491	204,698	177,000	180,000
262	012201-511600: SAL-FULL TIME	4,165,276	4,490,257	4,696,329	4,698,305
263	012201-511700: SAL-PART TIME	100,797	109,408	113,393	132,966
264	012201-512300: SAL-WORK CLOTHING	41,050	41,015	41,050	42,250
265	012201-513111: OVERTIME & RECALL	114,102	92,479	117,875	117,875
266	012201-513112: OVERTIME-DISPATCH	94,790	96,000	82,780	87,780
267	012201-513113: OVERTIME-MECHANIC	15,019	11,736	14,350	14,350
268	012201-513200: SUBSTITUTION	684,282	807,895	787,639	887,639
269	012201-514100: LONGEVITY PAY	31,883	15,245	15,747	14,897
270	012201-514200: SHIFT DIFFERENTIAL	218,218	223,257	224,020	217,347
271	012201-514400: PAID HOLIDAYS	198,057	200,836	216,520	216,520
272	012201-514800: DEFIB PAY	4,933	2,800	6,150	1,200
273	012201-514900: EMT PAY	285,312	331,171	433,435	433,435
274	012201-519100: CAREER INCENTIVE	72,636	92,588	92,148	61,212
	0001-SALARIES TOTAL	6,161,846	6,719,385	7,018,436	7,105,776
0002-OPERATING EXPENSES					
275	012202-519300: SAL-TRAINING	180,716	166,979	215,475	215,475
276	012202-524100: EXPENSE-EQUIP REPL/REPAIR	22,636	12,601	16,000	16,000
277	012202-524500: VEHICLE MAINTENANCE	99,399	49,636	58,000	58,000
278	012202-524600: MAINT OF EQUIPMENT	131	2,129	8,000	8,000
279	012202-530705: MUTUAL AID	2,200	1,200	2,000	2,000
280	012202-531000: MEDICAL SERVICES	30,524	72,923	70,000	70,000
281	012202-534100: POSTAGE	2,484	1,146	3,000	3,000
282	012202-534200: TELEPHONE/DATA	25,601	8,506	10,000	-
283	012202-538400: SERVICE FEES	1,355	2,048	4,000	4,000
284	012202-542100: OFFICE SUPPLIES	3,452	2,510	5,500	5,500
285	012202-542200: PRINTING	2,005	2,587	3,000	3,000
286	012202-548000: VEHICLE GASOLINE AND OIL	30,513	31,015	33,360	34,360
287	012202-550100: MEDICAL SUPPLIES	50,624	51,853	45,000	60,000
288	012202-551600: LIBRARY BOOKS & MAGAZINES	2,577	2,904	1,000	1,000
289	012202-558000: OTHER MATERIALS	1,038	1,801	3,000	3,000

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
2-PUBLIC SAFETY					
220-FIRE					
290	012202-558100: WORK CLOTHING/UNIFORMS	18,270	27,268	22,000	22,000
291	012202-573100: DUES & SUBSCRIPTIONS	2,005	2,014	2,200	2,200
292	012202-578200: MISC EXPENSES	5,175	16,913	8,600	8,600
293	012202-578400: OPERATION EXPENSE	34,304	33,339	30,000	30,000
	0002-OPERATING EXPENSES TOTAL	515,008	489,372	540,135	546,135
	220-FIRE TOTAL	\$6,676,854	\$7,208,757	\$7,558,571	\$7,651,911

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
2-PUBLIC SAFETY					
241-BUILDING COMMISSIONER					
<i>0001-SALARIES</i>					
294	012411-511000: SAL-DEPT HEAD	110,837	113,296	116,447	111,447
295	012411-511600: SAL-FULL TIME	313,271	295,717	298,035	298,115
296	012411-513100: OVERTIME	1,316	2,031	4,000	4,000
297	012411-513200: SUBSTITUTION	10,139	12,700	11,102	11,102
298	012411-514100: LONGEVITY PAY	5,450	8,100	6,600	6,750
299	012411-519500: SAL-TRAVEL ALLOWANCE	16,978	15,137	15,700	15,700
	0001-SALARIES TOTAL	457,991	446,982	451,884	447,114
<i>0002-OPERATING EXPENSES</i>					
300	012412-530700: OUTSIDE CONSULTANTS	110	538	1,500	1,500
301	012412-534100: POSTAGE	-	520	1,100	1,100
302	012412-542100: OFFICE SUPPLIES	1,238	2,001	2,330	2,330
303	012412-558100: WORK CLOTHING/UNIFORMS	350	1,050	700	700
304	012412-573100: DUES & SUBSCRIPTIONS	402	340	500	500
305	012412-573300: CONFERENCES	465	670	600	600
306	012412-579600: TRAINING/SCHOOL	882	907	2,250	2,250
	0002-OPERATING EXPENSES TOTAL	3,447	6,026	8,980	8,980
	241-BUILDING COMMISSIONER TOTAL	\$461,438	\$453,008	\$460,864	\$456,094

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
2-PUBLIC SAFETY					
249-PUBLIC SAFETY BUILDING MAINT					
<i>0002-OPERATING EXPENSES</i>					
307	012492-521200: ELECTRICITY	216,355	196,570	215,000	225,000
308	012492-521400: HEAT	46,424	56,207	55,000	65,000
309	012492-523400: WATER	15,041	13,318	12,000	22,000
310	012492-524100: EXPENSE-EQUIP REPL/REPAIR	16,865	28,072	10,000	28,500
311	012492-524200: MAINT OF BUILDINGS	87,686	101,642	129,224	129,750
312	012492-524300: MAINT OF GROUNDS	2,844	4,028	7,900	7,900
313	012492-527100: EQUIP RENT/SERVICE CONTR	2,133	2,166	2,200	2,200
314	012492-545000: CUSTODIAL SUPPLIES	19,092	21,500	19,000	24,000
315	012492-578200: MISC EXPENSES	950	200	200	200
	0002-OPERATING EXPENSES TOTAL	407,389	423,703	450,524	504,550
<i>0006-CAPITAL EXPENSES</i>					
316	012496-585000: CAPITAL-NEW EQUIPMENT	-	165,812	37,000	37,000
	0006-CAPITAL EXPENSES TOTAL	-	165,812	37,000	37,000
	249-PUBLIC SAFETY BUILDING MAINT TOTAL	\$407,389	\$589,515	\$487,524	\$541,550

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
2-PUBLIC SAFETY					
291-EMERGENCY MANAGEMENT					
<i>0002-OPERATING EXPENSES</i>					
317	012912-521200: ELECTRICITY	1,456	2,043	3,500	3,500
318	012912-524000: EXPENSE-NEW EQUIPMENT	-	-	1,000	1,000
319	012912-530706: EMERGENCY MGMT PLAN	3,536	2,501	5,000	5,000
320	012912-534200: TELEPHONE/DATA	9,902	12,647	15,100	13,100
321	012912-542100: OFFICE SUPPLIES	-	-	100	100
322	012912-543000: BLDG REPAIR & MAINT SUPPL	-	255	1,000	1,000
323	012912-571100: TRAVEL ALLOWANCE	-	-	100	100
0002-OPERATING EXPENSES TOTAL		14,894	17,446	25,800	23,800
291-EMERGENCY MANAGEMENT TOTAL		\$14,894	\$17,446	\$25,800	\$23,800

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
2-PUBLIC SAFETY					
293-TRAFFIC CONTROL/FIRE ALARMS					
<i>0001-SALARIES</i>					
324	012931-513100: OVERTIME	-	1,560	10,200	10,200
	0001-SALARIES TOTAL	-	1,560	10,200	10,200
<i>0002-OPERATING EXPENSES</i>					
325	012932-521200: ELECTRICITY	6,189	14,023	11,500	11,500
326	012932-524600: MAINT OF EQUIPMENT	69,522	82,345	43,900	43,900
327	012932-530900: ENGINEERING EXPENSES	-	3,030	39,800	39,800
328	012932-531300: PUBLIC SAFETY EXPENSE	-	-	3,400	13,400
329	012932-553300: FIRE ALARM EXPENSES	3,807	9,464	29,400	29,400
330	012932-578200: MISC EXPENSES	-	-	21,200	21,200
	0002-OPERATING EXPENSES TOTAL	79,518	108,862	149,200	159,200
	293-TRAFFIC CONTROL/FIRE ALARMS TOTAL	\$79,518	\$110,422	\$159,400	\$169,400
	2-PUBLIC SAFETY TOTAL	\$15,380,298	\$16,415,981	\$17,102,203	\$17,527,184

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
4-PUBLIC WORKS					
401-PUBLIC WORKS					
<i>0001-SALARIES</i>					
331	014011-511000: SAL-DEPT HEAD	148,804	159,722	164,165	164,178
332	014011-511600: SAL-FULL TIME	448,135	460,740	476,325	474,365
333	014011-511801: SAL-LABOR	390,069	340,380	2,340,060	2,361,816
334	014011-511802: SAL-DPW WATER	314,182	240,589	-	-
335	014011-511803: SAL-DPW PARKS	51,446	107,619	-	-
336	014011-511804: SAL-DPW GARAGE	123,724	149,334	-	-
337	014011-511805: SAL-DPW HIGHWAY	1,285,463	1,312,335	-	-
338	014011-511806: SAL-DPW SEWER	35	12,451	-	-
339	014011-512000: SAL-SEASONAL	56,038	59,917	74,880	90,000
340	014011-512300: SAL-WORK CLOTHING	25,293	26,052	25,900	25,900
341	014011-512500: SAL-ALLOCATED TO WATER	-	-	-	(686,754)
342	014011-512600: SAL-ALLOCATED TO SEWER	-	-	-	(343,377)
343	014011-513100: OVERTIME	167,990	176,669	130,782	150,180
344	014011-514100: LONGEVITY PAY	16,650	17,788	19,150	17,150
	0001-SALARIES TOTAL	3,027,829	3,063,595	3,231,262	2,253,458
<i>0002-OPERATING EXPENSES</i>					
345	014012-521000: UTILITIES	89,079	84,965	99,300	95,000
346	014012-524000: EXPENSE-NEW EQUIPMENT	29,678	35,336	10,500	10,500
347	014012-524100: EXPENSE-EQUIP REPL/REPAIR	168,608	164,307	125,000	122,500
348	014012-529502: MAINT-GAS TANKS	7,105	8,957	5,000	5,000
349	014012-531100: ADVERTISING	110	-	525	525
350	014012-531900: LEGAL EXPENSES	60,000	-	-	-
351	014012-534100: POSTAGE	343	676	400	400
352	014012-534200: TELEPHONE/DATA	14,584	7,084	8,200	1,400
353	014012-542100: OFFICE SUPPLIES	7,054	7,883	7,000	7,000
354	014012-542200: PRINTING	3,207	-	700	700
355	014012-545000: CUSTODIAL SUPPLIES	3,599	3,563	8,000	8,000
356	014012-548000: VEHICLE GASOLINE AND OIL	145,668	144,968	165,000	162,500
357	014012-550100: MEDICAL SUPPLIES	585	975	1,000	1,000
358	014012-553100: PUBLIC WORKS MATERIALS	6,585	296	2,500	2,500
359	014012-558000: OTHER MATERIALS	-	-	1,000	1,000

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
4-PUBLIC WORKS					
401-PUBLIC WORKS					
360	014012-573100: DUES & SUBSCRIPTIONS	6,889	4,191	2,000	2,000
361	014012-578200: MISC EXPENSES	5,507	2,972	3,000	3,000
	0002-OPERATING EXPENSES TOTAL	548,602	466,171	439,125	423,025
	<i>0006-CAPITAL EXPENSES</i>				
362	014016-585000: CAPITAL-NEW EQUIPMENT	153,084	244,139	-	-
	0006-CAPITAL EXPENSES TOTAL	153,084	244,139	-	-
	401-PUBLIC WORKS TOTAL	\$3,729,515	\$3,773,905	\$3,670,387	\$2,676,483

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
4-PUBLIC WORKS					
410-ENGINEERING					
<i>0001-SALARIES</i>					
363	014101-511600: SAL-FULL TIME	172,831	179,036	186,484	189,065
364	014101-512000: SAL-SEASONAL	5,386	13,600	18,512	18,512
365	014101-513100: OVERTIME	-	499	500	500
366	014101-514100: LONGEVITY PAY	750	750	850	850
0001-SALARIES TOTAL		178,968	193,886	206,346	208,927
<i>0002-OPERATING EXPENSES</i>					
367	014102-524100: EXPENSE-EQUIP REPL/REPAIR	537	270	1,600	1,600
368	014102-527100: EQUIP RENT/SERVICE CONTR	208	1,769	750	750
369	014102-530708: STORMWATER MONITORING	20,763	1,257	-	-
370	014102-530901: STREET ACCEPTANCE	-	-	1,000	1,000
371	014102-538800: GIS (GEOGRAPHIC INFO SYST)	3,200	18,240	10,000	10,000
372	014102-542100: OFFICE SUPPLIES	4,721	3,999	1,100	1,100
373	014102-542500: PLANS AND BLUEPRINTS	1,561	-	750	750
374	014102-571100: TRAVEL ALLOWANCE	324	224	1,000	1,000
375	014102-579600: TRAINING/SCHOOL	150	100	3,150	3,150
0002-OPERATING EXPENSES TOTAL		31,464	25,860	19,350	19,350
410-ENGINEERING TOTAL		\$210,431	\$219,745	\$225,696	\$228,277

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
4-PUBLIC WORKS					
422-HIGHWAY MAINTENANCE					
<i>0002-OPERATING EXPENSES</i>					
376	014222-524000: EXPENSE-NEW EQUIPMENT	4,999	5,000	5,000	5,000
377	014222-524100: EXPENSE-EQUIP REPL/REPAIR	18,536	4,775	7,200	7,200
378	014222-524601: STREET LINES/MARKINGS	33,461	48,777	55,000	50,000
379	014222-527100: EQUIP RENT/SERVICE CONTR	20,375	5,800	1,500	1,500
380	014222-530600: POLICE DETAILS	8,015	11,678	5,000	5,000
381	014222-553100: PUBLIC WORKS MATERIALS	79,148	50,074	35,000	32,500
382	014222-553101: DPW MATERIALS-ASPHALT	34,871	49,343	65,000	62,500
383	014222-553102: DPW MATERIALS-CURBS	9,003	13,467	10,000	10,000
384	014222-553103: DPW MATERIALS-BLINKERS	-	-	1,000	1,000
385	014222-553104: DPW MATERIALS-ST SIGNS	22,465	19,490	20,000	20,000
386	014222-553105: DPW MATERIALS-CRK SEAL	18,816	31,833	30,000	27,500
387	014222-553106: DPW MATERIALS-GRD RAILS	2,000	600	5,000	5,000
388	014222-553107: DPW MATERIALS-INFRA RED	-	11,735	25,000	22,500
389	014222-578200: MISC EXPENSES	2,336	25,579	500	500
	0002-OPERATING EXPENSES TOTAL	254,025	278,151	265,200	250,200
<i>0006-CAPITAL EXPENSES</i>					
390	014226-584100: SIDEWALK CONSTRUCTION	24,972	40,000	27,000	27,000
391	014226-589600: STATE REIMB CONSTRUCTION	906,814	-	-	-
392	014226-589800: CAPITAL-HIGHWAY CONSTR	186,646	266,256	653,000	653,000
	0006-CAPITAL EXPENSES TOTAL	1,118,431	306,256	680,000	680,000
	422-HIGHWAY MAINTENANCE TOTAL	\$1,372,456	\$584,407	\$945,200	\$930,200

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
4-PUBLIC WORKS					
423-SNOW AND ICE REMOVAL					
<i>0001-SALARIES</i>					
393	014231-513100: OVERTIME	201,748	165,068	150,000	150,000
	0001-SALARIES TOTAL	201,748	165,068	150,000	150,000
<i>0002-OPERATING EXPENSES</i>					
394	014232-529401: SNOW & ICE-SAND/SALT	271,247	218,770	175,000	225,100
395	014232-529402: SNOW & ICE-EQ REP	75,532	70,334	50,000	70,000
396	014232-529403: SNOW & ICE-MISC	22,301	20,190	20,000	30,000
397	014232-529404: SNOW & ICE-CONTR SVCS	405,768	146,942	571,000	480,000
398	014232-529405: SNOW & ICE-STORM DAMAGE	4,369	25,774	7,000	10,000
399	014232-530600: POLICE DETAILS	6,494	2,058	2,000	10,000
	0002-OPERATING EXPENSES TOTAL	785,711	484,068	825,000	825,100
423-SNOW AND ICE REMOVAL TOTAL		\$987,459	\$649,136	\$975,000	\$975,100

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
4-PUBLIC WORKS					
424-STREET LIGHTING					
<i>0002-OPERATING EXPENSES</i>					
400	014242-578400: OPERATION EXPENSE	358,140	195,097	128,000	120,000
	0002-OPERATING EXPENSES TOTAL	358,140	195,097	128,000	120,000
	424-STREET LIGHTING TOTAL	\$358,140	\$195,097	\$128,000	\$120,000

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
4-PUBLIC WORKS					
430-WASTE COLLECTION/DISPOSAL					
<i>0002-OPERATING EXPENSES</i>					
401	014302-529101: REF REM-MSW COLL/DISP	1,258,963	1,250,073	1,228,609	1,278,609
402	014302-529102: REF REM-RECYCLE COLL/DISP	346,341	423,565	563,217	560,000
403	014302-529103: REF REM-WHITE GOODS	11,550	12,700	10,710	10,920
404	014302-529104: REF REM-BULK ITEMS	9,175	12,525	10,200	10,400
405	014302-529105: REF REM-MSW CONT C&D	58,821	48,373	58,340	59,505
406	014302-529106: REF REM-MISC EXP	5,763	22,365	10,000	10,000
407	014302-529201: MAT'L RCL CTR-MONITOR WELL	15,000	35,000	25,000	30,000
408	014302-529202: MAT'L RCL CTR-PAVING/DRAIN	-	-	1,000	1,000
409	014302-529203: MAT'L RCL CTR-CONTR WORK	9,824	6,288	17,200	17,200
410	014302-529204: MAT'L RCL CTR-EQUIP REPAIR	995	-	3,000	3,000
411	014302-529205: MAT'L RCL CTR-MAT'L & EQUIP	17,137	7,390	5,000	5,000
412	014302-529206: MAT'L RCL CTR-ENG SERVICE	829	-	500	500
413	014302-529207: MAT'L RCL CTR-UTILITIES	1,559	1,424	1,500	1,500
414	014302-529208: MAT'L RCL CTR-ODOR CNTRL	544	16,160	2,000	2,000
415	014302-529209: MAT'L RCL CTR-WASTE REM	3,554	1,105	2,500	2,500
	0002-OPERATING EXPENSES TOTAL	1,740,053	1,836,968	1,938,776	1,992,134
	430-WASTE COLLECTION/DISPOSAL TOTAL	\$1,740,053	\$1,836,968	\$1,938,776	\$1,992,134

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
4-PUBLIC WORKS					
440-SEWERAGE					
<i>0002-OPERATING EXPENSES</i>					
416	014402-524800: EXPENSE-CONSTRUCTION	-	2,374	2,375	-
417	014402-527100: EQUIP RENT/SERVICE CONTR	-	-	1,300	-
418	014402-529107: REMOVAL OF WASTE	7,963	210	2,500	-
419	014402-530600: POLICE DETAILS	1,671	4,989	3,200	-
420	014402-530709: SEWER I & I WORK	2,400	2,286	2,500	-
421	014402-530902: SEWER I & I STUDY	2,500	20,739	40,000	-
422	014402-539100: CONTRACT WORK	5,981	11,430	12,500	-
423	014402-543001: PUMP STATION MAINT	9,318	11,301	12,000	-
424	014402-553100: PUBLIC WORKS MATERIALS	24,815	29,099	26,550	-
	0002-OPERATING EXPENSES TOTAL	54,648	82,428	102,925	-
	440-SEWERAGE TOTAL	\$54,648	\$82,428	\$102,925	-

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
4-PUBLIC WORKS					
441-DRAIN MAINTENANCE					
<i>0002-OPERATING EXPENSES</i>					
425	014412-529107: REMOVAL OF WASTE	1,230	914	2,500	-
426	014412-530600: POLICE DETAILS	5,610	1,999	2,400	-
427	014412-539100: CONTRACT WORK	23,181	17,133	25,000	-
428	014412-553100: PUBLIC WORKS MATERIALS	40,421	26,788	6,000	-
429	014412-578400: OPERATION EXPENSE	1,464	301	5,000	-
	0002-OPERATING EXPENSES TOTAL	71,905	47,136	40,900	-
	441-DRAIN MAINTENANCE TOTAL	\$71,905	\$47,136	\$40,900	-

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
4-PUBLIC WORKS					
450-WATER DISTRIBUTION					
<i>0002-OPERATING EXPENSES</i>					
430	014502-523001: WATER MAINT-HIRED EO	36,846	-	8,000	-
431	014502-523002: WATER MAINT-POSTAGE	-	110	300	-
432	014502-523003: WATER MAINT-MATERIALS	43,269	62,658	45,000	-
433	014502-523004: WATER MAINT-NEW METERS	13,241	7,033	15,000	-
434	014502-523005: WATER MAINT-METER REP	5,834	7,151	3,000	-
435	014502-523006: WATER MAINT-FLOW/LEAK	1,650	-	5,000	-
436	014502-523007: WATER MAINT-STOCK TOOLS	5,446	10,256	7,500	-
437	014502-523008: WATER MAINT-MISC	185	2,145	500	-
438	014502-523009: WATER MAINT-PROT GEAR	180	1,106	3,000	-
439	014502-523010: WATER MAINT-POL DETAILS	5,597	9,644	7,000	-
440	014502-523011: WATER MAINT-ADVERTISING	-	-	500	-
441	014502-523012: WATER MAINT-LRG METER	-	-	7,500	-
442	014502-523013: WATER MAINT-MTR TEST	-	-	750	-
443	014502-523014: WATER MAINT-PIPE MAINT	422	11,348	15,000	-
444	014502-523015: WATER MAINT-CONSULTANT	1,246	1,368	2,000	-
445	014502-523101: WATER OPER-AMR SYSTEMS	98,064	110,762	138,000	-
446	014502-523102: WATER OPER-SAFETY PROG	6,550	-	3,000	-
447	014502-523103: WATER OPER-ADVERTISING	-	731	750	-
448	014502-523104: WATER OPER-TELEPHONE	6,572	6,572	7,500	-
449	014502-523105: WATER OPER-UTILITIES	5,879	6,938	15,000	-
450	014502-523106: WATER OPER-BLDG/GRD	9,570	13,684	10,000	-
451	014502-523107: WATER OPER-MISC	2,360	15,146	1,000	-
452	014502-523108: WATER OPER-SAMPLE TEST	60	240	500	-
453	014502-523109: WATER OPER-PERMIT FEES	315	315	2,000	-
454	014502-523110: WATER OPER-FLOW RECORD	-	-	5,000	-
455	014502-523111: WATER OPER-SDWA ASSESS	8,944	8,788	11,000	-
456	014502-523200: WATER CONNECT	7,500	5,984	4,500	-
457	014502-523201: WATER CONNECT-POL DETAIL	-	-	1,500	-
458	014502-523500: CROSS CONNECTION PROGRAM	33,714	79,737	80,500	-
	0002-OPERATING EXPENSES TOTAL	293,443	361,716	400,300	-
	450-WATER DISTRIBUTION TOTAL	\$293,443	\$361,716	\$400,300	-

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
4-PUBLIC WORKS					
451-MWRA ASSESSMENTS					
<i>0002-OPERATING EXPENSES</i>					
459	014512-523301: MWRA ASSESSMENT-WATER	3,703,392	4,082,904	4,231,726	-
460	014512-523302: MWRA ASSESSMENT-SEWER	7,436,847	7,628,062	8,093,374	-
	0002-OPERATING EXPENSES TOTAL	11,140,239	11,710,966	12,325,100	-
	451-MWRA ASSESSMENTS TOTAL	\$11,140,239	\$11,710,966	\$12,325,100	-

TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
4-PUBLIC WORKS					
482-AIRPORT					
<i>0001-SALARIES</i>					
461	014821-511000: SAL-DEPT HEAD	95,900	102,929	105,792	105,792
462	014821-511600: SAL-FULL TIME	76,232	77,924	80,223	80,223
463	014821-511700: SAL-PART TIME	1,420	1,560	1,500	1,500
464	014821-513100: OVERTIME	6,580	11,716	10,000	10,000
465	014821-514100: LONGEVITY PAY	1,500	1,700	1,700	1,700
	0001-SALARIES TOTAL	181,631	195,829	199,215	199,215
<i>0002-OPERATING EXPENSES</i>					
466	014822-521000: UTILITIES	17,535	13,556	17,000	27,000
467	014822-524100: EXPENSE-EQUIP REPL/REPAIR	6,052	5,942	8,100	8,100
468	014822-524200: MAINT OF BUILDINGS	25,634	25,805	10,000	18,000
469	014822-524300: MAINT OF GROUNDS	30,055	9,725	43,000	43,000
470	014822-527300: RENTAL EXPENSES	24,647	25,602	7,500	5,000
471	014822-529400: SNOW & ICE EXPENSES	31,290	49,663	46,000	47,380
472	014822-530710: AIRPORT SECURITY	4,906	7,664	6,000	6,000
473	014822-530900: ENGINEERING EXPENSES	3,500	2,925	6,000	6,000
474	014822-531700: STENOGRAPHER SERVICES	250	576	1,500	1,500
475	014822-534200: TELEPHONE/DATA	2,268	660	2,000	-
476	014822-542100: OFFICE SUPPLIES	8,899	13,279	13,000	12,000
477	014822-571100: TRAVEL ALLOWANCE	592	3,545	1,400	1,400
478	014822-573300: CONFERENCES	225	4,285	3,800	3,800
479	014822-578200: MISC EXPENSES	-	74	10,900	10,000
	0002-OPERATING EXPENSES TOTAL	155,853	163,302	176,200	189,180
<i>0006-CAPITAL EXPENSES</i>					
480	014826-584000: SITE IMPROVEMENTS	3,209	3,186	6,000	6,000
481	014826-589500: CAPITAL-CONSTRUCTION	15,338	86,489	90,000	-
	0006-CAPITAL EXPENSES TOTAL	18,547	89,675	96,000	6,000
	482-AIRPORT TOTAL	\$356,031	\$448,806	\$471,415	\$394,395

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
4-PUBLIC WORKS					
491-CEMETERY					
<i>0001-SALARIES</i>					
482	014911-511600: SAL-FULL TIME	400,208	416,724	442,956	447,313
483	014911-512000: SAL-SEASONAL	27,349	27,521	24,960	24,960
484	014911-512300: SAL-WORK CLOTHING	4,306	4,200	4,200	4,200
485	014911-513100: OVERTIME	33,630	34,110	30,000	30,000
486	014911-514100: LONGEVITY PAY	-	1,200	600	600
	0001-SALARIES TOTAL	465,493	483,754	502,716	507,073
<i>0002-OPERATING EXPENSES</i>					
487	014912-521000: UTILITIES	12,146	17,371	16,000	19,000
488	014912-524100: EXPENSE-EQUIP REPL/REPAIR	8,737	7,521	10,000	9,000
489	014912-524300: MAINT OF GROUNDS	-	1,418	10,000	10,000
490	014912-534200: TELEPHONE/DATA	2,086	2,166	1,100	-
491	014912-539100: CONTRACT WORK	20,212	11,804	7,500	7,500
492	014912-546200: TREE CARE	17,905	8,777	11,500	10,500
493	014912-546400: OTHER GROUNDSKEEPING	14,965	38,276	20,500	20,500
494	014912-548000: VEHICLE GASOLINE AND OIL	11,298	15,282	13,978	13,978
495	014912-553100: PUBLIC WORKS MATERIALS	74,633	13,697	14,500	13,500
496	014912-553200: BURIAL LINERS	19,297	17,178	17,900	16,000
497	014912-573100: DUES & SUBSCRIPTIONS	160	690	320	320
498	014912-578200: MISC EXPENSES	509	244	400	400
	0002-OPERATING EXPENSES TOTAL	181,948	134,423	123,698	120,698
<i>0006-CAPITAL EXPENSES</i>					
499	014916-584000: SITE IMPROVEMENTS	500	15,000	55,500	-
500	014916-585000: CAPITAL-NEW EQUIPMENT	49,000	84,000	18,500	-
	0006-CAPITAL EXPENSES TOTAL	49,500	99,000	74,000	-
491-CEMETERY TOTAL		\$696,941	\$717,177	\$700,414	\$627,771

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
4-PUBLIC WORKS					
650-PARKS MAINTENANCE					
<i>0002-OPERATING EXPENSES</i>					
501	016502-521000: UTILITIES	4,880	5,697	4,000	39,000
502	016502-524100: EXPENSE-EQUIP REPL/REPAIR	10,228	6,438	6,750	6,750
503	016502-524300: MAINT OF GROUNDS	54,914	46,418	74,000	74,000
504	016502-524500: VEHICLE MAINTENANCE	48	-	1,000	1,000
505	016502-529600: PESTICIDE APPLICATIONS	9,318	9,496	9,500	9,500
506	016502-530713: DOHERTY FIELD WORK	65,498	-	-	-
507	016502-546201: TREE CARE-NEW TREES	-	8,794	4,500	4,500
508	016502-546202: TREE CARE-TREE WORK/REMOVAL	29,700	41,695	48,100	48,100
509	016502-546401: PARKS MAINTENANCE	133,468	119,736	95,000	92,500
	0002-OPERATING EXPENSES TOTAL	308,054	238,273	242,850	275,350
<i>0006-CAPITAL EXPENSES</i>					
510	016506-585000: CAPITAL-NEW EQUIPMENT	-	21,693	-	-
	0006-CAPITAL EXPENSES TOTAL	-	21,693	-	-
	650-PARKS MAINTENANCE TOTAL	\$308,054	\$259,966	\$242,850	\$275,350
	4-PUBLIC WORKS TOTAL	\$21,319,315	\$20,887,455	\$22,166,963	\$8,219,710

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
5-HEALTH & HUMAN SERVICES					
512-BOARD OF HEALTH					
<i>0001-SALARIES</i>					
511	015121-511000: SAL-DEPT HEAD	104,527	112,188	115,309	115,309
512	015121-511600: SAL-FULL TIME	361,776	374,165	384,387	372,744
513	015121-511700: SAL-PART TIME	22,649	14,200	24,400	24,400
514	015121-512300: SAL-WORK CLOTHING	650	650	650	650
515	015121-514100: LONGEVITY PAY	2,650	3,800	3,950	3,350
516	015121-514300: STANDBY	-	-	1,560	1,560
517	015121-514800: DEFIB PAY	250	-	250	250
518	015121-519500: SAL-TRAVEL ALLOWANCE	7,600	7,600	7,600	7,600
	0001-SALARIES TOTAL	500,102	512,604	538,106	525,863
<i>0002-OPERATING EXPENSES</i>					
519	015122-521000: UTILITIES	852	950	1,000	1,000
520	015122-524100: EXPENSE-EQUIP REPL/REPAIR	61	-	300	300
521	015122-529108: HAZARDOUS WASTE PRG	47,418	39,999	55,000	70,000
522	015122-531003: MENTAL HEALTH SERVICES	-	-	-	7,000
523	015122-534200: TELEPHONE/DATA	230	188	1,200	-
524	015122-539101: BOH-DENTAL	-	9,310	10,000	10,000
525	015122-539200: ST CATHERINE SCHOOL NURSE	36,220	36,220	36,220	36,220
526	015122-542100: OFFICE SUPPLIES	3,053	2,624	3,100	3,100
527	015122-550100: MEDICAL SUPPLIES	1,837	1,485	2,000	2,000
528	015122-558200: KENNEL EXPENSES	3,684	3,373	2,475	2,475
529	015122-571100: TRAVEL ALLOWANCE	1,522	1,763	2,000	2,000
530	015122-573100: DUES & SUBSCRIPTIONS	4,374	3,881	3,720	3,720
531	015122-578200: MISC EXPENSES	3,006	1,091	500	500
	0002-OPERATING EXPENSES TOTAL	102,257	100,885	117,515	138,315
<i>0006-CAPITAL EXPENSES</i>					
532	015126-585000: CAPITAL-NEW EQUIPMENT	31,402	-	-	-
	0006-CAPITAL EXPENSES TOTAL	31,402	-	-	-
	512-BOARD OF HEALTH TOTAL	\$633,760	\$613,489	\$655,621	\$664,178

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
5-HEALTH & HUMAN SERVICES					
541-COUNCIL ON AGING					
<i>0001-SALARIES</i>					
533	015411-511000: SAL-DEPT HEAD	84,724	89,219	94,280	97,820
534	015411-511600: SAL-FULL TIME	210,607	211,097	217,196	226,000
535	015411-511700: SAL-PART TIME	29,094	30,829	34,400	44,400
536	015411-512300: SAL-WORK CLOTHING	650	-	650	650
537	015411-513100: OVERTIME	318	1,064	1,000	1,000
538	015411-514100: LONGEVITY PAY	600	1,200	1,200	1,200
539	015411-514200: SHIFT DIFFERENTIAL	2,676	2,501	3,000	3,000
540	015411-514800: DEFIB PAY	400	400	400	400
	0001-SALARIES TOTAL	329,070	336,310	352,126	374,470
<i>0002-OPERATING EXPENSES</i>					
541	015412-521000: UTILITIES	36,496	38,082	38,000	48,000
542	015412-524200: MAINT OF BUILDINGS	501	303	500	500
543	015412-524500: VEHICLE MAINTENANCE	3,879	2,604	3,500	3,500
544	015412-527100: EQUIP RENT/SERVICE CONTR	8,335	7,944	8,500	12,000
545	015412-527300: RENTAL EXPENSES	175	-	800	800
546	015412-534100: POSTAGE	1,000	1,000	1,010	1,010
547	015412-534200: TELEPHONE/DATA	3,036	1,407	2,100	-
548	015412-535700: OTHER RECREATION PROGRAMS	464	288	500	500
549	015412-542100: OFFICE SUPPLIES	1,360	1,256	1,360	1,360
550	015412-542200: PRINTING	2,010	1,176	2,000	2,000
551	015412-545000: CUSTODIAL SUPPLIES	6,525	5,143	7,000	7,000
552	015412-548000: VEHICLE GASOLINE AND OIL	4,982	5,385	7,900	10,900
553	015412-571100: TRAVEL ALLOWANCE	243	249	750	750
554	015412-578200: MISC EXPENSES	-	-	200	1,700
555	015412-578401: TRANSFARE EXPENSE	26,796	22,911	36,000	23,000
	0002-OPERATING EXPENSES TOTAL	95,803	87,748	110,120	113,020
<i>0006-CAPITAL EXPENSES</i>					
556	015416-582000: BUILDING CONSTRUCTION	55,000	17,000	-	-
	0006-CAPITAL EXPENSES TOTAL	55,000	17,000	-	-
541-COUNCIL ON AGING TOTAL		\$479,874	\$441,058	\$462,246	\$487,490

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
5-HEALTH & HUMAN SERVICES					
543-VETERANS' SERVICES					
<i>0001-SALARIES</i>					
557	015431-511000: SAL-DEPT HEAD	80,517	82,304	84,593	84,600
558	015431-511600: SAL-FULL TIME	46,904	52,932	55,977	59,657
559	015431-511700: SAL-PART TIME	2,562	1,431	11,000	11,000
560	015431-514100: LONGEVITY PAY	750	750	750	850
0001-SALARIES TOTAL		130,733	137,417	152,320	156,107
<i>0002-OPERATING EXPENSES</i>					
561	015432-542100: OFFICE SUPPLIES	1,543	682	1,000	1,000
562	015432-558502: HOLIDAY-MEMORIAL DAY	5,393	4,903	4,500	4,500
563	015432-577001: VETERANS BEN-DIR RELIEF	221,904	152,186	195,000	190,000
564	015432-577002: VETERANS BEN-DRUGS	18,490	8,433	22,000	22,000
565	015432-577003: VETERANS BEN-VEH REIMB	2,564	2,073	2,000	2,000
566	015432-577004: VETERANS BEN-MED SERVICE	45,239	57,997	48,700	48,700
567	015432-577005: VETERANS BEN-MISC	94	-	-	-
568	015432-578200: MISC EXPENSES	1,810	2,296	2,100	2,100
569	015432-579600: TRAINING/SCHOOL	2,113	3,088	3,700	3,700
0002-OPERATING EXPENSES TOTAL		299,150	231,658	279,000	274,000
543-VETERANS' SERVICES TOTAL		\$429,883	\$369,075	\$431,320	\$430,107
5-HEALTH & HUMAN SERVICES TOTAL		\$1,543,517	\$1,423,621	\$1,549,187	\$1,581,775

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
6-CULTURE & RECREATION					
610-LIBRARY					
<i>0001-SALARIES</i>					
570	016101-511000: SAL-DEPT HEAD	106,260	114,044	122,020	122,020
571	016101-511600: SAL-FULL TIME	928,631	953,156	1,000,593	1,012,820
572	016101-511700: SAL-PART TIME	297,654	308,018	298,355	309,938
573	016101-513121: OVERTIME-LIB SUNDAY	14,718	14,788	20,000	20,000
574	016101-513122: OVERTIME-LIB CUST	173	1,120	2,500	2,500
575	016101-514100: LONGEVITY PAY	2,900	3,200	6,377	6,476
576	016101-514200: SHIFT DIFFERENTIAL	260	50	300	300
	0001-SALARIES TOTAL	1,350,597	1,394,375	1,450,145	1,474,054
<i>0002-OPERATING EXPENSES</i>					
577	016102-521000: UTILITIES	75,145	80,488	75,000	70,000
578	016102-524100: EXPENSE-EQUIP REPL/REPAIR	7,993	13,134	13,500	13,500
579	016102-524200: MAINT OF BUILDINGS	19,148	27,140	18,000	18,000
580	016102-527100: EQUIP RENT/SERVICE CONTR	9,447	9,438	10,000	10,000
581	016102-529400: SNOW & ICE EXPENSES	4,405	3,220	5,000	5,000
582	016102-530712: MICROFILMING	297	422	500	500
583	016102-531700: STENOGRAPHER SERVICES	619	900	1,500	-
584	016102-534100: POSTAGE	2,387	2,130	2,250	2,250
585	016102-534200: TELEPHONE/DATA	1,919	1,492	1,925	-
586	016102-538400: SERVICE FEES	-	-	500	500
587	016102-542100: OFFICE SUPPLIES	11,452	16,649	12,000	12,000
588	016102-542200: PRINTING	166	583	750	750
589	016102-543000: BLDG REPAIR & MAINT SUPPL	8,571	8,450	9,000	9,000
590	016102-551300: LIB-CIRCULATING MATERIAL	144,933	134,689	142,000	142,000
591	016102-551400: LIB-ELECTRONIC FORMAT	41,489	51,090	42,000	42,000
592	016102-551500: LIB-TECH SUBSCRIPTIONS	2,454	4,629	3,000	3,000
593	016102-558100: WORK CLOTHING/UNIFORMS	3,965	755	800	800
594	016102-559400: PROGRAM EXPENSES	4,346	4,177	2,000	2,000
595	016102-571100: TRAVEL ALLOWANCE	2,468	2,810	3,500	3,000
596	016102-573101: MINUTEMAN SUBSCRIPTION	51,238	51,737	54,500	54,500
597	016102-573300: CONFERENCES	4,421	3,596	3,500	5,500
598	016102-578200: MISC EXPENSES	344	95	500	500

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
6-CULTURE & RECREATION					
610-LIBRARY					
599	016102-579600: TRAINING/SCHOOL	-	605	1,500	1,500
	0002-OPERATING EXPENSES TOTAL	397,207	418,229	403,225	396,300
	<i>0006-CAPITAL EXPENSES</i>				
600	016106-585000: CAPITAL-NEW EQUIPMENT	12,951	10,969	12,000	12,000
	0006-CAPITAL EXPENSES TOTAL	12,951	10,969	12,000	12,000
	610-LIBRARY TOTAL	\$1,760,755	\$1,823,572	\$1,865,370	\$1,882,354

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
6-CULTURE & RECREATION					
630-RECREATION					
<i>0001-SALARIES</i>					
601	016301-511000: SAL-DEPT HEAD	81,100	91,665	96,831	100,054
602	016301-511600: SAL-FULL TIME	297,256	307,668	319,524	361,181
603	016301-511700: SAL-PART TIME	83,092	88,514	106,712	110,780
604	016301-512000: SAL-SEASONAL	204,954	189,304	268,120	286,932
605	016301-512700: TEMP SERVICES-SUMMER	36,885	35,933	45,370	48,545
606	016301-513100: OVERTIME	23,717	24,299	25,263	26,220
607	016301-514100: LONGEVITY PAY	4,800	4,600	4,300	3,600
608	016301-514200: SHIFT DIFFERENTIAL	735	737	789	789
	0001-SALARIES TOTAL	732,539	742,721	866,909	938,101
<i>0002-OPERATING EXPENSES</i>					
609	016302-521000: UTILITIES	51,718	57,593	65,500	65,500
610	016302-521001: PLAYGROUND UTILITIES	59,421	67,371	75,000	40,000
611	016302-524100: EXPENSE-EQUIP REPL/REPAIR	1,220	14,383	7,000	7,000
612	016302-524200: MAINT OF BUILDINGS	58,355	74,739	98,000	95,000
613	016302-524500: VEHICLE MAINTENANCE	2,557	2,270	3,500	3,500
614	016302-525300: POOL MAINTENANCE	63,019	47,177	46,700	46,700
615	016302-525400: PLAYGROUND MAINTENANCE	11,933	7,012	20,000	20,000
616	016302-527100: EQUIP RENT/SERVICE CONTR	37,719	49,683	43,500	42,000
617	016302-527200: OTHER RENTALS	7,057	9,600	5,750	5,750
618	016302-534100: POSTAGE	400	-	900	900
619	016302-534200: TELEPHONE/DATA	5,274	6,140	5,400	400
620	016302-542100: OFFICE SUPPLIES	6,045	5,070	2,950	2,950
621	016302-542200: PRINTING	2,159	3,242	2,800	2,800
622	016302-545000: CUSTODIAL SUPPLIES	5,773	6,473	7,000	7,000
623	016302-558100: WORK CLOTHING/UNIFORMS	1,324	1,092	1,200	1,200
624	016302-558300: PLAYGROUND MAINT MAT'L	11,908	2,316	6,000	6,000
625	016302-559400: PROGRAM EXPENSES	4,943	5,841	4,000	4,000
626	016302-571100: TRAVEL ALLOWANCE	1,475	222	3,000	3,000
627	016302-573100: DUES & SUBSCRIPTIONS	425	-	1,600	1,600
628	016302-573300: CONFERENCES	-	7,501	6,500	6,500
	0002-OPERATING EXPENSES TOTAL	332,725	367,724	406,300	361,800

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
6-CULTURE & RECREATION					
630-RECREATION					
<i>0006-CAPITAL EXPENSES</i>					
629	016306-584000: SITE IMPROVEMENTS	1,636	38,192	32,000	30,000
630	016306-585000: CAPITAL-NEW EQUIPMENT	12,118	50,769	27,000	25,000
0006-CAPITAL EXPENSES TOTAL		13,754	88,961	59,000	55,000
630-RECREATION TOTAL		\$1,079,018	\$1,199,406	\$1,332,209	\$1,354,901

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
6-CULTURE & RECREATION					
692-CELEBRATIONS					
<i>0002-OPERATING EXPENSES</i>					
631	016922-535400: CARILLON CONCERTS/MAINT	6,019	5,654	6,950	6,950
632	016922-535701: SUMMERFEST PROGRAMS	5,800	6,235	6,900	6,900
633	016922-558501: HOLIDAY-FESTIVAL	2,500	2,500	2,500	2,500
634	016922-558502: HOLIDAY-MEMORIAL DAY	3,673	4,318	5,000	5,000
635	016922-558503: HOLIDAYS-JULY 4TH	21,700	21,700	21,700	21,700
636	016922-558504: HOLIDAYS-DECORATIONS	17,949	9,920	10,000	10,000
0002-OPERATING EXPENSES TOTAL		57,640	50,327	53,050	53,050
692-CELEBRATIONS TOTAL		\$57,640	\$50,327	\$53,050	\$53,050
6-CULTURE & RECREATION TOTAL		\$2,897,413	\$3,073,305	\$3,250,629	\$3,290,305

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
7-SHARED COSTS					
193-FACILITIES					
<i>0001-SALARIES</i>					
637	011931-511000: SAL-DEPT HEAD	-	-	-	35,837
638	011931-511600: SAL-FULL TIME	-	-	-	243,102
639	011931-512000: SAL-SEASONAL	-	-	-	22,500
640	011931-513100: OVERTIME	-	-	-	22,500
	0001-SALARIES TOTAL	-	-	-	323,939
<i>0002-OPERATING EXPENSES</i>					
641	011932-524200: MAINT OF BUILDINGS	-	-	-	20,000
642	011932-524500: VEHICLE MAINTENANCE	-	-	-	1,000
643	011932-542100: OFFICE SUPPLIES	-	-	-	1,000
644	011932-543000: BLDG REPAIR & MAINT SUPPL	-	-	-	20,000
645	011932-548000: VEHICLE GASOLINE AND OIL	-	-	-	4,000
646	011932-579600: TRAINING/SCHOOL	-	-	-	3,000
	0002-OPERATING EXPENSES TOTAL	-	-	-	49,000
	193-FACILITIES TOTAL	-	-	-	\$372,939

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
7-SHARED COSTS					
750-DEBT SERVICE					
<i>0002-OPERATING EXPENSES</i>					
647	017502-591000: DEBT PRINCIPAL	13,832,562	13,768,818	14,366,056	15,292,151
648	017502-591500: INTEREST ON L-T DEBT	4,235,847	4,083,067	4,359,409	4,183,090
649	017502-595700: UNPAID BILLS	20,403	-	526	-
0002-OPERATING EXPENSES TOTAL		18,088,811	17,851,885	18,725,991	19,475,241
750-DEBT SERVICE TOTAL		\$18,088,811	\$17,851,885	\$18,725,991	\$19,475,241

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
7-SHARED COSTS					
820-STATE ASSESSMENTS AND CHARGES					
<i>0002-OPERATING EXPENSES</i>					
650	018202-563100: STATE ASSESSMENT-SPED	-	-	31,652	21,267
651	018202-563900: STATE ASSESSMENT-MOSQUITO	-	-	78,247	81,072
652	018202-564000: STATE ASSESSMENT-AIR POLLUTION	-	-	10,184	10,398
653	018202-564200: STATE ASSESSMENT-MAPC	-	-	15,580	15,743
654	018202-564600: STATE ASSESSMENT-RMV	-	-	37,600	39,880
655	018202-566100: STATE ASSESSMENT-MBTA	-	-	659,014	656,876
656	018202-569001: STATE ASSESSMENT-SCH CHOICE	-	-	110,617	83,576
657	018202-569002: STATE ASSESSMENT-CHARTER SCH	-	-	1,103,968	1,094,870
	0002-OPERATING EXPENSES TOTAL	-	-	2,046,862	2,003,682
	820-STATE ASSESSMENTS AND CHARGES TOTAL	-	-	\$2,046,862	\$2,003,682

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
7-SHARED COSTS					
830-COUNTY ASSESSMENTS					
<i>0002-OPERATING EXPENSES</i>					
658	018302-562100: EX-COUNTY TAX	-	-	231,463	237,250
	0002-OPERATING EXPENSES TOTAL	-	-	231,463	237,250
	830-COUNTY ASSESSMENTS TOTAL	-	-	\$231,463	\$237,250

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
7-SHARED COSTS					
840-REGIONAL SCHOOLS					
<i>0002-OPERATING EXPENSES</i>					
659	018402-532101: REGIONAL SCHOOLS-NAHS	21,571	25,545	21,615	30,000
660	018402-532102: REGIONAL SCHOOLS-BH	1,058,809	1,072,243	1,316,554	1,601,881
0002-OPERATING EXPENSES TOTAL		1,080,380	1,097,788	1,338,169	1,631,881
840-REGIONAL SCHOOLS TOTAL		\$1,080,380	\$1,097,788	\$1,338,169	\$1,631,881

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
7-SHARED COSTS					
911-RETIREMENT AND PENSION CONTRIB					
<i>0002-OPERATING EXPENSES</i>					
661	019112-579001: PENSIONS	4,847,339	4,839,431	5,194,730	4,745,183
662	019112-579002: PENSIONS-NONCONTRIB	40,000	40,000	25,000	25,000
663	019112-579004: PENSIONS-CATCH UP	-	-	-	500,000
0002-OPERATING EXPENSES TOTAL		4,887,339	4,879,431	5,219,730	5,270,183
911-RETIREMENT AND PENSION CONTRIB TOTAL		\$4,887,339	\$4,879,431	\$5,219,730	\$5,270,183

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
7-SHARED COSTS					
912-WORKER'S COMPENSATION					
<i>0002-OPERATING EXPENSES</i>					
664	019122-517100: SAL-WORKERS' COMP	128,213	161,073	185,000	185,000
665	019122-531001: MEDICAL-RETIRED POL/FIRE	(8,000)	20,885	75,000	75,000
666	019122-579000: W/C-STATE ASSESSMENTS	-	2,698	2,000	2,000
667	019122-579102: W/C-MEDICAL PAY'TS	193,221	158,869	180,000	180,000
668	019122-579103: W/C-ADMIN SERVICES	31,681	58,143	50,000	50,000
669	019122-579104: W/C-SETTLEMENTS	25,886	35,000	50,000	50,000
670	019122-579105: W/C-LEGAL COSTS	21,623	10,175	25,000	25,000
671	019122-579106: W/C-ADMIN EXP	-	-	500	500
672	019122-579200: PRE-EMPLOYMENT EXAM	8,635	8,678	7,500	7,500
	0002-OPERATING EXPENSES TOTAL	401,258	455,520	575,000	575,000
	912-WORKER'S COMPENSATION TOTAL	\$401,258	\$455,520	\$575,000	\$575,000

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
7-SHARED COSTS					
914-HEALTH INSURANCE					
<i>0002-OPERATING EXPENSES</i>					
673	019142-578100: ADMINISTRATION EXPENSES	26,847	39,725	50,000	50,000
674	019142-579301: HEALTH INSURANCE-OPEB	300,000	550,000	250,000	250,000
675	019142-579302: HEALTH INSURANCE-GASB 45	9,750	1,250	7,500	7,500
676	019142-579303: HEALTH INSURANCE-NEW EMP	1,961	463	10,000	10,000
677	019142-579304: HEALTH INSURANCE-LIFE PREM	52,965	56,509	60,000	60,000
678	019142-579305: HEALTH INSURANCE-SCHL	7,497,686	7,502,631	-	-
679	019142-579306: HEALTH INSURANCE-GEN'L GOV'T	5,434,921	5,357,439	14,028,000	14,748,275
0002-OPERATING EXPENSES TOTAL		13,324,131	13,508,016	14,405,500	15,125,775
914-HEALTH INSURANCE TOTAL		\$13,324,131	\$13,508,016	\$14,405,500	\$15,125,775

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
7-SHARED COSTS					
916-MEDICARE					
<i>0002-OPERATING EXPENSES</i>					
680	019162-575400: MEDICARE EMPLOYER SHARE	892,565	922,411	951,000	981,000
0002-OPERATING EXPENSES TOTAL		892,565	922,411	951,000	981,000
916-MEDICARE TOTAL		\$892,565	\$922,411	\$951,000	\$981,000

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
7-SHARED COSTS					
	931-CAPITAL EQUIPMENT				
	<i>0006-CAPITAL EXPENSES</i>				
681	019316-585000: CAPITAL-NEW EQUIPMENT	-	35,800	-	-
	0006-CAPITAL EXPENSES TOTAL	-	35,800	-	-
	931-CAPITAL EQUIPMENT TOTAL	-	\$35,800	-	-

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
7-SHARED COSTS					
945-LIABILITY INSURANCE					
<i>0002-OPERATING EXPENSES</i>					
682	019452-530700: OUTSIDE CONSULTANTS	4,985	9,283	5,000	5,000
683	019452-574000: PROPERTY & LIABILITY	501,221	503,801	500,000	600,000
684	019452-574200: MISC INSURANCE	56,215	58,602	70,000	70,000
685	019452-574300: BOILER & MACHINERY INS	2,100	1,800	2,500	2,500
686	019452-574400: AIRPORT LIABILITY	9,331	12,820	15,000	50,000
687	019452-574900: UNEMPLOYMENT INSURANCE	-	-	360,000	225,000
688	019452-578100: ADMINISTRATION EXPENSES	3,200	3,200	8,500	8,500
	0002-OPERATING EXPENSES TOTAL	577,052	589,506	961,000	961,000
	945-LIABILITY INSURANCE TOTAL	\$577,052	\$589,506	\$961,000	\$961,000

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
7-SHARED COSTS					
951-RESERVE FUND					
<i>0002-OPERATING EXPENSES</i>					
689	019512-595800: RESERVE FUND	-	-	125,000	150,000
	0002-OPERATING EXPENSES TOTAL	-	-	125,000	150,000
	951-RESERVE FUND TOTAL	-	-	\$125,000	\$150,000

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
7-SHARED COSTS					
994-TRANSFERS TO PERMANENT FUNDS					
<i>0002-OPERATING EXPENSES</i>					
690	019942-595600: OVERRIDE STABILIZATION	-	-	1,209,290	700,000
691	019942-595900: STABILIZATION FUND	405,864	428,571	428,571	428,571
0002-OPERATING EXPENSES TOTAL		405,864	428,571	1,637,861	1,128,571
994-TRANSFERS TO PERMANENT FUNDS TOTAL		\$405,864	\$428,571	\$1,637,861	\$1,128,571
7-SHARED COSTS TOTAL		\$39,657,400	\$39,768,928	\$46,217,576	\$47,912,522
0001 - GENERAL FUND TOTAL		\$87,365,967	\$89,127,165	\$95,669,896	\$84,462,106

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
0003 - SCHOOL FUND					
3-EDUCATION					
300-DISTRICT WIDE					
<i>1110-SCHOOL COMMITTEE</i>					
692	30011110-511200: SAL-CLERK F/T	12,300	12,300	13,213	13,345
693	30011110-519500: SAL-TRAVEL ALLOWANCE	-	-	-	2,500
694	30011110-563000: STATE ASSESSMENT	12,942	13,849	15,220	17,527
695	30011110-578100: ADMINISTRATION EXPENSES	7,337	6,577	7,585	7,743
	1110-SCHOOL COMMITTEE TOTAL	32,579	32,726	36,018	41,115
<i>1210-SUPERINTENDENT</i>					
696	30101210-511000: SAL-DEPT HEAD	162,000	166,050	170,616	174,500
697	30101210-511200: SAL-CLERK F/T	180,897	185,791	71,156	71,868
698	30101210-519500: SAL-TRAVEL ALLOWANCE	-	-	6,150	6,000
699	30101210-527200: OTHER RENTALS	11,676	15,797	1,927	1,400
700	30111210-539100: CONTRACT WORK	-	-	44,900	62,655
701	30111210-542100: OFFICE SUPPLIES	2,901	4,884	5,428	2,500
702	30111210-573100: DUES & SUBSCRIPTIONS	-	-	10,000	22,738
703	30111210-579600: TRAINING/SCHOOL	-	-	-	3,500
	1210-SUPERINTENDENT TOTAL	357,474	372,522	310,177	345,161
<i>1220-ASSISTANT SUPERINTENDENTS</i>					
704	30101220-511100: SAL-PROF F/T	238,172	-	151,231	152,743
705	30101220-519500: SAL-TRAVEL ALLOWANCE	-	-	1,230	1,200
	1220-ASSISTANT SUPERINTENDENTS TOTAL	238,172	-	152,461	153,943
<i>1230-OTHER DISTRICT-WIDE ADMIN</i>					
706	30111230-519500: SAL-TRAVEL ALLOWANCE	10,200	10,200	-	-
707	30111230-521600: POSTAGE EXPENSES	3,026	3,279	5,125	1,200
708	30111230-542200: PRINTING	5,189	3,230	6,150	6,150
	1230-OTHER DISTRICT-WIDE ADMIN TOTAL	18,415	16,709	11,275	7,350
<i>1410-BUSINESS AND FINANCE</i>					
709	30101410-511100: SAL-PROF F/T	127,902	140,518	134,706	136,053
710	30101410-511200: SAL-CLERK F/T	165,779	178,515	236,775	278,720
711	30111410-531400: ACCOUNTING & AUDITING	15,300	17,800	16,913	17,420

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
300-DISTRICT WIDE					
712	30111410-573100: DUES & SUBSCRIPTIONS	-	-	1,600	1,360
713	30101410-579600: TRAINING/SCHOOL	-	-	-	1,000
	1410-BUSINESS AND FINANCE TOTAL	308,981	336,833	389,994	434,553
<i>1420-HUMAN RESOURCES AND BENEFIT</i>					
714	30101420-511200: SAL-CLERK F/T	-	-	64,575	64,575
715	30111420-531100: ADVERTISING	3,566	3,532	4,100	4,100
	1420-HUMAN RESOURCES AND BENEFIT TOTAL	3,566	3,532	68,675	68,675
<i>1430-LEGAL SERVICE SCHOOL COMM</i>					
716	30111430-531200: LABOR RELATIONS	71,508	49,505	61,250	61,250
	1430-LEGAL SERVICE SCHOOL COMM TOTAL	71,508	49,505	61,250	61,250
<i>1435-LEGAL SETTLEMENTS</i>					
717	30111435-531200: LABOR RELATIONS	-	-	-	882,154
718	30501435-578100: ADMINISTRATION EXPENSES	-	25,000	-	-
	1435-LEGAL SETTLEMENTS TOTAL	-	25,000	-	882,154
<i>1450-DW INFO MGMT & TECH</i>					
719	30101450-511000: SAL-DEPT HEAD	99,309	104,000	-	-
720	30101450-511100: SAL-PROF F/T	83,931	87,488	-	-
721	30101450-511200: SAL-CLERK F/T	51,791	-	-	-
722	30101450-511800: OTHER SAL-WAGES F/T	282,877	279,193	-	-
723	30101450-519500: SAL-TRAVEL ALLOWANCE	-	-	1,025	1,025
724	30121450-527100: EQUIP RENT/SERVICE CONTR	59,137	42,726	6,000	4,000
725	30121450-527200: OTHER RENTALS	36,800	53,301	26,750	25,000
726	30121450-531600: DATA PROCESSING	243,243	123,310	-	-
727	30111450-539100: CONTRACT WORK	-	-	8,213	8,213
728	30121450-551200: INSTRUCTIONAL SUPPLIES	-	-	38,000	-
729	30121450-579600: TRAINING/SCHOOL	-	-	8,000	5,000
	1450-DW INFO MGMT & TECH TOTAL	857,088	690,019	87,988	43,238
<i>2110-CURRICULUM DIRECTORS (SUP)</i>					
730	30502110-511000: SAL-DEPT HEAD	596,573	673,401	126,316	126,250
731	30752110-511100: SAL-PROF F/T	-	-	119,610	119,556

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
300-DISTRICT WIDE					
732	30852110-511100: SAL-PROF F/T	112,435	116,692	-	-
733	30502110-511200: SAL-CLERK F/T	-	-	32,179	25,851
734	30752110-511200: SAL-CLERK F/T	-	-	22,749	23,048
735	30852110-511200: SAL-CLERK F/T	40,836	43,938	-	-
736	30502110-519500: SAL-TRAVEL ALLOWANCE	-	-	-	2,100
737	30502110-521600: POSTAGE EXPENSES	3,296	3,956	4,100	4,100
738	30502110-542100: OFFICE SUPPLIES	-	-	-	1,500
739	30752110-542100: OFFICE SUPPLIES	-	-	-	2,400
740	30502110-573100: DUES & SUBSCRIPTIONS	-	-	-	275
	2110-CURRICULUM DIRECTORS (SUP) TOTAL	753,139	837,987	304,954	305,080
<i>2120-DEPARTMENT HEADS (NON-SUP)</i>					
741	30502120-511000: SAL-DEPT HEAD	-	-	100,905	101,755
742	30102120-511100: SAL-PROF F/T	-	-	196,035	240,958
743	30502120-511101: SAL-PROF F/T-SPECIAL	-	-	92,672	92,672
744	30502120-519500: SAL-TRAVEL ALLOWANCE	-	-	-	1,000
	2120-DEPARTMENT HEADS (NON-SUP) TOTAL	-	-	389,612	436,385
<i>2210-SCHOOL LEADERSHIP</i>					
745	30102210-511200: SAL-CLERK F/T	12,972	15,346	22,550	27,675
	2210-SCHOOL LEADERSHIP TOTAL	12,972	15,346	22,550	27,675
<i>2305-TEACHERS, CLASSROOM</i>					
746	30502305-511000: SAL-DEPT HEAD	78,562	80,526	84,438	82,539
747	30502305-511100: SAL-PROF F/T	108,715	72,539	-	62,963
748	30422305-511101: SAL-PROF F/T-SPECIAL	-	-	181,576	186,201
749	30502305-511101: SAL-PROF F/T-SPECIAL	927,943	1,008,089	-	-
	2305-TEACHERS, CLASSROOM TOTAL	1,115,220	1,161,153	266,014	331,703
<i>2320-MEDICAL/ THERAPEUTIC SERV</i>					
750	30502320-511000: SAL-DEPT HEAD	-	42,256	-	-
751	30502320-511100: SAL-PROF F/T	-	-	-	57,312
752	30502320-511101: SAL-PROF F/T-SPECIAL	-	38,125	194,253	251,066
753	30502320-519500: SAL-TRAVEL ALLOWANCE	-	-	1,025	-
754	30502320-538400: SERVICE FEES	-	-	133,250	350,870

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
300-DISTRICT WIDE					
	2320-MEDICAL/ THERAPEUTIC SERV TOTAL	-	80,381	328,528	659,248
	<i>2330-PARAPROFESSIONALS</i>				
755	30502330-511800: OTHER SAL-WAGES F/T	69,226	133,771	120,130	76,821
756	30502330-511807: SAL-INSTRUCTIONAL	1,493,804	1,530,633	24,045	24,056
757	30502330-530714: CONTRACT-TEACHER EXPENSES	-	-	5,500	6,000
	2330-PARAPROFESSIONALS TOTAL	1,563,031	1,664,404	149,675	106,877
	<i>2340-LIBRARIANS/MEDIA CENTER DIR</i>				
758	30862340-539100: CONTRACT WORK	-	-	-	14,550
	2340-LIBRARIANS/MEDIA CENTER DIR TOTAL	-	-	-	14,550
	<i>2352-INSTRUCTIONAL COACHES</i>				
759	30162352-511100: SAL-PROF F/T	-	245,985	-	-
	2352-INSTRUCTIONAL COACHES TOTAL	-	245,985	-	-
	<i>2354-STIP-TEACHERS COACHING</i>				
760	30162354-511101: SAL-PROF F/T-SPECIAL	44,275	30,189	14,500	-
	2354-STIP-TEACHERS COACHING TOTAL	44,275	30,189	14,500	-
	<i>2356-COSTS-STAFF TO PROF DEV</i>				
761	30162356-571100: TRAVEL ALLOWANCE	2,428	3,221	7,175	-
762	30162356-573300: CONFERENCES	-	-	-	62,099
763	30162356-579600: TRAINING/SCHOOL	69,701	60,385	66,625	68,291
764	30752356-579600: TRAINING/SCHOOL	-	-	-	2,000
	2356-COSTS-STAFF TO PROF DEV TOTAL	72,129	63,606	73,800	132,390
	<i>2358-OUTSIDE PROF DEV FOR STAFF</i>				
765	30162358-530714: CONTRACT-TEACHER EXPENSES	-	-	112,524	113,700
766	30562358-530714: CONTRACT-TEACHER EXPENSES	-	-	-	4,000
767	30162358-551200: INSTRUCTIONAL SUPPLIES	-	-	10,000	10,000
	2358-OUTSIDE PROF DEV FOR STAFF TOTAL	-	-	122,524	127,700
	<i>2410-TEXTBOOKS, RELATED SOFTWARE</i>				
768	30112410-551100: TEXTBOOKS	-	-	300,000	300,000
769	30112410-551200: INSTRUCTIONAL SUPPLIES	-	-	57,726	-
770	30502410-551200: INSTRUCTIONAL SUPPLIES	16,724	12,107	22,550	-

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
300-DISTRICT WIDE					
771	30852410-551200: INSTRUCTIONAL SUPPLIES	6,579	4,464	-	-
	2410-TEXTBOOKS, RELATED SOFTWARE TOTAL	23,303	16,571	380,276	300,000
<i>2415-OTHER INSTRUCTIONAL MATLS</i>					
772	30782415-527200: OTHER RENTALS	7,028	5,467	-	-
773	30112415-551200: INSTRUCTIONAL SUPPLIES	-	-	-	26,310
774	30752415-551200: INSTRUCTIONAL SUPPLIES	-	-	-	2,500
775	30782415-551200: INSTRUCTIONAL SUPPLIES	-	-	9,998	10,000
776	30822415-551200: INSTRUCTIONAL SUPPLIES	12,847	11,801	14,350	14,400
777	30832415-551200: INSTRUCTIONAL SUPPLIES	1,648	1,648	2,973	3,000
778	30852415-551200: INSTRUCTIONAL SUPPLIES	-	-	5,400	7,000
	2415-OTHER INSTRUCTIONAL MATLS TOTAL	21,522	18,916	32,721	63,210
<i>2420-INSTRUCTIONAL EQUIPMENT</i>					
779	30502420-551200: INSTRUCTIONAL SUPPLIES	13,064	3,974	12,300	-
780	30852420-551200: INSTRUCTIONAL SUPPLIES	-	-	1,673	-
781	30752420-578200: MISC EXPENSES	-	-	-	22,000
	2420-INSTRUCTIONAL EQUIPMENT TOTAL	13,064	3,974	13,973	22,000
<i>2440-OTHER INSTRUCTIONAL SERVICE</i>					
782	30562440-530714: CONTRACT-TEACHER EXPENSES	-	-	37,550	42,500
783	30562440-530716: TRANSLATION SERVICES	-	-	-	10,350
	2440-OTHER INSTRUCTIONAL SERVICE TOTAL	-	-	37,550	52,850
<i>2451-CLASSROOM INSTRUCTIONAL TEC</i>					
784	30112451-551200: INSTRUCTIONAL SUPPLIES	-	-	-	177,074
785	30572451-551200: INSTRUCTIONAL SUPPLIES	-	-	-	1,074
	2451-CLASSROOM INSTRUCTIONAL TEC TOTAL	-	-	-	178,148
<i>2453-OTHER INSTR HARDWARE</i>					
786	30112453-551200: INSTRUCTIONAL SUPPLIES	-	-	-	2,000
	2453-OTHER INSTR HARDWARE TOTAL	-	-	-	2,000
<i>2455-INSTRUCTIONAL SOFTWARE</i>					
787	30112455-551200: INSTRUCTIONAL SUPPLIES	-	-	155,796	172,201
788	30502455-551200: INSTRUCTIONAL SUPPLIES	-	-	-	1,100

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
300-DISTRICT WIDE					
789	30752455-551200: INSTRUCTIONAL SUPPLIES	-	-	-	4,625
	2455-INSTRUCTIONAL SOFTWARE TOTAL	-	-	155,796	177,926
<i>2720-TESTING AND ASSESSMENT</i>					
790	30182720-542400: OTHER SUPPLIES	868	654	2,153	60,000
791	30502720-542400: OTHER SUPPLIES	-	-	-	14,200
	2720-TESTING AND ASSESSMENT TOTAL	868	654	2,153	74,200
<i>2800-PSYCHOLOGICAL SERVICES</i>					
792	30502800-550100: MEDICAL SUPPLIES	-	-	-	6,660
	2800-PSYCHOLOGICAL SERVICES TOTAL	-	-	-	6,660
<i>3100-ATTENDANCE & PARENT LIAISON</i>					
793	30103100-512700: TEMP SERVICES-SUMMER	6,343	11,668	-	-
794	30103100-530714: CONTRACT-TEACHER EXPENSES	-	-	15,888	15,888
795	30103100-578100: ADMINISTRATION EXPENSES	4,717	7,030	6,663	6,663
	3100-ATTENDANCE & PARENT LIAISON TOTAL	11,059	18,698	22,551	22,551
<i>3200-MEDICAL/HEALTH SERVICES</i>					
796	30273200-511000: SAL-DEPT HEAD	4,799	4,871	-	-
797	30273200-511100: SAL-PROF F/T	656,926	789,341	849,820	869,839
798	30273200-519200: SAL-STIPENDS	-	-	4,993	4,993
799	30273200-539100: CONTRACT WORK	-	-	-	1,500
800	30283200-550100: MEDICAL SUPPLIES	7,968	12,979	16,735	16,345
801	30283200-551200: INSTRUCTIONAL SUPPLIES	-	-	7,500	9,100
	3200-MEDICAL/HEALTH SERVICES TOTAL	669,694	807,191	879,048	901,777
<i>3300-TRANSPORTATION SERVICES</i>					
802	30523300-511000: SAL-DEPT HEAD	56,721	59,016	59,738	60,335
803	30523300-511200: SAL-CLERK F/T	44,395	45,783	46,973	49,920
804	30523300-511600: SAL-FULL TIME	402,963	441,983	456,125	534,273
805	30523300-511800: OTHER SAL-WAGES F/T	163,899	190,673	194,750	255,974
806	30523300-521500: TELEPHONE EXPENSES	6,180	9,014	14,150	5,208
807	30523300-521700: TOLLS/TRANSPORT EXPENSES	20	27	51	50
808	30523300-521800: OUT OF DISTRICT EXPENSES	2,582	1,315	2,625	2,625

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
300-DISTRICT WIDE					
809	30233300-533100: PUPIL TRANSPORTATION	679,769	894,788	741,027	560,817
810	30523300-533300: SPECIAL ED TRANSPORTATION	113,408	55,974	57,750	52,839
811	30523300-539100: CONTRACT WORK	107,591	216,147	73,500	128,297
812	30523300-543000: BLDG REPAIR & MAINT SUPPL	43,322	48,355	51,450	51,450
813	30523300-548000: VEHICLE GASOLINE AND OIL	60,069	63,123	88,250	88,250
814	30523300-551200: INSTRUCTIONAL SUPPLIES	848	634	679	679
815	30523300-573100: DUES & SUBSCRIPTIONS	-	-	205	1,275
	3300-TRANSPORTATION SERVICES TOTAL	1,681,767	2,026,832	1,787,273	1,791,992
<i>3400-FOOD SERVICES</i>					
816	30103400-511900: SAL-WAGES P/T	9,186	9,324	-	-
	3400-FOOD SERVICES TOTAL	9,186	9,324	-	-
<i>3510-ATHLETICS</i>					
817	30103510-511100: SAL-PROF F/T	98,660	119,860	118,338	118,867
818	30103510-511200: SAL-CLERK F/T	-	-	22,748	22,748
819	30713510-512800: TEMP SALARIES-PART TIME	48,093	50,732	62,201	62,201
820	30103510-519500: SAL-TRAVEL ALLOWANCE	-	-	2,563	2,500
821	30713510-524000: EXPENSE-NEW EQUIPMENT	36,450	36,450	37,361	38,055
822	30713510-527300: RENTAL EXPENSES	47,125	52,313	61,090	67,650
823	30713510-531000: MEDICAL SERVICES	39,684	39,580	43,050	43,500
824	30713510-531002: MEDICAL-INSURANCE	11,721	11,860	12,254	12,500
825	30713510-533100: PUPIL TRANSPORTATION	54,160	37,100	38,955	25,000
826	30713510-543000: BLDG REPAIR & MAINT SUPPL	10,500	12,082	13,428	14,000
827	30713510-551800: ATHLETIC EQUIPMENT	1,569	1,511	2,050	2,500
828	30713510-573100: DUES & SUBSCRIPTIONS	17,680	15,996	20,295	20,460
829	30713510-578200: MISC EXPENSES	-	450	1,333	-
	3510-ATHLETICS TOTAL	365,640	377,932	435,666	429,981
<i>3520-OTHER STUDENT ACTIVITIES</i>					
830	30103520-511100: SAL-PROF F/T	-	-	89,675	89,844
831	30253520-511102: SAL-PROF F/T-SUMMER	2,038,253	2,045,301	-	-
832	30733520-511600: SAL-FULL TIME	21,776	21,657	2,101	-
833	30753520-511800: OTHER SAL-WAGES F/T	17,888	11,603	14,773	14,300

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
300-DISTRICT WIDE					
834	30103520-511900: SAL-WAGES P/T	(527)	-	-	-
835	30753520-519000: SALARY-FRINGE BENEFITS	55,055	80,947	87,209	88,709
836	30103520-519500: SAL-TRAVEL ALLOWANCE	-	-	1,538	1,500
837	30753520-524100: EXPENSE-EQUIP REPL/REPAIR	14,137	17,413	39,209	-
838	30753520-530714: CONTRACT-TEACHER EXPENSES	1,630	2,000	2,050	-
839	30753520-533100: PUPIL TRANSPORTATION	26,135	18,530	21,473	21,473
840	30753520-538400: SERVICE FEES	10,299	10,205	6,800	11,910
841	30753520-559400: PROGRAM EXPENSES	-	-	13,328	-
842	30753520-578200: MISC EXPENSES	-	-	3,024	-
	3520-OTHER STUDENT ACTIVITIES TOTAL	2,184,645	2,207,655	281,180	227,736
<i>4110-CUSTODIAL SERVICES</i>					
843	30304110-511100: SAL-PROF F/T	89,407	91,866	94,163	94,163
844	30304110-511200: SAL-CLERK F/T	-	62,589	64,153	64,153
845	30304110-511300: SAL-OTHER F/T	-	113,938	119,975	88,945
846	30344110-513100: OVERTIME	25,318	34,844	37,925	27,925
847	30364110-545000: CUSTODIAL SUPPLIES	17,024	17,218	20,603	20,103
	4110-CUSTODIAL SERVICES TOTAL	131,749	320,454	336,819	295,289
<i>4120-HEATING OF BUILDINGS</i>					
848	30324120-578600: GROUND MAINT EXPENSE	29,710	21,818	-	26,650
	4120-HEATING OF BUILDINGS TOTAL	29,710	21,818	-	26,650
<i>4130-UTILITY SERVICES</i>					
849	30384130-521200: ELECTRICITY	196,292	269,707	176,042	206,042
850	30384130-521201: ELECTRICITY A	-	-	216	216
851	30384130-521500: TELEPHONE EXPENSES	-	868	525	275
852	30384130-523400: WATER	9,452	11,408	16,706	15,956
853	30314130-524200: MAINT OF BUILDINGS	260	-	1,025	775
854	30314130-529107: REMOVAL OF WASTE	72,189	69,791	77,015	70,015
855	30384130-578100: ADMINISTRATION EXPENSES	30,394	31,435	44,176	34,176
	4130-UTILITY SERVICES TOTAL	308,586	383,210	315,705	327,455
<i>4210-MAINTENANCE OF GROUNDS</i>					
856	30304210-511800: OTHER SAL-WAGES F/T	148,848	138,913	208,893	242,362

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
300-DISTRICT WIDE					
857	30324210-578600: GROUND MAINT EXPENSE	-	-	26,650	-
858	30324210-578601: GROUND MAINT-BITUMUNIOUS	13,687	25,166	24,600	24,600
859	30324210-578602: GROUND MAINT-EQUIP&VEHICLE	65,734	49,781	48,175	33,175
860	30324210-578603: GROUND MAINT-GAS&LUBE	12,271	11,809	12,864	12,864
861	30324210-578604: GROUND MAINT-REPLACE EQUIP	-	35,492	33,825	33,825
862	30324210-578605: GROUND MAINT-REPAINT PKG AR	5,130	4,570	5,125	5,125
863	30324210-578606: GROUND MAINT-VEGETATION	813	-	-	-
	4210-MAINTENANCE OF GROUNDS TOTAL	246,483	265,731	360,132	351,951
<i>4220-MAINTENANCE OF BUILDINGS</i>					
864	30334220-511600: SAL-FULL TIME	244,949	152,044	-	-
865	30304220-511800: OTHER SAL-WAGES F/T	205,728	217,124	203,091	189,166
866	30314220-524201: MAINT BLDG-PLUMBING	1,911	2,506	2,563	2,563
867	30314220-524206: MAINT BLDG-EM ROOF REP	-	400	513	513
868	30314220-524208: MAINT BLDG-ASBESTOS	3,405	3,880	5,125	5,125
869	30314220-524209: MAINT BLDG-ELEV MAINT	375	1,307	1,025	1,025
870	30334220-529400: SNOW & ICE EXPENSES	-	-	246,679	246,679
871	30314220-542100: OFFICE SUPPLIES	721	296	1,630	1,630
872	30314220-578300: BUILDING EXPENSES-OTHER	21,540	4,021	5,335	5,335
873	30314220-578302: BUILDING EXPENSES-VANDALISM	-	-	513	513
874	30314220-578304: BUILDING EXPENSES-ELECTRIC	344	500	513	513
875	30314220-578305: BUILDING EXPENSES-PAGING SVC	6,206	7,687	6,663	6,663
876	30314220-578306: BUILDING EXPENSES-EMER GEN	320	-	-	-
877	30314220-578307: BUILDING EXPENSES-SAFE CHK	-	-	308	308
	4220-MAINTENANCE OF BUILDINGS TOTAL	485,499	389,766	473,958	460,033
<i>4225-BUILDING SECURITY SYSTEM</i>					
878	30314225-524200: MAINT OF BUILDINGS	-	-	205	205
879	30314225-524202: MAINT BLDG-FIRE ALARMS	271	-	513	513
880	30314225-524203: MAINT BLDG-FIRE EXTING	-	348	492	492
881	30314225-524204: MAINT BLDG-H&V	699	557	1,025	1,025
	4225-BUILDING SECURITY SYSTEM TOTAL	970	905	2,235	2,235

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
300-DISTRICT WIDE					
<i>4230-MAINTENANCE OF EQUIPMENT</i>					
882	30144230-527100: EQUIP RENT/SERVICE CONTR	5,487	4,833	5,125	-
	4230-MAINTENANCE OF EQUIPMENT TOTAL	5,487	4,833	5,125	-
<i>4300-EXTRAORDINARY MAINTENANCE</i>					
883	30114300-531200: LABOR RELATIONS	5,300	-	-	-
	4300-EXTRAORDINARY MAINTENANCE TOTAL	5,300	-	-	-
<i>4400-NETWORKING AND TELECOMM</i>					
884	30104400-511100: SAL-PROF F/T	-	-	106,600	116,140
885	30104400-511101: SAL-PROF F/T-SPECIAL	-	-	193,544	205,431
	4400-NETWORKING AND TELECOMM TOTAL	-	-	300,144	321,571
<i>4450-TECHNOLOGY MAINTENANCE</i>					
886	30124450-539100: CONTRACT WORK	-	-	94,092	71,700
887	30124450-551200: INSTRUCTIONAL SUPPLIES	-	-	-	3,500
	4450-TECHNOLOGY MAINTENANCE TOTAL	-	-	94,092	75,200
<i>5150-EMPLOYEE SEPARATION COSTS</i>					
888	30105150-511100: SAL-PROF F/T	-	-	-	44,000
889	30105150-511800: OTHER SAL-WAGES F/T	-	379,222	-	-
	5150-EMPLOYEE SEPARATION COSTS TOTAL	-	379,222	-	44,000
<i>5300-RENTAL LEASE OF EQUIPMENT</i>					
890	30115300-527100: EQUIP RENT/SERVICE CONTR	80,507	88,208	20,644	-
	5300-RENTAL LEASE OF EQUIPMENT TOTAL	80,507	88,208	20,644	-
<i>6200-CIVIC ACTIVITIES</i>					
891	30106200-539100: CONTRACT WORK	-	-	-	8,000
	6200-CIVIC ACTIVITIES TOTAL	-	-	-	8,000
<i>7300-EQUIPMENT (7300)</i>					
892	30127300-585271: CAP EXP- SCHOOL TECH	-	-	196,000	-
	7300-EQUIPMENT (7300) TOTAL	-	-	196,000	-
<i>7350-CAPITAL TECHNOLOGY</i>					
893	30127350-585271: CAP EXP- SCHOOL TECH	320,485	115,460	42,000	-

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
300-DISTRICT WIDE					
	7350-CAPITAL TECHNOLOGY TOTAL	320,485	115,460	42,000	-
	<i>7600-MOTOR VEHICLES (7600)</i>				
894	30237600-585100: FLEET REPLACEMENT	256,034	53,746	100,000	-
	7600-MOTOR VEHICLES (7600) TOTAL	256,034	53,746	100,000	-
	<i>9100-TUITION TO MASS SCHOOLS</i>				
895	30519100-538400: SERVICE FEES	3,969,837	3,758,173	36,300	36,500
	9100-TUITION TO MASS SCHOOLS TOTAL	3,969,837	3,758,173	36,300	36,500
	<i>9300-TUITION TO NON-PUBLIC SCHL</i>				
896	30519300-538400: SERVICE FEES	-	-	2,574,356	3,241,654
	9300-TUITION TO NON-PUBLIC SCHL TOTAL	-	-	2,574,356	3,241,654
	<i>9400-TUITION TO COLLABORATIVES</i>				
897	30519400-538400: SERVICE FEES	-	-	813,270	1,095,391
	9400-TUITION TO COLLABORATIVES TOTAL	-	-	813,270	1,095,391
	300-DISTRICT WIDE TOTAL	\$16,269,946	\$16,895,173	\$12,488,962	\$14,716,007

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
310-WILLETT/LMPA					
<i>2120-DEPARTMENT HEADS (NON-SUP)</i>					
898	31502120-511101: SAL-PROF F/T-SPECIAL	-	-	92,672	92,672
	2120-DEPARTMENT HEADS (NON-SUP) TOTAL	-	-	92,672	92,672
<i>2210-SCHOOL LEADERSHIP</i>					
899	31402210-511100: SAL-PROF F/T	99,039	107,378	110,062	111,163
900	31402210-511200: SAL-CLERK F/T	52,419	74,392	80,236	80,236
901	31112210-573100: DUES & SUBSCRIPTIONS	-	-	636	850
902	31412210-578200: MISC EXPENSES	-	-	1,050	1,689
	2210-SCHOOL LEADERSHIP TOTAL	151,457	181,770	191,984	193,938
<i>2250-ADMIN TECHNOLOGY (SCH LEV)</i>					
903	31122250-539100: CONTRACT WORK	-	-	2,432	2,432
904	31112250-578200: MISC EXPENSES	-	-	-	1,430
	2250-ADMIN TECHNOLOGY (SCH LEV) TOTAL	-	-	2,432	3,862
<i>2305-TEACHERS, CLASSROOM</i>					
905	31402305-511100: SAL-PROF F/T	1,201,144	1,362,226	1,297,832	1,293,444
906	31502305-511100: SAL-PROF F/T	926,993	943,432	594,731	635,175
907	31822305-511100: SAL-PROF F/T	-	-	9,456	9,456
908	31832305-511100: SAL-PROF F/T	258,568	271,551	39,488	41,640
909	31852305-511100: SAL-PROF F/T	485,698	508,001	28,245	26,403
910	31502305-511101: SAL-PROF F/T-SPECIAL	-	-	54,627	57,312
911	31622305-511101: SAL-PROF F/T-SPECIAL	-	-	77,669	125,327
	2305-TEACHERS, CLASSROOM TOTAL	2,872,404	3,085,210	2,102,048	2,188,757
<i>2320-MEDICAL/ THERAPEUTIC SERV</i>					
912	31502320-511100: SAL-PROF F/T	461,882	485,215	168,985	172,542
913	31502320-511101: SAL-PROF F/T-SPECIAL	-	-	71,499	72,499
	2320-MEDICAL/ THERAPEUTIC SERV TOTAL	461,882	485,215	240,484	245,041
<i>2325-SUB TEACHERS, SHORT TERM</i>					
914	31402325-511800: OTHER SAL-WAGES F/T	32,896	84,807	40,359	45,000
	2325-SUB TEACHERS, SHORT TERM TOTAL	32,896	84,807	40,359	45,000

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
310-WILLETT/LMPA					
2330-PARAPROFESSIONALS					
915	31402330-511800: OTHER SAL-WAGES F/T	299,276	326,058	288,439	311,322
916	31502330-511807: SAL-INSTRUCTIONAL	-	-	378,255	392,794
	2330-PARAPROFESSIONALS TOTAL	299,276	326,058	666,694	704,116
2340-LIBRARIANS/MEDIA CENTER DIR					
917	31502340-511100: SAL-PROF F/T	330,798	322,232	-	-
918	31862340-511100: SAL-PROF F/T	-	-	73,390	72,647
	2340-LIBRARIANS/MEDIA CENTER DIR TOTAL	330,798	322,232	73,390	72,647
2356-COSTS-STAFF TO PROF DEV					
919	31162356-573100: DUES & SUBSCRIPTIONS	169	594	-	-
920	31412356-579600: TRAINING/SCHOOL	-	1,317	3,895	4,000
	2356-COSTS-STAFF TO PROF DEV TOTAL	169	1,911	3,895	4,000
2358-OUTSIDE PROF DEV FOR STAFF					
921	31162358-530714: CONTRACT-TEACHER EXPENSES	-	-	-	9,000
	2358-OUTSIDE PROF DEV FOR STAFF TOTAL	-	-	-	9,000
2410-TEXTBOOKS, RELATED SOFTWARE					
922	31412410-551100: TEXTBOOKS	25,704	22,345	18,174	4,441
	2410-TEXTBOOKS, RELATED SOFTWARE TOTAL	25,704	22,345	18,174	4,441
2415-OTHER INSTRUCTIONAL MATLS					
923	31412415-551200: INSTRUCTIONAL SUPPLIES	16,099	18,513	32,892	12,670
924	31842415-551300: LIB-CIRCULATING MATERIAL	1,625	-	1,635	-
	2415-OTHER INSTRUCTIONAL MATLS TOTAL	17,724	18,513	34,527	12,670
2430-GENERAL CLASSROOM SUPPLIES					
925	31432430-551200: INSTRUCTIONAL SUPPLIES	-	-	-	14,960
	2430-GENERAL CLASSROOM SUPPLIES TOTAL	-	-	-	14,960
2455-INSTRUCTIONAL SOFTWARE					
926	31432455-551200: INSTRUCTIONAL SUPPLIES	-	-	600	-
	2455-INSTRUCTIONAL SOFTWARE TOTAL	-	-	600	-

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
310-WILLETT/LMPA					
<i>2710-GUIDANCE AND ADJ COUNSELORS</i>					
927	31192710-511100: SAL-PROF F/T	-	-	59,989	-
928	31502710-511100: SAL-PROF F/T	215,910	273,125	-	34,387
929	31182710-551200: INSTRUCTIONAL SUPPLIES	-	-	-	240
	2710-GUIDANCE AND ADJ COUNSELORS TOTAL	215,910	273,125	59,989	34,627
<i>2720-TESTING AND ASSESSMENT</i>					
930	31182720-542400: OTHER SUPPLIES	-	-	-	1,000
	2720-TESTING AND ASSESSMENT TOTAL	-	-	-	1,000
<i>2800-PSYCHOLOGICAL SERVICES</i>					
931	31502800-511100: SAL-PROF F/T	115,500	123,612	34,157	35,499
	2800-PSYCHOLOGICAL SERVICES TOTAL	115,500	123,612	34,157	35,499
<i>3400-FOOD SERVICES</i>					
932	31203400-519200: SAL-STIPENDS	-	-	9,558	9,558
	3400-FOOD SERVICES TOTAL	-	-	9,558	9,558
<i>4110-CUSTODIAL SERVICES</i>					
933	31304110-511800: OTHER SAL-WAGES F/T	107,723	112,667	118,877	112,064
934	31344110-513100: OVERTIME	9,500	8,676	7,688	7,688
935	31364110-545000: CUSTODIAL SUPPLIES	7,410	8,374	10,250	9,750
936	31364110-545001: CUSTODIAL-PAPER GOODS	3,181	2,250	2,906	2,906
937	31364110-545002: CUSTODIAL-MOPS	295	385	646	596
	4110-CUSTODIAL SERVICES TOTAL	128,108	132,352	140,367	133,004
<i>4130-UTILITY SERVICES</i>					
938	31384130-521200: ELECTRICITY	82,361	111,205	81,375	93,375
939	31384130-521500: TELEPHONE EXPENSES	311	318	525	400
940	31384130-523400: WATER	9,631	9,664	10,500	10,000
	4130-UTILITY SERVICES TOTAL	92,303	121,187	92,400	103,775
<i>4220-MAINTENANCE OF BUILDINGS</i>					
941	31314220-524200: MAINT OF BUILDINGS	5,632	6,627	15,375	12,000
942	31314220-524201: MAINT BLDG-PLUMBING	2,668	4,976	6,150	6,150
943	31314220-524205: MAINT BLDG-EXTERM SVC	975	900	820	820

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
310-WILLETT/LMPA					
944	31314220-524206: MAINT BLDG-EM ROOF REP	-	300	513	513
945	31314220-524207: MAINT BLDG-COMM/CLOCK SYST	143	-	769	500
946	31314220-578300: BUILDING EXPENSES-OTHER	2,854	4,740	5,125	5,125
947	31314220-578302: BUILDING EXPENSES-VANDALISM	-	392	769	769
948	31314220-578303: BUILDING EXPENSES-DOORS	550	-	1,025	1,025
949	31314220-578304: BUILDING EXPENSES-ELECTRIC	9,450	574	5,125	5,125
950	31314220-578306: BUILDING EXPENSES-EMER GEN	-	1,550	1,025	1,025
	4220-MAINTENANCE OF BUILDINGS TOTAL	22,272	20,058	36,696	33,052
<i>4225-BUILDING SECURITY SYSTEM</i>					
951	31314225-524200: MAINT OF BUILDINGS	739	249	1,333	1,333
952	31314225-524202: MAINT BLDG-FIRE ALARMS	1,065	-	1,025	1,025
953	31314225-524203: MAINT BLDG-FIRE EXTING	87	87	205	205
954	31314225-578300: BUILDING EXPENSES-OTHER	-	-	154	154
	4225-BUILDING SECURITY SYSTEM TOTAL	1,891	336	2,717	2,717
<i>4230-MAINTENANCE OF EQUIPMENT</i>					
955	31374230-524100: EXPENSE-EQUIP REPL/REPAIR	647	2,917	7,600	6,616
956	31364230-578300: BUILDING EXPENSES-OTHER	1,123	2,624	3,024	3,024
	4230-MAINTENANCE OF EQUIPMENT TOTAL	1,770	5,541	10,624	9,640
	310-WILLETT/LMPA TOTAL	\$4,770,066	\$5,204,272	\$3,853,767	\$3,953,976

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
320-BALCH SCHOOL					
<i>2210-SCHOOL LEADERSHIP</i>					
957	32422210-511100: SAL-PROF F/T	107,500	110,957	113,218	114,350
958	32422210-511200: SAL-CLERK F/T	39,792	42,814	44,724	44,720
959	32432210-543000: BLDG REPAIR & MAINT SUPPL	3,155	16,900	-	-
960	32112210-573100: DUES & SUBSCRIPTIONS	-	-	1,097	1,045
961	32432210-578200: MISC EXPENSES	-	-	350	1,150
	2210-SCHOOL LEADERSHIP TOTAL	150,447	170,672	159,389	161,265
<i>2250-ADMIN TECHNOLOGY (SCH LEV)</i>					
962	32122250-539100: CONTRACT WORK	-	-	2,991	2,991
963	32112250-578200: MISC EXPENSES	-	-	-	1,590
	2250-ADMIN TECHNOLOGY (SCH LEV) TOTAL	-	-	2,991	4,581
<i>2305-TEACHERS, CLASSROOM</i>					
964	32422305-511100: SAL-PROF F/T	1,182,197	1,252,757	1,552,479	1,586,616
965	32502305-511100: SAL-PROF F/T	1,057,850	1,073,813	94,563	151,875
966	32822305-511100: SAL-PROF F/T	159,884	171,623	37,601	39,203
967	32832305-511100: SAL-PROF F/T	-	49,093	56,567	59,446
968	32852305-511100: SAL-PROF F/T	-	43,437	95,224	95,645
969	32502305-511101: SAL-PROF F/T-SPECIAL	-	-	246,940	248,067
970	32622305-511101: SAL-PROF F/T-SPECIAL	-	-	110,029	242,461
	2305-TEACHERS, CLASSROOM TOTAL	2,399,931	2,590,722	2,193,403	2,423,313
<i>2320-MEDICAL/ THERAPEUTIC SERV</i>					
971	32502320-511100: SAL-PROF F/T	-	52,600	90,788	90,788
	2320-MEDICAL/ THERAPEUTIC SERV TOTAL	-	52,600	90,788	90,788
<i>2324-SUBSTITUTES, LONG TERM</i>					
972	32422324-511100: SAL-PROF F/T	-	105,506	-	-
973	32422324-511101: SAL-PROF F/T-SPECIAL	26,745	40,552	-	-
	2324-SUBSTITUTES, LONG TERM TOTAL	26,745	146,058	-	-
<i>2325-SUB TEACHERS, SHORT TERM</i>					
974	32422325-511900: SAL-WAGES P/T	-	-	40,359	45,000
	2325-SUB TEACHERS, SHORT TERM TOTAL	-	-	40,359	45,000

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
320-BALCH SCHOOL					
2330-PARAPROFESSIONALS					
975	32502330-511807: SAL-INSTRUCTIONAL	-	-	128,757	160,304
	2330-PARAPROFESSIONALS TOTAL	-	-	128,757	160,304
2340-LIBRARIANS/MEDIA CENTER DIR					
976	32502340-511100: SAL-PROF F/T	-	13,345	-	-
977	32862340-511100: SAL-PROF F/T	-	-	59,446	62,558
	2340-LIBRARIANS/MEDIA CENTER DIR TOTAL	-	13,345	59,447	62,558
2356-COSTS-STAFF TO PROF DEV					
978	32162356-573100: DUES & SUBSCRIPTIONS	535	579	-	-
979	32432356-579600: TRAINING/SCHOOL	-	1,928	3,588	7,600
	2356-COSTS-STAFF TO PROF DEV TOTAL	535	2,507	3,588	7,600
2410-TEXTBOOKS, RELATED SOFTWARE					
980	32432410-551100: TEXTBOOKS	30,526	7,466	27,473	7,280
	2410-TEXTBOOKS, RELATED SOFTWARE TOTAL	30,526	7,466	27,473	7,280
2415-OTHER INSTRUCTIONAL MATLS					
981	32432415-551200: INSTRUCTIONAL SUPPLIES	16,954	14,840	23,478	9,100
982	32842415-551300: LIB-CIRCULATING MATERIAL	2,386	-	2,592	-
	2415-OTHER INSTRUCTIONAL MATLS TOTAL	19,341	14,840	26,070	9,100
2420-INSTRUCTIONAL EQUIPMENT					
983	32432420-578200: MISC EXPENSES	-	-	-	8,406
	2420-INSTRUCTIONAL EQUIPMENT TOTAL	-	-	-	8,406
2430-GENERAL CLASSROOM SUPPLIES					
984	32432430-551200: INSTRUCTIONAL SUPPLIES	-	-	-	21,292
	2430-GENERAL CLASSROOM SUPPLIES TOTAL	-	-	-	21,292
2453-OTHER INSTR HARDWARE					
985	32432453-539100: CONTRACT WORK	-	-	3,744	3,743
	2453-OTHER INSTR HARDWARE TOTAL	-	-	3,744	3,743
2455-INSTRUCTIONAL SOFTWARE					
986	32432455-551200: INSTRUCTIONAL SUPPLIES	-	-	450	4,730

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
320-BALCH SCHOOL					
	2455-INSTRUCTIONAL SOFTWARE TOTAL	-	-	450	4,730
	<i>2710-GUIDANCE AND ADJ COUNSELORS</i>				
987	32192710-511100: SAL-PROF F/T	-	-	85,461	-
988	32502710-511100: SAL-PROF F/T	-	39,193	-	90,812
989	32182710-551200: INSTRUCTIONAL SUPPLIES	-	-	-	400
	2710-GUIDANCE AND ADJ COUNSELORS TOTAL	-	39,193	85,461	91,212
	<i>2800-PSYCHOLOGICAL SERVICES</i>				
990	32502800-511100: SAL-PROF F/T	-	-	12,749	13,283
	2800-PSYCHOLOGICAL SERVICES TOTAL	-	-	12,749	13,283
	<i>3400-FOOD SERVICES</i>				
991	32203400-511900: SAL-WAGES P/T	9,069	9,324	-	-
992	32203400-519200: SAL-STIPENDS	-	-	9,558	9,558
	3400-FOOD SERVICES TOTAL	9,069	9,324	9,558	9,558
	<i>4110-CUSTODIAL SERVICES</i>				
993	32304110-511800: OTHER SAL-WAGES F/T	134,645	142,909	122,136	162,098
994	32344110-513100: OVERTIME	7,341	9,664	10,250	10,250
995	32364110-545000: CUSTODIAL SUPPLIES	5,519	6,534	8,713	8,213
996	32364110-545001: CUSTODIAL-PAPER GOODS	2,455	3,141	3,014	3,014
997	32364110-545002: CUSTODIAL-MOPS	370	515	581	496
	4110-CUSTODIAL SERVICES TOTAL	150,330	162,764	144,694	184,071
	<i>4120-HEATING OF BUILDINGS</i>				
998	32384120-521100: FUEL OIL	30,695	37,569	42,824	41,324
	4120-HEATING OF BUILDINGS TOTAL	30,695	37,569	42,824	41,324
	<i>4130-UTILITY SERVICES</i>				
999	32384130-521200: ELECTRICITY	36,191	40,534	28,341	34,341
1000	32384130-521300: GAS	1,228	1,414	2,069	2,069
1001	32384130-521500: TELEPHONE EXPENSES	534	536	525	525
1002	32384130-523400: WATER	8,496	8,914	7,954	7,954
	4130-UTILITY SERVICES TOTAL	46,449	51,398	38,889	44,889

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

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3-EDUCATION					
320-BALCH SCHOOL					
<i>4220-MAINTENANCE OF BUILDINGS</i>					
1003	32314220-524200: MAINT OF BUILDINGS	7,373	634	2,563	2,563
1004	32314220-524201: MAINT BLDG-PLUMBING	9,388	8,922	6,663	6,663
1005	32314220-524204: MAINT BLDG-H&V	14,872	1,970	6,150	6,150
1006	32314220-524205: MAINT BLDG-EXTERM SVC	965	995	820	820
1007	32314220-524206: MAINT BLDG-EM ROOF REP	-	-	718	718
1008	32314220-524207: MAINT BLDG-COMM/CLOCK SYST	380	1,468	769	500
1009	32314220-578300: BUILDING EXPENSES-OTHER	9,871	12,217	10,250	10,250
1010	32314220-578301: BUILDING EXPENSES-BOILER	6,454	1,979	4,613	4,613
1011	32314220-578302: BUILDING EXPENSES-VANDALISM	-	346	615	615
1012	32314220-578303: BUILDING EXPENSES-DOORS	500	-	1,230	1,230
1013	32314220-578304: BUILDING EXPENSES-ELECTRIC	5,366	269	1,538	1,538
	4220-MAINTENANCE OF BUILDINGS TOTAL	55,169	28,800	35,929	35,660
<i>4225-BUILDING SECURITY SYSTEM</i>					
1014	32314225-524200: MAINT OF BUILDINGS	739	249	2,050	2,050
1015	32314225-524202: MAINT BLDG-FIRE ALARMS	1,568	390	820	820
1016	32314225-524203: MAINT BLDG-FIRE EXTING	198	517	410	410
1017	32314225-578300: BUILDING EXPENSES-OTHER	-	-	256	256
	4225-BUILDING SECURITY SYSTEM TOTAL	2,504	1,156	3,536	3,536
<i>4230-MAINTENANCE OF EQUIPMENT</i>					
1018	32374230-524100: EXPENSE-EQUIP REPL/REPAIR	-	-	13,805	5,780
1019	32364230-578300: BUILDING EXPENSES-OTHER	944	2,026	2,142	2,142
	4230-MAINTENANCE OF EQUIPMENT TOTAL	944	2,026	15,947	7,922
	320-BALCH SCHOOL TOTAL	\$2,922,685	\$3,330,439	\$3,126,045	\$3,441,415

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
330-CALLAHAN SCHOOL					
2210-SCHOOL LEADERSHIP					
1020	33422210-511100: SAL-PROF F/T	104,500	107,374	110,058	111,159
1021	33422210-511200: SAL-CLERK F/T	35,475	38,142	41,060	43,118
1022	33112210-573100: DUES & SUBSCRIPTIONS	-	-	1,128	1,508
1023	33432210-578200: MISC EXPENSES	-	-	350	750
	2210-SCHOOL LEADERSHIP TOTAL	139,975	145,516	152,596	156,535
2250-ADMIN TECHNOLOGY (SCH LEV)					
1024	33122250-539100: CONTRACT WORK	-	-	1,809	1,809
1025	33112250-578200: MISC EXPENSES	-	-	-	959
	2250-ADMIN TECHNOLOGY (SCH LEV) TOTAL	-	-	1,809	2,768
2305-TEACHERS, CLASSROOM					
1026	33422305-511100: SAL-PROF F/T	811,405	926,662	1,265,269	1,291,664
1027	33502305-511100: SAL-PROF F/T	-	97,410	276,865	291,669
1028	33822305-511100: SAL-PROF F/T	-	19,837	29,216	28,069
1029	33832305-511100: SAL-PROF F/T	-	-	59,736	58,638
1030	33852305-511100: SAL-PROF F/T	-	-	90,103	63,192
1031	33622305-511101: SAL-PROF F/T-SPECIAL	-	-	93,515	129,800
	2305-TEACHERS, CLASSROOM TOTAL	811,405	1,043,909	1,814,704	1,863,032
2320-MEDICAL/ THERAPEUTIC SERV					
1032	33502320-511100: SAL-PROF F/T	-	-	87,057	94,563
	2320-MEDICAL/ THERAPEUTIC SERV TOTAL	-	-	87,057	94,563
2324-SUBSTITUTES, LONG TERM					
1033	33422324-511900: SAL-WAGES P/T	24,835	23,719	-	-
	2324-SUBSTITUTES, LONG TERM TOTAL	24,835	23,719	-	-
2325-SUB TEACHERS, SHORT TERM					
1034	33422325-511900: SAL-WAGES P/T	-	-	40,359	45,000
	2325-SUB TEACHERS, SHORT TERM TOTAL	-	-	40,359	45,000
2330-PARAPROFESSIONALS					
1035	33422330-511800: OTHER SAL-WAGES F/T	-	-	26,581	-
1036	33502330-511807: SAL-INSTRUCTIONAL	-	-	124,372	178,048

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
330-CALLAHAN SCHOOL					
	2330-PARAPROFESSIONALS TOTAL	-	-	150,953	178,048
	<i>2340-LIBRARIANS/MEDIA CENTER DIR</i>				
1037	33862340-511100: SAL-PROF F/T	-	-	62,238	63,088
	2340-LIBRARIANS/MEDIA CENTER DIR TOTAL	-	-	62,238	63,088
	<i>2356-COSTS-STAFF TO PROF DEV</i>				
1038	33432356-579600: TRAINING/SCHOOL	-	578	3,608	4,000
	2356-COSTS-STAFF TO PROF DEV TOTAL	-	578	3,608	4,000
	<i>2410-TEXTBOOKS, RELATED SOFTWARE</i>				
1039	33432410-551100: TEXTBOOKS	24,557	15,905	25,823	8,100
	2410-TEXTBOOKS, RELATED SOFTWARE TOTAL	24,557	15,905	25,823	8,100
	<i>2415-OTHER INSTRUCTIONAL MATLS</i>				
1040	33432415-551200: INSTRUCTIONAL SUPPLIES	10,265	10,063	16,419	10,791
1041	33842415-551300: LIB-CIRCULATING MATERIAL	1,774	-	2,170	-
	2415-OTHER INSTRUCTIONAL MATLS TOTAL	12,039	10,063	18,589	10,791
	<i>2420-INSTRUCTIONAL EQUIPMENT</i>				
1042	33432420-578200: MISC EXPENSES	-	-	-	7,057
	2420-INSTRUCTIONAL EQUIPMENT TOTAL	-	-	-	7,057
	<i>2430-GENERAL CLASSROOM SUPPLIES</i>				
1043	33432430-551200: INSTRUCTIONAL SUPPLIES	-	-	-	9,288
	2430-GENERAL CLASSROOM SUPPLIES TOTAL	-	-	-	9,288
	<i>2453-OTHER INSTR HARDWARE</i>				
1044	33432453-539100: CONTRACT WORK	-	-	4,863	4,863
	2453-OTHER INSTR HARDWARE TOTAL	-	-	4,863	4,863
	<i>2455-INSTRUCTIONAL SOFTWARE</i>				
1045	33432455-551200: INSTRUCTIONAL SUPPLIES	-	-	300	2,944
	2455-INSTRUCTIONAL SOFTWARE TOTAL	-	-	300	2,944
	<i>2710-GUIDANCE AND ADJ COUNSELORS</i>				
1046	33192710-511100: SAL-PROF F/T	-	-	90,788	-
1047	33502710-511100: SAL-PROF F/T	-	-	-	113,713

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
<i>330-CALLAHAN SCHOOL</i>					
1048	33182710-551200: INSTRUCTIONAL SUPPLIES	-	-	-	560
	2710-GUIDANCE AND ADJ COUNSELORS TOTAL	-	-	90,788	114,273
<i>2800-PSYCHOLOGICAL SERVICES</i>					
1049	33502800-511100: SAL-PROF F/T	-	-	12,749	13,283
	2800-PSYCHOLOGICAL SERVICES TOTAL	-	-	12,749	13,283
<i>3400-FOOD SERVICES</i>					
1050	33203400-511900: SAL-WAGES P/T	9,186	9,324	-	-
1051	33203400-519200: SAL-STIPENDS	-	-	9,558	9,558
	3400-FOOD SERVICES TOTAL	9,186	9,324	9,558	9,558
<i>4110-CUSTODIAL SERVICES</i>					
1052	33304110-511800: OTHER SAL-WAGES F/T	95,720	110,776	118,492	112,064
1053	33344110-513100: OVERTIME	11,665	3,741	6,663	6,663
1054	33364110-545000: CUSTODIAL SUPPLIES	10,269	10,721	7,688	8,688
1055	33364110-545001: CUSTODIAL-PAPER GOODS	2,227	1,194	1,507	1,757
1056	33364110-545002: CUSTODIAL-MOPS	247	322	538	388
	4110-CUSTODIAL SERVICES TOTAL	120,127	126,753	134,888	129,560
<i>4120-HEATING OF BUILDINGS</i>					
1057	33384120-521300: GAS	23,213	22,397	26,355	26,000
	4120-HEATING OF BUILDINGS TOTAL	23,213	22,397	26,355	26,000
<i>4130-UTILITY SERVICES</i>					
1058	33384130-521200: ELECTRICITY	25,870	29,075	29,363	29,363
1059	33384130-521500: TELEPHONE EXPENSES	933	955	945	870
1060	33384130-523400: WATER	5,555	5,686	9,818	9,818
	4130-UTILITY SERVICES TOTAL	32,358	35,716	40,126	40,051
<i>4220-MAINTENANCE OF BUILDINGS</i>					
1061	33314220-524201: MAINT BLDG-PLUMBING	4,226	4,624	5,125	5,125
1062	33314220-524204: MAINT BLDG-H&V	1,914	916	3,075	3,075
1063	33314220-524205: MAINT BLDG-EXTERM SVC	965	900	820	820
1064	33314220-524206: MAINT BLDG-EM ROOF REP	-	-	513	513
1065	33314220-524207: MAINT BLDG-COMM/CLOCK SYST	-	-	769	500

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
330-CALLAHAN SCHOOL					
1066	33314220-578300: BUILDING EXPENSES-OTHER	3,279	3,223	3,075	3,075
1067	33314220-578301: BUILDING EXPENSES-BOILER	1,583	1,725	2,050	2,050
1068	33314220-578302: BUILDING EXPENSES-VANDALISM	-	541	769	769
1069	33314220-578303: BUILDING EXPENSES-DOORS	1,805	3,907	1,230	1,230
1070	33314220-578304: BUILDING EXPENSES-ELECTRIC	1,440	559	3,075	3,075
	4220-MAINTENANCE OF BUILDINGS TOTAL	15,212	16,395	20,501	20,232
<i>4225-BUILDING SECURITY SYSTEM</i>					
1071	33314225-524200: MAINT OF BUILDINGS	739	4,409	1,025	1,025
1072	33314225-524202: MAINT BLDG-FIRE ALARMS	4,881	638	820	820
1073	33314225-524203: MAINT BLDG-FIRE EXTING	203	60	205	205
1074	33314225-578300: BUILDING EXPENSES-OTHER	-	-	154	154
	4225-BUILDING SECURITY SYSTEM TOTAL	5,822	5,107	2,204	2,204
<i>4230-MAINTENANCE OF EQUIPMENT</i>					
1075	33374230-524100: EXPENSE-EQUIP REPL/REPAIR	509	2,716	7,339	7,611
1076	33364230-578300: BUILDING EXPENSES-OTHER	1,340	1,580	1,927	1,927
	4230-MAINTENANCE OF EQUIPMENT TOTAL	1,849	4,296	9,266	9,538
330-CALLAHAN SCHOOL TOTAL		\$1,220,578	\$1,459,677	\$2,709,335	\$2,814,776

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
340-CLEVELAND SCHOOL					
<i>2210-SCHOOL LEADERSHIP</i>					
1077	34422210-511100: SAL-PROF F/T	104,671	107,550	110,239	114,350
1078	34422210-511200: SAL-CLERK F/T	33,197	36,348	39,109	41,209
1079	34112210-573100: DUES & SUBSCRIPTIONS	-	-	1,501	990
1080	34432210-578200: MISC EXPENSES	-	-	350	650
	2210-SCHOOL LEADERSHIP TOTAL	137,868	143,898	151,199	157,199
<i>2250-ADMIN TECHNOLOGY (SCH LEV)</i>					
1081	34122250-539100: CONTRACT WORK	-	-	1,809	1,809
1082	34112250-578200: MISC EXPENSES	-	-	-	2,150
	2250-ADMIN TECHNOLOGY (SCH LEV) TOTAL	-	-	1,809	3,959
<i>2305-TEACHERS, CLASSROOM</i>					
1083	34422305-511100: SAL-PROF F/T	1,242,989	1,427,638	1,575,223	1,637,392
1084	34502305-511100: SAL-PROF F/T	-	-	212,689	231,685
1085	34822305-511100: SAL-PROF F/T	-	-	39,847	42,104
1086	34832305-511100: SAL-PROF F/T	-	-	68,368	70,698
1087	34852305-511100: SAL-PROF F/T	-	-	142,205	140,373
1088	34502305-511101: SAL-PROF F/T-SPECIAL	-	-	133,378	141,528
1089	34622305-511101: SAL-PROF F/T-SPECIAL	-	-	91,638	91,638
	2305-TEACHERS, CLASSROOM TOTAL	1,242,989	1,427,638	2,263,348	2,355,418
<i>2320-MEDICAL/ THERAPEUTIC SERV</i>					
1090	34502320-511100: SAL-PROF F/T	-	-	90,788	94,563
	2320-MEDICAL/ THERAPEUTIC SERV TOTAL	-	-	90,788	94,563
<i>2324-SUBSTITUTES, LONG TERM</i>					
1091	34422324-511101: SAL-PROF F/T-SPECIAL	30,246	27,949	-	-
	2324-SUBSTITUTES, LONG TERM TOTAL	30,246	27,949	-	-
<i>2325-SUB TEACHERS, SHORT TERM</i>					
1092	34422325-511900: SAL-WAGES P/T	-	-	40,359	45,000
	2325-SUB TEACHERS, SHORT TERM TOTAL	-	-	40,359	45,000
<i>2330-PARAPROFESSIONALS</i>					
1093	34502330-511807: SAL-INSTRUCTIONAL	-	-	301,352	309,009

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
340-CLEVELAND SCHOOL					
	2330-PARAPROFESSIONALS TOTAL	-	-	301,352	309,009
	<i>2340-LIBRARIANS/MEDIA CENTER DIR</i>				
1094	34862340-511100: SAL-PROF F/T	-	-	71,130	71,130
	2340-LIBRARIANS/MEDIA CENTER DIR TOTAL	-	-	71,130	71,130
	<i>2356-COSTS-STAFF TO PROF DEV</i>				
1095	34162356-573100: DUES & SUBSCRIPTIONS	914	619	-	-
1096	34432356-579600: TRAINING/SCHOOL	1,343	1,297	4,408	4,890
	2356-COSTS-STAFF TO PROF DEV TOTAL	2,257	1,916	4,408	4,890
	<i>2410-TEXTBOOKS, RELATED SOFTWARE</i>				
1097	34432410-551100: TEXTBOOKS	33,921	22,655	25,660	8,144
	2410-TEXTBOOKS, RELATED SOFTWARE TOTAL	33,921	22,655	25,660	8,144
	<i>2415-OTHER INSTRUCTIONAL MATLS</i>				
1098	34432415-551200: INSTRUCTIONAL SUPPLIES	19,791	15,034	39,254	6,600
1099	34842415-551300: LIB-CIRCULATING MATERIAL	3,000	-	4,850	-
	2415-OTHER INSTRUCTIONAL MATLS TOTAL	22,791	15,034	44,104	6,600
	<i>2420-INSTRUCTIONAL EQUIPMENT</i>				
1100	34432420-578200: MISC EXPENSES	-	-	-	7,209
	2420-INSTRUCTIONAL EQUIPMENT TOTAL	-	-	-	7,209
	<i>2430-GENERAL CLASSROOM SUPPLIES</i>				
1101	34432430-551200: INSTRUCTIONAL SUPPLIES	-	-	-	22,625
	2430-GENERAL CLASSROOM SUPPLIES TOTAL	-	-	-	22,625
	<i>2453-OTHER INSTR HARDWARE</i>				
1102	34432453-539100: CONTRACT WORK	-	-	4,925	4,925
	2453-OTHER INSTR HARDWARE TOTAL	-	-	4,925	4,925
	<i>2455-INSTRUCTIONAL SOFTWARE</i>				
1103	34432455-551200: INSTRUCTIONAL SUPPLIES	-	-	240	2,235
	2455-INSTRUCTIONAL SOFTWARE TOTAL	-	-	240	2,235
	<i>2710-GUIDANCE AND ADJ COUNSELORS</i>				
1104	34192710-511100: SAL-PROF F/T	-	-	94,356	-

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
<i>340-CLEVELAND SCHOOL</i>					
1105	34502710-511100: SAL-PROF F/T	-	-	-	94,315
1106	34182710-551200: INSTRUCTIONAL SUPPLIES	-	-	-	400
	2710-GUIDANCE AND ADJ COUNSELORS TOTAL	-	-	94,356	94,715
<i>2800-PSYCHOLOGICAL SERVICES</i>					
1107	34502800-511100: SAL-PROF F/T	-	-	12,749	13,283
	2800-PSYCHOLOGICAL SERVICES TOTAL	-	-	12,749	13,283
<i>3400-FOOD SERVICES</i>					
1108	34203400-511900: SAL-WAGES P/T	12,248	12,432	-	-
1109	34203400-519200: SAL-STIPENDS	-	-	12,744	12,744
	3400-FOOD SERVICES TOTAL	12,248	12,432	12,744	12,744
<i>4110-CUSTODIAL SERVICES</i>					
1110	34304110-511800: OTHER SAL-WAGES F/T	133,472	134,999	120,188	125,375
1111	34344110-513100: OVERTIME	9,312	12,440	9,225	9,225
1112	34364110-545000: CUSTODIAL SUPPLIES	14,811	9,373	8,200	9,200
1113	34364110-545001: CUSTODIAL-PAPER GOODS	2,745	1,983	4,736	2,736
1114	34364110-545002: CUSTODIAL-MOPS	376	490	861	586
	4110-CUSTODIAL SERVICES TOTAL	160,717	159,283	143,210	147,122
<i>4120-HEATING OF BUILDINGS</i>					
1115	34384120-521300: GAS	41,292	44,293	65,090	65,000
	4120-HEATING OF BUILDINGS TOTAL	41,292	44,293	65,090	65,000
<i>4130-UTILITY SERVICES</i>					
1116	34384130-521200: ELECTRICITY	19,752	21,420	24,529	24,529
1117	34384130-521500: TELEPHONE EXPENSES	1,002	1,047	1,050	1,000
1118	34384130-523400: WATER	7,451	8,596	11,970	11,970
	4130-UTILITY SERVICES TOTAL	28,205	31,063	37,549	37,499
<i>4220-MAINTENANCE OF BUILDINGS</i>					
1119	34314220-524201: MAINT BLDG-PLUMBING	3,950	5,708	6,150	6,150
1120	34314220-524204: MAINT BLDG-H&V	13,561	6,305	5,638	5,638
1121	34314220-524205: MAINT BLDG-EXTERM SVC	905	995	820	820
1122	34314220-524206: MAINT BLDG-EM ROOF REP	250	500	769	769

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
340-CLEVELAND SCHOOL					
1123	34314220-524207: MAINT BLDG-COMM/CLOCK SYST	870	-	769	500
1124	34314220-578300: BUILDING EXPENSES-OTHER	4,243	4,214	5,125	5,125
1125	34314220-578301: BUILDING EXPENSES-BOILER	3,964	3,280	1,538	1,538
1126	34314220-578302: BUILDING EXPENSES-VANDALISM	-	1,000	513	513
1127	34314220-578303: BUILDING EXPENSES-DOORS	336	1,184	1,230	1,230
1128	34314220-578304: BUILDING EXPENSES-ELECTRIC	607	334	4,100	4,100
	4220-MAINTENANCE OF BUILDINGS TOTAL	28,684	23,519	26,652	26,383
<i>4225-BUILDING SECURITY SYSTEM</i>					
1129	34314225-524200: MAINT OF BUILDINGS	2,947	249	2,050	2,050
1130	34314225-524202: MAINT BLDG-FIRE ALARMS	1,390	-	1,025	1,025
1131	34314225-524203: MAINT BLDG-FIRE EXTING	153	116	205	205
1132	34314225-578300: BUILDING EXPENSES-OTHER	-	-	256	256
	4225-BUILDING SECURITY SYSTEM TOTAL	4,490	365	3,536	3,536
<i>4230-MAINTENANCE OF EQUIPMENT</i>					
1133	34374230-524100: EXPENSE-EQUIP REPL/REPAIR	6,619	3,934	4,580	14,900
1134	34364230-578300: BUILDING EXPENSES-OTHER	3,322	1,808	2,142	2,142
	4230-MAINTENANCE OF EQUIPMENT TOTAL	9,941	5,742	6,722	17,042
340-CLEVELAND SCHOOL TOTAL		\$1,755,648	\$1,915,785	\$3,401,929	\$3,510,230

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
350-OLDHAM SCHOOL					
<i>2210-SCHOOL LEADERSHIP</i>					
1135	35422210-511100: SAL-PROF F/T	110,687	127,192	116,574	106,050
1136	35422210-511200: SAL-CLERK F/T	37,368	40,126	43,160	45,370
1137	35112210-573100: DUES & SUBSCRIPTIONS	-	-	1,050	1,045
1138	35432210-578200: MISC EXPENSES	-	-	350	1,600
	2210-SCHOOL LEADERSHIP TOTAL	148,055	167,318	161,134	154,065
<i>2250-ADMIN TECHNOLOGY (SCH LEV)</i>					
1139	35122250-539100: CONTRACT WORK	-	-	1,809	1,809
1140	35112250-578200: MISC EXPENSES	-	-	-	2,435
	2250-ADMIN TECHNOLOGY (SCH LEV) TOTAL	-	-	1,809	4,244
<i>2305-TEACHERS, CLASSROOM</i>					
1141	35422305-511100: SAL-PROF F/T	1,084,530	1,022,878	1,072,006	1,131,674
1142	35502305-511100: SAL-PROF F/T	-	-	188,901	188,901
1143	35822305-511100: SAL-PROF F/T	-	-	38,675	37,825
1144	35832305-511100: SAL-PROF F/T	-	-	54,333	57,083
1145	35852305-511100: SAL-PROF F/T	-	-	121,096	100,339
1146	35502305-511101: SAL-PROF F/T-SPECIAL	-	-	80,637	87,597
1147	35622305-511101: SAL-PROF F/T-SPECIAL	-	-	42,316	88,912
	2305-TEACHERS, CLASSROOM TOTAL	1,084,530	1,022,878	1,597,964	1,692,331
<i>2320-MEDICAL/ THERAPEUTIC SERV</i>					
1148	35502320-511100: SAL-PROF F/T	-	-	97,897	95,963
	2320-MEDICAL/ THERAPEUTIC SERV TOTAL	-	-	97,897	95,963
<i>2324-SUBSTITUTES, LONG TERM</i>					
1149	35422324-511101: SAL-PROF F/T-SPECIAL	25,914	24,523	-	-
	2324-SUBSTITUTES, LONG TERM TOTAL	25,914	24,523	-	-
<i>2325-SUB TEACHERS, SHORT TERM</i>					
1150	35422325-511900: SAL-WAGES P/T	-	-	40,359	45,000
	2325-SUB TEACHERS, SHORT TERM TOTAL	-	-	40,359	45,000
<i>2330-PARAPROFESSIONALS</i>					
1151	35502330-511807: SAL-INSTRUCTIONAL	-	-	175,666	156,383

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
350-OLDHAM SCHOOL					
	2330-PARAPROFESSIONALS TOTAL	-	-	175,666	156,383
	<i>2340-LIBRARIANS/MEDIA CENTER DIR</i>				
1152	35862340-511100: SAL-PROF F/T	-	-	41,127	61,911
	2340-LIBRARIANS/MEDIA CENTER DIR TOTAL	-	-	41,127	61,911
	<i>2356-COSTS-STAFF TO PROF DEV</i>				
1153	35162356-573100: DUES & SUBSCRIPTIONS	535	1,477	-	-
1154	35432356-579600: TRAINING/SCHOOL	777	867	3,916	6,600
	2356-COSTS-STAFF TO PROF DEV TOTAL	1,312	2,344	3,916	6,600
	<i>2410-TEXTBOOKS, RELATED SOFTWARE</i>				
1155	35432410-551100: TEXTBOOKS	26,634	19,667	32,025	5,382
	2410-TEXTBOOKS, RELATED SOFTWARE TOTAL	26,634	19,667	32,025	5,382
	<i>2415-OTHER INSTRUCTIONAL MATLS</i>				
1156	35432415-551200: INSTRUCTIONAL SUPPLIES	12,784	11,621	21,729	4,800
1157	35842415-551300: LIB-CIRCULATING MATERIAL	1,997	-	2,152	-
	2415-OTHER INSTRUCTIONAL MATLS TOTAL	14,780	11,621	23,881	4,800
	<i>2420-INSTRUCTIONAL EQUIPMENT</i>				
1158	35432420-578200: MISC EXPENSES	-	-	-	3,000
	2420-INSTRUCTIONAL EQUIPMENT TOTAL	-	-	-	3,000
	<i>2430-GENERAL CLASSROOM SUPPLIES</i>				
1159	35432430-551200: INSTRUCTIONAL SUPPLIES	-	-	-	17,165
	2430-GENERAL CLASSROOM SUPPLIES TOTAL	-	-	-	17,165
	<i>2453-OTHER INSTR HARDWARE</i>				
1160	35432453-539100: CONTRACT WORK	-	-	4,800	4,800
	2453-OTHER INSTR HARDWARE TOTAL	-	-	4,800	4,800
	<i>2455-INSTRUCTIONAL SOFTWARE</i>				
1161	35432455-551200: INSTRUCTIONAL SUPPLIES	-	-	150	7,095
	2455-INSTRUCTIONAL SOFTWARE TOTAL	-	-	150	7,095
	<i>2710-GUIDANCE AND ADJ COUNSELORS</i>				
1162	35192710-511100: SAL-PROF F/T	-	-	59,989	-

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
<i>350-OLDHAM SCHOOL</i>					
1163	35502710-511100: SAL-PROF F/T	-	-	-	62,669
1164	35182710-551200: INSTRUCTIONAL SUPPLIES	-	-	-	400
	2710-GUIDANCE AND ADJ COUNSELORS TOTAL	-	-	59,989	63,069
<i>2800-PSYCHOLOGICAL SERVICES</i>					
1165	35502800-511100: SAL-PROF F/T	-	-	12,749	13,283
	2800-PSYCHOLOGICAL SERVICES TOTAL	-	-	12,749	13,283
<i>3400-FOOD SERVICES</i>					
1166	35203400-511900: SAL-WAGES P/T	9,186	9,324	-	-
1167	35203400-519200: SAL-STIPENDS	-	-	9,558	9,558
	3400-FOOD SERVICES TOTAL	9,186	9,324	9,558	9,558
<i>4110-CUSTODIAL SERVICES</i>					
1168	35304110-511800: OTHER SAL-WAGES F/T	107,523	111,354	118,778	112,064
1169	35344110-513100: OVERTIME	9,728	9,891	7,688	7,688
1170	35364110-545000: CUSTODIAL SUPPLIES	4,217	8,132	6,663	6,663
1171	35364110-545001: CUSTODIAL-PAPER GOODS	2,227	2,403	1,722	1,922
1172	35364110-545002: CUSTODIAL-MOPS	487	634	646	596
	4110-CUSTODIAL SERVICES TOTAL	124,181	132,414	135,497	128,933
<i>4120-HEATING OF BUILDINGS</i>					
1173	35384120-521300: GAS	32,166	36,483	42,074	42,000
	4120-HEATING OF BUILDINGS TOTAL	32,166	36,483	42,074	42,000
<i>4130-UTILITY SERVICES</i>					
1174	35384130-521200: ELECTRICITY	47,352	47,673	46,737	46,737
1175	35384130-521500: TELEPHONE EXPENSES	1,008	979	1,050	1,000
1176	35384130-523400: WATER	5,934	7,095	10,920	10,920
	4130-UTILITY SERVICES TOTAL	54,294	55,748	58,707	58,657
<i>4220-MAINTENANCE OF BUILDINGS</i>					
1177	35314220-524201: MAINT BLDG-PLUMBING	5,720	4,875	5,638	5,638
1178	35314220-524204: MAINT BLDG-H&V	6,319	31,847	5,638	5,638
1179	35314220-524205: MAINT BLDG-EXTERM SVC	890	1,615	820	820
1180	35314220-524206: MAINT BLDG-EM ROOF REP	250	1,200	513	513

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
350-OLDHAM SCHOOL					
1181	35314220-524207: MAINT BLDG-COMM/CLOCK SYST	62	-	1,538	538
1182	35314220-578300: BUILDING EXPENSES-OTHER	2,388	4,518	5,125	5,125
1183	35314220-578301: BUILDING EXPENSES-BOILER	5,532	5,619	3,075	3,075
1184	35314220-578302: BUILDING EXPENSES-VANDALISM	-	192	513	513
1185	35314220-578303: BUILDING EXPENSES-DOORS	1,500	-	1,025	1,025
1186	35314220-578304: BUILDING EXPENSES-ELECTRIC	1,197	4,744	1,538	1,538
	4220-MAINTENANCE OF BUILDINGS TOTAL	23,857	54,610	25,423	24,423
<i>4225-BUILDING SECURITY SYSTEM</i>					
1187	35314225-524200: MAINT OF BUILDINGS	974	249	1,333	1,333
1188	35314225-524202: MAINT BLDG-FIRE ALARMS	6,663	-	513	513
1189	35314225-524203: MAINT BLDG-FIRE EXTING	57	133	205	205
1190	35314225-578300: BUILDING EXPENSES-OTHER	-	-	154	154
	4225-BUILDING SECURITY SYSTEM TOTAL	7,694	382	2,205	2,205
<i>4230-MAINTENANCE OF EQUIPMENT</i>					
1191	35374230-524100: EXPENSE-EQUIP REPL/REPAIR	9,435	1,642	2,042	9,875
1192	35364230-578300: BUILDING EXPENSES-OTHER	460	1,758	1,927	1,927
	4230-MAINTENANCE OF EQUIPMENT TOTAL	9,895	3,400	3,969	11,802
<i>5150-EMPLOYEE SEPARATION COSTS</i>					
1193	35425150-511100: SAL-PROF F/T	-	83,476	-	-
	5150-EMPLOYEE SEPARATION COSTS TOTAL	-	83,476	-	-
350-OLDHAM SCHOOL TOTAL		\$1,562,500	\$1,624,185	\$2,530,899	\$2,612,669

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
360-PRESCOTT SCHOOL					
<i>2210-SCHOOL LEADERSHIP</i>					
1194	36422210-511100: SAL-PROF F/T	130,119	108,100	106,600	107,666
1195	36422210-511200: SAL-CLERK F/T	40,905	44,173	45,288	45,370
1196	36112210-573100: DUES & SUBSCRIPTIONS	-	-	1,153	983
1197	36432210-578200: MISC EXPENSES	-	-	350	1,300
	2210-SCHOOL LEADERSHIP TOTAL	171,024	152,273	153,391	155,319
<i>2250-ADMIN TECHNOLOGY (SCH LEV)</i>					
1198	36122250-539100: CONTRACT WORK	-	-	2,432	2,432
1199	36112250-578200: MISC EXPENSES	-	-	-	1,500
	2250-ADMIN TECHNOLOGY (SCH LEV) TOTAL	-	-	2,432	3,932
<i>2305-TEACHERS, CLASSROOM</i>					
1200	36422305-511100: SAL-PROF F/T	895,545	1,068,315	1,220,429	1,244,963
1201	36502305-511100: SAL-PROF F/T	-	-	167,040	170,864
1202	36822305-511100: SAL-PROF F/T	-	-	48,153	48,132
1203	36832305-511100: SAL-PROF F/T	-	-	58,627	58,627
1204	36852305-511100: SAL-PROF F/T	-	-	82,872	72,083
1205	36502305-511101: SAL-PROF F/T-SPECIAL	-	-	91,638	91,638
1206	36622305-511101: SAL-PROF F/T-SPECIAL	-	-	108,920	117,841
	2305-TEACHERS, CLASSROOM TOTAL	895,545	1,068,315	1,777,679	1,804,148
<i>2320-MEDICAL/ THERAPEUTIC SERV</i>					
1207	36502320-511100: SAL-PROF F/T	-	-	69,925	70,709
	2320-MEDICAL/ THERAPEUTIC SERV TOTAL	-	-	69,925	70,709
<i>2324-SUBSTITUTES, LONG TERM</i>					
1208	36422324-511101: SAL-PROF F/T-SPECIAL	29,872	62,073	-	-
	2324-SUBSTITUTES, LONG TERM TOTAL	29,872	62,073	-	-
<i>2325-SUB TEACHERS, SHORT TERM</i>					
1209	36422325-511900: SAL-WAGES P/T	-	-	40,359	45,000
	2325-SUB TEACHERS, SHORT TERM TOTAL	-	-	40,359	45,000
<i>2330-PARAPROFESSIONALS</i>					
1210	36502330-511807: SAL-INSTRUCTIONAL	-	-	98,990	165,970

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
360-PRESCOTT SCHOOL					
	2330-PARAPROFESSIONALS TOTAL	-	-	98,990	165,970
	<i>2340-LIBRARIANS/MEDIA CENTER DIR</i>				
1211	36862340-511100: SAL-PROF F/T	-	-	57,609	58,138
	2340-LIBRARIANS/MEDIA CENTER DIR TOTAL	-	-	57,609	58,138
	<i>2356-COSTS-STAFF TO PROF DEV</i>				
1212	36162356-573100: DUES & SUBSCRIPTIONS	582	674	-	-
1213	36432356-579600: TRAINING/SCHOOL	928	719	3,485	6,045
	2356-COSTS-STAFF TO PROF DEV TOTAL	1,510	1,393	3,485	6,045
	<i>2410-TEXTBOOKS, RELATED SOFTWARE</i>				
1214	36432410-551100: TEXTBOOKS	25,790	21,660	19,595	6,939
	2410-TEXTBOOKS, RELATED SOFTWARE TOTAL	25,790	21,660	19,595	6,939
	<i>2415-OTHER INSTRUCTIONAL MATLS</i>				
1215	36432415-551200: INSTRUCTIONAL SUPPLIES	10,298	7,267	29,461	11,100
1216	36842415-551300: LIB-CIRCULATING MATERIAL	2,089	1,422	4,300	-
	2415-OTHER INSTRUCTIONAL MATLS TOTAL	12,387	8,689	33,761	11,100
	<i>2430-GENERAL CLASSROOM SUPPLIES</i>				
1217	36432430-551200: INSTRUCTIONAL SUPPLIES	-	-	-	18,300
	2430-GENERAL CLASSROOM SUPPLIES TOTAL	-	-	-	18,300
	<i>2453-OTHER INSTR HARDWARE</i>				
1218	36432453-539100: CONTRACT WORK	-	-	3,618	3,618
	2453-OTHER INSTR HARDWARE TOTAL	-	-	3,618	3,618
	<i>2455-INSTRUCTIONAL SOFTWARE</i>				
1219	36432455-551200: INSTRUCTIONAL SUPPLIES	-	-	150	2,795
	2455-INSTRUCTIONAL SOFTWARE TOTAL	-	-	150	2,795
	<i>2710-GUIDANCE AND ADJ COUNSELORS</i>				
1220	36192710-511100: SAL-PROF F/T	-	-	59,989	-
1221	36502710-511100: SAL-PROF F/T	-	-	-	88,373
	2710-GUIDANCE AND ADJ COUNSELORS TOTAL	-	-	59,989	88,373

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
360-PRESCOTT SCHOOL					
<i>2800-PSYCHOLOGICAL SERVICES</i>					
1222	36502800-511100: SAL-PROF F/T	-	-	12,749	13,283
	2800-PSYCHOLOGICAL SERVICES TOTAL	-	-	12,749	13,283
<i>3400-FOOD SERVICES</i>					
1223	36203400-511900: SAL-WAGES P/T	9,186	9,324	-	-
1224	36203400-519200: SAL-STIPENDS	-	-	9,558	9,558
	3400-FOOD SERVICES TOTAL	9,186	9,324	9,558	9,558
<i>4110-CUSTODIAL SERVICES</i>					
1225	36304110-511800: OTHER SAL-WAGES F/T	113,257	111,747	120,085	112,064
1226	36344110-513100: OVERTIME	7,683	6,681	8,713	8,713
1227	36364110-545000: CUSTODIAL SUPPLIES	7,027	7,283	9,225	8,725
1228	36364110-545001: CUSTODIAL-PAPER GOODS	2,520	2,048	2,583	2,583
1229	36364110-545002: CUSTODIAL-MOPS	310	403	592	492
	4110-CUSTODIAL SERVICES TOTAL	130,796	128,163	141,198	132,577
<i>4120-HEATING OF BUILDINGS</i>					
1230	36384120-521300: GAS	28,462	31,994	44,132	44,000
	4120-HEATING OF BUILDINGS TOTAL	28,462	31,994	44,132	44,000
<i>4130-UTILITY SERVICES</i>					
1231	36384130-521200: ELECTRICITY	30,300	30,995	31,500	31,500
1232	36384130-521500: TELEPHONE EXPENSES	599	611	630	630
1233	36384130-523400: WATER	4,991	6,062	7,245	7,245
	4130-UTILITY SERVICES TOTAL	35,890	37,668	39,375	39,375
<i>4220-MAINTENANCE OF BUILDINGS</i>					
1234	36314220-524201: MAINT BLDG-PLUMBING	4,307	7,890	9,225	9,225
1235	36314220-524204: MAINT BLDG-H&V	4,059	3,075	5,638	5,638
1236	36314220-524205: MAINT BLDG-EXTERM SVC	1,145	900	820	820
1237	36314220-524206: MAINT BLDG-EM ROOF REP	-	1,150	513	513
1238	36314220-524207: MAINT BLDG-COMM/CLOCK SYST	62	-	769	500
1239	36314220-578300: BUILDING EXPENSES-OTHER	3,675	3,957	5,125	5,125
1240	36314220-578301: BUILDING EXPENSES-BOILER	1,579	10,758	2,050	2,050

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
360-PRESCOTT SCHOOL					
1241	36314220-578302: BUILDING EXPENSES-VANDALISM	-	346	769	769
1242	36314220-578303: BUILDING EXPENSES-DOORS	-	-	1,025	1,025
1243	36314220-578304: BUILDING EXPENSES-ELECTRIC	400	-	3,075	3,075
	4220-MAINTENANCE OF BUILDINGS TOTAL	15,227	28,077	29,009	28,740
<i>4225-BUILDING SECURITY SYSTEM</i>					
1244	36314225-524200: MAINT OF BUILDINGS	739	249	1,333	1,333
1245	36314225-524202: MAINT BLDG-FIRE ALARMS	1,011	-	513	513
1246	36314225-524203: MAINT BLDG-FIRE EXTING	28	187	205	205
1247	36314225-578300: BUILDING EXPENSES-OTHER	-	-	154	154
	4225-BUILDING SECURITY SYSTEM TOTAL	1,777	436	2,205	2,205
<i>4230-MAINTENANCE OF EQUIPMENT</i>					
1248	36374230-524100: EXPENSE-EQUIP REPL/REPAIR	2,168	6,147	18,090	15,246
1249	36364230-578300: BUILDING EXPENSES-OTHER	296	806	3,977	3,977
	4230-MAINTENANCE OF EQUIPMENT TOTAL	2,464	6,953	22,067	19,223
360-PRESCOTT SCHOOL TOTAL		\$1,359,931	\$1,557,018	\$2,621,275	\$2,729,347

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
380-COAKLEY MIDDLE SCHOOL					
<i>2120-DEPARTMENT HEADS (NON-SUP)</i>					
1250	38502120-511101: SAL-PROF F/T-SPECIAL	-	-	46,336	46,336
	2120-DEPARTMENT HEADS (NON-SUP) TOTAL	-	-	46,336	46,336
<i>2210-SCHOOL LEADERSHIP</i>					
1251	38442210-511100: SAL-PROF F/T	308,269	346,657	352,350	360,668
1252	38442210-511200: SAL-CLERK F/T	49,348	56,227	57,646	70,532
1253	38112210-573100: DUES & SUBSCRIPTIONS	-	-	1,358	1,735
	2210-SCHOOL LEADERSHIP TOTAL	357,617	402,884	411,354	432,935
<i>2250-ADMIN TECHNOLOGY (SCH LEV)</i>					
1254	38122250-539100: CONTRACT WORK	-	-	2,991	2,991
	2250-ADMIN TECHNOLOGY (SCH LEV) TOTAL	-	-	2,991	2,991
<i>2305-TEACHERS, CLASSROOM</i>					
1255	38442305-511100: SAL-PROF F/T	3,698,977	4,137,330	4,420,203	4,500,709
1256	38502305-511100: SAL-PROF F/T	729,106	843,421	693,459	600,412
1257	38502305-511101: SAL-PROF F/T-SPECIAL	-	-	381,347	431,008
1258	38622305-511101: SAL-PROF F/T-SPECIAL	-	-	90,788	123,490
	2305-TEACHERS, CLASSROOM TOTAL	4,428,082	4,980,751	5,585,797	5,655,619
<i>2320-MEDICAL/ THERAPEUTIC SERV</i>					
1259	38502320-511100: SAL-PROF F/T	172,188	190,510	91,638	93,536
	2320-MEDICAL/ THERAPEUTIC SERV TOTAL	172,188	190,510	91,638	93,536
<i>2324-SUBSTITUTES, LONG TERM</i>					
1260	38442324-511101: SAL-PROF F/T-SPECIAL	114,839	68,274	-	-
	2324-SUBSTITUTES, LONG TERM TOTAL	114,839	68,274	-	-
<i>2325-SUB TEACHERS, SHORT TERM</i>					
1261	38442325-511800: OTHER SAL-WAGES F/T	-	-	61,500	66,000
	2325-SUB TEACHERS, SHORT TERM TOTAL	-	-	61,500	66,000
<i>2330-PARAPROFESSIONALS</i>					
1262	38442330-511800: OTHER SAL-WAGES F/T	-	-	25,556	26,712
1263	38502330-511807: SAL-INSTRUCTIONAL	-	-	303,848	295,253

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
380-COAKLEY MIDDLE SCHOOL					
	2330-PARAPROFESSIONALS TOTAL	-	-	329,404	321,965
	<i>2340-LIBRARIANS/MEDIA CENTER DIR</i>				
1264	38862340-511100: SAL-PROF F/T	67,301	36,248	78,197	81,754
	2340-LIBRARIANS/MEDIA CENTER DIR TOTAL	67,301	36,248	78,197	81,754
	<i>2356-COSTS-STAFF TO PROF DEV</i>				
1265	38162356-573100: DUES & SUBSCRIPTIONS	1,028	1,358	-	-
1266	38162356-579600: TRAINING/SCHOOL	1,761	3,152	7,278	8,525
	2356-COSTS-STAFF TO PROF DEV TOTAL	2,789	4,510	7,278	8,525
	<i>2358-OUTSIDE PROF DEV FOR STAFF</i>				
1267	38502358-530714: CONTRACT-TEACHER EXPENSES	-	-	-	13,720
	2358-OUTSIDE PROF DEV FOR STAFF TOTAL	-	-	-	13,720
	<i>2410-TEXTBOOKS, RELATED SOFTWARE</i>				
1268	38742410-551100: TEXTBOOKS	5,375	1,588	9,266	5,700
1269	38762410-551100: TEXTBOOKS	-	-	-	1,216
1270	38772410-551100: TEXTBOOKS	1,517	1,980	2,096	2,857
1271	38782410-551100: TEXTBOOKS	3,991	2,367	2,921	2,925
1272	38792410-551100: TEXTBOOKS	2,482	963	1,384	2,286
1273	38452410-551200: INSTRUCTIONAL SUPPLIES	-	-	-	4,000
1274	38812410-551200: INSTRUCTIONAL SUPPLIES	5,030	5,618	6,765	-
	2410-TEXTBOOKS, RELATED SOFTWARE TOTAL	18,394	12,517	22,432	18,984
	<i>2415-OTHER INSTRUCTIONAL MATLS</i>				
1275	38762415-527200: OTHER RENTALS	4,795	6,054	3,500	-
1276	38782415-527200: OTHER RENTALS	10,475	8,893	1,000	-
1277	38792415-527200: OTHER RENTALS	691	1,390	-	-
1278	38852415-527200: OTHER RENTALS	3,070	3,162	3,383	2,900
1279	38452415-551200: INSTRUCTIONAL SUPPLIES	-	-	30,000	-
1280	38732415-551200: INSTRUCTIONAL SUPPLIES	100	569	718	-
1281	38742415-551200: INSTRUCTIONAL SUPPLIES	1,355	1,497	1,982	-
1282	38762415-551200: INSTRUCTIONAL SUPPLIES	-	-	4,956	3,000
1283	38772415-551200: INSTRUCTIONAL SUPPLIES	1,186	1,929	3,024	4,025

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
380-COAKLEY MIDDLE SCHOOL					
1284	38782415-551200: INSTRUCTIONAL SUPPLIES	-	-	12,274	12,250
1285	38792415-551200: INSTRUCTIONAL SUPPLIES	-	-	1,792	185
1286	38812415-551200: INSTRUCTIONAL SUPPLIES	-	-	-	6,765
1287	38822415-551200: INSTRUCTIONAL SUPPLIES	5,289	5,892	6,099	6,200
1288	38832415-551200: INSTRUCTIONAL SUPPLIES	8,123	8,074	9,020	300
1289	38842415-551300: LIB-CIRCULATING MATERIAL	1,367	-	5,100	-
	2415-OTHER INSTRUCTIONAL MATLS TOTAL	36,451	37,461	82,848	35,625
<i>2420-INSTRUCTIONAL EQUIPMENT</i>					
1290	38452420-551200: INSTRUCTIONAL SUPPLIES	-	-	15,000	-
1291	38452420-578200: MISC EXPENSES	-	-	-	9,200
	2420-INSTRUCTIONAL EQUIPMENT TOTAL	-	-	15,000	9,200
<i>2430-GENERAL CLASSROOM SUPPLIES</i>					
1292	38452430-551200: INSTRUCTIONAL SUPPLIES	19,480	30,527	28,694	26,576
	2430-GENERAL CLASSROOM SUPPLIES TOTAL	19,480	30,527	28,694	26,576
<i>2453-OTHER INSTR HARDWARE</i>					
1293	38762453-527200: OTHER RENTALS	-	-	2,000	-
1294	38452453-539100: CONTRACT WORK	-	-	7,729	7,729
	2453-OTHER INSTR HARDWARE TOTAL	-	-	9,729	7,729
<i>2455-INSTRUCTIONAL SOFTWARE</i>					
1295	38452455-551200: INSTRUCTIONAL SUPPLIES	-	-	-	3,552
	2455-INSTRUCTIONAL SOFTWARE TOTAL	-	-	-	3,552
<i>2710-GUIDANCE AND ADJ COUNSELORS</i>					
1296	38192710-511100: SAL-PROF F/T	201,365	229,046	244,345	256,577
1297	38502710-511100: SAL-PROF F/T	-	-	-	147,300
1298	38192710-511101: SAL-PROF F/T-SPECIAL	70,728	76,290	139,066	-
1299	38192710-511200: SAL-CLERK F/T	39,857	43,344	41,982	40,394
1300	38182710-551200: INSTRUCTIONAL SUPPLIES	-	-	-	960
	2710-GUIDANCE AND ADJ COUNSELORS TOTAL	311,950	348,680	425,393	445,231
<i>2800-PSYCHOLOGICAL SERVICES</i>					
1301	38502800-511100: SAL-PROF F/T	-	-	34,157	92,811

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
380-COAKLEY MIDDLE SCHOOL					
	2800-PSYCHOLOGICAL SERVICES TOTAL	-	-	34,157	92,811
	<i>3400-FOOD SERVICES</i>				
1302	38203400-511900: SAL-WAGES P/T	18,372	18,648	-	-
1303	38203400-519200: SAL-STIPENDS	-	-	19,116	19,116
	3400-FOOD SERVICES TOTAL	18,372	18,648	19,116	19,116
	<i>3520-OTHER STUDENT ACTIVITIES</i>				
1304	38443520-511900: SAL-WAGES P/T	15,928	17,795	18,683	19,150
	3520-OTHER STUDENT ACTIVITIES TOTAL	15,928	17,795	18,683	19,150
	<i>4110-CUSTODIAL SERVICES</i>				
1305	38304110-511800: OTHER SAL-WAGES F/T	264,545	273,808	296,545	272,321
1306	38344110-513100: OVERTIME	16,191	8,249	19,475	19,475
1307	38364110-545000: CUSTODIAL SUPPLIES	10,298	11,498	13,940	13,440
1308	38364110-545001: CUSTODIAL-PAPER GOODS	5,319	4,302	6,996	5,996
1309	38364110-545002: CUSTODIAL-MOPS	528	525	861	611
	4110-CUSTODIAL SERVICES TOTAL	296,882	298,383	337,817	311,843
	<i>4130-UTILITY SERVICES</i>				
1310	38384130-521200: ELECTRICITY	298,320	434,000	249,453	314,453
1311	38384130-521300: GAS	524	643	1,272	1,272
1312	38384130-521500: TELEPHONE EXPENSES	1,066	1,174	1,575	1,425
1313	38384130-523400: WATER	16,254	18,163	24,833	24,833
	4130-UTILITY SERVICES TOTAL	316,164	453,980	277,133	341,983
	<i>4220-MAINTENANCE OF BUILDINGS</i>				
1314	38314220-524200: MAINT OF BUILDINGS	20,441	26,441	8,200	8,200
1315	38314220-524201: MAINT BLDG-PLUMBING	10,470	8,511	13,325	13,325
1316	38314220-524204: MAINT BLDG-H&V	33,003	21,356	35,875	35,875
1317	38314220-524205: MAINT BLDG-EXTERM SVC	1,202	1,487	1,435	1,435
1318	38314220-524206: MAINT BLDG-EM ROOF REP	-	1,100	1,025	1,025
1319	38314220-524207: MAINT BLDG-COMM/CLOCK SYST	760	1,395	1,794	1,794
1320	38314220-578300: BUILDING EXPENSES-OTHER	12,742	10,842	15,375	15,375
1321	38314220-578302: BUILDING EXPENSES-VANDALISM	120	-	513	513

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
380-COAKLEY MIDDLE SCHOOL					
1322	38314220-578303: BUILDING EXPENSES-DOORS	-	-	1,025	1,025
1323	38314220-578304: BUILDING EXPENSES-ELECTRIC	5,297	3,642	6,150	6,150
1324	38314220-578306: BUILDING EXPENSES-EMER GEN	1,976	4,720	1,025	1,025
	4220-MAINTENANCE OF BUILDINGS TOTAL	86,011	79,494	85,742	85,742
<i>4225-BUILDING SECURITY SYSTEM</i>					
1325	38314225-524200: MAINT OF BUILDINGS	739	374	1,768	1,768
1326	38314225-524202: MAINT BLDG-FIRE ALARMS	3,427	390	1,025	1,025
1327	38314225-524203: MAINT BLDG-FIRE EXTING	425	669	513	513
1328	38314225-578300: BUILDING EXPENSES-OTHER	-	-	513	513
	4225-BUILDING SECURITY SYSTEM TOTAL	4,590	1,433	3,819	3,819
<i>4230-MAINTENANCE OF EQUIPMENT</i>					
1329	38374230-524100: EXPENSE-EQUIP REPL/REPAIR	1,437	6,257	7,333	10,500
1330	38364230-578300: BUILDING EXPENSES-OTHER	2,370	1,242	3,075	3,075
	4230-MAINTENANCE OF EQUIPMENT TOTAL	3,807	7,499	10,408	13,575
<i>4400-NETWORKING AND TELECOMM</i>					
1331	38444400-511101: SAL-PROF F/T-SPECIAL	-	-	64,908	65,539
	4400-NETWORKING AND TELECOMM TOTAL	-	-	64,908	65,539
380-COAKLEY MIDDLE SCHOOL TOTAL		\$6,270,847	\$6,989,593	\$8,050,373	\$8,223,856

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
390-NORWOOD HIGH SCHOOL					
<i>2110-CURRICULUM DIRECTORS (SUP)</i>					
1332	39472110-511100: SAL-PROF F/T	-	5,035,460	-	-
	2110-CURRICULUM DIRECTORS (SUP) TOTAL	-	5,035,460	-	-
<i>2120-DEPARTMENT HEADS (NON-SUP)</i>					
1333	39502120-511101: SAL-PROF F/T-SPECIAL	-	-	46,336	46,336
1334	39472120-519200: SAL-STIPENDS	-	-	91,530	91,530
	2120-DEPARTMENT HEADS (NON-SUP) TOTAL	-	-	137,866	137,866
<i>2210-SCHOOL LEADERSHIP</i>					
1335	39472210-511100: SAL-PROF F/T	253,551	256,533	257,018	257,186
1336	39472210-511200: SAL-CLERK F/T	93,115	101,463	105,405	101,313
1337	39182210-527200: OTHER RENTALS	18,402	15,824	-	-
1338	39482210-538400: SERVICE FEES	10,470	9,862	7,790	11,575
1339	39112210-573100: DUES & SUBSCRIPTIONS	-	-	6,028	5,600
1340	39482210-578200: MISC EXPENSES	-	-	1,500	5,300
	2210-SCHOOL LEADERSHIP TOTAL	375,538	383,682	377,741	380,974
<i>2250-ADMIN TECHNOLOGY (SCH LEV)</i>					
1341	39122250-539100: CONTRACT WORK	-	-	1,809	1,809
1342	39112250-578200: MISC EXPENSES	-	-	-	4,098
	2250-ADMIN TECHNOLOGY (SCH LEV) TOTAL	-	-	1,809	5,907
<i>2305-TEACHERS, CLASSROOM</i>					
1343	39472305-511100: SAL-PROF F/T	4,887,555	430,371	6,130,678	6,010,278
1344	39502305-511100: SAL-PROF F/T	719,852	836,625	691,459	593,791
1345	39502305-511101: SAL-PROF F/T-SPECIAL	-	-	353,912	414,321
1346	39622305-511101: SAL-PROF F/T-SPECIAL	-	-	88,912	88,912
	2305-TEACHERS, CLASSROOM TOTAL	5,607,407	1,266,995	7,264,961	7,107,302
<i>2320-MEDICAL/ THERAPEUTIC SERV</i>					
1347	39502320-511100: SAL-PROF F/T	-	-	62,238	62,238
	2320-MEDICAL/ THERAPEUTIC SERV TOTAL	-	-	62,238	62,238
<i>2324-SUBSTITUTES, LONG TERM</i>					
1348	39472324-511101: SAL-PROF F/T-SPECIAL	116,379	69,977	-	-

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
390-NORWOOD HIGH SCHOOL					
	2324-SUBSTITUTES, LONG TERM TOTAL	116,379	69,977	-	-
	<i>2325-SUB TEACHERS, SHORT TERM</i>				
1349	39472325-511800: OTHER SAL-WAGES F/T	-	-	61,500	66,000
	2325-SUB TEACHERS, SHORT TERM TOTAL	-	-	61,500	66,000
	<i>2330-PARAPROFESSIONALS</i>				
1350	39502330-511807: SAL-INSTRUCTIONAL	-	-	229,857	330,656
	2330-PARAPROFESSIONALS TOTAL	-	-	229,857	330,656
	<i>2340-LIBRARIANS/MEDIA CENTER DIR</i>				
1351	39862340-511100: SAL-PROF F/T	59,649	63,744	68,025	70,709
1352	39862340-511800: OTHER SAL-WAGES F/T	20,900	33,494	37,000	34,151
1353	39862340-539100: CONTRACT WORK	-	-	14,500	-
	2340-LIBRARIANS/MEDIA CENTER DIR TOTAL	80,550	97,238	119,525	104,860
	<i>2356-COSTS-STAFF TO PROF DEV</i>				
1354	39162356-573100: DUES & SUBSCRIPTIONS	5,770	5,765	-	-
1355	39162356-579600: TRAINING/SCHOOL	2,730	3,933	8,943	21,119
	2356-COSTS-STAFF TO PROF DEV TOTAL	8,500	9,698	8,943	21,119
	<i>2358-OUTSIDE PROF DEV FOR STAFF</i>				
1356	39502358-530714: CONTRACT-TEACHER EXPENSES	-	-	-	7,500
	2358-OUTSIDE PROF DEV FOR STAFF TOTAL	-	-	-	7,500
	<i>2410-TEXTBOOKS, RELATED SOFTWARE</i>				
1357	39762410-527200: OTHER RENTALS	2,877	2,969	7,662	4,622
1358	39112410-551100: TEXTBOOKS	-	-	-	300
1359	39722410-551100: TEXTBOOKS	1,655	2,838	5,622	4,585
1360	39742410-551100: TEXTBOOKS	5,588	6,701	7,867	6,870
1361	39772410-551100: TEXTBOOKS	1,252	735	1,020	1,815
1362	39782410-551100: TEXTBOOKS	3,995	3,716	4,638	4,500
1363	39792410-551100: TEXTBOOKS	119	1,400	31,063	13,280
1364	39832410-551100: TEXTBOOKS	-	-	-	150
1365	39792410-551200: INSTRUCTIONAL SUPPLIES	930	665	1,230	-
1366	39722410-578200: MISC EXPENSES	845	780	1,696	-

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
390-NORWOOD HIGH SCHOOL					
	2410-TEXTBOOKS, RELATED SOFTWARE TOTAL	17,259	19,804	60,798	36,122
	<i>2415-OTHER INSTRUCTIONAL MATLS</i>				
1367	39852415-527200: OTHER RENTALS	6,075	6,996	-	1,500
1368	39722415-551200: INSTRUCTIONAL SUPPLIES	-	-	-	1,440
1369	39732415-551200: INSTRUCTIONAL SUPPLIES	3,425	3,732	-	1,500
1370	39742415-551200: INSTRUCTIONAL SUPPLIES	1,083	1,751	1,978	250
1371	39762415-551200: INSTRUCTIONAL SUPPLIES	8,388	8,282	4,815	3,500
1372	39772415-551200: INSTRUCTIONAL SUPPLIES	1,999	2,544	2,901	4,285
1373	39782415-551200: INSTRUCTIONAL SUPPLIES	-	-	-	17,250
1374	39792415-551200: INSTRUCTIONAL SUPPLIES	-	-	-	240
1375	39812415-551200: INSTRUCTIONAL SUPPLIES	-	-	-	6,660
1376	39822415-551200: INSTRUCTIONAL SUPPLIES	11,180	11,400	12,595	9,450
1377	39842415-551300: LIB-CIRCULATING MATERIAL	7,703	-	12,825	12,825
	2415-OTHER INSTRUCTIONAL MATLS TOTAL	39,852	34,705	35,114	58,900
	<i>2420-INSTRUCTIONAL EQUIPMENT</i>				
1378	39782420-551200: INSTRUCTIONAL SUPPLIES	15,445	15,403	17,271	-
1379	39802420-551200: INSTRUCTIONAL SUPPLIES	320	2,638	4,100	-
1380	39812420-551200: INSTRUCTIONAL SUPPLIES	6,439	5,871	6,663	-
1381	39832420-551200: INSTRUCTIONAL SUPPLIES	3,440	3,698	5,843	-
1382	39482420-578200: MISC EXPENSES	-	-	-	11,900
	2420-INSTRUCTIONAL EQUIPMENT TOTAL	25,644	27,610	33,877	11,900
	<i>2430-GENERAL CLASSROOM SUPPLIES</i>				
1383	39142430-551100: TEXTBOOKS	3,005	4,720	7,483	-
1384	39482430-551200: INSTRUCTIONAL SUPPLIES	12,948	13,651	23,394	23,976
	2430-GENERAL CLASSROOM SUPPLIES TOTAL	15,952	18,371	30,877	23,976
	<i>2453-OTHER INSTR HARDWARE</i>				
1385	39762453-527200: OTHER RENTALS	-	-	2,000	-
1386	39482453-539100: CONTRACT WORK	-	-	19,730	19,730
1387	39482453-551200: INSTRUCTIONAL SUPPLIES	-	-	-	8,378
	2453-OTHER INSTR HARDWARE TOTAL	-	-	21,730	28,108

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
390-NORWOOD HIGH SCHOOL					
<i>2455-INSTRUCTIONAL SOFTWARE</i>					
1388	39482455-551200: INSTRUCTIONAL SUPPLIES	-	-	-	19,133
	2455-INSTRUCTIONAL SOFTWARE TOTAL	-	-	-	19,133
<i>2710-GUIDANCE AND ADJ COUNSELORS</i>					
1389	39192710-511100: SAL-PROF F/T	337,401	400,520	443,237	498,383
1390	39502710-511101: SAL-PROF F/T-SPECIAL	139,413	156,577	153,000	167,959
1391	39192710-511200: SAL-CLERK F/T	41,394	44,497	45,910	43,593
1392	39192710-511600: SAL-FULL TIME	-	-	3,000	-
1393	39472710-519200: SAL-STIPENDS	-	-	-	3,299
1394	39182710-551200: INSTRUCTIONAL SUPPLIES	-	-	18,908	8,620
	2710-GUIDANCE AND ADJ COUNSELORS TOTAL	518,208	601,594	664,055	721,854
<i>2720-TESTING AND ASSESSMENT</i>					
1395	39182720-542400: OTHER SUPPLIES	-	-	-	27,280
	2720-TESTING AND ASSESSMENT TOTAL	-	-	-	27,280
<i>2800-PSYCHOLOGICAL SERVICES</i>					
1396	39502800-511100: SAL-PROF F/T	90,007	92,257	94,563	94,563
	2800-PSYCHOLOGICAL SERVICES TOTAL	90,007	92,257	94,563	94,563
<i>3400-FOOD SERVICES</i>					
1397	39203400-511900: SAL-WAGES P/T	18,372	18,683	-	-
1398	39203400-519200: SAL-STIPENDS	-	-	19,116	19,116
	3400-FOOD SERVICES TOTAL	18,372	18,683	19,116	19,116
<i>3510-ATHLETICS</i>					
1399	39713510-511900: SAL-WAGES P/T	232,360	278,554	297,708	310,000
	3510-ATHLETICS TOTAL	232,360	278,554	297,708	310,000
<i>3520-OTHER STUDENT ACTIVITIES</i>					
1400	39703520-511900: SAL-WAGES P/T	23,856	26,040	26,690	27,357
1401	39703520-530715: CONTRACTED SERVICE-MUSIC	-	-	3,500	10,100
1402	39703520-551900: SUPPLIES-MUSIC	-	-	3,532	8,100
1403	39703520-552000: SUPPLIES-DRAMA	-	-	3,884	5,800
	3520-OTHER STUDENT ACTIVITIES TOTAL	23,856	26,040	37,606	51,357

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
390-NORWOOD HIGH SCHOOL					
<i>4110-CUSTODIAL SERVICES</i>					
1404	39304110-511800: OTHER SAL-WAGES F/T	412,046	-	405,460	427,881
1405	39344110-513100: OVERTIME	26,239	27,226	25,625	25,625
1406	39364110-545000: CUSTODIAL SUPPLIES	17,257	18,572	20,372	19,622
1407	39364110-545001: CUSTODIAL-PAPER GOODS	9,963	11,575	8,718	9,018
1408	39364110-545002: CUSTODIAL-MOPS	695	696	1,292	992
	4110-CUSTODIAL SERVICES TOTAL	466,200	58,068	461,467	483,138
<i>4120-HEATING OF BUILDINGS</i>					
1409	39384120-521300: GAS	57,442	78,369	77,196	72,196
	4120-HEATING OF BUILDINGS TOTAL	57,442	78,369	77,196	72,196
<i>4130-UTILITY SERVICES</i>					
1410	39384130-521200: ELECTRICITY	330,346	310,565	302,516	314,516
1411	39384130-521500: TELEPHONE EXPENSES	12,724	12,777	14,700	13,700
1412	39384130-523400: WATER	19,537	21,916	18,732	18,732
	4130-UTILITY SERVICES TOTAL	362,608	345,258	335,948	346,948
<i>4220-MAINTENANCE OF BUILDINGS</i>					
1413	39314220-524200: MAINT OF BUILDINGS	3,678	5,289	6,714	6,714
1414	39314220-524201: MAINT BLDG-PLUMBING	16,865	12,191	13,325	13,325
1415	39314220-524204: MAINT BLDG-H&V	46,901	47,204	44,075	44,075
1416	39314220-524205: MAINT BLDG-EXTERM SVC	2,126	3,431	2,358	2,358
1417	39314220-524206: MAINT BLDG-EM ROOF REP	-	900	513	513
1418	39314220-524207: MAINT BLDG-COMM/CLOCK SYST	782	-	103	103
1419	39314220-578300: BUILDING EXPENSES-OTHER	28,568	21,592	25,625	25,625
1420	39314220-578301: BUILDING EXPENSES-BOILER	10,121	5,279	14,863	14,863
1421	39314220-578302: BUILDING EXPENSES-VANDALISM	636	-	769	769
1422	39314220-578303: BUILDING EXPENSES-DOORS	2,592	1,870	1,538	1,538
1423	39314220-578304: BUILDING EXPENSES-ELECTRIC	11,858	4,620	10,250	10,250
	4220-MAINTENANCE OF BUILDINGS TOTAL	124,126	102,377	120,133	120,133
<i>4225-BUILDING SECURITY SYSTEM</i>					
1424	39314225-524200: MAINT OF BUILDINGS	3,592	1,725	2,050	2,050
1425	39314225-524202: MAINT BLDG-FIRE ALARMS	12,181	6,601	3,075	3,075

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
3-EDUCATION					
390-NORWOOD HIGH SCHOOL					
1426	39314225-524203: MAINT BLDG-FIRE EXTING	776	359	718	718
1427	39314225-578300: BUILDING EXPENSES-OTHER	-	-	2,050	2,050
	4225-BUILDING SECURITY SYSTEM TOTAL	16,549	8,685	7,893	7,893
<i>4230-MAINTENANCE OF EQUIPMENT</i>					
1428	39374230-524100: EXPENSE-EQUIP REPL/REPAIR	-	583	3,588	9,900
1429	39364230-578300: BUILDING EXPENSES-OTHER	2,166	1,734	1,937	1,937
	4230-MAINTENANCE OF EQUIPMENT TOTAL	2,166	2,316	5,525	11,837
<i>4400-NETWORKING AND TELECOMM</i>					
1430	39474400-511101: SAL-PROF F/T-SPECIAL	-	-	64,908	65,539
	4400-NETWORKING AND TELECOMM TOTAL	-	-	64,908	65,539
	390-NORWOOD HIGH SCHOOL TOTAL	\$8,198,975	\$8,575,742	\$10,632,955	\$10,734,415
	3-EDUCATION TOTAL	\$44,331,175	\$47,551,884	\$49,415,540	\$52,736,691
	0003 - SCHOOL FUND TOTAL	\$44,331,175	\$47,551,884	\$49,415,540	\$52,736,691

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
0004 - LIGHT DEPARTMENT					
4-PUBLIC WORKS					
460-NORWOOD LIGHT DEPARTMENT					
0001-SALARIES					
1431	04920001-511000: SAL-DEPT HEAD	183,377	191,086	196,401	196,401
1432	04362001-511600: SAL-FULL TIME	798	1,054	-	-
1433	04364001-511600: SAL-FULL TIME	11,545	8,368	-	-
1434	04368001-511600: SAL-FULL TIME	-	1,293	-	-
1435	04369001-511600: SAL-FULL TIME	2,335	1,765	-	-
1436	04370001-511600: SAL-FULL TIME	585	-	-	-
1437	04373001-511600: SAL-FULL TIME	33,011	1,386	-	-
1438	04580001-511600: SAL-FULL TIME	183,531	262,297	361,875	420,555
1439	04582001-511600: SAL-FULL TIME	302,626	270,860	-	-
1440	04583001-511600: SAL-FULL TIME	153,590	31,838	-	-
1441	04584001-511600: SAL-FULL TIME	447	946	-	-
1442	04585001-511600: SAL-FULL TIME	3,780	-	-	-
1443	04586001-511600: SAL-FULL TIME	5,951	3,657	-	-
1444	04590001-511600: SAL-FULL TIME	376,055	393,011	403,942	439,777
1445	04591001-511600: SAL-FULL TIME	-	4,310	-	-
1446	04592001-511600: SAL-FULL TIME	4,022	189	-	-
1447	04593001-511600: SAL-FULL TIME	733,647	905,185	-	-
1448	04594001-511600: SAL-FULL TIME	1,376	11,352	-	-
1449	04595001-511600: SAL-FULL TIME	-	2,687	-	-
1450	04596001-511600: SAL-FULL TIME	5,171	-	-	-
1451	04725071-511600: SAL-FULL TIME	69,519	56,143	1,916,319	2,009,066
1452	04725901-511600: SAL-FULL TIME	1,549	4,471	-	-
1453	04725911-511600: SAL-FULL TIME	9,710	11,359	-	-
1454	04902001-511600: SAL-FULL TIME	264,845	250,279	-	-
1455	04903001-511600: SAL-FULL TIME	633,682	659,623	647,360	659,555
1456	04904001-511600: SAL-FULL TIME	1,050	-	-	-
1457	04920001-512400: SAL-ALLOCATED TO NLD	-	-	349,900	388,777
1458	04362001-513100: OVERTIME	493	3,332	-	-
1459	04364001-513100: OVERTIME	8,716	6,487	-	-
1460	04365001-513100: OVERTIME	-	2,128	-	-

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
4-PUBLIC WORKS					
460-NORWOOD LIGHT DEPARTMENT					
1461	04366001-513100: OVERTIME	698	815	-	-
1462	04367001-513100: OVERTIME	546	1,748	-	-
1463	04368001-513100: OVERTIME	349	823	-	-
1464	04369001-513100: OVERTIME	2,309	1,305	-	-
1465	04370001-513100: OVERTIME	1,579	411	-	-
1466	04373001-513100: OVERTIME	11,416	10,474	-	-
1467	04582001-513100: OVERTIME	37,760	52,800	-	-
1468	04583001-513100: OVERTIME	65,835	34,089	-	-
1469	04584001-513100: OVERTIME	4,527	5,012	-	-
1470	04585001-513100: OVERTIME	5,360	5,103	-	-
1471	04586001-513100: OVERTIME	4,055	1,117	-	-
1472	04587001-513100: OVERTIME	246	910	-	-
1473	04588001-513100: OVERTIME	678	182	-	-
1474	04590001-513100: OVERTIME	3,488	6,145	-	-
1475	04591001-513100: OVERTIME	1,181	1,518	-	-
1476	04592001-513100: OVERTIME	18,232	14,245	-	-
1477	04593001-513100: OVERTIME	346,181	276,865	-	-
1478	04594001-513100: OVERTIME	25,426	23,830	-	-
1479	04595001-513100: OVERTIME	3,000	3,033	-	-
1480	04596001-513100: OVERTIME	11,016	4,495	-	-
1481	04597001-513100: OVERTIME	6,197	3,721	-	-
1482	04727001-513100: OVERTIME	(193,155)	(75,634)	475,805	505,915
1483	04727211-513100: OVERTIME	6,278	6,159	-	-
1484	04727881-513100: OVERTIME	7,847	3,668	-	-
1485	04727911-513100: OVERTIME	3,455	5,322	-	-
1486	04902001-513100: OVERTIME	22,486	19,376	-	-
1487	04903001-513100: OVERTIME	47,937	45,289	-	-
1488	04933001-513100: OVERTIME	1,313	-	-	-
1489	04926001-514100: LONGEVITY PAY	17,450	18,592	19,500	19,600
1490	04580001-514300: STANDBY	42,397	45,217	50,243	50,243
1491	04593001-514300: STANDBY	69,315	70,800	74,439	74,439
	0001-SALARIES TOTAL	3,566,810	3,672,537	4,495,784	4,764,328

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
4-PUBLIC WORKS					
460-NORWOOD LIGHT DEPARTMENT					
<i>0002-OPERATING EXPENSES</i>					
1492	04555002-521900: PURCHASE OF POWER FOR RESALE	30,388,346	35,675,566	38,516,240	35,012,054
1493	04925002-524100: EXPENSE-EQUIP REPL/REPAIR	2,690	-	1,000	1,000
1494	04574002-524400: ELECTRIC PLANT MAINT	166,882	192,343	200,613	217,390
1495	04591002-524400: ELECTRIC PLANT MAINT	116,571	75,864	86,640	122,640
1496	04592002-524400: ELECTRIC PLANT MAINT	46,831	67,772	98,850	98,850
1497	04593002-524400: ELECTRIC PLANT MAINT	182,610	133,388	209,600	218,100
1498	04594002-524400: ELECTRIC PLANT MAINT	53,918	53,073	26,000	26,000
1499	04595002-524400: ELECTRIC PLANT MAINT	40,507	23,703	43,400	43,400
1500	04596002-524400: ELECTRIC PLANT MAINT	37,176	-	5,450	5,450
1501	04597002-524400: ELECTRIC PLANT MAINT	13,099	21,572	5,200	5,700
1502	04778982-524400: ELECTRIC PLANT MAINT	90	-	-	-
1503	04923002-530800: EXTERNAL SERVICES	224,553	200,857	250,000	250,000
1504	04913002-531100: ADVERTISING	6,380	5,795	16,000	16,000
1505	04921002-542100: OFFICE SUPPLIES	2,790	6,520	6,000	8,000
1506	04932002-543000: BLDG REPAIR & MAINT SUPPL	933	309	4,200	24,250
1507	04933002-548000: VEHICLE GASOLINE AND OIL	177,955	159,127	184,000	196,188
1508	04902002-578100: ADMINISTRATION EXPENSES	12,712	20,855	27,200	27,200
1509	04903002-578100: ADMINISTRATION EXPENSES	297,385	324,992	380,494	398,164
1510	04912002-578100: ADMINISTRATION EXPENSES	245,135	166,199	225,000	195,000
1511	04436002-578200: MISC EXPENSES	1,100,000	1,100,000	1,100,000	1,100,000
1512	04930002-578200: MISC EXPENSES	50,555	50,142	60,076	86,851
1513	04582002-578400: OPERATION EXPENSE	235,826	240,739	224,700	262,200
1514	04583002-578400: OPERATION EXPENSE	56,158	54,628	76,000	84,000
1515	04584002-578400: OPERATION EXPENSE	10,402	10,846	45,750	48,150
1516	04585002-578400: OPERATION EXPENSE	3,259	5,200	13,000	12,000
1517	04586002-578400: OPERATION EXPENSE	16,242	11,929	9,580	13,250
1518	04587002-578400: OPERATION EXPENSE	-	4,950	500	500
1519	04588002-578400: OPERATION EXPENSE	94,295	110,488	190,725	247,275
1520	04589002-578400: OPERATION EXPENSE	945	945	1,770	1,770
1521	04926002-579001: PENSIONS	-	-	-	521,000
1522	04903002-579700: STIPENDS/FEES	1,000	500	1,250	2,500

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
4-PUBLIC WORKS					
460-NORWOOD LIGHT DEPARTMENT					
	0002-OPERATING EXPENSES TOTAL	33,585,244	38,718,299	42,009,238	39,244,882
	<i>0006-CAPITAL EXPENSES</i>				
1523	00045-596020: TRANSFER TO DEPRECIATION	-	-	2,602,800	2,710,591
	0006-CAPITAL EXPENSES TOTAL	-	-	2,602,800	2,710,591
	460-NORWOOD LIGHT DEPARTMENT TOTAL	\$37,152,054	\$42,390,836	\$49,107,822	\$46,719,801
	4-PUBLIC WORKS TOTAL	\$37,152,054	\$42,390,836	\$49,107,822	\$46,719,801
	0004 - LIGHT DEPARTMENT TOTAL	\$37,152,054	\$42,390,836	\$49,107,822	\$46,719,801

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
0006 - BROADBAND					
4-PUBLIC WORKS					
465-BROADBAND					
<i>0001-SALARIES</i>					
1524	06920001-511000: SAL-DEPT HEAD	117,785	120,398	123,747	123,747
1525	06590001-511600: SAL-FULL TIME	315,563	327,683	336,798	336,798
1526	06772571-511600: SAL-FULL TIME	298,296	286,802	357,852	359,564
1527	06903001-511600: SAL-FULL TIME	112,741	117,518	130,081	123,443
1528	06772581-513100: OVERTIME	113,793	64,579	117,670	120,556
1529	06926001-514100: LONGEVITY PAY	5,100	5,250	5,850	5,100
1530	06580001-514300: STANDBY	27,886	26,553	42,427	42,427
1531	06593001-514300: STANDBY	34,069	37,270	29,213	29,213
	0001-SALARIES TOTAL	1,025,234	986,053	1,143,638	1,140,848
<i>0002-OPERATING EXPENSES</i>					
1532	06593002-524400: ELECTRIC PLANT MAINT	4,653	5,352	6,000	6,000
1533	06594002-524400: ELECTRIC PLANT MAINT	8,436	13,000	13,000	25,000
1534	06597002-524400: ELECTRIC PLANT MAINT	173	2,450	4,000	4,000
1535	06904002-530700: OUTSIDE CONSULTANTS	17,218	3,585	7,000	7,000
1536	06923002-530700: OUTSIDE CONSULTANTS	6,694	5,033	10,000	10,000
1537	06933002-530700: OUTSIDE CONSULTANTS	43,336	52,094	50,400	50,400
1538	06913002-531100: ADVERTISING	487,976	512,854	564,000	578,700
1539	06555202-534500: BROADBAND ISP	516,789	523,067	548,859	525,160
1540	06555102-534600: BROADBAND EXPENSES	3,092,131	3,146,473	3,502,898	3,472,902
1541	06921002-542100: OFFICE SUPPLIES	1,582	2,019	4,000	4,000
1542	06932002-543000: BLDG REPAIR & MAINT SUPPL	25,449	32,316	26,000	26,000
1543	06557102-578100: ADMINISTRATION EXPENSES	63,297	87,244	98,500	107,256
1544	06557202-578100: ADMINISTRATION EXPENSES	180,593	207,952	296,816	353,158
1545	06902002-578100: ADMINISTRATION EXPENSES	18,756	5,000	18,000	18,000
1546	06903102-578100: ADMINISTRATION EXPENSES	104,442	99,611	95,300	106,015
1547	06582002-578400: OPERATION EXPENSE	2,653	3,905	10,000	10,000
1548	06583002-578400: OPERATION EXPENSE	100	138	17,600	17,600
1549	06584002-578400: OPERATION EXPENSE	30	2,028	8,000	8,000
1550	06586012-578400: OPERATION EXPENSE	6,786	22,825	20,000	20,000
1551	06588002-578400: OPERATION EXPENSE	12,731	24,511	33,500	33,500

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
4-PUBLIC WORKS					
465-BROADBAND					
1552	06591002-578400: OPERATION EXPENSE	-	-	4,300	4,300
	0002-OPERATING EXPENSES TOTAL	4,593,824	4,751,454	5,338,173	5,386,991
	<i>0006-CAPITAL EXPENSES</i>				
1553	00065-596020: TRANSFER TO DEPRECIATION	-	-	913,908	861,766
	0006-CAPITAL EXPENSES TOTAL	-	-	913,908	861,766
	465-BROADBAND TOTAL	\$5,619,058	\$5,737,507	\$7,395,719	\$7,389,605
	4-PUBLIC WORKS TOTAL	\$5,619,058	\$5,737,507	\$7,395,719	\$7,389,605
	0006 - BROADBAND TOTAL	\$5,619,058	\$5,737,507	\$7,395,719	\$7,389,605

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
0008 - WATER/SEWER FUND					
4-PUBLIC WORKS					
440-SEWERAGE					
<i>0001-SALARIES</i>					
1554	084401-512600: SAL-ALLOCATED TO SEWER	-	-	-	343,377
	0001-SALARIES TOTAL	-	-	-	343,377
<i>0002-OPERATING EXPENSES</i>					
1555	084402-524800: EXPENSE-CONSTRUCTION	-	-	-	2,375
1556	084402-527100: EQUIP RENT/SERVICE CONTR	-	-	-	1,300
1557	084402-529107: REMOVAL OF WASTE	-	-	-	2,500
1558	084402-530600: POLICE DETAILS	-	-	-	3,200
1559	084402-530709: SEWER I & I WORK	-	-	-	2,500
1560	084402-530902: SEWER I & I STUDY	-	-	-	40,000
1561	084402-539100: CONTRACT WORK	-	-	-	12,500
1562	084402-543001: PUMP STATION MAINT	-	-	-	12,000
1563	084402-553100: PUBLIC WORKS MATERIALS	-	-	-	26,550
	0002-OPERATING EXPENSES TOTAL	-	-	-	102,925
	440-SEWERAGE TOTAL	-	-	-	\$446,302

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
4-PUBLIC WORKS					
441-DRAIN MAINTENANCE					
<i>0002-OPERATING EXPENSES</i>					
1564	084412-529107: REMOVAL OF WASTE	-	-	-	2,500
1565	084412-530600: POLICE DETAILS	-	-	-	2,400
1566	084412-539100: CONTRACT WORK	-	-	-	25,000
1567	084412-553100: PUBLIC WORKS MATERIALS	-	-	-	6,000
1568	084412-578400: OPERATION EXPENSE	-	-	-	5,000
	0002-OPERATING EXPENSES TOTAL	-	-	-	40,900
	441-DRAIN MAINTENANCE TOTAL	-	-	-	\$40,900

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
4-PUBLIC WORKS					
450-WATER DISTRIBUTION					
0001-SALARIES					
1569	084501-512500: SAL-ALLOCATED TO WATER	-	-	-	686,754
	0001-SALARIES TOTAL	-	-	-	686,754
0002-OPERATING EXPENSES					
1570	084502-523001: WATER MAINT-HIRED EQ	-	-	-	8,000
1571	084502-523002: WATER MAINT-POSTAGE	-	-	-	300
1572	084502-523003: WATER MAINT-MATERIALS	-	-	-	45,000
1573	084502-523004: WATER MAINT-NEW METERS	-	-	-	15,000
1574	084502-523005: WATER MAINT-METER REP	-	-	-	3,000
1575	084502-523006: WATER MAINT-FLOW/LEAK	-	-	-	5,000
1576	084502-523007: WATER MAINT-STOCK TOOLS	-	-	-	7,500
1577	084502-523008: WATER MAINT-MISC	-	-	-	500
1578	084502-523009: WATER MAINT-PROT GEAR	-	-	-	3,000
1579	084502-523010: WATER MAINT-POL DETAILS	-	-	-	7,000
1580	084502-523011: WATER MAINT-ADVERTISING	-	-	-	500
1581	084502-523012: WATER MAINT-LRG METER	-	-	-	7,500
1582	084502-523013: WATER MAINT-MTR TEST	-	-	-	750
1583	084502-523014: WATER MAINT-PIPE MAINT	-	-	-	15,000
1584	084502-523015: WATER MAINT-CONSULTANT	-	-	-	2,000
1585	084502-523101: WATER OPER-AMR SYSTEMS	-	-	-	138,000
1586	084502-523102: WATER OPER-SAFETY PROG	-	-	-	3,000
1587	084502-523103: WATER OPER-ADVERTISING	-	-	-	750
1588	084502-523104: WATER OPER-TELEPHONE	-	-	-	7,500
1589	084502-523105: WATER OPER-UTILITIES	-	-	-	15,000
1590	084502-523106: WATER OPER-BLDG/GRD	-	-	-	10,000
1591	084502-523107: WATER OPER-MISC	-	-	-	1,000
1592	084502-523108: WATER OPER-SAMPLE TEST	-	-	-	500
1593	084502-523109: WATER OPER-PERMIT FEES	-	-	-	2,000
1594	084502-523110: WATER OPER-FLOW RECORD	-	-	-	5,000
1595	084502-523111: WATER OPER-SDWA ASSESS	-	-	-	11,000
1596	084502-523200: WATER CONNECT	-	-	-	4,500
1597	084502-523201: WATER CONNECT-POL DETAIL	-	-	-	1,500

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
4-PUBLIC WORKS					
450-WATER DISTRIBUTION					
1598	084502-523500: CROSS CONNECTION PROGRAM	-	-	-	80,500
	0002-OPERATING EXPENSES TOTAL	-	-	-	400,300
	450-WATER DISTRIBUTION TOTAL	-	-	-	\$1,087,054

**TOWN OF NORWOOD
FISCAL 2021 OPERATING BUDGET - SUMMARY OF DETAIL ACCOUNTS**

Line	Accounts & Descriptions	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Request
4-PUBLIC WORKS					
451-MWRA ASSESSMENTS					
<i>0002-OPERATING EXPENSES</i>					
1599	084512-523301: MWRA ASSESSMENT-WATER	-	-	-	4,400,000
1600	084512-523302: MWRA ASSESSMENT-SEWER	-	-	-	8,500,000
0002-OPERATING EXPENSES TOTAL		-	-	-	12,900,000
451-MWRA ASSESSMENTS TOTAL		-	-	-	\$12,900,000
4-PUBLIC WORKS TOTAL		\$0	\$0	\$0	\$14,474,256
0008 - WATER/SEWER FUND TOTAL		\$0	\$0	\$0	\$14,474,256
GRAND TOTAL		\$174,468,253	\$184,807,393	\$201,588,977	\$205,782,459

Norwood Finance Commission



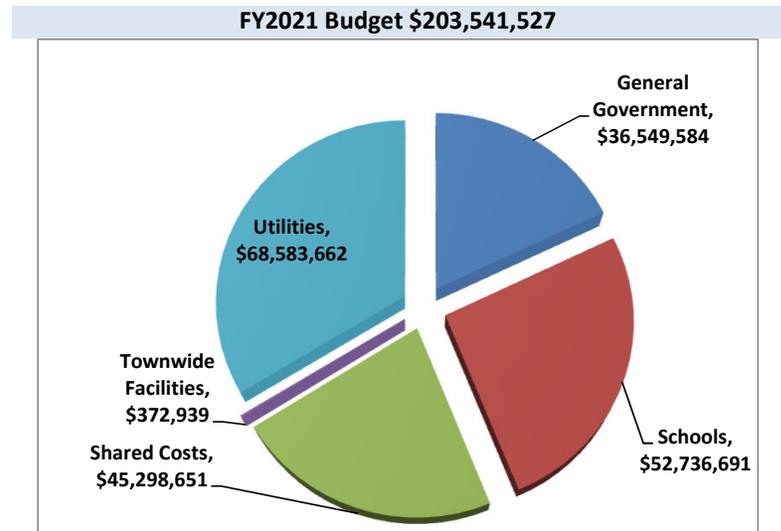
Supporting Schedules

Fiscal 2021

**TOWN OF NORWOOD
REPORT OF THE FINANCE COMMISSION
SUMMARY OF PROPOSED RECEIPTS AND EXPENDITURES FOR FISCAL 2021**

Estimated Revenues		See Section 7-2 and Additional Reference
Departmental Receipts:		
Gen Govt (Non-Utility) Departmental Receipts	\$ 15,350,551	Overview
Light Department Utility	61,198,166	Overview
Water and Sewer Utilities	16,400,000	Overview
Cable TV / Broadband Operations	<u>8,579,969</u>	Overview
Subtotal Dept. Receipts:	101,528,686	Overview
State Aid ("Cherry Sheet")	15,150,091	Overview
Tax Levy	87,985,342	Sec 7-6
Offsets/Surplus Accounts:		
Free Cash and other Unrestricted		
Surplus Funds	625,000	Sec 7-3
Forfeited Deposit - Forbes	625,000	
Cemetery Receipts	125,000	
School Grant Employees Health Insurance	150,000	
AMR Water Receipts Fund	<u>670,000</u>	
Subtotal Offsets:	2,195,000	
Total Estimated Receipts and Offsets	<u>\$ 206,859,119</u>	

Recommended Expenditures	See
	<u>Section 7-2</u>
* Total Town and Utility Budget Expenditures	\$ 205,782,459
* Assessments by State (Cherry Sheet Offsets)	36,660
* Overlay for Abatements - Annual	<u>1,040,000</u>
Total Recommended Expenditures	<u>\$ 206,859,119</u>



TOWN OF NORWOOD BUDGET BALANCING SUMMARY - FISCAL 2021

A. REVENUE ITEMS

		FY2018 Budget Recap	FY2019 Budget Recap	FY2020 Budget Recap	FY2021 Proposed Budget
TOWN DEPARTMENTAL RECEIPTS					
1	NON-UTILITY DEPTS (DEPARTMENTAL RCTS)	\$ 15,597,844	\$ 15,288,041	\$ 15,248,439	\$ 15,350,551
UTILITY RECEIPTS:					
2	LIGHT DEPARTMENT	60,207,888	61,363,411	63,461,147	61,198,166
3	WATER / SEWER DEPT.	15,558,972	16,043,539	16,348,467	16,400,000
4	BROADBAND / CABLE	8,325,009	8,321,980	7,945,956	8,579,969
5	Subtotal - Utilities Operations	84,091,869	85,728,930	87,755,570	86,178,135
6	TOTAL DEPT. RECEIPTS	99,689,713	101,016,971	103,004,009	101,528,686
7	STATE CHERRY SHEET AID	11,292,963	11,871,430	13,402,127	15,150,091
TAX LEVY:					
9	PRIOR YEAR LEVY CEILING	68,098,582	71,002,135	73,656,770	83,324,094
10	2.5% INCREASE (ON MAX) OVERRIDE	1,702,465	1,775,053	1,867,722	2,083,102
11	NEW GROWTH LEVY ALLOWANCE	1,201,088	879,582	1,849,602	900,000
	S/T- LEVY LIMIT WITHOUT DEBT EXCLUSION	71,002,135	73,656,770	83,324,094	86,307,196
12	PROP 2 1/2 DEBT EXCLUSION LEVY	1,944,892	1,893,296	1,844,111	1,778,146
	TAX LEVY CEILING	72,947,027	75,550,066	85,168,205	88,085,342
13	MINUS UNUSED LEVY	(5,318)	(264,490)	(899,881)	(100,000)
14	EQUALS ACTUAL TAX LEVY PER TAX RATE RECAP	72,941,709	75,285,576	84,268,324	87,985,342
FROM SURPLUS(SAVINGS):					
RECURRING SOURCES OF SURPLUS:					
15	FREE CASH- REDUCE THE LEVY	1,000,000	1,266,500	509,290	-
16	FREE CASH	3,027,291	3,321,000	486,900	625,000
	DEPOSIT ON FORBES	-	-	-	625,000
17	CEMETERY PERPETUAL INTEREST	-	84,000	-	-
18	CEMETERY 26-1420/ TRANSFARE 26-3262	218,000	165,000	135,000	125,000
19	SCHOOL GRANT 'EES HEALTH INSUR. 99-6020	200,000	150,000	150,000	150,000
20	A.M.R. WATER METER FUND RECTS. 99-2213	512,000	405,000	670,000	670,000
21	CH.90 HIGHWAY AID	862,984	-	-	-
	S/T- RECURRING SURPLUS	5,820,275	5,391,500	1,951,190	2,195,000
NON-RECURRING SOURCES OF SURPLUS:					
23	FROM PY APPROPRIATIONS	651,944	887,890	-	-
24	FROM CY APPROPRIATIONS	136,195	5,209	-	-
25	FROM COMMUNITY PRESERVATION FUNDS	-	-	224,649	-
27	S/T- NON-RECURRING SURPLUS	788,139	893,099	224,649	-
28	TOTAL SURPLUS (RECURRING + NON)	6,608,414	6,284,599	2,175,839	2,195,000
29	TOTAL ESTIMATED REVENUES	191,077,799	195,127,219	203,543,812	206,859,119

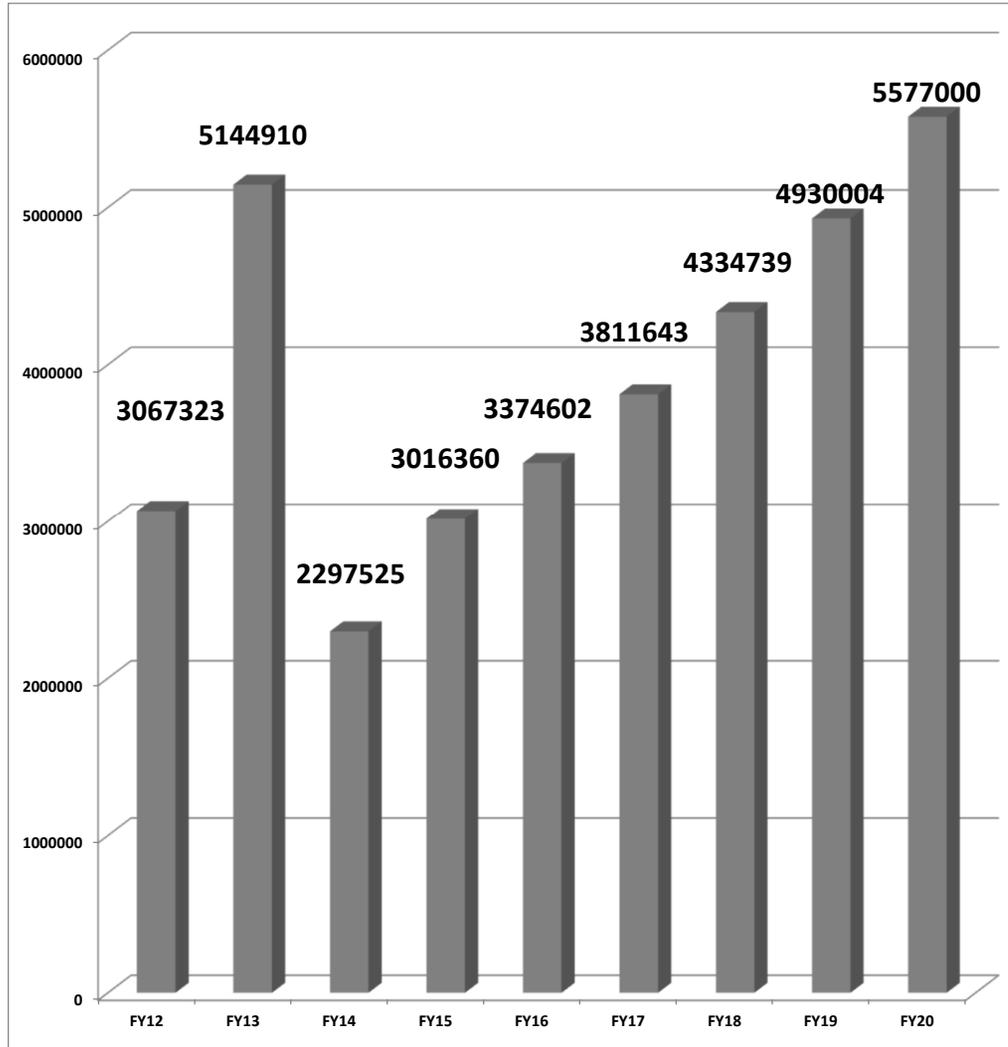
B. BUDGET REQUESTS:		FY2018 Budget Recap	FY2019 Budget Recap	FY2020 Budget Recap	FY2021 Proposed Budget
28	GENERAL GOV'T BUDGET	36,471,664	38,846,915	37,202,746	36,549,584
29	SCHOOL DEPT. BUDGET	44,450,488	45,669,649	49,924,830	52,736,691
30	SHARED COST BUDGET	41,044,539	40,471,328	43,354,435	47,539,583
	FACILITIES DEPARTMENT BUDGET				372,939
	COMMUNITY PRESERVATION	190,750	579,524	918,162	-
32	TOTAL TOWN BUDGET	122,157,441	125,567,416	131,400,173	137,198,797
33	UTILITY BUDGETS- Light Dept.	47,272,368	47,444,184	49,107,822	46,719,801
34	UTILITY BUDGETS- Water&Sewer	11,234,834	11,803,315	12,325,100	14,474,256
35	UTILITY BUDGETS- Broadband	7,097,370	7,146,781	7,395,719	7,389,605
36	Subtotal-Utilities Budgets	65,604,572	66,394,280	68,828,641	68,583,662
37	TOTAL TOWN BUDGETS	187,762,013	191,961,696	200,228,814	205,782,459
38	STATE CHERRY SHEET CHARGES	1,926,762	2,041,577	2,278,325	-
39	Cherry Sheet Offsets	34,774	34,827	36,673	36,660
40	OVERLAY REQUIREMENTS	1,000,000	1,000,000	1,000,000	1,040,000
41	COMMUNITY PRESERVATION RESERVED				-
42	COMMUNITY PRESERVATION UNRESERVED	354,250	89,119	-	-
43	OVERLAY AND OTHER Deficit	-	-	-	-
44	TOTAL BUDGET REQUESTS	191,077,799	195,127,219	203,543,812	206,859,119
45	Surplus or (Deficit)	\$ -	\$ -	\$ -	\$ -

**THE TOWN OF NORWOOD
AVAILABLE BALANCES AS OF MAY 20, 2020**

LIST OF SURPLUS FUNDS RECOMMENDED TO OFFSET THE FY20 BUDGET

	Balances As of 04/17/20	Proposed STM 05/11/2020	Proposed ATM 05/11/2020	Proposed FY21 CIP	Balances After FY2021 ATM
1.) FREE CASH as originally certified for June 30, 2019	\$ 3,414,849	None	\$ (625,000)	None	
Free Cash - Available before Town Mtgs	3,414,849	-	(625,000)	-	\$ 2,789,849
2.) OTHER SURPLUS <i>(Recurring)</i>					
(a.) Cemetery Receipts (Lots/Graves) Fund 4901	125,000		(125,000)		-
(c.) AMR Meter Receipts Fund 4256	670,000		(670,000)		-
(d.) School Dept. Grant (Hlth.Insurance) Fund 4256	150,000		(150,000)		-
(e.) Forbes Deposit 60101924 481000 OS20D	625,000		(625,000)		-
Subtotal (Recurring)	1,570,000		(1,570,000)	-	-
3.) STABILIZATION FUND					
Subtotal (Stabilization)	5,510,936		428,571		5,939,507
4) OVERRIDE STABILIZATION FUND	1,227,559		700,000		1,927,559
GRAND TOTALS	\$ 11,723,344	None	\$ (1,066,429)	None	\$ 10,656,915

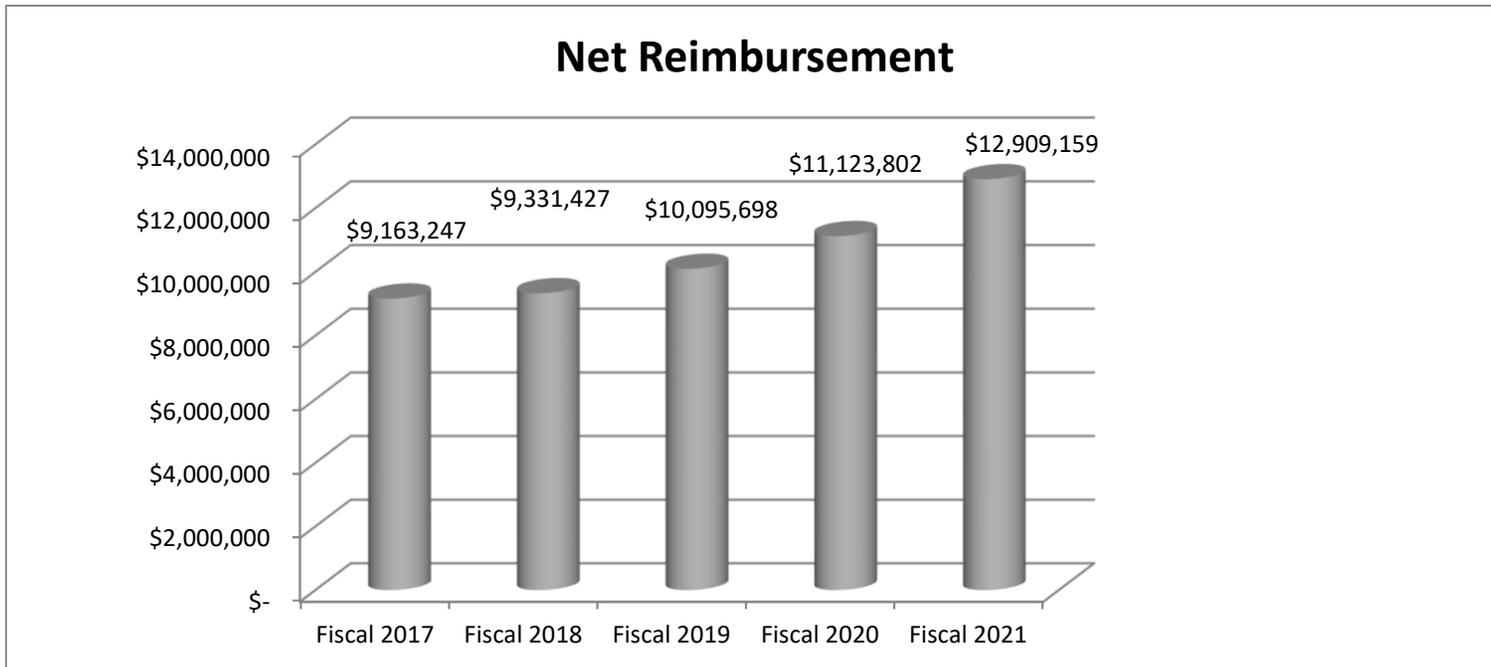
TOWN OF NORWOOD HISTORY OF STABILIZATION FUND BALANCES AT THE END OF THE FISCAL YEAR



HISTORY RELATED TO REPLENISHING AMOUNTS LOANED TO DPW FACILITY				
	Seven Year Funding to restore 3000000	Required Cumulative Funding Schedule Per MOA	Annual Actual Funding	Cumulative Actual Funding
FY15 Budget	\$ 428,571	\$ 428,571	\$ 486,900	\$ 486,900
FY16 Budget	428,571	857,142	370,000	856,900
FY17 Budget	428,571	1,285,713	354,920	1,211,820
FY18 Budget	428,571	1,714,284	405,864	1,617,684
FY19 Budget	428,571	2,142,855	428,571	2,046,255
FY20 Budget	428,571	2,571,426	428,571	2,474,826
FY21 Budget	428,574	3,000,000		2,474,826

**TOWN OF NORWOOD
FISCAL 2021 STATE AID**

	<u>Fiscal 2017</u>	<u>Fiscal 2018</u>	<u>Fiscal 2019</u>	<u>Fiscal 2020</u>	<u>Fiscal 2021</u>	<u>Increase</u>	<u>Percent</u>
Chapter 70	\$ 5,941,876	\$ 6,207,454	\$ 6,660,973	\$ 8,168,717	\$ 9,764,879	\$ 1,596,162	19.5%
Unrestricted	4,846,180	5,085,509	5,210,457	5,233,410	5,385,212	151,802	2.9%
Total Revenue	10,788,056	11,292,963	11,871,430	13,402,127	15,150,091	1,747,964	13.0%
Less Charges	(1,624,809)	(1,961,536)	(1,775,732)	(2,278,325)	(2,240,932)	37,393	-1.6%
Net Reimbursement	<u>\$ 9,163,247</u>	<u>\$ 9,331,427</u>	<u>\$ 10,095,698</u>	<u>\$ 11,123,802</u>	<u>\$ 12,909,159</u>	<u>\$ 1,785,357</u>	<u>16.0%</u>



Section 4-5 (Formerly Section 1-9)

**THE TOWN OF NORWOOD
ANALYSIS OF DERIVATION OF THE
FISCAL 2021 TAX LEVY LIMITATION**

		FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
1	Beginning of Year LEVY LIMIT	\$ 58,049,184	\$ 60,466,802	\$ 62,846,997	\$ 65,319,412	\$ 68,098,582	\$ 71,002,135	\$ 73,656,770	\$ 83,324,094
2	Add Allowable Annual 2.5% TAX LEVY INCREASE	1,451,230	1,511,670	1,571,175	1,632,985	1,702,465	1,775,053	1,867,722	2,083,102
3	Override							5,950,000	-
4	ADD Tax Levy Increase from NEW GROWTH	966,388	868,525	901,240	1,146,185	1,201,088	879,582	1,849,602	900,000
5	LEVY LIMIT without Debt Exclusion	\$ 60,466,802	\$ 62,846,997	\$ 65,319,412	\$ 68,098,582	\$ 71,002,135	\$ 73,656,770	\$ 83,324,094	\$ 86,307,196
6	ADD Levy From NHS DEBT EXCLUSION	1,976,264	2,165,384	2,114,980	2,071,395	1,944,892	1,893,296	1,844,111	1,778,146
7	Equals Levy Ceiling	\$ 62,443,066	\$ 65,012,381	\$ 67,434,392	\$ 70,169,977	\$ 72,947,027	\$ 75,550,066	\$ 85,168,205	\$ 88,085,342

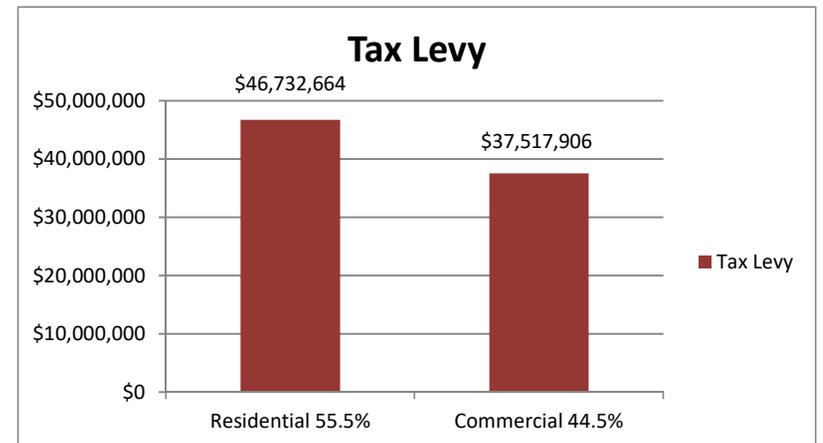
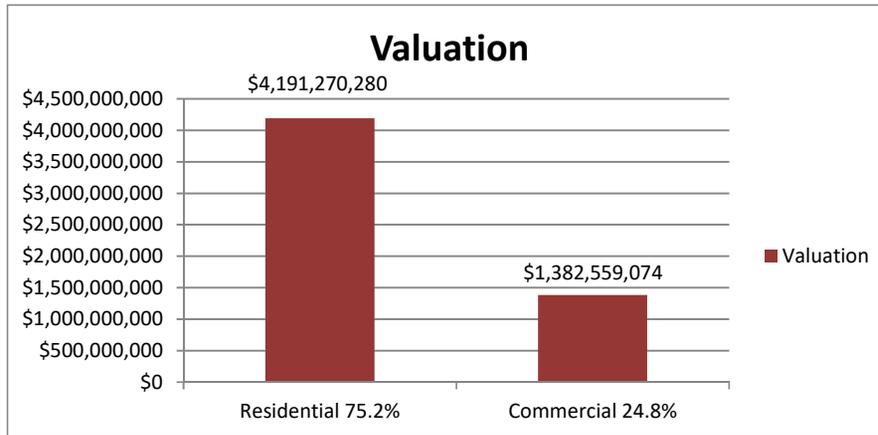
	Source of NEW GROWTH TAX LEVY:	FY14	FY15	FY16	FY17	FY18	FY19	FY20
7	Residential New Growth	\$ 146,145	\$ 160,185	\$ 41,781	\$ 350,319	\$ 236,262	\$ 167,203	\$ 526,142
8	Commercial New Growth	363,329	270,569	253,425	255,579	407,614	71,571	381,724
9	Industrial New Growth	18,018	36,847	-	-	-	35,900	373,260
10	Personal Property New Growth	438,896	400,924	606,034	540,287	557,212	604,908	568,476
11	Norwood Hospital							
12	TOTAL NEW GROWTH	\$ 966,388	\$ 868,525	\$ 901,240	\$ 1,146,185	\$ 1,201,088	\$ 879,582	\$ 1,849,602

	Levy From NHS DEBT EXCLUSION	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
13	Principal on Indebtedness for NHS	\$ 1,085,000	\$ 1,252,000	\$ 1,252,000	\$ 1,254,800	\$ 1,254,800	\$ 1,250,000	\$ 1,253,000	\$ 1,239,000
14	Interest on Indebtedness for NHS	853,264	975,379	921,470	871,970	690,092	643,297	591,111	539,146
15	Int. on Bond Anticipation Notes NHS	38,000		-					
16	Less Bond Premium Amortization		(61,995)	(58,490)	(55,375)				
17	Total Debt Service on NHS	\$ 1,976,264	\$ 2,165,384	\$ 2,114,980	\$ 2,071,395	\$ 1,944,892	\$ 1,893,297	\$ 1,844,111	\$ 1,778,146

TOWN OF NORWOOD					
NORFOLK COUNTY AREA TOWNS					
AVERAGE ANNUAL TAX BILL					
Municipality	Year	Single Family Values	Single Family Parcels	Average Single Family Value	Single Family Tax Bill*
Wellesley	2020	9,949,832,000	7,298	1,363,364	15,760
Needham	2020	8,260,422,800	8,407	982,565	12,272
Medfield	2020	2,385,437,500	3,526	676,528	12,062
Westwood	2020	3,682,031,331	4,532	812,452	11,789
Sharon	2020	3,094,604,000	5,333	580,275	11,025
Milton	2020	5,297,964,100	7,180	737,878	9,681
Norfolk	2020	1,536,782,650	3,121	492,401	9,178
Millis	2020	917,370,200	2,218	413,602	8,330
Walpole	2020	3,505,876,200	6,591	531,919	7,973
Medway	2020	1,599,807,100	3,680	434,730	7,608
Dedham	2020	3,580,975,600	6,623	540,688	7,418
Canton	2020	3,074,645,300	5,440	565,192	6,912
Foxborough	2020	2,061,877,800	4,359	473,016	6,892
Wrentham	2020	1,679,824,519	3,550	473,190	6,743
Franklin	2020	3,564,773,500	7,743	460,387	6,680
Plainville	2020	783,528,600	2,001	391,569	5,756
Stoughton	2020	2,555,347,900	6,650	384,263	5,722
Randolph	2020	2,520,606,423	7,216	349,308	5,208
Braintree	2020	4,682,505,200	9,075	515,979	5,088
Weymouth	2020	5,375,533,680	13,426	400,382	4,773
Average		3,338,559,353	5,619	551,415	7,947
Norwood	2020	2,815,192,230	5,849	481,312	5,367
Norwood Percent		84.3%	104.1%	87.3%	67.5%

**TOWN OF NORWOOD
TAX RECAP ANALYSIS 2020**

CLASS	(b) Levy percentage (from LA5)	(c) Ic above times each percent in col (b)	(d) Valuation by class (from LA-5)	(e) Tax Rates (c) / (d) x 1000	(f) Levy by class (d) x (e) / 1000
Residential	55.4733	46,736,571.59	4,191,270,280.00	11.15	46,732,663.62
Net of Exempt Open Space	0.0000	0.00	0.00	0.00	0.00
Commercial	29.0436	24,469,398.62	985,978,018.00	24.82	24,471,974.41
Net of Exempt Industrial	11.6820	9,842,151.62	396,581,056.00	24.82	9,843,141.81
SUBTOTAL	96.1989		5,573,829,354.00		81,047,779.84
Personal	3.8011	3,202,448.43	129,040,710.00	24.82	3,202,790.42
TOTAL	100.0000		5,702,870,064.00		84,250,570.26



TOWN OF NORWOOD - DLS "AT A GLANCE" REPORT

DLS At A Glance Report for Norwood

Socioeconomic	
County	NORFOLK
School Structure	K-12
Form of Government	REPRESENTATIVE TOWN MEETING
2015 Population	29,095
2016 Labor Force	15,869
2016 Unemployment Rate	3.60
2015 DOR Income Per Capita	42,173
2009 Housing Units per Sq Mile	1203.38
2013 Road Miles	123.78
EQV Per Capita (2016 EQV/2015 Population)	172,148
Number of Registered Vehicles (2015)	24,868
2012 Number of Registered Voters	20,723

Bond Ratings	
Moody's Bond Ratings as of December 2017*	
Standard and Poor's Bond Ratings as of December 2017*	AA+

*Blank indicates the community has not been rated by the bond agency

Fiscal Year 2018 Esimated Cherry Sheet Aid	
Education Aid	6,448,786
General Government	4,844,177
Total Receipts	11,292,963
Total Assessments	1,926,762
Net State Aid	9,366,201

Other Available Funds		
FY2020 Free Cash	FY2018 Stabilization Fund	FY2020 Overlay Reserve
3,414,849	4,444,594	982,246

Fiscal Year 2020 Average Single Family Tax Bill**	
Number of Single Family Parcels	5,849
Assessed Value of Single Family	481,312
Average Single Family Tax Bill	5,367

Fiscal Year 2020 Tax Classification			
Tax Classification	Assessed Values	Tax Levy	Tax Rate
Residential	4,191,270,280	46,732,664	11.15
Open Space	0	0	0
Commercial	985,978,018	24,471,974	24.82
Industrial	396,581,056	9,843,142	24.82
Personal Property	129,040,710	3,202,790	24.82
Total	5,702,870,064	84,250,570	

Fiscal Year 2020 Revenue by Source		
Revenue Source	Amount	% of Total
Tax Levy	84,250,570	40.98
State Aid	13,402,127	6.52
Local Receipts	104,260,171	50.71
Other Available	3,699,520	1.80
Total	205,612,388	

Fiscal Year 2020 Proposition 2 1/2 Levy Capacity	
New Growth	1,849,602
Override	5,950,000
Debt Exclusion	1,844,111
Levy Limit	85,168,205
Excess Capacity	917,635
Ceiling	142,571,752
Override Capacity	59,247,658

**TOWN OF NORWOOD
DEBT SUMMARY
FISCAL 2021 BUDGET PROPOSAL**

	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>
SUMMARY OF DEBT BY CATEGORY						
Utilities						
Broadband	\$ 1,070,319	\$ 1,023,705	\$ 945,795	\$ 188,720	\$ 180,340	\$ 174,780
Water - Long Term	1,990,480	1,881,767	2,052,507	1,951,481	1,882,085	1,812,705
Water - Short Term	(10,289)	102,554	-	-	-	-
Water - Total	<u>1,980,191</u>	<u>1,984,321</u>	<u>2,052,507</u>	<u>1,951,481</u>	<u>1,882,085</u>	<u>1,812,705</u>
Electric - Long Term	9,247,394	8,983,749	9,442,496	9,294,281	4,391,769	4,246,281
Electric - Short Term	-	1,250,000	-	-	-	-
Electric - Total	<u>9,247,394</u>	<u>10,233,749</u>	<u>9,442,496</u>	<u>9,294,281</u>	<u>4,391,769</u>	<u>4,246,281</u>
Utilities - Total	12,297,904	13,241,775	12,440,798	11,434,482	6,454,194	6,233,766
Proposition 2 1/2 Debt						
Long Term Borrowing	3,687,284	3,226,142	3,675,739	2,688,548	2,361,914	2,123,023
Short Term Borrowing	896,165	1,229,178	1,708,925	2,782,748	3,828,675	4,846,700
Prop 2 1/2 Total	<u>4,583,449</u>	<u>4,455,320</u>	<u>5,384,664</u>	<u>5,471,296</u>	<u>6,190,589</u>	<u>6,969,723</u>
Prop 2 1/2 Excluded Debt	<u>1,844,111</u>	<u>1,778,146</u>	<u>1,731,886</u>	<u>1,683,254</u>	<u>1,634,289</u>	<u>1,587,364</u>
Total Debt	<u>\$ 18,725,464</u>	<u>\$ 19,475,241</u>	<u>\$ 19,557,349</u>	<u>\$ 18,589,032</u>	<u>\$ 14,279,071</u>	<u>\$ 14,790,853</u>

SUMMARY OF DEBT INCLUDING PRINCIPAL AND INTEREST

Long-Term Debt Service Supported by Utilities						
Inside Principal						
Broadband	\$ 127,000	\$ 127,000	\$ 95,000	\$ 80,000	\$ 80,000	\$ 80,000
Water & Sewer	951,464	859,771	868,862	846,703	856,194	865,891
Electric	90,000	1,280,000	1,905,000	1,883,000	1,880,000	1,880,000
Total Inside Rate Supported	1,168,464	2,266,771	2,868,862	2,809,703	2,816,194	2,825,891
Outside Principal						
Broadband	821,000	811,000	800,000	80,000	78,000	78,000
Water & Sewer	636,816	643,380	743,548	693,380	643,380	593,380
Electric	7,519,000	6,365,000	5,977,000	6,177,000	1,515,000	1,515,000
Total Outside Rate Supported	8,976,816	7,819,380	7,520,548	6,950,380	2,236,380	2,186,380
Inside Interest						
Broadband	42,029	33,965	28,475	24,000	20,000	16,000
Water & Sewer	393,525	370,610	349,441	328,092	306,555	284,828
Electric	253,733	227,170	710,745	631,810	553,425	475,100
Total Inside Rate Supported	689,286	631,745	1,088,661	983,902	879,980	775,928
Outside Interest						
Broadband	80,290	51,740	22,320	4,720	2,340	780
Water & Sewer	8,675	8,006	90,656	83,306	75,956	68,606
Electric	1,384,661	1,111,579	849,751	602,471	443,344	376,181
Total Outside Rate Supported	1,473,626	1,171,325	962,728	690,497	521,640	445,567
Total Utilities	\$ 12,308,193	\$ 11,889,221	\$ 12,440,798	\$ 11,434,482	\$ 6,454,194	\$ 6,233,766
Long-Term Debt Service Supported by Tax						
Inside Principal						
General Government	\$ 2,177,000	\$ 1,938,000	\$ 2,280,500	\$ 1,644,500	\$ 1,578,500	\$ 1,435,500
School	727,000	619,000	651,000	401,000	221,000	194,000
Inside Tax Supported Debt	2,904,000	2,557,000	2,931,500	2,045,500	1,799,500	1,629,500
Outside Principal						
General Government	85,000	85,000	-	-	-	-
Outside Tax Supported Debt	85,000	85,000	-	-	-	-

Inside Interest						
General Government	591,159	506,024	623,897	545,307	481,114	420,732
School	<u>100,750</u>	<u>74,718</u>	<u>120,343</u>	<u>97,741</u>	<u>81,300</u>	<u>72,791</u>
Inside Tax Supported Debt	691,909	580,742	744,239	643,048	562,414	493,523
Outside Interest						
General Government	<u>6,375</u>	<u>3,400</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Outside Tax Supported Debt	6,375	3,400	-	-	-	-
Prop 2 1/2 Tax Supported	3,687,284	3,226,142	3,675,739	2,688,548	2,361,914	2,123,023
Debt Excluded from Proposition 2 1/2						
School Construction	1,253,000	1,239,000	1,239,000	1,237,000	1,235,000	1,235,000
School Construction	<u>591,111</u>	<u>539,146</u>	<u>492,886</u>	<u>446,254</u>	<u>399,289</u>	<u>352,364</u>
Total Excluded Debt	1,844,111	1,778,146	1,731,886	1,683,254	1,634,289	1,587,364
Total Tax Supported Debt	5,531,395	5,004,288	5,407,625	4,371,802	3,996,203	3,710,387
Short-term Debt Service						
Inside Interest						
Gen Government	896,165	529,178	668,925	1,122,748	1,548,675	1,946,700
Utility Supported		625,000				
Outside Interest						
Utility Supported		90,000				
Inside Principal						
Gen Government		700,000	1,040,000	1,660,000	2,280,000	2,900,000
Utility Supported		625,000				
MWPAT/MCWT Fees and Adjustments						
MWPAT Loan Subsidy Principal	(21,225)					
MWPAT Loan Interest Adjustment	10,936	12,554				
Total Principal	14,366,056	15,292,151	15,599,910	14,702,583	10,367,074	10,776,771
Total Interest	<u>4,359,409</u>	<u>4,183,090</u>	<u>3,957,439</u>	<u>3,886,449</u>	<u>3,911,997</u>	<u>4,014,082</u>
Total Debt Service	\$ 18,725,464	\$ 19,475,241	\$ 19,557,349	\$ 18,589,032	\$ 14,279,071	\$ 14,790,853

**TOWN OF NORWOOD
PRINCIPAL AND INTEREST - FY 2021 BUDGET**

		<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>
<u>PRINCIPAL</u> INSIDE THE DEBT LIMIT							
Principal Payments Covered by USER FEES:							
01/15/11	Broadband Equipment (I)	\$ 32,000	\$ 32,000	\$ -	\$ -	\$ -	
01/26/12	Bucket Truck (I)	10,000	10,000	10,000	-	-	
12/19/18	Broadband Network Equipment	85,000	85,000	85,000	80,000	80,000	80,000
	Subtotal Broadband Principal	127,000	127,000	95,000	80,000	80,000	80,000
08/25/04	MWPAT 99-30 (I)	15,000	-	-	-	-	
08/25/04	MWPAT 98-78 (I)	55,000	-	-	-	-	
06/13/12	MWPAT CW-10-02 (I)	73,633	75,234	76,869	78,540	80,247	81,991
05/22/13	MCWT CW-11-12-A (I)	100,095	102,271	104,494	106,765	109,085	111,456
03/02/15	MWRA Sewer (I)	16,291	-	-	-	-	
04/27/15	MWRA Sewer (I)	14,300	-	-	-	-	
02/11/16	MCWT CW-11-12-A (I)	4,752	4,855	4,960	5,068	5,178	5,291
02/11/16	MCWT CWP-13-19 (I)	113,861	116,335	118,864	121,447	124,086	126,783
02/27/17	MWRA-Sewer (I)	31,449	31,449	31,449	-	-	
04/13/17	MCWT CW-15-08 (1) Sewer	93,421	95,451	97,525	99,645	101,811	104,023
08/07/17	MWRA Sewer (I)	59,000	59,000	59,000	59,000	59,000	59,000
09/12/18	MCWT CWP-1-08-A SEWER	23,662	24,176	24,701	25,238	25,787	26,347
06/26/14	60% of DPW Debt	126,000	126,000	126,000	126,000	126,000	126,000
07/28/16	60% of DPW Debt	225,000	225,000	225,000	225,000	225,000	225,000
	Subtotal Sewer Principal	951,464	859,771	868,862	846,703	856,194	865,891
10/15/09	Electric Light Dept. Equip. Upgrade (I)	70,000	-	-	-	-	
07/28/16	Adv Ref of 8 15 09 Electric Settlement (I)	-	1,260,000	1,260,000	1,258,000	1,255,000	1,255,000
01/26/12	Plant Extension (I)	20,000	20,000	20,000	-	-	-
	Subtotal Light Department Principal	90,000	1,280,000	1,280,000	1,258,000	1,255,000	1,255,000
INSIDE PRINCIPAL PD BY UTIL CHARGES		1,168,464	2,266,771	2,243,862	2,184,703	2,191,194	2,200,891
10/15/09	Fire Departmental Equipment (I)	60,000	-	-	-	-	
10/15/09	Outdoor Recreational Facilities (I)	20,000	30,000	30,000	25,000	-	
10/15/09	Police/Fire Building Repairs (I)	10,000	25,000	25,000	25,000	-	
01/15/11	DPW Equipment (I)	25,000	25,000	-	-	-	
01/15/11	Playground Improvements (I)	20,000	20,000	-	-	-	
02/01/11	Fire & Police Station (I)	445,000	440,000	435,000	-	-	
01/26/12	Boilers/Heating System (I)	45,000	45,000	45,000	-	-	
01/26/12	Remodeling (I)	30,000	30,000	30,000	-	-	
01/16/14	Fire Truck (I)	75,000	75,000	75,000	75,000	75,000	75,000
01/16/14	Town Hall Renovations (I)	135,000	135,000	135,000	135,000	135,000	130,000
06/26/14	DPW Facility (I)	210,000	210,000	210,000	210,000	210,000	210,000

**TOWN OF NORWOOD
PRINCIPAL AND INTEREST - FY 2021 BUDGET**

		<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>
06/26/14	Less 60% allocated to Water Department	(126,000)	(126,000)	(126,000)	(126,000)	(126,000)	(126,000)
04/23/15	Adv Ref 8 15 05 - Police/Fire Station (I)	29,000	29,000	23,000	23,000	23,000	22,000
04/23/15	Adv Ref 8 15 07 - Town Hall Remodel/Const. (I)	25,000	25,000	25,000	25,000	25,000	24,000
04/23/15	Adv Ref 8 15 07 - Police/Fire Station Const. (I)	46,000	45,000	45,000	45,000	44,000	43,000
04/23/15	Adv Ref 8 15 07 - Police/Fire Station Remodel (I)	15,000	15,000	15,000	15,000	15,000	14,000
07/28/16	Adv Ref of 1 15 09 Playgrounds (I)	11,000	11,000	11,000	5,000	-	-
07/28/16	Adv Ref of 1 15 09 Senior Center (I)	74,000	74,000	74,000	74,000	74,000	-
07/28/16	DPW Facility (I)	375,000	375,000	375,000	375,000	375,000	375,000
07/28/16	Less 60% allocated to Water Department	(225,000)	(225,000)	(225,000)	(225,000)	(225,000)	(225,000)
07/28/16	Public Works Equipment - Mini Excavator (I)	25,000	-	-	-	-	-
07/28/16	Public Works Equipment - Sidewalk Plow (I)	40,000	-	-	-	-	-
07/28/16	Public Works Equipment - 1 Ton Dump Truck (I)	15,000	-	-	-	-	-
07/28/16	Public Works Equipment - Asphalt Hot Top Box	10,000	-	-	-	-	-
07/28/16	Fire Department - Ambulance #3 BLS (I)	95,000	-	-	-	-	-
07/28/16	Land Acquisition - Nichols St. (I)	30,000	30,000	30,000	30,000	30,000	30,000
07/28/16	Public Works Equipment (I)	80,000	80,000	-	-	-	-
07/28/16	Morrill Memorial Library Improvements (I)	40,000	35,000	-	-	-	-
07/28/16	Rec. Department - Replace Eliot Field Lighting (I)	60,000	60,000	60,000	60,000	55,000	55,000
07/28/16	Hawes Pool Bathhouse Replacement (I)	40,000	40,000	40,000	40,000	40,000	40,000
07/28/16	Hawes Pool Bathhouse Engineering (I)	15,000	15,000	15,000	15,000	15,000	15,000
07/28/16	Additional Public Works Construction (I)	5,000	5,000	5,000	5,000	5,000	5,000
07/28/16	Public Works Equipment - 1 Ton Dump Truck #2	10,000	10,000	10,000	-	-	-
07/28/16	Public Works Equipment - Front End Loader (I)	35,000	30,000	30,000	-	-	-
07/28/16	Public Works Equipment - Used Soil Screener (I)	10,000	10,000	5,000	-	-	-
07/28/16	Cemetery Chapel Renovations - Design (I)	45,000	45,000	45,000	-	-	-
07/28/16	Cemetery Improvement - Asphalt Roads (I)	10,000	10,000	10,000	-	-	-
07/28/16	Permanent Sidewalks - Reconst. & Resurface (I)	20,000	20,000	20,000	15,000	15,000	15,000
07/28/16	Playground Maintenance - Coakly Lights 1 (I)	20,000	20,000	20,000	20,000	20,000	20,000
07/28/16	Playground Maintenance - Coakly Lights 2 (I)	25,000	25,000	25,000	25,000	25,000	25,000
07/28/16	Airport - 6 Wheel F650 Truck with Plow (I)	5,000	5,000	5,000	-	-	-
07/28/16	Airport - Snow Broom (I)	5,000	5,000	5,000	-	-	-
12/19/18	Town Hall Elevator & Security Locks (I)	20,000	20,000	20,000	20,000	20,000	20,000
12/19/18	Town Hall Interior Renovations (I)	60,000	60,000	60,000	60,000	60,000	60,000
12/19/18	Recreation Department Building Improvements (I)	18,000	15,000	15,000	15,000	15,000	15,000
12/19/18	Ambulance (I)	60,000	60,000	60,000	60,000	55,000	-
12/19/18	Highland Cemetery Chapel (I)	55,000	55,000	55,000	55,000	55,000	55,000
12/19/18	Library HVAC Equipment (I)	25,000	25,000	25,000	25,000	25,000	25,000
	Subtotal Gen Govt Principal	2,177,000	1,938,000	1,762,000	1,126,000	1,060,000	922,000
10/15/09	School Building Repairs (I)	35,000	45,000	45,000	50,000	-	-
01/15/11	School Building Repairs (I)	38,000	38,000	-	-	-	-
02/01/11	School Remodeling (I)	70,000	70,000	70,000	-	-	-

**TOWN OF NORWOOD
PRINCIPAL AND INTEREST - FY 2021 BUDGET**

	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>
01/26/12 School Lighting Replacement (I)	40,000	35,000	35,000	-		
03/29/12 Adv Ref 11 1 02 -School (I)	75,000	75,000	70,000	-		
03/29/12 Adv Ref 11 1 02 -School Remodeling (I)	50,000	50,000	40,000	-		
04/23/15 Adv Ref 8 15 07 - School Remodeling (I)	15,000	15,000	15,000	15,000	15,000	14,000
07/28/16 Adv Ref of 1 15 09 School Remodeling (I)	22,000	21,000	21,000	21,000	21,000	-
07/28/16 School - Dump & Pick-Up Truck (I)	30,000	-	-	-		
07/28/16 School - Lunch Truck (I)	10,000	-	-	-		
07/28/16 School - Prescott Floor Tile Completion (I)	5,000	5,000	5,000	5,000	5,000	5,000
07/28/16 School Tech - Network Infrastructure/Wireless (I)	20,000	-	-	-		
07/28/16 Elem/Middle School Interactive Devices (I)	15,000	-	-	-		
07/28/16 Elem/Middle School Savage PC Refresh (I)	35,000	-	-	-		
07/28/16 Callahan School Boiler Replacement (I)	15,000	15,000	15,000	10,000	10,000	10,000
07/28/16 Repair/Resurface Coakly Mid. School Driveway (I)	15,000	15,000	15,000	15,000	15,000	15,000
07/28/16 Coakley Field Outdoor Lighting (I)	20,000	20,000	20,000	20,000	20,000	20,000
07/28/16 School Technology Plans (I)	15,000	15,000	15,000	15,000	15,000	10,000
07/28/16 School - Replace F450 Dump Truck (I)	10,000	10,000	10,000	-		
07/28/16 School - Replace Trim Coakley Portable Classroc	5,000	5,000	5,000	5,000	5,000	5,000
07/28/16 School - Cleveland Floor Tile Replacement (I)	15,000	15,000	15,000	15,000	15,000	15,000
07/28/16 School Technology - 6 Chromebook Carts (I)	10,000	10,000	10,000	-		
07/28/16 School Tech - 13 Interactive Projectors (Coakley)	5,000	5,000	-	-		
07/28/16 School Tech - 7 SMART Boards & Projectors (I)	5,000	5,000	-	-		
07/28/16 School Tech - Security Cameras Upgrade (HS) (I)	15,000	15,000	10,000	-		
12/19/18 Chrome Books (I)	137,000	135,000	135,000	130,000	-	-
Subtotal School Principal	727,000	619,000	551,000	301,000	121,000	94,000
General Principal Covered by Tax Levy	2,904,000	2,557,000	2,313,000	1,427,000	1,181,000	1,016,000
TOTAL INSIDE DEBT PRINCIPAL	4,072,464	4,823,771	4,556,862	3,611,703	3,372,194	3,216,891
<u>PRINCIPAL OUTSIDE THE DEBT LIMIT</u>						
Principal Payments Covered by User Fees						
02/01/11 Cable TV (O)	395,000	390,000	385,000	-		
03/29/12 Adv Ref 11 1 02 -Community Cable TV & Telecc	150,000	145,000	140,000	-		
04/23/15 Adv Ref 8 15 05 - Broadband (O)	81,000	81,000	80,000	80,000	78,000	78,000
07/28/16 Broadband - Cable Modem Term & Video Replac	195,000	195,000	195,000	-		
Subtotal Broadband Principal	821,000	811,000	800,000	80,000	78,000	78,000
08/17/09 MWRA Water (O)	51,396	-	-	-		
10/15/09 Water Department Equipment (O)	5,000	-	-	-		
08/16/10 MWRA Water (O)	49,832	49,832	-	-		
08/08/11 MWRA Water (O)	50,168	50,168	50,168	-		
07/23/12 MWRA Water (O)	50,000	50,000	50,000	50,000	-	

**TOWN OF NORWOOD
PRINCIPAL AND INTEREST - FY 2021 BUDGET**

		<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>
07/15/13	MWRA Water (O)	50,000	50,000	50,000	50,000	50,000	-
08/25/14	MWRA Water (O)	50,000	50,000	50,000	50,000	50,000	50,000
08/10/15	MWRA Water (O)	50,000	50,000	50,000	50,000	50,000	50,000
08/08/16	MWRA Water (O)	50,000	50,000	50,000	50,000	50,000	50,000
08/07/17	MWRA Water (O)	50,000	50,000	50,000	50,000	50,000	50,000
07/28/16	Water - Route One Meter Pit (O)	15,000	15,000	15,000	15,000	15,000	15,000
08/30/18	MWRA Water (O)	165,420	165,420	165,420	165,420	165,420	165,420
08/12/19	MWRA WATER ASSISTANCE PROGRAM (C)	-	62,960	62,960	62,960	62,960	62,960
	Subtotal Water Principal	636,816	643,380	593,548	543,380	493,380	443,380
08/15/09	Electric Judgment/Settlement (O)	1,335,000	-	-	-	-	-
08/15/09	Taxable Electric (O)	900,000	900,000	900,000	900,000	900,000	900,000
10/15/09	Electric Light Dept. Expansion (O)	300,000	300,000	300,000	300,000	300,000	300,000
02/15/10	Adv Ref January 15 2001 Electric Substation (O)	600,000	590,000	-	-	-	-
04/23/15	Adv Ref 1 15 08 - Electric (O)	4,064,000	4,260,000	4,462,000	4,662,000	-	-
07/28/16	Light Department - Transmission Line Reconstru	320,000	315,000	315,000	315,000	315,000	315,000
	Subtotal Light Dep. Principal	7,519,000	6,365,000	5,977,000	6,177,000	1,515,000	1,515,000
OUTSIDE PRINCIPAL PD BY UTIL CHARGES		8,976,816	7,819,380	7,370,548	6,800,380	2,086,380	2,036,380
02/15/10	Adv Ref January 15 2001 Landfill Closure (O)	85,000	85,000	-	-	-	-
	Principal Excluded from Prop 2 1/2						
08/15/09	High School Planning (OE)	255,000	-	-	-	-	-
08/15/09	High School Construction (OE)	830,000	-	-	-	-	-
01/16/14	High School (OE)	165,000	165,000	165,000	165,000	165,000	165,000
07/28/16	Adv Ref of 8 15 09 High School Planning (OE)	-	240,000	240,000	240,000	240,000	240,000
07/28/16	Adv Ref of 8 15 09 High School Construction (O)	3,000	834,000	834,000	832,000	830,000	830,000
	Subtotal Schl Debt Exclusion	1,253,000	1,239,000	1,239,000	1,237,000	1,235,000	1,235,000
TOTAL OUTSIDE DEBT PRINCIPAL		10,314,816	9,143,380	8,609,548	8,037,380	3,321,380	3,271,380
TOTAL PRINCIPAL PAYMENTS		14,387,280.30	13,967,151.00	13,166,409.80	11,649,083.00	6,693,574.00	6,488,271

INTEREST INSIDE THE DEBT LIMIT

Interest Payments Covered by USER FEES:

01/15/11	Broadband Equipment (I)	2,000	1,040	-	-	-	-
01/26/12	Broadband Bucket Truck (I)	625	425	225	-	-	-
12/19/18	Broadband Network Equipment	39,404	32,500	28,250	24,000	20,000	16,000
	Subtotal Broadband Interest	42,029	33,965	28,475	24,000	20,000	16,000

08/25/04 MWPAT 99-30 (I) 413 - - -

**TOWN OF NORWOOD
PRINCIPAL AND INTEREST - FY 2021 BUDGET**

	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>
08/25/04 MWPAT 98-78 (I)	1,513	-	-	-		
06/13/12 MWPAT CW-10-02 (I)	23,063	21,574	20,053	18,499	16,911	15,289
05/22/13 MCWT CW-11-12-(I)	32,352	30,350	28,304	26,215	24,079	21,898
02/11/16 MCWT CW-11-12-A (1)	1,929	1,834	1,737	1,638	1,537	1,433
02/11/16 MCWT CWP-13-19 (I)	46,234	43,957	41,630	39,253	36,824	34,342
04/13/17 MCWT CW-15-08(1) SEWER	40,627	38,759	36,850	34,899	32,906	30,870
09/12/18 MCWT CWP-15-08-A SEWER	8,051	7,572	7,083	6,584	6,074	5,552
06/26/14 60% Interest from DPW	110,250	106,470	102,690	98,910	95,130	91,350
07/28/16 60% Interest from DPW	129,094	120,094	111,094	102,094	93,094	84,094
Subtotal Sewer Interest	393,525	370,610	349,441	328,092	306,555	284,828
10/15/09 Electric Light Dept. Equip. Upgrade (I)	963	-	-	-		
01/26/12 Plant Extension (I)	1,250	850	450	-		
07/28/16 Adv Ref of 8 15 09 Electric Settlement (I)	251,520	226,320	175,920	125,560	75,300	25,100
Subtotal Light Dept Interest	253,733	227,170	176,370	125,560	75,300	25,100
INSIDE INTEREST PAID BY USERS	689,286	631,745	554,286	477,652	401,855	325,928
10/15/09 Fire Departmental Equipment (I)	825	-	-	-		
10/15/09 Outdoor Recreational Facilities (I)	2,825	2,100	1,200	375	-	
10/15/09 Police/Fire Building Repairs (I)	2,388	1,875	1,125	375	-	
01/15/11 DPW (I)	1,563	813	-	-		
01/15/11 Playground Improvements (I)	1,250	650	-	-		
02/01/11 Fire & Police Station (I)	42,788	26,200	8,700	-		
01/26/12 Boilers/Heating System (I)	2,813	1,913	1,013	-		
01/26/12 Remodeling (I)	1,875	1,275	675	-		
01/16/14 Town Hall Renovations	60,948	58,248	55,548	52,510	49,135	45,760
01/16/14 Fire Truck (I)	18,638	17,138	15,638	13,950	12,075	10,200
06/26/14 DPW Facility (I)	183,750	177,450	171,150	164,850	158,550	152,250
06/26/14 Less 60% allocated to Water Department	(110,250)	(106,470)	(102,690)	(98,910)	(95,130)	(91,350)
04/23/15 Adv Ref 8 15 05 - Police/Fire Station (I)	4,408	3,320	2,280	1,360	670	220
04/23/15 Adv Ref 8 15 07 - Town Hall Remodel/Const. (I)	4,418	3,480	2,480	1,480	730	240
04/23/15 Adv Ref 8 15 07 - Police/Fire Station Const. (I)	7,945	6,240	4,440	2,640	1,300	430
04/23/15 Adv Ref 8 15 07 - Police/Fire Station Remodel (I)	2,643	2,080	1,480	880	430	140
07/28/16 Adv Ref of 1 15 09 Playgrounds (I)	1,300	860	420	100	-	-
07/28/16 Adv Ref of 1 15 09 Senior Center (I)	13,320	10,360	7,400	4,440	1,480	-
07/28/16 DPW Facility (I)	215,156	200,156	185,156	170,156	155,156	140,156
07/28/16 Less 60% allocated to Water Department	(129,094)	(120,094)	(111,094)	(102,094)	(93,094)	(84,094)
07/28/16 Public Works Equipment - Mini Excavator (I)	500	-	-	-		
07/28/16 Public Works Equipment - Sidewalk Plow (I)	800	-	-	-		
07/28/16 Public Works Equipment - 1 Ton Dump Truck (I)	300	-	-	-		
07/28/16 Public Works Equipment - Asphalt Hot Top Box	200	-	-	-		
07/28/16 Fire Department - Ambulance #3 BLS (I)	1,900	-	-	-		

**TOWN OF NORWOOD
PRINCIPAL AND INTEREST - FY 2021 BUDGET**

	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>
07/28/16 Land Acquisition - Nichols St. (I)	14,963	13,763	12,563	11,363	10,163	8,963
07/28/16 Public Works Equipment (I)	4,800	1,600	-	-		
07/28/16 Morrill Memorial Library Improvements (I)	2,200	700	-	-		
07/28/16 Rec. Department - Replace Eliot Field Lighting (I)	22,769	20,369	17,969	15,569	13,269	11,069
07/28/16 Hawes Pool Bathhouse Replacement (I)	22,950	21,350	19,750	18,150	16,550	14,950
07/28/16 Hawes Pool Bathhouse Engineering (I)	8,606	8,006	7,406	6,806	6,206	5,606
07/28/16 Additional Public Works Construction (I)	1,800	1,600	1,400	1,200	1,000	800
07/28/16 Public Works Equipment - 1 Ton Dump Truck #2	1,000	600	200	-		
07/28/16 Public Works Equipment - Front End Loader (I)	3,100	1,800	600	-		
07/28/16 Public Works Equipment - Used Soil Screener (I)	800	400	100	-		
07/28/16 Cemetery Chapel Renovations - Design (I)	4,500	2,700	900	-		
07/28/16 Cemetery Improvement - Asphalt Roads (I)	1,000	600	200	-		
07/28/16 Permanent Sidewalks - Reconst. & Resurface (I)	6,856	6,056	5,256	4,556	3,956	3,356
07/28/16 Playground Maintenance - Coakly Lights 1 (I)	8,475	7,675	6,875	6,075	5,275	4,475
07/28/16 Playground Maintenance - Coakly Lights 2 (I)	10,275	9,275	8,275	7,275	6,275	5,275
07/28/16 Airport - 6 Wheel F650 Truck with Plow (I)	500	300	100	-		
07/28/16 <u>Airport - Snow Broom (I)</u>	500	300	100	-		
12/19/18 Town Hall Elevator & Security Locks (I)	9,918	8,250	7,250	6,250	5,250	4,250
12/19/18 Town Hall Interior Renovations (I)	44,873	38,850	35,850	32,850	29,850	26,850
12/19/18 Recreation Department Building Improvements (I)	7,398	6,000	5,250	4,500	3,750	3,000
12/19/18 Ambulance (I)	15,815	11,750	8,750	5,750	2,750	-
12/19/18 Highland Cemetery Chapel (I)	51,453	45,238	42,488	39,738	36,988	34,238
12/19/18 Library HVAC Equipment (I)	13,403	11,250	10,000	8,750	7,500	6,250
Subtotal Gen Govt Interest	591,159	506,024	436,202	380,944	340,084	303,034
10/15/09 School Building Repairs (I)	4,681	3,525	2,175	750	-	
01/15/11 School Building Repairs (I)	2,375	1,235	-	-		
02/01/11 School Remodeling (I)	6,825	4,200	1,400	-		
01/26/12 School Lighting Replacement (I)	2,288	1,488	788	-		
03/29/12 Adv Ref 11 1 02 -School (I)	4,400	2,900	1,400	-		
03/29/12 Adv Ref 11 1 02 -School Remodeling (I)	2,800	1,800	800	-		
04/23/15 Adv Ref 8 15 07 - School Remodeling (I)	2,643	2,080	1,480	880	430	140
07/28/16 Adv Ref of 1 15 09 School Remodeling (I)	3,800	2,940	2,100	1,260	420	-
07/28/16 School - Dump & Pick-Up Truck (I)	600	-	-	-		
07/28/16 School - Lunch Truck (I)	200	-	-	-		
07/28/16 School - Prescott Floor Tile Completion (I)	2,719	2,519	2,319	2,119	1,919	1,719
07/28/16 School Tech - Network Infrastructure/Wireless (I)	400	-	-	-		
07/28/16 Elem/Middle School Interactive Devices (I)	300	-	-	-		
07/28/16 Elem/Middle School Savage PC Refresh (I)	700	-	-	-		
07/28/16 Callahan School Boiler Replacement (I)	6,238	5,638	5,038	4,538	4,138	3,738
07/28/16 Repair/Resurface Coakly Mid. School Driveway (I)	5,813	5,213	4,613	4,013	3,413	2,813
07/28/16 Coakley Field Outdoor Lighting (I)	8,025	7,225	6,425	5,625	4,825	4,025

**TOWN OF NORWOOD
PRINCIPAL AND INTEREST - FY 2021 BUDGET**

	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>
07/28/16 School Technology Plans (I)	3,500	2,900	2,300	1,700	1,100	600
07/28/16 School - Replace F450 Dump Truck (I)	1,000	600	200	-		
07/28/16 School - Replace Trim Coakley Portable Classroc	1,300	1,100	900	700	500	300
07/28/16 School - Cleveland Floor Tile Replacement (I)	8,456	7,856	7,256	6,656	6,056	5,456
07/28/16 School Technology - 6 Chromebook Carts (I)	1,000	600	200	-		
07/28/16 School Tech - 13 Interactive Projectors (Coakley)	300	100	-	-		
07/28/16 School Tech - 7 SMART Boards & Projectors (I)	300	100	-	-		
07/28/16 School Tech - Security Cameras Upgrade (HS) (I)	1,300	700	200	-		
12/19/18 Chrome Books (I)	28,789	20,000	13,250	6,500	-	-
Subtotal School Interest	100,750	74,718	52,843	34,741	22,800	18,791
General Interest Covered by Tax Levv	691,909	580,742	489,044	415,685	362,884	321,825
TOTAL INSIDE DEBT INTEREST	1,381,195	1,212,486	1,043,330	893,337	764,739	647,753
INTEREST OUSIDE THE DEBT LIMIT						
Interest Payments Covered by USER FEES:						
02/01/11 Cable TV (O)	37,913	23,200	7,700	-		
03/29/12 Adv Ref 11 1 02 -Community Cable TV & Telecc	8,700	5,700	2,800	-		
04/23/15 Adv Ref 8 15 05 - Broadband (O)	14,178	11,140	7,920	4,720	2,340	780
07/28/16 Broadband - Cable Modem Term & Video Replac	19,500	11,700	3,900	-	-	-
Subtotal Broadband Interest	80,290	51,740	22,320	4,720	2,340	780
10/15/09 Water Department Equipment (O)	69	-	-	-		
07/28/16 Water - Route One Meter Pit (O)	8,606	8,006	7,406	6,806	6,206	5,606
Subtotal Water Interest	8,675	8,006	7,406	6,806	6,206	5,606
01/15/08 Electric (O)	-	-	-	-		
08/15/09 Electric Judgment/Settlement (O)	33,375	-	-	-		
08/15/09 Taxable Electric (O)	478,575	437,513	395,325	352,125	308,025	263,025
10/15/09 Electric Light Dept. Expansion (O)	50,250	41,625	32,625	23,625	14,438	4,875
02/15/10 Adv Ref January 15 2001 Electric Substation (O)	44,600	23,600	-	-		
04/23/15 Adv Ref 1 15 08 - Electric (O)	606,480	450,160	275,720	93,240	-	-
07/28/16 Light Department - Transmission Line Reconstru	171,381	158,681	146,081	133,481	120,881	108,281
Subtotal Elec Dept Interest	1,384,661	1,111,579	849,751	602,471	443,344	376,181
Total Outside Rate Supported	1,473,626	1,171,325	879,478	613,997	451,890	382,567
02/15/10 Adv Ref Landfill Closure (O)	6,375	3,400	-	-		
Interest Excluded from Prop 2 1/2						
08/15/09 High School Planning (OE)	6,375	-	-	-		

**TOWN OF NORWOOD
PRINCIPAL AND INTEREST - FY 2021 BUDGET**

	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>
08/15/09 High School Construction (OE)	20,750	-	-	-	-	-
01/16/14 High School (OE)	75,733	72,433	69,133	65,420	61,295	57,170
07/28/16 Adv Ref of 8 15 09 High School Planning (OE)	90,628	85,828	76,228	66,628	57,028	47,428
07/28/16 Adv Ref of 8 15 09 High School Construction (O	397,626	380,886	347,526	314,206	280,966	247,766
Subtotal Int Debt Exclusion	591,111	539,146	492,886	446,254	399,289	352,364
TOTAL OUTSIDE DEBT INTEREST	2,071,113	1,713,871	1,372,364	1,060,251	851,179	734,931
	(21,225)					
	(1,925)					
	12,861	12,554	-	-		
TOTAL LONG-TERM INTEREST PAYMENTS	3,465,169	2,938,911	2,415,694	1,953,588	1,615,917	1,382,684
SHORT-TERM DEBT SERVICE						
Short-Term Principal			1,040,000	1,660,000	2,280,000	2,900,000
Land Acquisition		650,000	-	-	-	-
Access Road Construction		625,000	-	-	-	-
Dean Street Bridge Repair		50,000	-	-	-	-
Total Short-Term Principal		1,325,000				
Short-Term Interest			668,925	1,122,748	1,548,675	1,946,700
Land Acquisition	434,290	271,483				
Access Road Construction	437,500	625,000	-	-	-	-
Dean Street Bridge Repair		25,000				
Engine 1	24,375	29,250	-	-	-	-
Various		293,445	-	-	-	-
Authorized Not Yet Issued			2,266,320	2,203,613	2,140,905	2,073,198
TOTAL SHORT-TERM INTEREST PAYMENTS	896,165	1,244,178	3,975,245	4,986,361	5,969,580	6,919,898
TOTAL PRINCIPAL PAYMENTS	14,366,056	15,292,151	14,206,410	13,309,083	8,973,574	9,388,271
TOTAL INTEREST PAYMENTS	4,359,409	4,183,090	3,084,619	3,076,336	3,164,592	3,329,384
TOTAL PRINCIPAL AND INTEREST PAYMENTS	\$ 18,725,464	\$ 19,475,241	\$ 19,557,349	\$ 18,589,032	\$ 14,279,071	\$ 14,790,853

GENERAL GOVERNMENT HISTORICAL STAFFING ANALYSIS IN FULL TIME EQUIVALENTS

Dept #	Description	FY2013 FTEs	FY2014 FTEs	FY2015 FTEs	FY2016 FTEs	FY2017 FTEs	FY2018 FTEs	FY2019 FTEs	FY2020 FTEs	FY2021 FTE'S
General Government										
122	Board of Selectmen	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
123	General Manager	10.0	10.0	10.0	10.0	10.0	10.0	9.0	9.0	9.0
135	Finance & Accounting	4.7	4.7	4.7	4.7	4.7	4.7	4.7	4.0	4.0
141	Assessors	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
145	Treasurer / Collector	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5
152	Human Resources	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.7	3.4
155	Information Technology	3.0	3.0	3.0	3.0	3.0	4.0	4.0	4.0	4.0
161	Town Clerk	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
175	Community Development	2.1	2.1	2.1	3.2	3.2	3.4	3.4	3.4	3.8
210	Police Department	69.0	69.0	69.0	71.0	71.0	72.0	72.0	72.0	72.0
220	Fire Department	70.0	71.0	70.0	69.5	69.5	69.5	69.5	70.5	71.0
241	Building Commissioner	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
401	Public Works, Cemetery & Engineering	52.5	52.5	52.5	52.5	52.5	52.5	52.0	52.0	52.0
482	Airport	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
512	Board of Health	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
541	Council on Aging	4.5	4.5	4.5	5.5	5.5	5.5	5.5	5.5	5.5
543	Veterans	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
610	Library	20.0	19.0	19.0	19.0	19.0	19.0	19.0	19.0	19.0
630	Recreation	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	7.0
	Subtotal Non-Utilities	<u>276.3</u>	<u>276.3</u>	<u>275.3</u>	<u>278.9</u>	<u>278.9</u>	<u>281.1</u>	<u>279.6</u>	<u>280.6</u>	<u>282.2</u>
Utilities and Townwide Facilities										
193	Townwide Facilities									5.0
460	Light Department	37.0	37.0	37.0	37.0	37.0	37.0	37.0	37.0	37.0
465	Broadband	9.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
	Subtotal Utilities and Townwide Facilities	<u>46.0</u>	<u>48.0</u>	<u>53.0</u>						
	Total General Government	<u>322.3</u>	<u>324.3</u>	<u>323.3</u>	<u>326.9</u>	<u>326.9</u>	<u>329.1</u>	<u>327.6</u>	<u>328.6</u>	<u>335.2</u>
	Retirement Office (not in Town budget)	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Changes in staffing levels for Fiscal 2021										
	Fiscal 2020 Staffing level									328.6
	Human Resource Staff Reduction of 0.3 FTE									(0.3)
	Community Development									0.4
	Fire Department addition of 0.5 FTE Clerk position in Fire Department									0.5
	Recreation Department Addition of Recreation Coordinator									1.0
	Townwide Facilities addition of Electrician									1.0
	Townwide Facilities addition of Plumber									1.0
	Total Staff Positions in comparison to prior year(before transfers)									<u>332.2</u>
	Townwide Facilities transfer of Director from Schools									1.0
	Townwide Facilities transfer of Assistant Director from Schools									1.0
	Townwide Facilities transfer of Business Manager from Schools									1.0
	Fiscal 2021 Staffing level									<u>335.2</u>

This is a net addition of 3.6 positions to general government, utilities and shared costs. The 2 positions added to Townwide Facilities will generate savings in maintenance, greater than the cost of salaries and benefits

These three positions were transferred from Schools. In this case there is no net increase of personnel in Town. In Fiscal 2021, Schools will continue to pay Fiscal 2021 salary amounts for each individual. In Fiscal 2022, the Facilities Department will absorb salaries.

SCHOOL DEPT STAFFING HISTORY (FULL TIME EQUIVALENTS)

YEAR	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	Prior Override FY20	Includes Override FY20	FY21
SUPERINTENDENT	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
ASST SUPERINTENDENT	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
BUSINESS MANAGER	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
DIR STUDENT SERVICES	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
DIR TECHNOLOGY	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
CENTRAL ADMIN TOTAL	4.0	4.0	4.0	4.0	5.0	5.0	5.0						
PRINCIPALS	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
VICE PRINCIPALS	1.0	1.0	1.0	1.0	1.0	3.0	3.0	1.0	1.0	1.0	1.0	3.0	3.0
HOUSE MASTERS		1.8	1.8	2.4	2.4		0.0	2.0	2.0	2.0	2.0	0.0	0.0
BUILDING ADMIN TOTAL	9.0	10.8	10.8	11.4	11.4	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
CURRICULUM COORDINATORS (SPED, ELL, MATH)	0.0	0.0	3.0	4.0	4.0	1.0	1.0	1.0	1.0	1.0	2.0	3.0	3.4
DIRECTORS (Fine Arts/Athletics/AV/Facilities)	4.0	5.0	2.0	4.3	4.8	4.0	4.0	4.0	4.0	4.0	3.5	4.0	4.0
SPED TEAM CHAIRS	2.0	3.8				3.8	3.8	3.8	3.8	4.0	3.0	3.0	3.0
DIR/COORDINATOR TOTAL	6.0	8.8	5.0	8.3	8.8	8.8	8.8	8.8	8.8	9.0	8.5	10.0	10.4
INSTRUCTIONAL STAFF TOTAL	347.8	354.8	343.9	350.1	360.1	360.5	361.2	374.0	389.1	393.2	389.6	418.7	434.1
NURSES/PHYSICIAN TOTAL	9.4	9.4	9.0	10.4	9.4	9.4	9.4	9.4	9.4	10.4	9.4	10.4	10.4
CONFID. SECRETARIES	4.0	4.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	0.0	0.0
ACCOUNTING ASSISTANT												1.0	1.0
SECRETARIES/ADMIN ASSTS	19.4	16.8	16.8	16.8	17.8	17.8	17.8	17.8	17.8	16.8	17.3	19.4	19.4
SECRETARY TOTAL	23.4	20.8	19.8	19.8	20.8	20.8	20.8	20.8	20.8	19.8	20.3	20.4	20.4
DIR TRANSPORTATION			1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
ADMIN ASST TRANSPORTATION			1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
ADMIN ASST FACILITIES												1.0	1.0
CUSTODIAL TOTAL	32.8	32.8	33.8	33.8	34.8	32.5	32.8	31.8	32.3	34.5	31.5	33.5	33.5
TECHNOLOGY	5.8	5.8	4.8	4.8	5.8	5.8	5.8	5.8	5.8	3.8	4.0	5.0	5.0
RESOURCE OFFICERS	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
OTHER PERSONNEL	39.6	39.6	41.6	41.6	43.6	41.3	41.6	39.6	40.1	40.3	37.5	41.5	41.5
TOTAL FTE'S PAID BY BUDGET	439.2	448.2	434.1	445.6	459.1	456.8	457.8	468.6	484.2	488.7	481.3	517.0	532.8

FY21 NEW STAFF REQUESTS

DESE	ORG	OBJECT	POSITION	LOCATION	FTE
2120	30102120	511100	ESL Coordinator	DISTRICT	0.4
2305	32502305	511100	SPED Teacher	BALCH	1
2305	33622305	511101	ESL Teacher	CALLAHAN	0.6
2305	34422305	511100	GRADE 1 Teacher	CLEVELAND	1
2305	35422305	511100	Grade 5 Teacher	OLDHAM	1
2305	38502305	511101	MS SPED Teacher	MS	0.6
2305	39502305	511101	SPED Teacher - PACS	HIGH SCHOOL	1
2320	30502320	511100	Speech/Language Pathologist	DISTRICTWIDE	1
2320	30502320	511101	BCBA	DISTRICTWIDE - ELEMENTARY	1
2300	31502330	511807	SPED Paraprofessional	WILLETT - LMPA PACS	1
2300	31502330	511807	SPED Paraprofessional	WILLETT - DLC	1
2300	32502330	511807	SPED Paraprofessional	BALCH LEAP	1
2300	33502330	511807	SPED Paraprofessional	CALLAHAN - LEARN CTR	1
2300	35502330	511807	SPED Paraprofessional	OLDHAM PACS	1
2300	35502330	511807	SPED Paraprofessional	OLDHAM PACS	0.2
2300	36502330	511807	SPED Paraprofessional	PRESCOTT INCLUSION	1
2300	36502330	511807	SPED Paraprofessional	PRESCOTT - LBLD	1
2800	30502800	511100	Psychologist - Mental Health/Crisis Interventionist	DISTRICTWIDE	1
				ELL	1
				SPED MANDATE	10.2
				OTHER NEEDS	2
				SOAP	2.6
				TOTAL NEW FTE	15.8

**TOWN OF NORWOOD
COMMUNITY PRESERVATION FUNDS**

Fiscal 2021 Estimated CPA Revenue								
Class	Valuation Per 2020 Recap	# of Parcels Per 2020 LA-4	Exempt Value	CPA Value	Surcharge Tax Per FY20 Rates	Surcharge	Commonwealth Contribution 11.2% FY2021	Total Estimated CPA 2021
Residential	4,191,270,280	8,036	803,600,000	3,387,670,280	37,772,524	377,725	42,305	420,030
Commercial	985,978,018	448	44,800,000	941,178,018	23,360,038	233,600	26,163	259,763
Industrial	396,581,056	197	19,700,000	376,881,056	9,354,188	95,866	10,737	106,603
Total	5,573,829,354	8,681	868,100,000	4,705,729,354	70,486,750	707,192	79,205	786,397

ANTICIPATED TOWN MEETING ACTION AND EFFECT ON RESERVE BALANCES

	MUNIS Fund	Balance 3/31/2020	ARTICLES 7 & 8 FY2021 ATM	Projected Balance 7/1/2020
Reserve-Open Space and Recreation	4101	\$ 32,750	\$ 78,640	\$ 111,390
Reserve-Historic Preservation	4102	69,531	78,640	148,171
Reserve-Community Housing	4103	190,715	78,640	269,355
Reserve-Undesignated	4100 & 4104	486,320	511,157	997,477
Administrative Budget	4100	-	39,320	39,320
		<u>\$ 779,316</u>	<u>\$ 786,397</u>	<u>\$ 1,565,713</u>

As of 3/31/20, the Fiscal 2020 Administrative Budget has a remaining balance of \$31,672. Any unspent amounts will become undesignated.

PROJECTS FUNDED BY CPA FUNDS (AMOUNTS ARE RECORDED AS PROJECT-TO-DATE)

Project Code	Project Description	Unreserved	Reserve-Historic	Reserve-Open	Total Funding	Expenditures	Encumbrances	Remaining Funds
FD18A	Cemetery Chapel	\$ 345,500	\$ 54,500	\$ -	\$ 400,000	\$ 312,135	\$ -	\$ 87,865
FT20A	Carillon Restoration	148,316	66,684	-	215,000	-	-	215,000
OS20A	Bond Street Playground	44,000	-	44,000	88,000	44,343	41,297	2,360
OS20B	Eliot Field / Lower Balch	75,476	-	67,000	142,476	3,480	20,000	118,996
OS20C	Lower Pond Alevizos	-	-	46,965	46,965	-	-	46,965
OS20E	Saints Street Lot	338,000	-	-	338,000	-	-	338,000
		<u>\$ 951,292</u>	<u>\$ 121,184</u>	<u>\$ 157,965</u>	<u>\$ 1,230,441</u>	<u>\$ 359,958</u>	<u>\$ 61,297</u>	<u>\$ 809,186</u>

Most of the remaining funds for the Cemetery Chapel Project are expected to be unspent. When released by the PBCC, \$54,500 will be returned to the Reserve-Historical; the remainder to the Unreserved Fund.

Section 4-13 (Formerly Section 1-11)

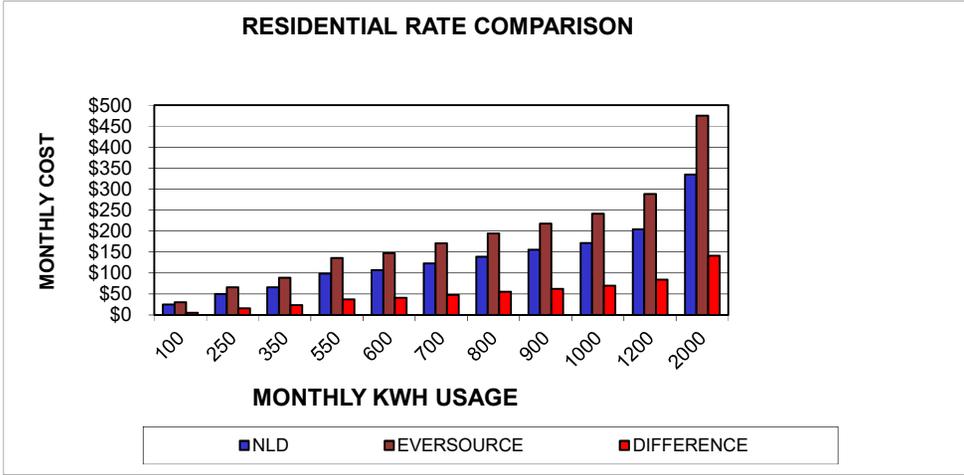
**TOWN OF NORWOOD FY21 BUDGETS
HISTORICAL ANALYSIS OF ELECTRIC DEPT
RECEIPTS VERSUS EXPENDITURES ANALYSIS**

ELECTRIC LIGHT DEPARTMENT					
ACTUAL HISTORICAL RESULTS					
YEAR	EXPENDED LIGHT	EXPENDED SUBSTA'N DEBT	TOTAL EXPENDED	TOTAL RECEIPTS	RECEIPTS TO COVER O/H + GEN GOVT
FY03	\$ 23,107,976	\$ 1,164,810	\$ 24,272,786	\$ 28,631,961	\$ 4,359,175
FY04	23,448,966	1,138,823	24,587,789	28,334,849	3,747,060
FY05	23,111,854	1,112,835	24,224,689	30,329,907	6,105,218
FY06	24,162,807	1,086,848	25,249,655	30,076,587	4,826,932
FY07	28,498,121	1,060,860	29,558,981	36,043,483	6,484,502
FY08	37,093,370	1,034,873	38,128,243	40,608,038	2,479,795
FY09	34,407,801	5,943,885	40,351,686	44,635,943	4,284,257
FY10	36,460,748	7,193,265	43,654,013	46,108,778	2,454,765
FY11	36,615,617	9,799,393	46,415,010	51,522,238	5,107,228
FY12	34,627,675	9,971,794	44,599,469	50,885,679	6,286,210
FY13	34,711,793	9,721,794	44,433,587	50,214,098	5,780,511
FY14	36,189,135	9,612,368	45,801,503	48,906,987	3,105,484
FY15	34,392,455	9,456,006	43,848,461	47,148,204	3,299,743
FY16	36,150,710	9,283,288	45,433,998	48,907,651	3,473,653
FY17	35,278,772	9,367,384	44,646,156	48,479,740	3,833,584
FY18	39,495,580	9,626,287	49,121,867	53,106,197	3,984,330
FY19	45,022,146	9,374,347	54,396,493	59,375,295	4,978,802
16 Year Ave.	\$ 33,104,443	\$ 6,232,286	\$ 39,336,729	\$ 43,724,449	\$ 4,387,721

BUDGETED FY2020 (Cash Basis)					
	LIGHT Budget	DEBT Budget	Total Budget	Total Receipts	Est Excess Receipts
FY20	\$ 49,107,821	\$ 9,684,894	\$ 58,792,715	\$ 63,061,147	\$ 4,268,432

RECOMMENDED FY2021 (Cash Basis)					
	LIGHT Budget	DEBT Budget	Total Budget	Total Receipts	Est Excess Receipts
FY21	\$ 46,710,923	\$ 10,233,749	\$ 56,944,672	\$ 61,198,166	\$ 4,253,494

**TOWN OF NORWOOD
RESIDENTIAL RATE VERSUS SURROUNDING TOWNS USING EVERSOURCE**



RESIDENTIAL RATE COMPARISON BETWEEN NORWOOD ELECTRIC AND EVERSOURCE ELECTRIC						
MONTHLY USAGE	NLD 1/1/2020	EVERSOURCE 1/1/2020	Monthly Difference	Annual Difference	%	
100	\$25.26	\$30.41	\$5.15	\$62	20%	
250	\$49.66	\$65.53	\$15.88	\$191	32%	
350	\$65.92	\$88.95	\$23.03	\$276	35%	
550	\$98.45	\$135.77	\$37.33	\$448	38%	
600	\$106.58	\$147.48	\$40.90	\$491	38%	
700	\$122.84	\$170.89	\$48.05	\$577	39%	
800	\$139.10	\$194.30	\$55.20	\$662	40%	
900	\$155.37	\$217.72	\$62.35	\$748	40%	
1000	\$171.63	\$241.13	\$69.50	\$834	40%	
1200	\$204.16	\$287.96	\$83.80	\$1,006	41%	
2000	\$334.26	\$475.26	\$141.00	\$1,692	42%	
2500	\$415.58	\$592.33	\$176.75	\$2,121	43%	
5000	\$822.15	\$1,177.65	\$355.50	\$4,266	43%	

**TOWN OF NORWOOD
FY 2021 BUDGET ANALYSIS
RECEIPTS VERSUS BUDGET ANALYSIS**

BROADBAND DIVISION (CABLE, INTERNET)

YEAR	ACTUAL HISTORICAL RESULTS					RECEIPTS AS % OF COSTS
	CABLE EXPENSE	CABLE INTEREST	TOTAL CABLE EXP.	TOTAL RECEIPTS	OPERATING RESULTS	
FY07	\$ 4,063,080	\$ 449,792	4,512,872	\$ 5,044,504	\$ 531,632	112%
FY08	3,918,070	422,738	4,340,808	4,930,233	589,425	114%
FY09	3,461,714	395,083	3,856,797	4,414,991	558,194	114%
FY10	3,809,633	367,439	4,676,633	4,583,410	(93,223)	98%
FY11	4,238,763	248,310	4,487,073	5,004,648	517,575	112%
FY12	4,514,720	297,715	4,812,435	5,424,406	611,971	113%
FY13	4,858,881	267,781	5,126,662	5,745,976	619,314	112%
FY14	5,554,171	229,914	5,784,085	6,293,611	509,526	109%
FY15	5,636,305	184,594	5,820,899	6,914,968	1,094,069	119%
FY16	5,952,340	140,060	6,092,400	7,274,313	1,181,913	119%
FY17	6,227,720	139,262	6,366,982	7,525,928	1,158,946	118%
FY18	6,437,265	136,917	6,574,182	7,721,523	1,147,341	117%
FY19	6,491,613	142,610	6,634,223	7,945,052	1,310,829	120%
13 Year Ave	\$ 5,534,372	\$ 273,960	\$ 5,846,759	\$ 6,685,833	\$ 839,074	114%

BUDGETED FY2020 (Cash Basis)						
YEAR	CABLE EXPENSE	CABLE INTEREST	TOTAL CABLE EXP.	BUDGETED RECEIPTS	OPERATING RESULTS	
FY20	\$ 7,395,719	\$ 114,691	\$ 7,510,410	\$ 8,571,980	\$ 1,061,570	114%

RECOMMENDED FY2021 (Cash Basis)						
YEAR	CABLE EXPENSE	CABLE INTEREST	TOTAL CABLE EXP.	BUDGETED RECEIPTS	OPERATING RESULTS	
FY21	\$ 7,389,460	\$ 85,705	\$ 7,475,165	\$ 8,579,969	\$ 1,104,804	115%

DEBT SERVICE		FY18	FY2019	FY2020	FY2021
Bond Principal		\$ 936,600	\$ 860,000	\$ 934,000	\$ 938,000
Bond Interest		136,917	142,610	114,691	85,705
Total Debt Service		\$ 1,073,517	\$ 1,002,610	\$ 1,048,691	\$ 1,023,705

NORWOOD CABLE / BROADBAND

Budget Versus Actual for Current Fiscal 2020

Budget Projection FY2020									
Month	Customers			Services	Revenue				Total
	CATV	INT	VOIP		CATV	Internet	VOIP	Other	
Jul-19	3546	4495	2133	10174	\$ 312,421	\$ 292,175	\$ 78,903	\$ 30,833	\$ 714,332
Aug-19	3546	4495	2133	10174	312,421	292,175	78,903	30,833	714,332
Sep-19	3546	4495	2133	10174	312,421	292,175	78,903	30,833	714,332
Oct-19	3546	4495	2133	10174	312,421	292,175	78,903	30,833	714,332
Nov-19	3546	4495	2133	10174	312,421	292,175	78,903	30,833	714,332
Dec-19	3546	4495	2133	10174	312,421	292,175	78,903	30,833	714,332
Jan-20	3546	4495	2133	10174	312,421	292,175	78,903	30,833	714,332
Feb-20	3546	4495	2133	10174	312,421	292,175	78,903	30,833	714,332
Mar-20	3546	4495	2133	10174	312,421	292,175	78,903	30,833	714,332
	Budget Through March				2,811,788	2,629,575	710,123	277,500	6,428,986
Apr-20	3546	4495	2133	10174	312,421	292,175	78,903	30,833	714,332
May-20	3546	4495	2133	10174	312,421	292,175	78,903	30,833	714,332
Jun-20	3546	4495	2133	10174	312,421	292,175	78,903	30,833	714,332
					\$ 3,749,050	\$ 3,506,100	\$ 946,831	\$ 370,000	\$ 8,571,981

Actual FY2020 through March and Projected for FY2020									
Month	Customers			Services	Revenue				Total
	CATV	INT	VOIP		CATV	Internet	VOIP	Other	
Jul-19	3511	4593	2121	10225	\$ 316,260	\$ 285,538	\$ 74,355	\$ 31,930	\$ 708,082
Aug-19	3524	4651	2125	10300	311,102	287,448	74,098	31,660	704,308
Sep-19	3524	4686	2122	10332	308,140	289,838	74,141	31,617	703,735
Oct-19	3522	4705	2117	10344	308,565	292,852	75,221	31,319	707,957
Nov-19	3528	4752	2124	10404	306,986	296,355	73,524	29,821	706,687
Dec-19	3500	4771	2120	10391	310,878	296,555	81,588	35,520	724,541
Jan-20	3475	4809	2117	10401	304,978	316,115	81,226	30,074	732,393
Feb-20	3478	4839	2109	10426	285,412	302,021	63,742	36,078	687,253
Mar-20	3478	4865	2114	10457	298,480	309,203	64,230	31,623	703,537
	Actual Through March				2,750,801	2,675,925	662,125	289,642	6,378,493
Apr-20	3546	4495	2133	10174	305,645	297,325	73,569	32,182	708,721
May-20	3546	4495	2133	10174	305,645	297,325	73,569	32,182	708,721
Jun-20	3546	4495	2133	10174	305,645	297,325	73,569	32,182	708,721
					\$ 3,667,736	\$ 3,567,900	\$ 882,832	\$ 386,188	\$ 8,504,656

Revenue

Below

Budget

Norwood Municipal Light Department - Broadband
STATEMENTS OF REVENUES AND EXPENSES (Unaudited)

	<u>Year to Date</u>	<u>Year to Date</u>		<u>Year to Date</u>	<u>Year to Date</u>
REVENUES			EXPENSES		
Installation Revenue	\$ 23,036	\$ 20,516	CC Fees	16,325	13,203
Equipment Revenue	547,544	506,350	Acctg & Coll/Billing System	99,597	95,431
Cable Revenue - Residential	2,834,076	2,712,561	Advertising	343,685	266,586
Cable Revenue - Commercial	100,411	100,411	Bad Debt Expense	56,353	68,277
Internet Revenue - Residential	2,758,664	2,660,687	Cable Support Services	551,217	557,886
Internet Revenue - Commercial	678,385	704,618	Internet Support Services	529,945	521,612
VoIP Revenue	768,424	769,842	Station Support Expense	2,402	3,204
Premium Channel Revenue	166,373	183,100	Gen'l & Admin Salaries	121,683	116,615
Pay Per View/VOD Revenue	28,932	42,799	Pension and Benefits	21,930	191,473
Refunds	14,979	20,790	Repairs and Maintenance - Eq	2,000	450
Other Subscriber Revenue	3,859	4,079	Repairs & Maint - Gen'l Plant	47,916	86,883
Advertising Revenue	25,999	33,652	Truck Expense	53,218	52,042
Other Income	254,339	254,339	Software Maintenance	55,944	45,718
Interest Income	<u>133</u>	<u>106</u>	Maintenance Underground Lines	15,028	30
TOTAL REVENUES	<u>8,205,154</u>	<u>8,013,849</u>	Pole Etc Rental	357	-
COST OF SALES			Office Supplies and Expense	1,943	1,292
Programming Fees	3,113,335	3,133,702	Outside Services Employed	5,156	5,494
Signal Fees - Internet	<u>575,647</u>	<u>597,518</u>	Operating Misc. Dist.	16,900	15,951
TOTAL COST OF SALES	<u>3,688,982</u>	<u>3,731,220</u>	Depreciation Expense	1,232,690	1,189,069
GROSS PROFIT	4,516,173	4,282,630	Interest Expense - Bond	<u>69,805</u>	<u>91,675</u>
			TOTAL EXPENSES	<u>3,244,093</u>	<u>3,322,891</u>
			NET INCOME	<u>\$ 1,272,080</u>	<u>\$ 959,739</u>

**TOWN OF NORWOOD - FY21 BUDGETS
HISTORICAL ANALYSIS OF WATER AND SEWER DEPTS.
RECEIPTS VERSUS EXPENDITURES ANALYSIS
ACTUAL RESULTS**

YEAR	EXPENDED MWRA COSTS (Direct Cost)	EXPENDED FOR W/S DEBT (Direct cost)	TOTAL SPENT MWRA & DEBT (Direct Costs)	ACTUAL WATER/SEWER RECEIPTS	W/S Receipts to cover Indirect Costs	Receipts as percent of costs
FY2003	\$ 6,485,515	\$ 409,532	\$ 6,895,047	\$ 8,828,327	\$ 1,933,280	128%
FY2004	6,708,067	697,663	7,405,730	9,273,661	1,867,931	125%
FY2005	7,055,088	713,000	7,768,088	9,417,586	1,649,498	121%
FY2006	7,493,989	836,507	8,330,496	9,892,781	1,562,285	119%
FY2007	7,908,268	875,939	8,784,207	10,222,983	1,438,776	116%
FY2008	8,081,373	962,564	9,043,937	10,999,875	1,955,938	122%
FY2009	8,546,358	1,059,315	9,605,673	11,142,634	1,536,961	116%
FY 2010	8,596,000	928,729	9,524,729	11,324,964	1,800,235	119%
FY 2011	8,450,643	1,119,892	9,570,535	12,381,589	2,811,054	129%
FY 2012	8,951,946	1,202,896	10,154,842	11,499,897	1,345,055	113%
FY 2013	9,355,092	877,676	10,232,768	11,947,932	1,715,164	117%
FY 2014	9,299,674	916,020	10,215,694	12,808,074	2,592,380	125%
FY 2015	9,788,734	1,168,007	10,956,741	13,148,526	2,191,785	120%
FY2016	10,492,401	1,256,512	11,748,913	14,413,586	2,664,673	123%
FY 2017	10,694,448	1,403,473	12,097,921	14,816,983	2,719,062	122%
FY 2018	11,140,239	2,047,155	13,187,394	14,386,363	1,198,969	109%
FY2019	11,710,966	2,047,155	13,758,121	15,420,301	1,662,180	112%
17 Year Ave	\$ 8,868,165	\$ 1,089,531	\$ 9,957,696	\$ 11,878,004	\$ 1,920,307	119%

BUDGETED (FY2020)						
Year	MWRA Budget	Water & Sewer Debt Service	Total Water & Sewer Budget	Total Receipts Budgeted	Excess Receipts Budgeted	
FY 2020	\$ 12,325,100	\$ 1,990,480	\$ 14,315,580	\$ 16,198,467	\$ 1,882,887	113%

REQUESTED (FY2021)						
Year	MWRA Budget	Water & Sewer Debt Service	Total Water & Sewer Budget	Total Receipts Budgeted	Excess Receipts Budgeted	
FY 2021	\$ 12,900,000	\$ 1,984,321	\$ 14,884,321	\$ 16,400,000	\$ 1,515,679	110%

FY2018 Water/Sewer Debt Service		Principal	Interest	Total Debt Service
Long Term	Water	\$ 643,380	\$ 8,006	\$ 651,386
Long Term	Sewer	859,771	370,610	1,230,381
Short Term Interest	Sewer		90,000	90,000
MPAT Fees			12,554	12,554
Total Debt to be raised via Water/Sewer RATES				\$ 1,984,321



The TOWN OF NORWOOD

Commonwealth of Massachusetts

NORWOOD COUNCIL ON AGING / NORWOOD SENIOR CENTER

May 27, 2020

Board of Selectmen and Town Meeting Members,

In connection with Article 3 of the Annual Town Meeting, The Council on Aging respectfully requests that our Revolving Fund 4016 be authorized for Fiscal 2021 under Chapter 44, Section 53E ½ for *the programs and purposes for which the funds may be expended:*

All programs sponsored by the Council on Aging

The Departmental Receipts which shall be credited to the Revolving Fund:

General programs held by the Council on Aging
Lunch and other food events
Exercise classes

The Board, Department or Officer authorized to expend such fund:

Council on Aging Director, currently Kerri McCarthy

The limit on the amount which may be expended from such fund during Fiscal 2021:

We are requesting an amount of \$125,000

Our receipts have been as follows:

	Year Ended <u>06/30/2019</u>	6 Months Ended <u>12/31/2020</u>
General Program Receipts	\$41,847	\$36,943
Lunch and Food Programs	23,119	9,193
Exercise Programs	<u>28,702</u>	<u>13,568</u>
Total Receipts	<u>\$93,668</u>	<u>\$59,704</u>

As of May 27, 2020, the balance in the account is \$60,122.

Respectfully submitted,

Kerri McCarthy

Kerri McCarthy
Director, Council on Aging

YTD BUDGET REPORT

FOR 2019 13								
ACCOUNTS FOR: 4016 REVOLVING-COA FUND								
	ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCE/REQ	AVAILABLE BUDGET	% USED	
541 COUNCIL ON AGING								
0000 UNDEFINED								
40164 432000		REV-COA REV PROGRAMS	0.00	-41,846.56	0.00	41,846.56	100.0%	
40164 437100	0.00	REV-COA REV LUNCH / FOOD	0.00	-23,119.00	0.00	23,119.00	100.0%	
40164 438800	0.00	REV-COA EXERCISE / CLASSES	0.00	-28,702.00	0.00	28,702.00	100.0%	
TOTAL UNDEFINED	0.00	0.00	0.00	-93,667.56	0.00	93,667.56	100.0%	
0002 OPERATING EXPENSES								
40165 549000	0.00	REV-COA REV LUNCH / FOOD EXP	23,119.00	18,317.91	0.00	4,801.09	79.2%	
40165 559400	0.00	REV-COA PROGRAMS EXPENSE	41,846.56	50,357.51	0.00	-8,510.95	120.3%	
40165 559500	0.00	REV-COA EXERCISE - OTHER CLASS	28,702.00	16,149.72	0.00	12,552.28	56.3%	
TOTAL OPERATING EXPENSES	0.00	93,667.56	93,667.56	84,825.14	0.00	8,842.42	90.6%	
TOTAL COUNCIL ON AGING	0.00	93,667.56	93,667.56	-8,842.42	0.00	102,509.98	-9.4%	
TOTAL REVOLVING-COA FUND	0.00	93,667.56	93,667.56	-8,842.42	0.00	102,509.98	-9.4%	
TOTAL REVENUES	0.00	0.00	0.00	-93,667.56	0.00	93,667.56		
TOTAL EXPENSES	0.00	93,667.56	93,667.56	84,825.14	0.00	8,842.42		

YTD BUDGET REPORT

FOR 2020 06								
ACCOUNTS FOR: 4016 REVOLVING-COA FUND								
	ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCE/REQ	AVAILABLE BUDGET	% USED	
541 COUNCIL ON AGING								
0000 UNDEFINED								
40164 432000		REV-COA REV PROGRAMS	0.00	-36,943.39	0.00	36,943.39	100.0%	
40164 437100	0.00	REV-COA REV LUNCH / FOOD	0.00	-9,193.00	0.00	9,193.00	100.0%	
40164 438800	0.00	REV-COA EXERCISE / CLASSES	0.00	-13,568.00	0.00	13,568.00	100.0%	
TOTAL UNDEFINED	0.00	0.00	0.00	-59,704.39	0.00	59,704.39	100.0%	
0002 OPERATING EXPENSES								
40165 511800	0.00	OTHER SAL-WAGES F/T	0.00	1,686.50	0.00	-1,686.50	100.0%	
40165 549000	0.00	REV-COA REV LUNCH / FOOD EXP	9,193.00	15,927.10	1,590.00	-8,324.10	190.5%	
40165 559400	0.00	REV-COA PROGRAMS EXPENSE	36,943.39	43,696.77	2,538.17	-9,291.55	125.2%	
40165 559500	0.00	REV-COA EXERCISE - OTHER CLASS	13,568.00	13,320.00	7,150.00	-6,902.00	150.9%	
TOTAL OPERATING EXPENSES	0.00	59,704.39	59,704.39	74,630.37	11,278.17	-26,204.15	143.9%	
TOTAL COUNCIL ON AGING	0.00	59,704.39	59,704.39	14,925.98	11,278.17	33,500.24	43.9%	
TOTAL REVOLVING-COA FUND	0.00	59,704.39	59,704.39	14,925.98	11,278.17	33,500.24	43.9%	
TOTAL REVENUES	0.00	0.00	0.00	-59,704.39	0.00	59,704.39		
TOTAL EXPENSES	0.00	59,704.39	59,704.39	74,630.37	11,278.17	-26,204.15		



Morrill Memorial Library
Charlotte Canelli, Library Director
 33 Walpole Street
 Norwood, MA 02062
 781-769-0200
www.norwoodlibrary.org

Library Board of Trustees
 Sarah Begg, Chair
 John Hall, Vice-Chair
 Marguerite Cummings
 George Michalec
 Donna Montgomery
 Leah O'Leary

April 21, 2020

Board of Selectmen & Town Meeting Members:

In accordance with an article of the **Annual Town Meeting Article 6** authorizing Revolving Funds, the Board of Library Trustees respectfully requests that Library Revolving Fund GL24-3321-0000 be authorized for the Fiscal Year Ending June 30, 2021. This is authorized by MGL Chapter 44, Section 53E ½. **The programs and purposes for which the revolving funds may be expended:** (1) Replacement of books, CDs, DVDs, audiobooks and other materials lost or damaged by patrons; (2) Incidental costs associated with services for patrons such as faxing, color printing, tax document printing, microfilm printing, passport acceptance applications, performance of notary services, and any other new services to Library patrons that we offer during our business hours; and (3) Library programs offered to the public. **The Department Receipts which shall be credited to the Revolving Fund:** Reimbursement at the Library and through the Minuteman Library Network for lost and damaged materials; fines for overdue materials; and fees for services, including passport acceptance applications, microfilm, black and white and color printing, faxing, and notary services.

The Board, Department or Office authorized to expend from such Fund: Library Director, Charlotte Canelli

The limit on the amount which may be expended from such a fund in the ensuing fiscal year: We are requesting a limit of \$50,000 which may be expended in the ensuing fiscal year.

The balance in the Library Revolving Fund as of April 1, 2010 is #33,896.82.

Respectfully submitted,

Charlotte Canelli

Charlotte Canelli, Library Director. Morrill Memorial Library

	Year Ended <u>6/30/2019</u>	6 Months Ended <u>12/31/2019</u>
Fees, Fines, Lost Books	\$ 14,734.62	\$ 9,622.51
Printing, Faxing, Copying	8,602.21	6,273.77
Passport Fees	19,250.00	1,250.49
Proctor, ILL, Other	650.55	13,335.00
	<u>\$ 43,237.38</u>	<u>\$ 30,481.77</u>

**CURRENT REVOLVING FUND FY19
DEPOSITS and EXPENDITURES**

2019 FINAL

TOTAL RESTITUTION REVOLVING FOR Year July 2018 - June 2019											
		LOST		FAXING			DAILY		NOTARY AND		TOTAL
FY18	FINES	BOOKS	PRINTING	COPIER	PROGRM	OTHER	DEPOSITS	ILL FEE/Other	PROCTOR FEE	PASSPORT FEES	REVOLVING
July	\$ 1,409.09	\$ 477.85	\$ 366.50	\$ 170.00	\$ -	\$ -	\$ 2,423.44	\$ -	\$ -	\$ 1,330.00	\$ 3,753.44
August	\$ 807.33	\$ 182.90	\$ 390.50	\$ 283.00	\$ -	\$ 55.93	\$ 1,719.66	\$ -	\$ -	\$ 1,435.00	\$ 3,154.66
September	\$ 758.35	\$ 261.33	\$ 474.76	\$ 205.00	\$ -		\$ 1,699.44	\$ -	\$ 10.00	\$ 560.00	\$ 2,269.44
October	\$ 1,076.81	\$ 529.36	\$ 486.00	\$ 297.10	\$ -	\$ -	\$ 2,389.27	\$ -	\$ -	\$ 945.00	\$ 3,334.27
November	\$ 633.24	\$ 170.40	\$ 341.00	\$ 291.30	\$ -	\$ -	\$ 1,435.94	\$ -	\$ -	\$ 980.00	\$ 2,415.94
December	\$ 772.51	\$ 73.79	\$ 468.01	\$ 310.60	\$ -	\$ -	\$ 1,624.91	\$ 449.62	\$ -	\$ 1,330.00	\$ 3,404.53
January	\$ 945.31	\$ 52.95	\$ 360.55	\$ 258.85	\$ -	\$ -	\$ 1,617.66	\$ -	\$ -	\$ 2,485.00	\$ 4,102.66
February	\$ 1,336.42	\$ 649.97	\$ 440.45	\$ 348.30	\$ -	\$ -	\$ 2,775.14	\$ -	\$ -	\$ 2,030.00	\$ 4,805.14
March	\$ 875.75	\$ 179.30	\$ 423.02	\$ 351.80	\$ -	\$ -	\$ 1,829.87	\$ -	\$ -	\$ 3,360.00	\$ 5,189.87
April	\$ 734.70	\$ 971.81	\$ 488.22	\$ 409.20	\$ -	\$ 35.00	\$ 2,638.93	\$ -	\$ -	\$ 1,540.00	\$ 4,178.93
May	\$ 736.70	\$ 147.80	\$ 419.92	\$ 309.55	\$ -	\$ -	\$ 1,613.97	\$ -	\$ -	\$ 2,030.00	\$ 3,643.97
June	\$ 777.09	\$ 173.86	\$ 385.13	\$ 323.45	\$ -	-	\$ 1,659.53	\$ -	\$ 100.00	\$ 1,225.00	\$ 2,984.53
Total	\$10,863.30	\$ 3,871.32	\$ 5,044.06	\$ 3,558.15	\$ -	\$ 90.93	\$ 23,427.76	\$ 449.62	\$ 110.00	\$ 19,250.00	\$ 43,237.38

*-35

EXPENSES FROM REVOLVING										
PASSPORT	POSTAGE	BOOKS Etc.	EMAT	ILL FEE	NOTARY	PROGRAMS	COPIER LEASE	SALARIES	SUPPLIES	Total Exp
(200.20)	(1,764.05)	(19,082.85)	(8,774.97)	-	(463.21)	(2,866.33)	(3,642.30)	-	(12,348.01)	-\$49,141.92

Beginning Balance July 1, 2018	\$26,066.99
Income FY19	\$43,237.38
Expenses FY19	-\$49,141.92
Balance FY19	\$20,162.45

**CURRENT REVOLVING FUND FY20
DEPOSITS and EXPENDITURES**

Prepared April 10, 2020

TOTAL RESTITUTION REVOLVING FOR Year July 2019 - June 2020									
		LOST		FAXING	NOTARY AND		DAILY		TOTAL
FY20	FINES	BOOKS	PRINTING	COPIER	PROCTOR FE	OTHER	DEPOSITS	PASSPORT FEE	REVOLVING
July	\$ 952.09	\$ 89.65	\$ 286.90	\$ 297.36	\$ 105.00	\$ 3.57	\$ 1,734.57	\$ 1,120.00	\$ 2,854.57
August	\$ 1,239.83	\$ 444.21	\$ 467.36	\$ 325.71	\$ 20.00	\$ 100.00	\$ 2,597.11	\$ 1,330.00	\$ 3,927.11
September	\$ 655.30	\$ 124.98	\$ 608.92	\$ 312.95	\$ 10.00	\$ 100.28	\$ 1,812.43	\$ 1,715.00	\$ 3,527.43
October	\$ 713.32	\$ 143.48	\$ 403.05	\$ 336.90	\$ 20.00	\$ -	\$ 1,616.75	\$ 1,120.00	\$ 2,736.75
November	\$ 1,316.00	\$ 605.31	\$ 385.00	\$ 364.96	\$ 5.00	-	\$ 2,676.27	\$ 1,330.00	\$ 4,006.27
December	\$ 766.34	\$ 51.43	\$ 322.47	\$ 424.25	\$ 30.00	-	\$ 1,594.49	\$ 770.00	\$ 2,364.49
January	\$ 1,213.63	\$ 427.96	\$ 325.29	\$ 265.00	\$ -	\$ -	\$ 2,231.88	\$ 2,660.00	\$ 4,891.88
February	\$ 577.22	\$ 73.91	\$ 328.25	\$ 342.05	\$ -	\$ -	\$ 1,321.43	\$ 2,380.00	\$ 3,701.43
March	\$ 202.90	\$ 24.95	\$ 329.25	\$ 148.10	\$ -	\$ 856.64	\$ 1,561.84	\$ 910.00	\$ 2,471.84
April	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -
May	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -
June		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -
Total	\$ 7,636.63	\$ 1,985.88	\$ 3,456.49	\$ 2,817.28	\$ 190.00	\$ 1,060.49	\$17,146.77	\$ 13,335.00	\$ 30,481.77

EXPENSES FROM REVOLVING											
PASSPORT	POSTAGE	Material	EMAT	ILL FEE		NOTARY	PROGRAMS	COPIER LEASE	SALARIES	SUPPLIES	Total Exp
(1,195.80)	(15.50)	(1,291.73)	-	-		-	(2,461.93)	(2,790.00)	-	(8,992.44)	-\$16,747.40

Beginning Balance July 1, 2020	\$20,162.45
Income FY20	\$30,481.77
Expenses FY20	-\$16,747.40
Balance FY20	\$33,896.82

Norwood Finance Commission



Section 5

5A Detailed Expenditure Analysis

5B GFOA Operating Statements

DETAIL EXPENDITURE LIST

The Detail Expenditure List presents information for every line-item in the Town budget that has increased or decreased by \$1,000 or more.

CHANGES FOR FY21

General Government departments were asked to submit level funded budgets for FY21 with the exception of contractual obligations or any attempt to bring a line-item closer to its historical average. This request resulted in fewer changes than a typical budget year and most of the changes highlighted below are for contractually obligated step increases.

The Town has made changes to indirect accounting for Light Department expenses. The line SAL-ALLOCATED TO NLD that appears in the Selectmen, General Manager, Accounting, Town Counsel, Treasurer, Human Resources, and IT budgets shows the direct cost allocation of costs borne by the General Government that are really Light Department costs or the Light Department's portion of those costs. Previously the Light Department took a charge off their revenue report to the Department of Public Utilities (DPU) for these items. The Town is moving towards enterprise fund accounting following best practices and repeated requests from the Light Department's outside accountant/auditor firm and the

Account	Change	DETAIL EXPENDITURE EXPLANATION
Fund 0001 - General Fund		
1 - GENERAL GOVERNMENT		
122 SELECTMEN		
011221-511600	4,297	SELECTMEN ADMIN SALARIES-CLERK: This line is projected to increase due to contractually obligated step increases.
011221-511700	(3,000)	SAL-PART TIME: This line is decreasing and being reallocated to SELECTMEN ADMIN SALARIES-OT.
011221-513100	3,000	SELECTMEN ADMIN SALARIES-OT: The increase in this line is due to funds being moved from SAL-PART TIME.
123 GENERAL MANAGER		
011231-511000	4,084	GEN MGR SAL-GEN MGR: This line is projected to increase due to contractual obligations.
011231-511600	(9,543)	GEN MGR SAL-PERS SERV: This line is projected to decrease due to change in personnel.
011231-512000	1,800	GEN MGR SAL-SUMMER/PT HELP: This line is projected to increase due to increases in minimum wage.
011231-512400	(20,000)	SAL-ALLOCATED TO NLD: This line, that shows a decrease in the budget, is the cost allocation of indirect costs for the Light Department for this particular department. The Town has been moving toward appropriate enterprise fund accounting as requested by the Department of Revenue and recommended by the Light Department accountants. This formula has been used for years, but only appeared on the Light Department books as a charge off.
135 ACCOUNTING		
011351-511600	12,900	ACCOUNTING SAL-PERSONAL SERV: This line is projected to increase due to contractually obligated step increases and changes in personnel.
011351-512400	(1,500)	SAL-ALLOCATED TO NLD: This line, that shows a decrease in the budget, is the cost allocation of indirect costs for the Light Department for this particular department. The Town has been moving toward appropriate enterprise fund accounting as requested by the Department of Revenue and recommended by the Light Department accountants. This formula has been used for years, but only appeared on the Light Department books as a charge off.
011351-514100	(2,000)	ACCOUNTING SAL-LONGEVITY: This line is projected to decrease due to new department staff having less longevity.
141 ASSESSORS		
011411-511600	5,451	ASSESS SAL-PERSONAL SER: This line is projected to increase due to contractually obligated step increases.

Account	Change	DETAIL EXPENDITURE EXPLANATION
011412-530701	(50,000)	ASSESSORS REVAL UPDATE: This line is projected to decrease due to the Town completing it's 10-year mandatory revaluation process.
011412-531600	1,000	ASSESS EDU COURSES: This line is projected to increase due to an increase in required courses.
011412-531900	10,000	ASSESSORS-LEGAL COUNSEL DEFENS: This line is projected to increase based on the prior year's spending.
145 TREASURER		
011451-511600	3,690	TREAS SAL-PERSONAL SERV: This line is projected to increase due to contractually obligated step increases.
011451-512400	(5,550)	SAL-ALLOCATED TO NLD: This line, that shows a decrease in the budget, is the cost allocation of indirect costs for the Light Department for this particular department. The Town has been moving toward appropriate enterprise fund accounting as requested by the Department of Revenue and recommended by the Light Department accountants. This formula has been used for years, but only appeared on the Light Department books as a charge off.
011452-534100	(1,600)	TREAS INCID-POSTAGE: This line is projected to decrease due to budgetary constraints.
011452-542200	(1,500)	TREAS INCID-PRINTING: This line is projected to decrease due to budgetary constrains.
151 TOWN COUNSEL		
011512-530702	8,000	TOWN COUNSEL OUTSIDE COUNSEL: This line is projected to increase due to increasing costs for an aviation attorney.
011512-531200	25,000	TOWN COUNSEL-COLLECT BARGAIN: To date, only the only unions that have settled are related to the Police Department so we know additional costs will extend into Fiscal 2021
011512-531900	8,000	TOWN COUNSEL-LITIGATION: This line is projected to increase due to an increase in litigation cases.
011512-531901	5,000	TOWN COUNSEL-RETAINER: This increase is related to an on-going contract with Counsel.
152 HUMAN RESOURCES		
011521-511000	(10,826)	HUMAN RESOURCE SAL-MANAGER: This line item is projected to decrease due to the new HR Director starting at a lower step than the preceding HR Director.
011521-511600	(52,363)	HUMAN RESOURCE SAL-PERS SERV: This line is projected to decrease because a new position that was funded in FY20 will not be filled.
011521-512000	12,258	HUMAN RES SAL-PART TIME: This line is projected to increase to make a temporary employee permanent.
011521-512400	(10,000)	SAL-ALLOCATED TO NLD: This line, that shows a decrease in the budget, is the cost allocation of indirect costs for the Light Department for this particular department. The Town has been moving toward appropriate enterprise fund accounting as requested by the Department of Revenue and recommended by the Light Department accountants. This formula has been used for years, but only appeared on the Light Department books as a charge off.
011521-514100	(2,850)	HUMAN RESOURCE LONGEVITY: This line is projected to decrease due to new department staff having less longevity.
011522-579600	5,000	HUMAN RESOURCE GEN TRAIN: This line is projected to increase to allow for more staff to participate in leadership/management trainings.
155 INFORMATION TECHNOLOGY		
011551-511600	2,803	INFO TECH-PERMANENT SALARIES: This line is projected to increase due to contractually obligated step increases.

Account	Change	DETAIL EXPENDITURE EXPLANATION
011551-512400	(1,440)	INFO TECH-SAL ALLOCATED NLD: This line, that shows a decrease in the budget, is the cost allocation of indirect costs for the Light Department for this particular department. The Town has been moving toward appropriate enterprise fund accounting as requested by the Department of Revenue and recommended by the Light Department accountants. This formula has been used for years, but only appeared on the Light Department books as a charge off.
011552-525000	47,900	INFO TECH-SYSTEM HW/SW MAINT: This line is projected to increase due to additional geographic information system (GIS) software and email to support Munis.
011552-531600	58,144	INFO TECH-APP SW MAINT: This line is projected to increase due to increasing costs for a variety of software packages in use by the Town.
011552-534200	66,125	GENERAL GOVT-TELEPHONE: This line is projected to increase to cover the costs of additional cell phone services in use by the Town (\$8,000). Also, this line-item is projected to increase because we transferred funding for telephone service from several different departments to this line item (\$58,125).
161 TOWN CLERK		
011611-511600	4,534	TOWN CLERK SAL-PERSONAL SERV: This line is projected to increase due to contractually obligated step increases.
011611-513100	6,000	TOWN CLERK SAL-OVERTIME: This line is projected to increase due to overtime costs related to elections and registrations.
162 ELECTIONS & REGISTRATION		
011621-511700	20,041	SAL-PART TIME: This line is projected to increase due to costs associated with Board of Registrars, three elections and early voting.
175 COMMUNITY DEVELOPMENT (PLANNING, ZONING, CONSERVATION)		
011751-511600	64,545	COMDEV-FULL TIME SAL: This line is projected to increase due to contractually obligated step increases and change in personnel.
011751-511700	(33,584)	COMDEV-PART TIME SAL: The line is projected to decrease due to the elimination of a position and change in personnel.
192 MUNICIPAL BUILDING EXPENSES		
011921-511600	4,238	MUNI MAINT SAL-CUSTOD: This line is projected to increase due to contractually obligated step increases.
011922-527100	(7,800)	MUNI MAINT INCID-LEASE/RENTAL: This line is projected to decrease as the Town decreases the amount of storage space it rents and uses more Town property for this purpose.
011922-534200	(13,400)	MUNI OFC INCID-TELEPHONE: Funding from this line-item is being transferred to 011552-534200, not cut.
198 GENERAL GOVERNMENT PERSONAL SERVICES		
011981-511600	381,328	GG PERSONAL SERVICES: This line contains an amount set aside for contracts that have not yet been settled. When we vote upon this line, Town Meeting Members are acknowledging the fact that once contracts are settled, Management will have the right to reallocate these funds to the appropriate departments without further Town Meeting Action.
199 GENERAL GOVERNMENT		
011992-542100	10,000	GENERAL GOVT-OFFICE SUPPLIES: This line is projected to increase in order to cover additional requests for new office furniture from General Government departments.

Account	Change	DETAIL EXPENDITURE EXPLANATION
011992-579900	(3,000)	GENERAL GOVT-EYEWEAR: This line is projected to decrease based on prior year's spending.
Fund 0001 - General Fund		2 - PUBLIC SAFETY
210 POLICE		
012101-511000	47,069	POLICE SAL-CHIEF: This line is projected to increase due to contractually obligated step increases in the Chief's contract. The majority of funds that increased represent a transfer from the EDUCATION PAY (012101-519100) line-item. Education benefits were always part of compensation for the Chief. We are consolidating the amounts to reflect actual total compensation going forward.
012101-511600	175,473	POLICE SAL-PERSONAL SER: This line is projected to increase due to contractually obligated step increases for full time employees in the police department.
012101-512900	(3,000)	POLICE SAL - MATRON SERVICES: Reduced to reflect historical actuals.
012101-513101	10,500	POLICE OVERTIME-COURT: This line is projected to increase to account for higher wages in FY21 and utilizing a similar amount of overtime.
012101-513102	64,047	POLICE OVERTIME-SHIFT REPLACE: This line is projected to increase to account for higher wages in FY21 and utilizing a similar amount of overtime.
012101-513103	6,800	POLICE OVERTIME-INVESTIGATIONS: This line is projected to increase to account for higher wages in FY21.
012101-513104	65,811	POLICE OVERTIME-OTHER: This line is projected to increase to account for higher wages in FY21 and utilizing a similar amount of overtime.
012101-514100	(11,064)	POLICE SAL-LONGEVITY: This line is projected to decrease due to changes in staffing resulting in less longevity pay for newer employees.
012101-514400	6,147	POLICE SAL-PAID HOL: This line is projected to increase due to increases in wages, which impacts holiday pay.
012101-519100	(37,041)	POLICE SALARIES-EDUCATION PAY: The reduction in this line-item is actually a transfer. The Chief's contractual education stipend has been moved to POLICE SAL-CHIEF 012101-511000.
012101-519700	38,612	POLICE SAL-OFCDR SCHOOL: This line is projected to increase to account for higher wages in FY21.
012102-524100	3,000	POLICE INCID-EQUIP REP: The Police Department has exceeded this allocation several times in the past and is requesting an increase to bring it closer to the historic average. The Police Department uses this line to fund things like radar unit repairs, laptops for line cruisers, and other important equipment.
012102-524500	9,000	POLICE INCID-VEH MAINT: This line is projected to increase by \$9,000 due to increased costs of fleet maintenance. This line has been exceeding its budget for several years and this brings it closer to its historic average. This line item was increased by \$25,000 in FY2020.
012102-534200	(12,000)	POLICE TELEPHONE: Funding from this line-item is being transferred to 011552-534200, not cut.
012102-542200	2,500	POLICE INCID-PRINTING: Request increase to cover the costs of our printing needs and to bring it closer to the historic average.
12102-545000	(2,500)	POLICE INCID-CUST SUPPL: Request reduction as funds are needed elsewhere in our budget.
012106-585100	21,064	CAP EXP-NPD FLEET REPLACEMENT: This line is projected to increase in order to accommodate the increased cost of new police cruisers. Starting last year, NPD started purchasing hybrid Explorers, which although more expensive upfront, should provide the Town with a positive return on investment with a significant decrease in fuel costs.

Account	Change	DETAIL EXPENDITURE EXPLANATION
012106-585231	(23,300)	CAP EXP-NPD EQUIPMENT: Removed Digital Portable Radios and will reassess radio needs.
012106-585232	(85,400)	CAP EXP-NPD TACTICAL: This was a non-recurring budgeting item from the 2020 CIP. There was no need to purchase any tactical equipment this year. So, funding for this line-item can be used elsewhere.
220 FIRE		
012201-511000	3,000	FIRE SAL-CHIEF: This line is projected to increase due to a contractually obligated salary increase.
012201-511600	1,976	FIRE SAL-FULL TIME SALARIES: This line is projected to increase due to contractually obligated steps for full time employees in this department.
012201-511700	19,573	FIRE SAL -MECH/PT CLERK: This line is projected to increase due to contractually obligated step increases for part time employees in this department.
012201-512300	1,200	FIRE INCID-UNIFORM ALLOW: Two additional firefighters will qualify for this allowance in FY2021.
012201-513112	5,000	FIRE DISPATCHERPAY - OT & PT: This line is projected to increase to account for higher wages in FY21 and utilizing a similar amount of overtime.
012201-513200	100,000	FIRE - SUBSTITUTION PAY: This line is projected to increase to bring it closer to a historic usage average.
012201-514200	(6,673)	FIRE SAL - NIGHT DIFF: Due to several senior firefighters retiring, the night differential, which is based on an employee's salary, is projected to decrease because the newly hired firefighters have smaller salaries than their predecessors.
012201-514800	(4,950)	FIRE SAL-DEFIB PAY: The number of individuals who receive this stipend continues to decrease as more individuals in the Department have become EMTs or paramedics. EMTs and paramedics qualify for a different stipend.
012201-519100	(30,936)	FIRE - INCENTIVE PAY: Due to retirements in the Fire Department, we project a decrease in this line-item.
012202-534200	(10,000)	FIRE INCID-TELEPHONE: Funding from this line-item is being transferred to 011552-534200, not cut.
012202-548000	1,000	FIRE INCID-TRANS FUEL: In FY2021, we will have two deputy fire chiefs with Town vehicles. This will increase the amount of fuel needed.
012202-550100	15,000	FIRE INCID-AMBUL EQUIP: This line is projected to increase to bring it closer to a historic usage average.
241 BUILDING COMMISSIONER		
012411-511000	(5,000)	BLDG INSP SAL-BLDG INSP: This line item is projected to decrease due to hiring a new Building Commissioner at a lower step than the preceding Building Commissioner.
249-PUBLIC SAFETY BUILDING MAINT		
012492-521200	10,000	P/F BLDG-ELECTRICITY: This line is projected to increase to bring it closer to a historic usage average.
012492-521400	10,000	P/F BLDG-HEAT: This line is projected to increase to bring it closer to a historic usage average.
012492-523400	10,000	P/F BLDG - WATER: This line is projected to increase to bring it closer to a historic usage average.
012492-524100	18,500	P/F BLDG-EQUIP REPAIR: This line is projected to increase to bring it closer to a historic usage average.
012492-545000	5,000	P/F BLDG-CUST SUPPL: This line is projected to increase to bring it closer to a historic usage average.
291 EMERGENCY MANAGEMENT		
012912-534200	(2,000)	EMERG MGMT-TELEPHONE: Funding from this line-item is being transferred to 011552-534200, not cut.
293 TRAFFIC CONTROL/FIRE ALARMS		

Account	Change	DETAIL EXPENDITURE EXPLANATION
012932-531300	10,000	TRAFFIC CTRL ELD - MISC ADVTIS: This item was requested by the Police Department. Currently there is a camera at Nahatan & Washington Streets that was installed by a Norwood company on a free trial basis. The Department would like to retain the camera when the trial period ends and install another. The current camera was placed in the center of town partially due to a number of pedestrians who were struck by vehicles, but it is also useful when crimes are committed in the center of town. The camera is not constantly monitored, but they can be accessed when an incident occurs.
Fund 0001 - General Fund		4 - PUBLIC WORKS
401 PUBLIC WORKS		
014011-511600	(1,960)	PUB WKS SAL-FULL TIME: This line is projected to decrease due to retirements in the department.
014011-511801	21,756	PUB WKS SAL-WAGES: This line is projected to increase due to contractually obligated step increases.
014011-512000	15,120	PUB WKS SAL-SUMMER HELP: This line is projected to increase due to increases in minimum wage.
014011-513100	19,398	PUBLIC WORKS OVERTIME: This line is projected to increase based on prior year's spending.
014011-514100	(2,000)	PUB WKS SAL-LONGEVITY: This line is projected to decreased due to new department staff having less longevity.
014011-512500	(686,754)	SAL - ALLOCATED TO WATER: For Fiscal 2021, we are creating a separate Fund 0008 for Water & Sewer. This is the amount we are taking out of the DPW Budget and allocating to the new department.
014011-512500	(343,377)	SAL - ALLOCATED TO SEWER: For Fiscal 2021, we are creating a separate Fund 0008 for Water & Sewer. This is the amount we are taking out of the DPW Budget and allocating to the new department.
014012-521000	(4,300)	PUB WKS INCID-UTILITIES: This line is projected to decrease due to budgetary constraints.
014012-524100	(2,500)	GAR MAINT-EQUIP REPAIR: This line is projected to decrease due to budgetary constraints.
014012-534200	(6,800)	PUB WKS INCID-TELEPHONE: Funding from this line-item is being transferred to 011552-534200, not cut.
014012-548000	(2,500)	GAR MAINT-GAS&OIL: This line is projected to decrease due to budgetary constraints.
410 ENGINEERING		
014101-511600	2,581	ENGINEER SAL-PERS SERV: This line is projected to increase due to contractually obligated step increases.
422 HIGHWAY MAINTENANCE		
014222-524601	(5,000)	HGWY MAINT-PAINTED LINES/MARK: This line is projected to decrease due to budgetary constraints.
014222-553100	(2,500)	HIGHWAY MAINT-MATERIALS: This line is projected to decrease due to budgetary constraints.
014222-553101	(2,500)	HIGHWAY MAINT-ASPHALT: This line is projected to decrease due to budgetary constraints.
014222-553105	(2,500)	HIGHWAY MAINT-CRACK SEALING: This line is projected to decrease due to budgetary constraints.
014222-553107	(2,500)	HIGHWAY MAINT-INFRA RED PATCH: This line is projected to decrease due to budgetary constraints.
423 SNOW AND ICE REMOVAL		
014232-529401	50,100	SNOW & ICE-SAND/SALT: This line is projected to increase as the Town works to bring the annual Snow & Ice budgeting closer to the actual amount spent and funds being moved from SNOW/ICE-CONTRACTED SVCS.
014232-529402	20,000	SNOW & ICE-EQUIP REP: This line is increasing due to funds being moved from SNOW/ICE-CONTRACTED SVCS.
014232-529403	10,000	SNOW & ICE-MISC: This line is increasing due to funds being moved from SNOW/ICE-CONTRACTED SVCS.
014232-529404	(91,000)	SNOW/ICE-CONTRACTED SVCS: This line is decreasing and being reallocated amongst various accounts in Snow & Ice to more accurately reflect expenditures in this department.
014232-529405	3,000	SNOW & ICE - STORM DAMAGE: This line is increasing due to funds being moved from SNOW/ICE-CONTRACTED SVCS.

Account	Change	DETAIL EXPENDITURE EXPLANATION
014232-530600	8,000	SNOW & ICE - POLICE DETAILS: This line is increasing due to funds being moved from SNOW/ICE-CONTRACTED SVCS.
424 STREET LIGHTING		
014242-578400	(8,000)	STREET LIGHT OPERATING: This line is projected to decrease to better reflect the actual cost of street lighting. The decreased cost is due to the completion of LED light installation projects by the Light Department.
430 WASTE COLLECTION/DISPOSAL		
014302-529101	50,000	REFUSE REMOVAL-MSW COLL & DISP: This line is projected to increase based on an increase in the annual contract.
014302-529102	(3,217)	REFUSE REMOVAL-RECYCLE COL&DIS: This line is projected to decrease to more accurately reflect actual costs. The line is still significantly higher compared to past budgets because the global marketplace continues to cause the cost of recycling to increase.
014302-529105	1,165	REFUSE REMOVAL-MSW CONTAIN C&D: This line is projected to increase based on an increase in the annual contract.
014302-529201	5,000	MAT'L RECYCLE CTR-MONITOR WELL: This line is projected to increase based on an increase in the consultant fee.
482 AIRPORT		
014822-521000	10,000	AIRPORT MAINT-UTIL & EQUIP: This line is projected to increase due to an increase in gas and electric costs in the new building.
014822-524200	8,000	AIRPORT MAINT-FACILITY: This line is projected to increase in order to cover the costs of cleaning and maintenance for the new building.
014822-527300	(2,500)	AIRPORT OPER-RENT/UTILITIES: This line is projected to decrease because the Airport is no longer leasing office space since moving into the new building.
014822-529400	1,380	AIRPORT - SNOW & ICE: This line is projected to increase due to increased equipment rates.
014822-534200	(2,000)	AIRPORT OPER-COMMUNICATIONS: Funding from this line-item is being transferred to 011552-534200, not cut.
014822-542100	(1,000)	AIRPORT OPER-INCIDENTALS: This line is projected to decrease due to budgetary constraints.
014826-589500	(90,000)	AIRPORT CONST-MATCHING GRANT: This line is decreasing due to less expensive CIP projects this fiscal year.
491 CEMETERY		
014911-511600	4,357	CEMETERY SAL-WAGES: This line is projected to increase due to contractually obligated step increases.
014912-521000	3,000	CEMETERY MAINT-UTILITIES: This line is projected to increase due to the additional cost of heating the chapel.
014912-524100	(1,000)	CEMETERY MAINT-EQUIP REP: This line is projected to decrease due to budgetary constraints.
014912-534200	(1,100)	CEMETERY MAINT-TELEPHONE: Funding from this line-item is being transferred to 011552-534200, not cut.
014912-546200	(1,000)	CEMETERY MAINT-PLANTS: This line is projected to decrease due to budgetary constraints.
014912-553100	(1,000)	CEMETERY IMPR-ASPHALT: This line is projected to decrease due to budgetary constraints.
014912-553200	(1,900)	CEMETERY IMPR-BURIAL LINERS: This line is projected to decrease due to budgetary constraints.
014916-584000	(55,500)	CEMETERY OFFICE RENOVATIONS: This line is decreasing because the project is complete.
014916-585000	(18,500)	CEMETERY NEW EQUIPMENT: This line is decreasing because the equipment purchase is complete.
Fund 0001 - General Fund		5 - HEALTH & HUMAN SERVICES
512 BOARD OF HEALTH		
015121-511600	(11,643)	BOARD OF HEALTH SAL - FULLTIME: This line is projected to decrease due to a retirement in the department.
015122-529108	15,000	HAZARDOUS WASTE PROGRAM: This line is projected to increase because the cost of running Hazardous Waste Day has increased significantly due to changes in the commodity market for recyclables.

Account	Change	DETAIL EXPENDITURE EXPLANATION
015122-534200	(1,200)	ANML CTRL INCID - TELEPHONE: Funding from this line-item is being transferred to 011552-534200, not cut.
015122-531003	7,000	MENTAL HEALTH SERVICES: This is a new line-item for FY2021. The William James INTERFACE Referral Service is a mental health and wellness referral helpline available Monday-Friday, 9AM-5PM. Residents in participating communities can access this free, confidential referral service. The cost of the program will be shared by the schools & general government. The total cost of the contract is \$13,000 per year, with the schools paying \$6,000. It is a two-year contract totaling \$26,000 over two years. The first two years of the program were grant-funded, and to continue the service we are asking to fund it through the budget.
541 COUNCIL ON AGING		
015411-511000	3,540	AGING SALARIES-DIRECTOR: This line is projected to increase due to a contractually obligated step increase.
015411-511600	8,804	AGING SALARIES-FULL TIME: This line is projected to increase due to contractually obligated step increases.
015411-511700	10,000	AGING SALARIES-PART TIME: This line is projected to increase due to contractually obligated step increases.
015412-521000	10,000	COA BUILDING -UTILITIES: This line is projected to increase because the grant that the department used to offset the cost of utilities can no longer be used for that purpose.
015412-527100	3,500	COA BUILDING-REPAIR/SERVICE: This line is projected to increase to cover the costs of additional repairs that are needed due to the age of the building.
015412-534200	(2,100)	AGING INCID - TELEPHONE: Funding from this line-item is being transferred to 011552-534200, not cut.
015412-548000	3,000	AGING INCID-GASOLINE: We are proposing an increase to this line-item to cover the increased cost of gasoline associated with a second COA vehicle.
015412-578200	1,500	AGING INCID - MISC: This line-item was increased to provide the COA Director with additional professional development funding.
015412-578401	(13,000)	ELD/HP TRAN INCID-TAXI: This funding is being transferred to pay for a part-time driver who will drive the proposed COA sedan.
543 VETERANS' SERVICES		
015431-511600	3,680	VET SERV SAL-CLERK: This line is projected to increase due to contractually obligated step increases.
015432-577001	(5,000)	VET SERV INCID DIR RELIEF: This line was decreased by \$50,000 in FY2020 due to lower use of the direct relief services and great work by Veterans Agent Ted Mulvehill and assistant Cindy Postler in correcting accounting errors and state reimbursement rates. This fiscal year (FY2021), we are proposing another cut of \$5,000. Keep in mind this is like a commodity cost and if the demand for services goes up in any given year we are still required to provide services.
Fund 0001 - General Fund		6 - CULTURE & RECREATION
610 LIBRARY		
016101-511600	12,227	LIB SALARIES-FULL TIME: This line is projected to increase due to contractually obligated step increases.
016101-511700	11,583	LIB SALARIES-PART TIME: This line is projected to increase due to contractually obligated step increases.
016102-521000	(5,000)	LIB INCID-UTILITIES: This line is projected to decrease to bring it closer to a historic usage average.
016102-531700	(1,500)	LIB INCID-STENO SERV: Non-library steno service for trustee meetings has been discontinued.
016102-534200	(1,925)	CIVIC INCID-TELEPHONE: Funding from this line-item is being transferred to 011552-534200, not cut.
016102-573300	2,000	LIB INCID-DUES & CONFERENCES: This line is projected to increase to account for more professional development.
630 RECREATION		
016301-511000	3,223	RECREAT SAL-SUPT: This line is projected to increase due to a contractually obligated step increase.

Account	Change	DETAIL EXPENDITURE EXPLANATION
016301-511600	41,657	RECREAT SALARIES - FULL TIME: This line is projected to increase due to contractually obligated steps increases for full time staff in this department.
016301-511700	4,068	REC'N WAGES (P/TIME): This line is projected to increase due to changes in minimum wage for part-time staff.
016301-512000	18,812	OUTDOOR RECREATION-SUMR LABOR: This line is projected to increase due to changes in minimum wage for seasonal staff in this area.
016301-512700	3,175	OUTDRRECR'N-NORWOOD SPEC REC: This line is projected to increase due to changes in minimum wage for seasonal staff in this area.
016302-521001	(35,000)	PLAYGROUND INCID - UTILITIES - We are moving the water budget for the fields to Parks as they are in charge of maintenance of the fields.
016302-524200	(3,000)	CIVIC INCID-BLDG REPAIRS: This line is decreasing because less equipment will be required in FY21.
016302-527100	(1,500)	CIVIC INCID-MAINT/SERV CONTR: This line is projected to decrease due to budgetary constraints.
016302-534200	(5,000)	LIB INCID-TELEPHONE: Funding from this line-item is being transferred to 011552-534200, not cut.
016306-584000	(2,000)	PLAYGROUND IMP-PLAYGRD IMPR'TS: This line is decreasing because less equipment will be required in FY21
016306-585000	(2,000)	CIVIC BLDG MAINT-NEW EQUIP: This line is decreasing because less equipment will be required in FY21.
650 PARKS MAINTENANCE		
016502-521000	35000	PARKS INCID - UTILITITES - We are moving the cost to water the fields from Recreation as they have no control.
016502-546401	(2,500)	PARKS INCID-MATERIALS: This line is decreasing because less equipment will be required in FY21.
Fund 0001 - General Fund		7 - SHARED COSTS
193 FACILITIES		
011931-511000	35,837	FAC - DIRECTOR SALARY: This account is for the Facilities Director's salary in the new Town-Wide Facilities Department.
011931-511600	243,102	FAC - PERSONAL SERVICES: This account is for the salaries of the four other proposed FTE's in the new Town-Wide Facilities Department.
011931-513100	22,500	FAC – OVERTIME: This account is for the overtime costs associated with the overtime eligible positions in the new Town-Wide Facilities Department.
011931-512000	22,500	FAC - SEASONAL SALARIES: This account is for the salaries of the part-time seasonal help that is needed during peak seasons throughout the year in the new Town-Wide Facilities Department.
011932-542100	1,000	FAC OFFICE SUPPLIES: This account is for miscellaneous office supplies that the new Town-Wide Facilities Department will need to purchase.
011932-524500	1,000	FAC VEHICLE MAINTENANCE: This account is for maintenance on vehicles assigned to the new Town-Wide Facilities Department.
011932-548000	4,000	FAC VEHICLE GAS AND OIL: This account is to purchase fuel for vehicles in the new Town-Wide Facilities Department fleet.
011932-579600	3,000	FAC TRAINING: This account is for professional development training opportunities for staff in the new Town-Wide Facilities Department.

Account	Change	DETAIL EXPENDITURE EXPLANATION
011932-543000	20,000	FAC BUILDING MATERIALS: This account is to purchase building materials for repairs and maintenance on Town and School buildings under the direction of the new Town-Wide Facilities Department.
011932-524200	20,000	FAC CONTRACTED SERVICE: This account is to purchase services in the repair and maintenance of Town and School buildings under the direction of the new Town-Wide Facilities Department.
750 DEBT SERVICE		
017502-591000	926,095	DEBT PAYMENTS: This line is projected to increase to accommodate debt service added to the budget at least year's Town Meeting.
017502-591500	(176,319)	INTEREST ON INDEBTEDNESS: This line-item is decreasing as a result of maturing debt.
820 STATE ASSESSMENTS AND CHARGES		
018202-569001	83,576	EX-LOCAL CHARGES SCH CHOICE: The Town adopted the UMAS accounting system that requires budgets for local charges to be included. The statutory accounting system did not have this requirement. The FY2020 amount for this account was \$110,617.
018202-569002	1,094,870	EX-LOCAL CHARGES CHARTER SCH: The Town adopted the UMAS accounting system that requires budgets for local charges to be included. The statutory accounting system did not have this requirement. The FY2020 amount for this account was \$1,103,968.
018202-564600	39,880	EX-LOCAL CHARGES RMV: The Town adopted the UMAS accounting system that requires budgets for local charges to be included. The statutory accounting system did not have this requirement. The FY2020 amount for this account was \$37,600.
018202-563900	81,072	EX-LOCAL CHARGES MOSQUITO: The Town adopted the UMAS accounting system that requires budgets for local charges to be included. The statutory accounting system did not have this requirement. The FY2020 amount for this account was \$78,247.
018202-564000	10,398	EX-LOCAL CHARGES AIR POLLUTION: The Town adopted the UMAS accounting system that requires budgets for local charges to be included. The statutory accounting system did not have this requirement. The FY2020 amount for this account was \$10,184.
018202-564200	15,743	EX-LOCAL CHARGES MAPC: The Town adopted the UMAS accounting system that requires budgets for local charges to be included. The statutory accounting system did not have this requirement. The FY2020 amount for this account was \$15,580.
018202-566100	656,876	EX-LOCAL CHARGES MBTA: The Town adopted the UMAS accounting system that requires budgets for local charges to be included. The statutory accounting system did not have this requirement. The FY2020 amount for this account was \$659,014.
018202-563100	21,267	EX-LOCAL CHARGES SPED: The Town adopted the UMAS accounting system that requires budgets for local charges to be included. The statutory accounting system did not have this requirement. The FY2020 amount for this account was \$31,652.
018202-562100	237,250	EX-COUNTY ASSESSMENT TAX: The Town adopted the UMAS accounting system that requires budgets for local charges to be included. The statutory accounting system did not have this requirement. The FY2020 amount for this account was \$231,463.
840 REGIONAL SCHOOLS		
018402-532101	8,385	NORFOLK AGRICULTURAL SCH ASSM: The Town's assessment for the Norfolk County Agricultural High School is increasing. We are contractually required to pay this assessment.

Account	Change	DETAIL EXPENDITURE EXPLANATION
018402-532102	285,327	BLUE HILLS REGIONAL: The Town's assessment for the Blue Hills Regional Technical School is increasing significantly, the majority of which is the increase in our share of the Blue Hills school construction project. We are contractually required to pay this assessment.
911 RETIREMENT AND PENSIONS CONTRIB		
019111-517700	(449,547)	RETIREMENT-CONTRIB PENSIONS: Although this line individually shows a decrease in cost, the true contribution to the retirement plan is up \$71,453. This year, as part of an ongoing project to eventually establish an enterprise Fund for NLD, \$521,000 of the contribution to the Retirement Fund is being reflected in account 04926002-579001 in the NLD section.
019112-579004	500,000	RETIREMENT CATCH UP: During the Budget Balancing Process this year, it was determined that our Retirement Fund will likely suffer a significant decrease in value due to the Covid-19 crisis. Upon the recommendation of the CFO, the BBC decided to infuse funds over the required minimum amount designated by PERAC. At the same time, we will be taking advantage of the adage "buy low".
914 HEALTH INSURANCE		
019142-579306	720,275	GRP INS-HEALTH/DENTAL-GEN GOVT: The cost of insurance continues to increase. We anticipate a 5% increase in medical and dental insurance premiums, which the proposed increase reflects.
916 MEDICARE		
019162-575400	30,000	MEDICARE EMPLOYER SHARE: We project an increased cost to this line item because several pre-1986 employees who were previously exempt from coverage have retired and have been replaced with employees who are subject to coverage by Medicare. In addition, there has been an increase in the number of new hires in the School Department due to the Override.
945 LIABILITY INSURANCE		
19452-574000	100,000	INSURANCE-PROP & LIAB: Our property and liability insurance provider's, MIIA, premium for FY2021 increased. We continuously work with all staff to reduce the number and severity of workplace accidents, which increase the Town's loss runs.
19452-574400	35,000	INSURANCE-AIRPORT LIABILITY: This line items is increasing due to continuing litigation regarding the Norwood Airport.
019452-574900	(135,000)	INSURANCE-UNEMP CLAIMS: We anticipate a sizable decrease in the number of unemployment claims in FY2021. Thus, we are proposing a decrease in this line item.
951 RESERVE FUND		
019512-595800	25,000	RESERVE FUND: We are seeking an increase in the Reserve Fund line item to better reflect the reality of unexpected costs throughout the fiscal year.
994 OVERRIDE STABILIZATION		
019942-595600	(509,290)	OVERRIDE STABILIZATION: At the October 2019 Special Town Meeting, an Article was approved to reduce the School Budget by \$509,290 and to add it to the FY2020 Override Stabilization budget. This was a return of the Free Cash allocate to the Schools, to be used if the Override did not pass. Since the Override passed, the money was returned from the Schools.
Fund 0004 - Light Dept Fund		4 - PUBLIC WORKS
460 NORWOOD LIGHT DEPARTMENT		

Account	Change	DETAIL EXPENDITURE EXPLANATION
04580001-511600	58,680	LIGHT S & W-ADMIN OPER: This line item is increasing due to predetermined step increases for Light Department employees.
04590001-511600	35,835	LIGHT S & W-ADMIN ENGINEERING: This line item is increasing due to predetermined step increases for Light Department employees.
04580001-511600	92,747	LIGHT WAGES CONTROL: This line is projected to increase due to step increases.
04727001-513100	30,110	LIGHT OT - CONTROL: This line is projected to increase due to step increases.
04903001-511600	12,195	LIGHT S & W-FULL TIME: This line is projected to increase due to contractually obligated step increases.
04920001-512400	38,877	SAL-ALLOCATED TO NLD: This was a new line in FY2020. Norwood Light Department (NLD) indirect expenses represent the Light Departments' share of operating cost performed by departments funded by the general operating budget (i.e. General Managers office 4.3%, Treasures 19.5%, etc.). These items have always been expensed on Light Department Financial Reports.
04555002-521900	(3,504,186)	LIGHT PURCHASE ELECTRIC ENERGY: This line is projected to decrease due to decreased costs of purchasing energy.
04574002-524400	16,777	LIGHT - MAINT TRANS PLANT: This line is increased for NERC requirements, relay calibration, and equipment repairs. All costs of this account are recovered in the PTF Revenue Requirements annually.
04582002-578400	37,500	LIGHT OPER - STAT EXP: We project an increase for Access Road utilities, including telephones, electricity, gas, water & sewer.
04583002-578400	8,000	LIGHT OPER - OVERHD LINE: We are proposing an increase in this line-item due to the increased cost of rubber goods, like hose and blankets.
04584002-578400	2,400	LIGHT OPER - UNDERGD LINE: We are proposing an increase to this line-item due to the increased cost of contractors and police details.
04585002-578400	(1,000)	LIGHT OPER - STR & SIGNAL: Many of our street and signal lights are new, which does not necessitate a lot of funding to replace these lights this fiscal year.
04586002-578400	3,670	LIGHT OPER - METER: Since we have replaced a long term MM Foreman, the new meter forman will need to be outfitted with new tools. The cost of metering tools has increased. Meter supplies needed to disconnect customers for non-payment have increased.
04588002-578400	56,550	LIGHT OPER - MISC DIST: Increased funding for professional development like employee training, meter school, and other courses.
04591002-524400	36,000	LIGHT - MAINT OF STRUCTURE: This line item increased to reflect increased costs for eight building/locations. This includes custodial work, plowing, and maintenance contracts and repairs for elevators, doors, etc.
04593002-524400	8,500	LIGHT - MAINT OHD LN: This line-item is increasing due to a projected increase in infrared scanning, tree trimming, and police details.
04926002-579001	521,000	RETIRE BENEFITS - ALLOCATED TO NMLD: This is a new line-item. Previously, NLD's share of retirement benefits has been reported on MDPU books annually through an indirect cost process.

Account	Change	DETAIL EXPENDITURE EXPLANATION
04903002-578100	17,670	LIGHT ADMIN-ACCTG/COLL: This account encompasses the Billing Department operations. Some of the changes we are looking at in the next fiscal year with the Tyler Munis System includes outsource printing and mailings of electric and water & sewer bills. The contract cost for maintenance on the inserter/stuffer folder (which we will need to maintain) has increased. Electronic billing records and data storage of bills and payments have a small additional cost. Trainings such as First Aid, CPR, and other OSHA related office courses are included here. There will be an additional cost for some of the data conversion required to be done.
04903002-579700	1,250	LIGHT ADMIN-EYEWEAR: We anticipate an increase in the number of employees who use this benefit in FY2021.
04912002-578100	(30,000)	LIGHT ADMIN-DEMO/SELLING EXP: We are proposing a reduction because some of these charges are from the conservation/renewable fund.
04921002-542100	2,000	LIGHT ADMIN-OFC SUPL: This line is projected to increase by \$2,000 due to an increase in the need for office supplies. This line item was reduced by \$2,000 in FY2020.
04930002-578200	26,775	LIGHT ADMIN-MISC GEN EXPENSES: Association dues, meeting, conferences. APPA, NEPPA, MEAM.
04932002-543000	20,050	LIGHT ADMIN-MAINT GEN PLANT: We project a need for increased maintenance of Station 31 (Central Street).
04933002-548000	12,188	LIGHT ADMIN-TRANS: We project an increase in the cost of fuel and repairs.
00045-596020	107,791	TRANSFER TO DEPRECIATION: This line item is increased. The depreciate value is based on 3% of the Plant Value.
Fund 0004 - Broadband Fund		4 - PUBLIC WORKS
465 BROADBAND		
06772571-511600	1,712	BROADBAND WAGES CONTROL: This line is projected to increase to reflect step increases.
06772581-513100	2,886	BROADBAND OT-CONTROL: This line is projected to increase to reflect step increases.
06903001-511600	(6,638)	BROADBAND S&W CUSTOMER SVC: This line item is decreasing due to anticipated retirements in the Customer Records and Collection Division.
06555102-534600	(29,996)	BROADBAND PROGRAMING COST: Anticipated decrease in video subscriptions. Programming cost are based on subscriber counts.
06555202-534500	(23,699)	BROADBAND ISP CONNECTIVITY: We anticipate a decrease in this line item due to lowering costs of internet access and telephone dial tone. Further, fewer customers are subscribing to telephone service. We are also realizing some savings by peering with large bandwidth providers such as Netflix and Amazon Prime.
06557102-578100	8,756	BB ADMIN-MAINT CONTRACTS: Cost increases for manufacturer support.
06557202-578100	56,342	BB ADMIN-EXPENSE ISP HELP DESK: Moving to more enhanced Help Desk services that will include anti-virus and video support for our customers.
06594002-524400	12,000	BB-MAINT UGD LN: Replace one piece of test equipment.
06903102-578100	10,715	BB ADMIN-ACCTG/COLL: Increase in Billing System License fees. Adding remote access to billing system to allow field technicians to acquire and complete jobs.
06913002-531100	14,700	BB ADMIN-ADVERTISING: In order to grow our Broadband footprint, we would like to increase advertising.
00065-596020	(52,142)	TRANSFER TO DEPRECIATION: Fewer capital projects planned for FY2021.
Fund 0004 - Water/Sewer Fund		4 - PUBLIC WORKS
WATER AND SEWER		

Account	Change	DETAIL EXPENDITURE EXPLANATION
All water and sewer accounts are new. Costs were previously in DPW Budget		There were no cost increases in any line items except for the two accounts listed below.
014512-523302	406,626	MWRA-SEWER ASSESSMENT: This line is projected to increase due to an increase in charges from the MWRA for sewer service. This is a preliminary number as the MWRA does not release final numbers until closer to Town Meeting.
014512-523301	168,274	MWRA-WATER ASSESSMENT: This line is projected to increase due to an increase in charges from the MWRA for sewer service. This is a preliminary number as the MWRA does not release final numbers until closer to Town Meeting.



The TOWN OF NORWOOD

Commonwealth of Massachusetts

Department Operating Statements

The following document presents an overview, organizational chart, and duties of all general government and utility departments. Occasionally throughout this document FTE's are included with a department they report to instead of a separate department (examples include but are not limited to animal control, custodial staff, etc.)



The TOWN OF NORWOOD

Commonwealth of Massachusetts

122 – Selectmen’s Departmental Statement

The Board of Selectmen are the Chief Elected and Executive Officers of the Town. The Board of Selectmen have five members who are elected to 3-year terms. Town elections are held annually on the first Monday in April.

The Selectmen establish policies and procedures for coordinating town governmental operations, and direct the General Manager in implementing these policies and procedures. They represent the interest of town residents in business deals, legal affairs, and intergovernmental cooperation with other municipal, county, state, and federal agencies. The Selectmen make appointments to town boards and committees under their jurisdiction. The Selectmen make appointments to town offices such as General Manager, Town Accountant, Town Treasurer, Town Clerk, and Veterans’ Services Officer. In addition, the Selectmen appoint Town Counsel.

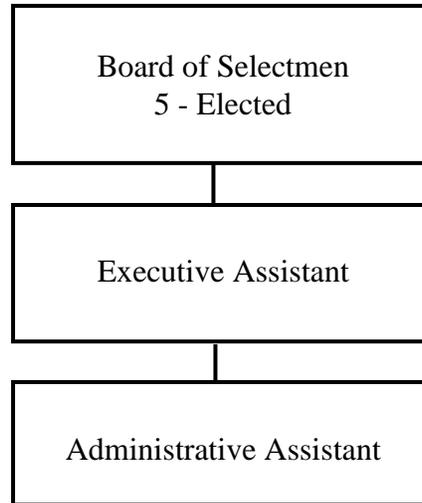
The Selectmen convene the Annual Town Meeting in May and any Special Town Meetings that may be required and prepare warrants for Town Meeting consideration. The Selectmen call elections.

The Selectmen are the Licensing Authority for such licenses as Alcoholic Beverages, Common Victuallers, Class I and Class II Auto Dealers, Innholders, Lodging Houses, Junk Dealers, Music and Entertainment, VIF, Bowling Alleys, etc. The Selectmen act in their capacity as Light Commissioners, Parks Commissioners, Water Commissioners, and Sewer Commissioners.

The Selectmen make final approval and award any contracts negotiated on behalf of the town, except for those contracts preempted by state statute. The board has over-all responsibility for the public funds and for presenting a Balanced Budget to Town Meeting.

Selectmen Department Staff are responsible for the day-to-day operations of the office. They prepare and distribute a weekly agenda for the Board of Selectmen meeting. They handle all correspondence, phone calls, and walk in traffic in the office. The staff members consult often with Town Counsel on various matters. They engage in extensive research for other departments, counsel, outside parties, and residents. Staff members coordinate the annual license renewal program from start to finish, for both January and May renewal periods. They are responsible for receiving, reviewing and processing every application for a new or transfer of license. They prepare warrants for Special Town Meetings and produce a timeline to ensure all dates and deadlines are met. Staff members provide any and all pertinent information to the Board in a timely manner.

Selectmen Office Organization Chart



Selectmen's Office					
Personnel Summary					
Position	FY 2017 FTE	FY2018 FTE	FY2019 FTE	FY2020 FTE	FY2021 FTE
Executive Assistant	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Total Full-Time Equivalent	2	2	2	2	2

Selectmen's Office Programs and Services

Licenses

Collecting and issuing licenses for the following needs:

- Auto Dealers Class I & II
- Alcoholic Beverages
- Common Victualler
- Entertainment
- Taxi and Limousine
- Lodging House
- Special One Day Liquor
- Inn Holder
- Juke Box
- Pool Table
- Automatic Amusement
- Junk Dealer
- VIF
- Sunday Entertainment
- Bowling Alley
- Fortune Teller
- Medical Marijuana

Permits

Collecting and issuing permits for the following needs:

- Banners
- Block Party
- Car Wash
- Road Race
- Town Common/Gazebo
- Town Park
- Valet Parking
- 24 Hour Permit
- Outside Dining
- Farmer's Market
- Light Bill Stuffers

Selectmen FY2020 Goals and Accomplishments

- Introduced advanced use of technology to enhance productivity and promote efficient, streamlined processes.
- Audited licensing procedures and amended license applications to better identify applicants, business plans, insurance needs, etc.
- Pursued further education and training in several areas including Open Meeting Law and Conflict of Interest Law.

Significant Budget Changes or Initiatives

Salaries have decreased due to attrition, and will increase from there due to obligated step and COLA increases.



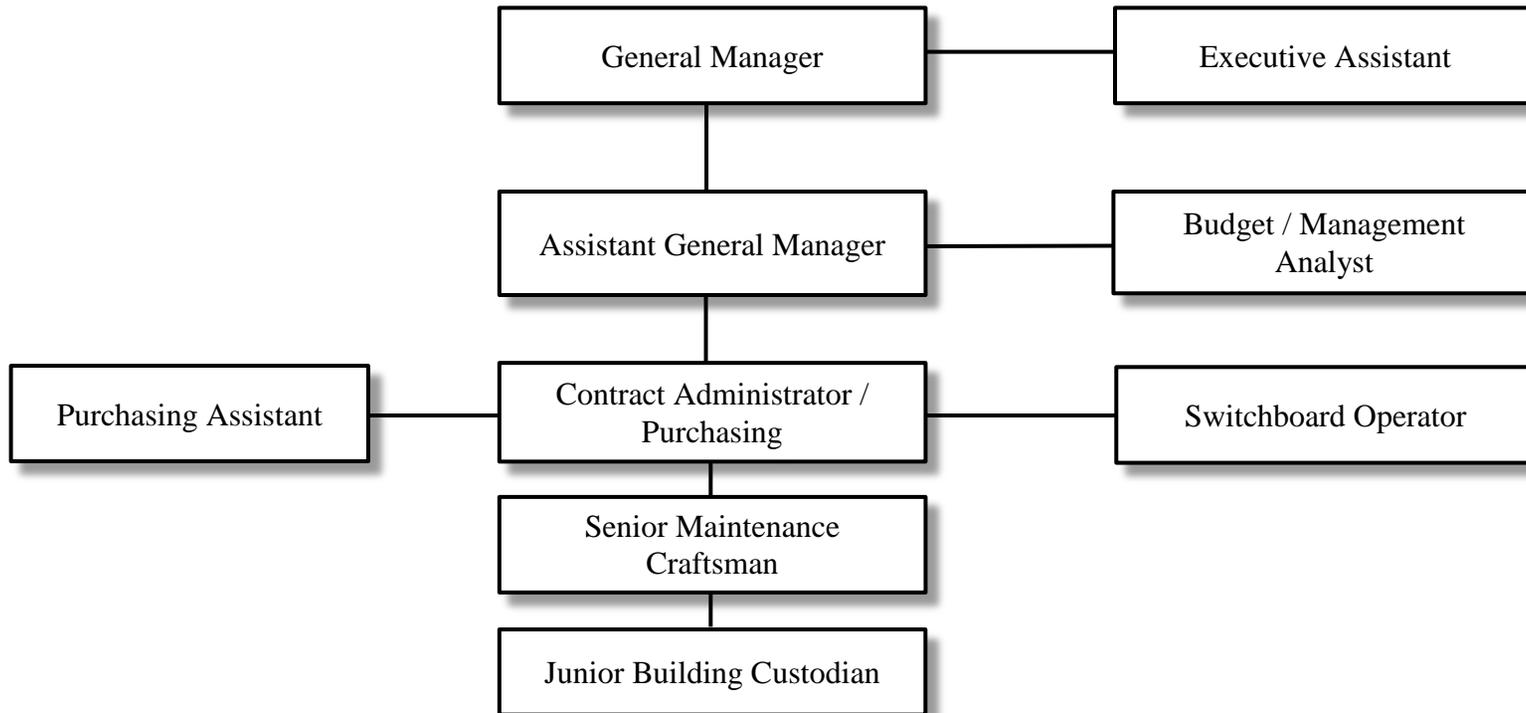
The TOWN OF NORWOOD

Commonwealth of Massachusetts

123 – General Manager’s Departmental Statement

The General Manager is the Chief Executive Officer and is the primary officer responsible for the implementation of Board of Selectmen policy and compliance with Town by-laws, the Town Charter, and the laws of the Commonwealth of Massachusetts. The General Manager sets overall operating goals for the Town which determines the departmental goals and oversees the efficient and effective administration of Town government to achieve those goals. The General Manager is responsible for ensuring the continued economic, social, and financial viability of the Town and also for ensuring the delivery of quality services to the residents and taxpayers of the Town.

General Manager’s Office Organizational Chart



GENERAL MANAGER'S OFFICE					
Personnel Summary					
Position	FY 2017 FTE	FY2018 FTE	FY2019 FTE	FY2020 FTE	FY2021 FTE
General Manager	1	1	1	1	1
Assistant General Manager	1	1	1	1	1
Contract Administrator/Purchasing	1	1	1	1	1
Executive Assistant to the General Manager	1	1	1	1	1
Administrative Assistant/Risk Administrator	1	1	1	0	0
Budget/Management Analyst	0	0	0	1	1
Purchasing Assistant	1	1	1	1	1
Switchboard Operator*	1	1	1	1	1
Senior Maintenance Craftsman**	1	1	1	1	1
Junior Building Custodian**	1	1	1	1	1
Animal Control Officer	1	1	1	0	0
Total Full-Time Equivalent	10	10	10	9	9

*Budgeted Under Municipal Office Expenses

**Budgeted Under Municipal Building

***Budgeted Under Animal Control

General Manager's Programs and Services

Financial Management & Administration

- Budget Development & Oversight
- Capital Outlay Programs
- Develop & Implement Fiscal Policy
- Labor Negotiations
- Direct & Coordinate Town Operations
- Intergovernmental Relations
- Provide Citizen Assistance & Information
- Legislative Advocacy
- Economic Development

Insurance and Risk Assessment

- Workers' Compensation
- Property & Liability Insurance Program
- Unemployment Insurance
- DOT/CDL Random Drug Testing
- Town Fleet Vehicles Registration & Insurance
- Health Insurance Budgeting

Purchasing & Facility Management

- Prepare, advertise, issue & award RFPs and bids
- Review & approve requisitions
- Project Management
- Cooperative Procurements
- Sale of Surplus Goods
- Gift of Warmth Fuel Assistance Program
- Building Maintenance & Repair of Town Hall
- Oversight of Forbes Hill Development
- Website Administration

General Manager's FY2020 Goals and Accomplishments

- Worked closely with the Board of Selectmen, Finance Commission, Finance Director and Treasurer, and Departments to implement the FY2020 Budget and to maintain required levels of service to the community.
- Commenced work on the FY2021 Budget and worked with the Director of Finance to prepare a long-term financial analysis for the entire Town, consistent with the community's values and priorities. Developed a plan to work toward improving the town's credit rating.
- Worked with the Budget Balancing Committee to prepare a viable budget for FY2021. Prepared budget options for a level-services budget.
- Implemented a new Town-wide financial and management software (ERP) (including Schools and the Light Department) - the first major changes in over 25 years.
- Oversaw the construction of the new Electric Light and Broadband headquarters on Access Road.
- Working with the Board of Health, began discussions to formally establish a unified Health and Human Services Department. Currently, the Animal Control Officer reports to the Director of Public Health for administrative purposes.
- Established a new Public Facilities Department to manage all of the Town's buildings and facilities (including Town Hall and Schools).
- Participate on behalf of the Town in the Massachusetts Municipal Association's (MMA) Labor and Policy Committee where I have spent the last year advocating for a legislative push for OPEB (Other Post-Employment Benefits) reform.
- Serve on the International City Management Association's (ICMA) Government Affairs and Policy Committee. One of the Committee's major concerns nationally is the federal government's recent preemption of local and state rights over antenna attachments to utility poles and other public or quasi-public structures, an issue of major concern to Norwood taxpayers and residents and to our Electric Light and Broadband Department.
- Established a Town-Wide Facilities Department.
- Norwood was designated as a Green Community and received almost \$190,000 to start on several projects that will reduce the Town's carbon footprint and reduce the Town's utility bills.
- Implemented a paid intern program in several departments, not unlike the co-op engineering programs in the Light Department and Public Works but using degree candidates in other fields such as public health, planning, finance and public administration as well.

Goals & Initiatives for 2021

- Work closely with the Board of Selectmen, Finance Commission, Finance Director and Treasurer, and Departments to implement the FY2021 Budget and to maintain required levels of service to the community as best as possible.
- Continue to work toward improving the town's credit rating.
- Work with the Budget Balancing Committee to prepare a viable budget for FY2022.
- Continue to clarify the Light Department's financial relationship with the Town, and to high-light the benefits of Public Power to the Town.
- Continue to exercise oversight of the Town's new Town-wide financial and management software (ERP) (including Schools and the Light Department).
- Begin work to define the re-use of the existing Light Department building on Central Street. The facility will be retained by the Town, because certain Electric and Broadband equipment will continue to be housed in part of the structure.
- Work closely with the Town-Wide Facilities Department to ensure its success in its first year.
- Continue to work with the Board of Health to formally establish a unified Health and Human Services Department.
- Continue to apply for Green Community grants to reduce the Town's carbon footprint. Oversee the installation of a Solar field project at landfill, initially discussed in 2018 but postponed when the contractor withdrew.
- Establish formal training programs on a continuing basis for our elected and appointed Boards and Committees and other Public Officials.
- Work to transition the Forbes Hill property Forbes Hill property to a new owner, in accordance with conditions set by the RFP.
- Continue to advocate on behalf of the Town and our fellow cities and towns through continued participation in the Massachusetts Municipal Association's (MMA) and in particular to work towards OPEB reform.
- Continue to serve on the International City Management Association's (ICMA) Government Affairs and Policy Committee,
- Prepare for next round of Collective Bargaining with General Government's seven collective bargaining groups, which expire at the end of FY2020.

Significant Budget Changes and Initiatives

There are no changes in the General Manager's office staff.



The TOWN OF NORWOOD

Commonwealth of Massachusetts

135 – Finance and Accounting Office Departmental Statement

The functions of the Financing and Accounting Office are as follows:

Accounting and Auditing: Maintains a complete set of financial records for all town accounts, appropriations, debts, and contracts; maintains a general ledger and journal for the recording of all transactions. Has full audit responsibility for all town department receipts and expenditures; audits Treasurer's cash and assists in outside audit.

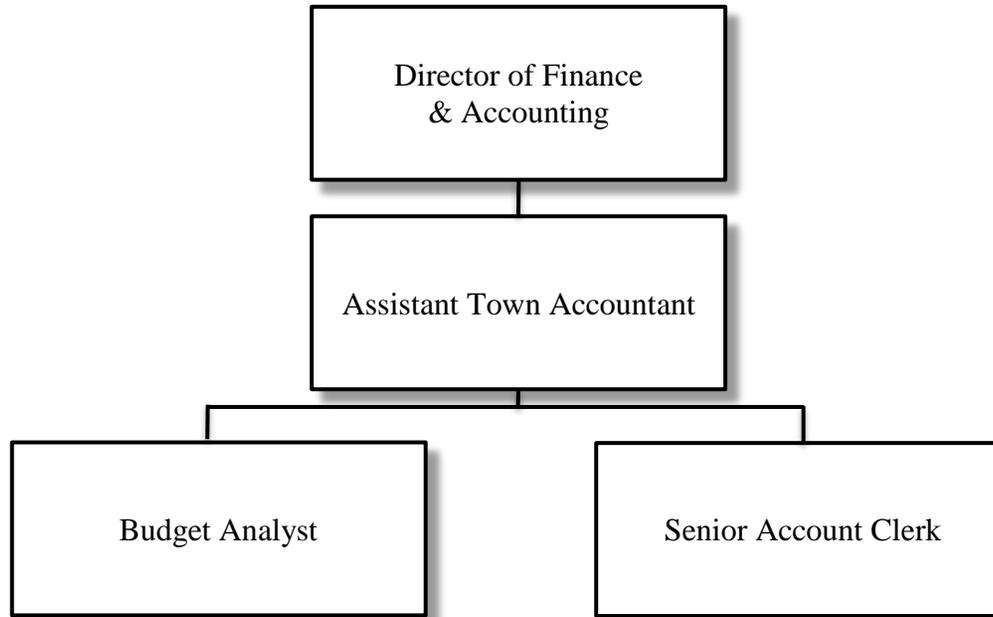
Monitors expenditures of all town funds; examines all vouchers, department bills and payrolls for appropriateness of expenditure and for accuracy and availability of funds before payment by Treasurer; reconciles Treasurer's cash balance with General Ledger cash balance; reconciles cash balances of all Trust Funds; oversees preparation of weekly warrants for payrolls and accounts payable.

Oversees and participates in the posting of weekly warrants in ledger; posts cash receipts in ledger as received and monthly entries in journal. Assists other town officials in monitoring the town's financial condition; notifies departments of expenditures and account balances on monthly basis; makes recommendations to improve financial condition.

Compiles and submits required state and federal reports during and at close of fiscal year; prepares annual balance sheet and breakdown of cash receipts; prepares annual reports for town report. Answers questions from departments, Board of Selectmen and general public regarding town finances and/or accounting procedures.

Budgeting: Prepares expenditure estimates and provides detailed revenue estimates to the General Manager. Finalizes the recommended budget.

Finance and Accounting Organizational Chart



TOWN ACCOUNTANT'S OFFICE					
Personnel Summary					
Position	FY 2017 FTE	FY2018 FTE	FY2019 FTE	FY2020 FTE	FY2021 FTE
Director of Finance & Accounting	1	1	1	1	1
Assistant Town Accountant	1	1	1	1	1
Senior Account Clerk	1	1	1	1	1
Account Clerk II	1	1	1	0	0
Budget Analyst	0	0	0	1	1
Total Full-Time Equivalent	4.0	4.0	4.0	4.0	4.0

Finance and Accounting Office Programs and Services

Accounting

- Financial reporting
- Cash reconciliation
- Accounts Receivable reconciliation
- Legal and regulatory reporting
- Budget preparation, implementation & controls
- Annual Town Meeting entries related to approved Warrants
- Internal control systems & related auditing
- Record keeping for grants and contracts
- Accounts payable; Warrant preparation, review & processing.
- Work with independent CPA firm conducting annual independent audit
- Approval and retainage of all contracts

Finance and Accounting FY2020 Initiatives and Accomplishments

- Successfully helped implement Tyler/Munis live with Financials, Purchasing, Accounts Payable, Human Resources, and Payroll.
- Participated in planning and coordination of Tyler/Munis Utility Billing, Real Estate and Motor Vehicle Excise tax system.
- Successfully converted accounting system from Statutory Accounting to conform with the Uniform Massachusetts Accounting System.
- Completed the FY2019 annual independent audit of the Town's financial statements resulting in no material deficiencies.
- Submission of all required reports to the Department of Revenue including all supporting documents used to accurately certify Free Cash for the close of FY2018.
- Completed 40 hours of continuing education to support professional designations as a Certified Management accountant and a Certified Public Accountant.

Finance and Accounting's FY2021 Goals and Initiatives

- Final implementation of Utility Billing, Real Estate and Motor Vehicle Excise Tax System.
- Increasing education of capabilities of the Tyler/Munis operating system and reporting capabilities.
- Full implementation of Tyler/Munis budgeting and projection systems.
- Work with General Manager to begin the process of converting our budget document to the “best practice” Government Finance Officers Association format. This is expected to take two years for final implementation.
- Continue to work with our financial and investment policies to improve procedures and expand internal controls to efficiently manage and preserve our financial resources.

Significant Budget Changes or Initiatives

None at this time.



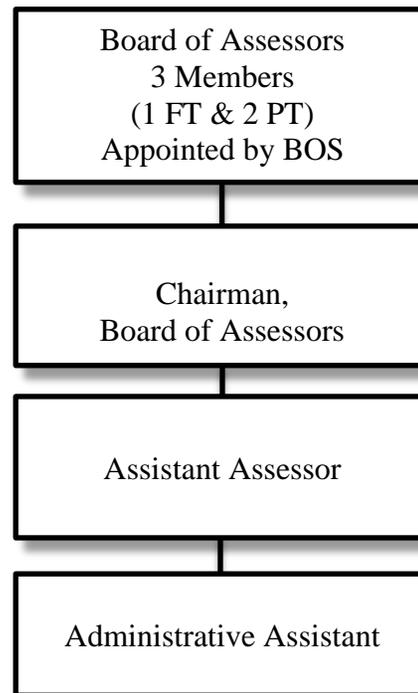
The TOWN OF NORWOOD

Commonwealth of Massachusetts

141 – Board of Assessors’ Office Departmental Statement

The Board of Assessors functions as the administrative body for all activities pertaining to the real and personal property assessments of the Town of Norwood. The Assessors must discover and list all taxable property, maintaining accurate ownership and property information. The motor vehicle excise tax is also administered by this department. This department is the focal point for excise, personal property and real estate tax abatements and for exemptions on real estate taxes.

Board of Assessors’ Office Organizational Chart



BOARD OF ASSESSOR'S OFFICE**Personnel Summary**

Position	FY 2017 FTE	FY2018 FTE	FY2019 FTE	FY2020 FTE	FY2021 FTE
Assessor	1	1	1	1	1
Assistant Assessor	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Total Full-Time Equivalent	3	3	3	3	3

Board of Assessors' Office Programs and Services

Assessor's Office

The duties of the Board of Assessors are complex and comply with the Massachusetts General Law, Chapter 59.

- The primary function of the Board of Assessors is to assess property at full and fair cash market value for the purpose of taxation. The Board does not determine property taxes. The Town itself determines the level of taxation through the action of Town Meeting. The three main sources of tax revenue are Real Estate, Personal Property and Motor Vehicle Excise.
- Responsible for Real Estate, Personal Property and Motor Vehicle Excise commitments. The Board is responsible for granting exemptions on tax bills for eligible Seniors, Veterans, Blind Persons and the Community Preservation Act and also for maintaining these confidential records.
- The Assessing Department is responsible for the update and maintenance of various records, including property ownership records, personal property records, exempt property and town owned property record cards. The Board of Assessors is also responsible for reviewing and maintaining building permit records on each property. Maintaining sub-division records, apportioned street and sewer records is also a responsibility of the Board. Other duties include motor vehicle excise tax appeals, tax exempt appeals, real estate and personal property tax appeals and Appellate Tax Board cases.

Board of Assessors' Office FY2020 Initiatives and Accomplishments

- In 2019 there were 32,056 motor vehicle and trailer excise tax bills committed in the amount of \$5,349,253.48.
- Assisted Senior residents with applications for real estate tax relief programs.

Board of Assessors' Office FY2021 Goals and Initiatives

- Continue with ongoing inspections of properties and building permit inspections.
- Continue to determine new growth.
- Continue to determine all real and personal property values.

Significant Budget Changes or Initiatives

There are no significant changes in the Board of Assessors' Office.



The TOWN OF NORWOOD

Commonwealth of Massachusetts

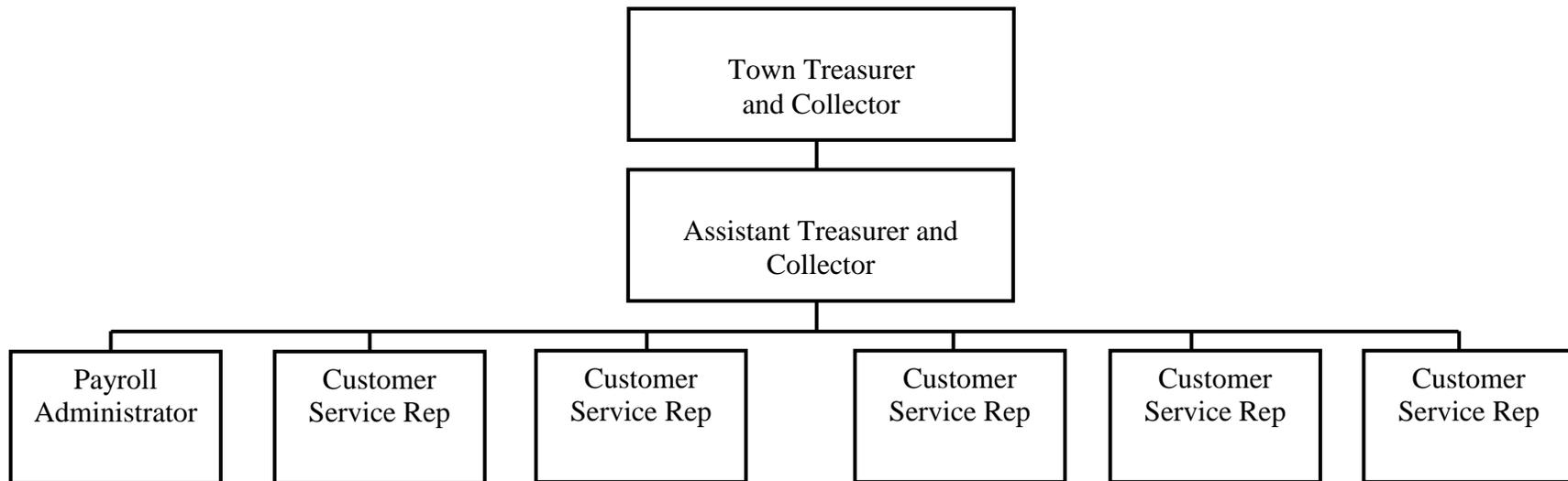
145 – Town Treasurer’s and Collector’s Office Departmental Statement

The functions of the Treasurer’s and Collector’s Office are as follow:

Billing and collection of real estate and personal property taxes, motor vehicle excise taxes, collection of all utility payments as well as collection of various departmental receipts and state aid. Issue Municipal Lien Certificates.

Serve as custodian of all Town funds and scrupulously accounts for these monies. Manage cash by investing operating and trust funds based on strategies appropriate for each category of funds. Disburse funds after receipt of accounts payable and payroll warrants that are prepared by the accountant’s office and approved by the Board of Selectmen. Reconcile cash balances with the General Ledger. Procure banking services. Manage the issuance of short-term and long-term borrowing. Develop strategies with financial advisors to achieve cost savings. Process weekly payrolls and submit federal and state quarterly and annual reports relative thereto.

Town Treasurer’s and Collector’s Office Organizational Chart



Town Treasurer's and Collector's Office

Personnel Summary

Position	FY 2017 FTE	FY2018 FTE	FY2019 FTE	FY2020 FTE	FY2021 FTE
Town Treasurer and Collector	1	1	1	1	1
Assistant Treasurer and Collector	1	1	1	1	1
Payroll Administrator	1	1	1	1	1
Customer Service Representative	4	4	4	4	4
Customer Service Representative	.5	.5	.5	.5	.5
Total Full-Time Equivalent	7.5	7.5	7.5	7.5	7.5

Town Treasurer's and Collector's Programs and Services

Collections

- Mail and collections of tax and utility bills. Maintain online payment systems.
- Manage delinquent tax, including tax title, Registry of Motor Vehicle mark system
- Prepare Municipal Lien Certificates.

Treasurer

- Manage trust funds.
- Prepare payrolls, other employee benefit distributions.
- Finance capital projects and pays all debt service.
- Procure banking services and maintains banking relationships.
- Reconcile cash and receivables.
- Collect miscellaneous departmental receipts.
- Disburse all town funds.

Town Treasurer's and Collector's FY2020 Initiatives and Accomplishments

- Began implementation of the business management software that will allow the integration of the General Ledger with Accounts Payable, Payroll, tax billing and collection and utility billing and collection. This system is commonly referred to as Enterprise Resource Planning or ERP. This is a major undertaking implemented over a two year period.
- Successfully implemented systems related to the new ERP. Accounts Payable and Payroll are functioning with no interruption to our external and internal customers. Miscellaneous receipts are being used to post departmental receipts to the General Ledger and to interface the legacy tax system with the General Ledger. As a result, the Cash Management system is efficiently working adding greatly to our return on investment.
- Worked with staff to change parts of the office operation as necessary and appropriate.

Town Treasurer's and Collector's FY2021 Goals and Initiatives

- Analyze office operation to find more efficient methods of operation.
- Implement second phase of the ERP by setting up the Accounts Receivable and Tax modules. See that all users are trained and ready to go live.
- Interface the new tax system with the General Ledger and convert all files from legacy system to new ERP.

Significant Budget Changes or Initiatives

Transactional fees charged by our banking institutions are now offset by interest earned on invested balances. As interest rates have declined precipitously recently, banking fees may exceed our earning credits, which may result in significant out-of-pocket expenditures from the budget.



The TOWN OF NORWOOD

Commonwealth of Massachusetts

152 – Human Resources’ Office Departmental Statement

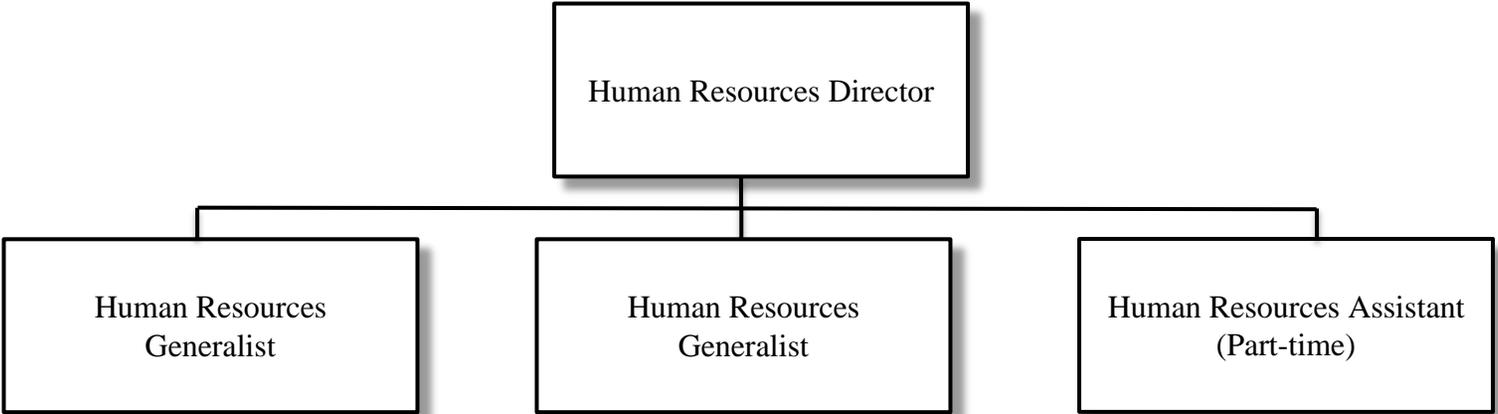
The Human Resources Department is a four-person team consisting of the Human Resources Director, two full-time Human Resources Generalists and one part-time Human Resources Assistant. The Department’s primary objectives are to provide quality, professional support to all employees and managers. The Human Resources department safeguards the town against employment liability issues and ensures the Town is in compliance with all federal, state and municipal laws and regulations.

The Human Resources Department advises and supports the General Manager, Personnel Board and Board of Selectmen on personnel matters, labor negotiations, executive recruitment and contract administration. The Department administers, updates, and creates the Town’s classification, compensation, and benefits programs in compliance with all local collective bargaining agreements and Federal and State labor laws. The Director serves as the primary contact for the Town’s eight labor unions and is a member of the Town’s collective bargaining team. One of the Human Resources Generalists is the primary contact for all health and dental insurance information and is the liaison for the Town with the Group Insurance Commission (GIC) for active town employees and retired town and school employees.

Additionally, the Human Resources Department is responsible for all recruitment activities from job advertisements, interviews, and candidate selection. Recruiting the best employees and reviewing and updating Departments’ organizational structures continuously allows the Department to create strategic succession and recruitment planning. The Department works to ensure fair and equitable treatment of all Town employees and manages a variety of workplace issues from disciplinary issues to workplace investigations. The HR Department continuously seeks to improve the quality and effectiveness of the Town’s effectiveness and success.

The Human Resources staff is committed to providing quality service to employees, retirees, and applicants. We strive to develop a philosophy of trust with our labor unions and employees, which in turn helps protect the Town from costly employment litigation.

Human Resources' Office Organizational Chart



HUMAN RESOURCES' OFFICE					
Personnel Summary					
Position	FY 2017 FTE	FY2018 FTE	FY2019 FTE	FY2020 FTE	FY2021 FTE
Human Resources Director	1	1	1	1	1
Human Resources Generalist	1	1	1	1	1
Human Resources Generalist	1	1	1	1	1
Human Resources Assistant (Part-time)	0	0	0	0	0.4
Total Full-Time Equivalent	3	3	3	3	3.4

Human Resources' Office Programs and Services

Human Resources

- Human Resources Management
- Collective bargaining & labor relations
- Employee relations and management counseling
- Classification & compensation
- Organizational charts
- Recruitment functions
- Maintain employee job descriptions
- Employee training and development
- Wellness program
- New hire paperwork , physicals, and reporting
- Advises Personnel Board, Town Manager, other Appointing Authorities and the School Department at the request of the School Committee
- Health, Safety and Security
- HRIS Administration
- Strategic Planning
- Personnel Policy Development and management
- Labor Law Compliance and reporting

Insurance & Benefits

- Benefits administration: health, disability, life, COBRA for all Town and School employees as well as retirees.
- Supplemental Insurance such as accidental, life, disability, etc.
- Liaison for employees with the Group Insurance Commission
- Processes health and dental changes and enrollments
- Processes health and dental invoices for the town and schools.
- Ensures town is in compliance with all HIPPA, FMLA and health related legislation

Human Resources' FY2020 Initiatives and Accomplishments

- Successfully adjusted to a complete turnover of the Human Resources Staff.
- Managed promotional, recruitment and hiring efforts in twelve departments with notable hires in the Town Clerk's Office (Assistant Town Clerk), Finance and Accounting Department (Assistant Town Accountant), Department of Public Works (Assistant DPW Director and DPW

Water and Sewer General Foreman), Building Department (Building Inspector and Local Inspector), and Fire Department (Deputy Fire Chief).

- Assisted the General Manager in creating the Budget/Management Analyst position as well as the position of Energy Manager. Assisted the Norwood Light and Broadband Department to develop two new positions, Manager of Warehouse Operations and an Associate Electrical Engineer. Reclassified three existing positions and updated three existing positions to better match the municipal market.
- Took over the management of the benefits administration for the Norwood Public Schools.
- Engaged in negotiations with the eight Town collective bargaining units for FY21-23 successor agreements.
- In 2019, the Town began the implementation of the use of Munis as the new Financial/HR/Payroll System. The HR Department assisted with the building of multiple modules for this conversion. During the year, the Department created and presented multiple training materials and sessions for Town employees to learn and feel comfortable using the new system.
- Conducted several comparable studies relating to cost of living adjustments, municipal employee benefits, position descriptions, organizational structures, and wages.
- Conducted the annual Conflict of Interest Law and Sexual Harassment Law compliance.
- Updated all legally mandated employer postings and notices throughout town departments and buildings.
- Coordinated Anti-Harassment training town-wide.
- Coordinated DOT Driver Drug Testing Program trainings for employees and supervisors.
- Continued our commitment to wellness initiatives by providing incentives to employees to engage in healthy activities.
- Reviewed existing policies and made recommendations to the Personnel Board for updates to adapt changes in applicable employment laws and culture changes (Policy Against Harassment, Equal Employment Opportunity Policy, Social Media Policy, Vehicle Use Policy, Military Leave Policy, and FLSA Policy).
- Assisted the Personnel Board with the development and drafting of a new policy regarding Internships.
- Conducted a review of how Compensatory “Comp” Time is being used throughout the system in preparation for developing a new Compensatory Time Policy to be presented to the Personnel Board to ensure consistency in application and that the Town is compliant with all federal and state employment laws.
- Assisted the Personnel Board with the update of their operational procedures document and guidelines.
- Continued to work with the Personnel Board to review and properly classify positions as exempt or non-exempt under the Fair Labor Standards Act.
- Facilitated the move of the Human Resources office to a new office at 206 Central Street (the former Municipal Light Building).
- Placed ten seniors in the Senior Tax Work Off Program.
- Our staff has been active in professional groups, such as MMA/MMHR, Women Leading Government, and ICMA as a way of gaining leadership experience, training, and mentoring.

Human Resources' FY2021 Goals and Initiatives

- Work with Town Manager to better improve personnel operations, compensation management, and policy enforcement.
- Streamline and implement greater efficiency as it relates to internal personnel action processing systems.
- Conduct an analysis of supplemental benefits provided to employees.
- Develop training modules for all levels of staff.
- Begin working on an HR Strategic plan.
- Fully launch an employee self-service module.
- Fully launch an online application module.
- Develop an Internship Program.
- Develop a Town-wide compensatory time policy.
- Update the Town's organizational charts.
- Finalize an agreeable six-year Public Employee Committee (PEC) contract across all town and school unions for employee benefits.
- Increase the capacity of the Senior Tax Work Off Program.
- The addition of Munis and all of its capabilities will carry over to FY21, especially as we incorporate changes from our new collective bargaining agreements, and we hope that the implementation of this software will help to modernize and improve processes currently in place not only within the HR Department but the Town as a whole.

Significant Budget Changes or Initiatives

The Part-Time Human Resources Assistant position will be formalized as a .4 FTE (15 hours/week) position after being a temporary employee for years. This position is critical to the administration functions of the office and the coordination of the Senior Tax Work Off Program.

An increase in the General Training line will allow the Town to provide additional training and professional development opportunities to employees.



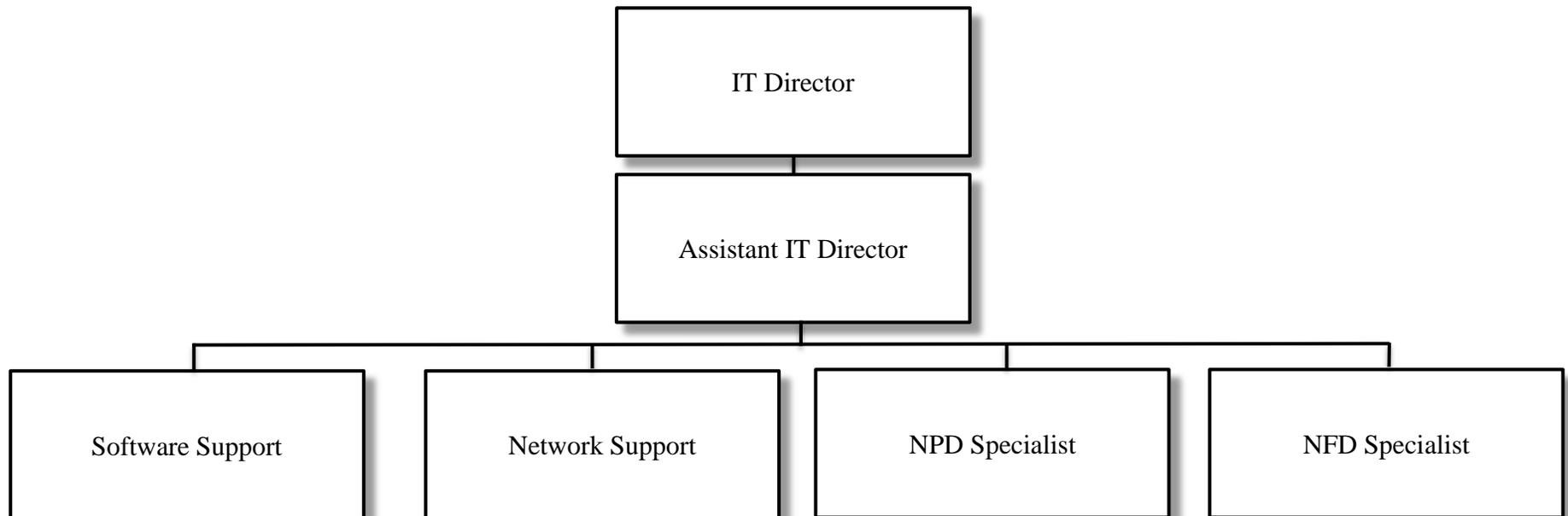
The TOWN OF NORWOOD

Commonwealth of Massachusetts

155 – Information Technology’s Office Departmental Statement

The Information Technology Director is the lead IT position within the Town. Information Technology consists of three full time employees and two consultants along with staff at Civic, Police department and Fire department. The IT department is responsible for the support of and enhancement of technology utilized by Town employees. We provide for a robust, safe, disaster resilient network environment. The Town departments and employees rely heavily on the Information Technology Department to accomplish their daily task.

Information Technology’s Office Organizational Chart



INFORMATION TECHNOLOGY OFFICE

Personnel Summary

Position	FY2017 FTE	FY2018 FTE	FY2019 FTE	FY2020 FTE	FY2021 FTE
IT Director	1	1	1	1	1
Assistant IT Director	0	0	1	1	1
Software Support	1	1	1	1	1
Network Support	1	1	1	1	1
Total Full-Time Equivalent	3	3	4	4	4

Information Technology’s Programs and Services

User Support

- Daily problem resolution
- Training
- Data Analysis
- Application Table maintenance
- Application enhancements
- Data Backup and Restore

Network Support

- Switch maintenance
- Server maintenance
- Network monitoring
- Anti-virus monitoring
- Internet access monitoring
- Network Access maintenance

IT Research

- Government process enhancements
- Technology advancements
- Software integration

Town Information Technology’s FY2020 Initiatives and Accomplishments

- Successfully helped implement Tyler/Munis Financials, Purchasing, Accounts Payable, Human Resources, and Payroll.
- Initiated planning and coordination of Tyler/Munis Utility Billing, Real Estate, Personal Property and Motor Vehicle Excise tax system.
- Completed the configuration for the rollout of the Town wide VOIP system.
- Further enhanced the Town’s Information Technology help desk system.
- Installed security cameras at Town Hall, Civic, and Senior Center.
- Re-configured cameras throughout the Public Works Department, Bath House and Library to join Town’s security system.

- Initiated new desktop imaging software.
- Successful software upgrade of all Town Department computers to Windows 10 which allowed the extension of old hardware for an additional year.
- Setup and installation of Backup and Disaster Recovery system (BDR) for Town Hall servers to complement what is in place for Public Safety servers.
- Initiated the upgrade and offsite hosting of our Assessor (Vision) software.

Town Information Technology's FY2021 Goals and Initiatives

- Final implementation of Utility Billing, Real Estate and Motor Vehicle Excise Tax System.
- Initiative of Tyler/Energov which will address Permitting and Licensing.
- Roll out of Town-wide new desktop computers.
- Roll out of latest Microsoft Office software.
- Enhancement of desktop imaging software.
- Implementation of Public Safety Hyper V (virtual server) system.
- Complete the installation of the new VOIP system which will allow voice mail conversions to email, and seamless transmission of desk phone calling to cell phones.
- Implement the use of GIS mapping within Departmental offices.

Significant Budget Changes or Initiatives

- Significant investment in software applications and related maintenance, largely related to implementation of Tyler/Munis/Energov.
- Capital expenditure for new Town-wide desktops.
- Capital expenditure for new Town-wide office software.
- Capital expenditure for new virtual Public Safety server configuration.



The TOWN OF NORWOOD

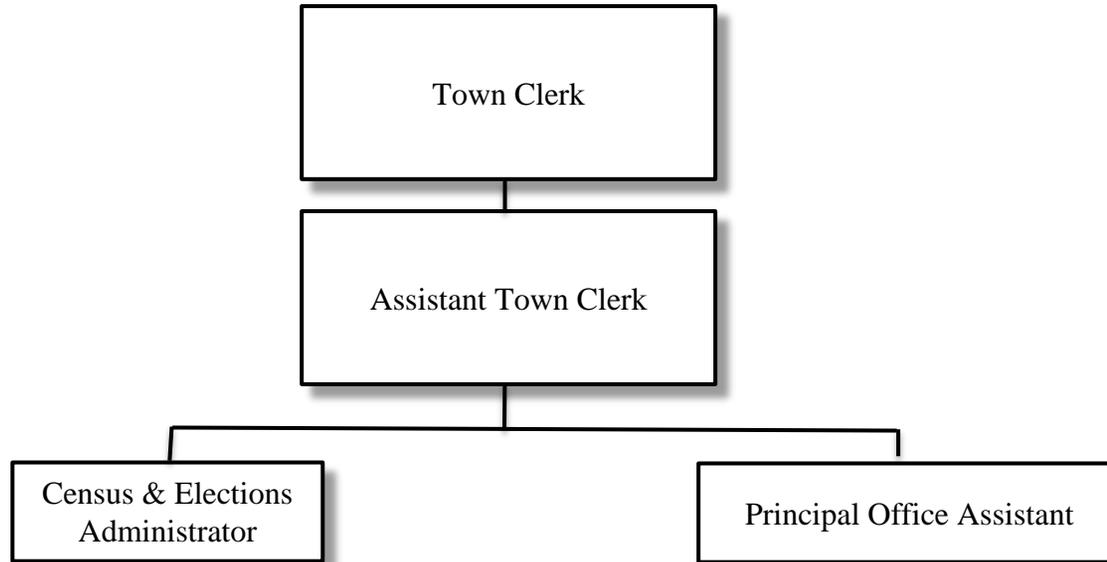
Commonwealth of Massachusetts

161 – Town Clerk’s Office Departmental Statement

The Town Clerk's Office is responsible for maintaining vital public records and information so that they are easy to locate, up-to-date, accurate and preserved for future generations. The Town Clerk is also the chief election official and supervises the Town's election activities including the development of the ballots, managing election equipment and set-up, hiring and training election officials, certifying, reporting, and recording election results. The Town Clerk is an ex officio member of the Board of Registrars.

The Registrar Board consists of three members appointed by the Board of Selectmen to three-year terms. The members of the Board of Registrars of Voters shall represent the two leading political parties, and in no case shall an appointment be made so as to cause the Board to have more than two members, including the Town Clerk, of the same political party. The Board of Registrars of Voters supervises the qualification of persons to vote; certifies the names of voters on nomination papers and petition forms; and holds hearings and decides all disputes relating to these matters.

Town Clerk's Office Organizational Chart



TOWN CLERK'S OFFICE					
Personnel Summary					
Position	FY 2017 FTE	FY2018 FTE	FY2019 FTE	FY2020 FTE	FY2021 FTE
Town Clerk	1	1	1	1	1
Assistant Town Clerk	1	1	1	1	1
Census & Elections Administrator	0	0	0	0	1
Principal Office Assistant	0	0	0	0	1
Senior Account Clerk	1	1	1	1	0
Account Clerk II	1	1	1	1	0
Account Clerk III	1	1	1	0	0
Total Full-Time Equivalent	5	5	5	4	4

Town Clerk's Office Programs and Services

Town Clerk
➤ Town Charter
➤ Town By-Laws
➤ Legal and regulatory reporting
➤ Birth records
➤ Death records
➤ Business certificates
➤ Marriage licenses
➤ Dog licenses
➤ Chief Records Officer
➤ Public Records Coordinator
➤ Voter Registrations
➤ Elections
➤ Census

Town Clerk's FY2020 Initiatives and Accomplishments

- Successfully conducted the Annual Town Election, Special Town Election (Operational Override) and Presidential Primary Election and conducted “Early Voting” for the Presidential Primary Election that was held in March.
- Attended continuing education to learn about new regulations for the new Public Records Law and any changes in Massachusetts General Laws related to Vital Statistics and Elections.
- Purchased Poll Pads that were used in the Early Voting Session for the Presidential Primary Election. These Poll Pads will also be used for attendance purposes at upcoming Town Meetings.

Town Clerk's FY2021 Goals and Initiatives

- Attend educational workshops related to the upcoming 2020 Federal Census.
- Attend conferences related to Vital Statistics and Election Laws.
- Continue to upgrade any technology or election equipment that the Town Clerk's office may benefit from to perform their duties.

Significant Budget Changes or Initiatives

No budget changes this year.



The TOWN OF NORWOOD

Commonwealth of Massachusetts

175 – Community Development Department Statement

The Community Development Department is the primary municipal department involved with issues such as land use planning, zoning, subdivision control, environmental protection, economic development, housing and transportation. The department regularly works with consultants, local boards & committees, and other municipal departments on a variety of initiatives that are geared towards improving the welfare of the Town and its residents. In addition, the department regularly meets with property owners, developers, attorneys, engineers, appraisers, surveyors and members of the public to both advise them and answer questions related to the Zoning Bylaw, subdivision regulations, conservation restrictions and development of potential of real estate. Although the department provides administrative aid to a variety of boards & committees, the primary entities that they provide staff support for are the Planning Board, Zoning Board of Appeals, and the Conservation Commission.

The ultimate goal of the Community Development Department is to work for the revitalization, preservation, and continued growth of the Town of Norwood. This includes addressing areas that are in need of improvement by actively seeking out ways to resolve issues. The department staff looks for various grants available to the Town, applies, and if awarded, will administer them; the outcome of which will benefit residents, businesses, and the environment.

The Community Development Department is the reformation of three departments: Community Planning and Economic Development, Zoning, and Conservation. These three departments are closely related in their purpose and goals. Often projects will go through Town that require meeting with all three primary committees: Planning Board, Zoning Board of Appeals, and the Conservation Commission. By having the staff for those committees work together and cohabitate within the same department, they can access and discuss information with ease and be unified in their approach to project applications. This department's main goal is to be proactive rather than reactive when it comes to the development, preservation, and future of the Town.

Planning Board Statement

The Planning Board falls in line with the provisions of Massachusetts General Laws, Chapter 41, Section 81A. The Board is an elected body consisting of 5 members and 1 appointed alternate member. The Planning Board conducts public hearings and decides special permits, reviews and decides applications for site plan review, and reviews and decides subdivisions. The Planning Board adopts rules and regulations not inconsistent

with the provisions of the Town's Zoning Bylaws for conduct of its business, and otherwise carrying out the purpose of Massachusetts General Law, Chapter 40A.

The department staff of the Planning Board consists of the Director of Community Development (Town Planner) and the Assistant Town Planner. The department staff provides technical assistance to the Planning Board through the review process of special permits, site plan review, and the review subdivision applications. The Board with help from the staff regularly reviews the Zoning Bylaws for amendments to areas in need of improvement or clarity. The Board will support favorable amendments to the Bylaws before Town Meeting when they deem them essential to the function and growth of the Town. The department staff will also work with the Planning Board to develop and implement several topical plans for the Town's future. These plans included the Open Space & Recreation Plan, Hazard Mitigation Plan, Housing Production Plan, Community Preservation Plan and the Downtown Master Plan.

Zoning Board of Appeals Statement

The Zoning Board of Appeals (ZBA) was established in accordance with the provisions of Section 12 of Chapter 40A of the Massachusetts General Laws. The Zoning Board of Appeals consists of five members and several alternate members appointed by the Board of Selectmen. The primary function and purpose of the ZBA is to serve as the Special Permit Granting Authority and Granting Authority for variances and appeals from decision(s) of the Building Inspector.

The function and responsibility of the Zoning Board of Appeal Office Staff are as follows:

Act as the liaison for the Board, regularly meet with property owners, developers, attorneys, engineers, appraisers, surveyors and members of the public to both advise them and answer questions related to applications for relief and the hearing process. Provide administrative support to the Board, maintain all records, process applications and craft decisions and amendments.

Conservation Commission Statement

Conservation Commission implements the goals of the Wetlands Protection Act, MGL c. 131, § 40, and regulations, 310 CMR 10.00 and the Norwood Wetlands Protection Bylaws and Regulations. The Commission serves to protect and conserve the plants, animals, and natural communities that are dependent upon the wetlands resources of the Town of Norwood. This is accomplished by regulating activities deemed by the Conservation Commission as likely to have a significant or cumulative effect upon the values of these resource areas, namely, but not limited to, public or private water supply protection; groundwater protection; flood control; erosion and sedimentation control; storm damage prevention; water pollution control; fisheries, shellfish, wildlife and plant species and habitat protection; agriculture; aesthetics; and recreation and aquaculture. Additionally, the Conservation Commission manages all Town conservation lands in order to protect and sustain these natural ecosystems for current and future generations to use and enjoy.

The function and responsibility of the Conservation Commission Office are as follows:

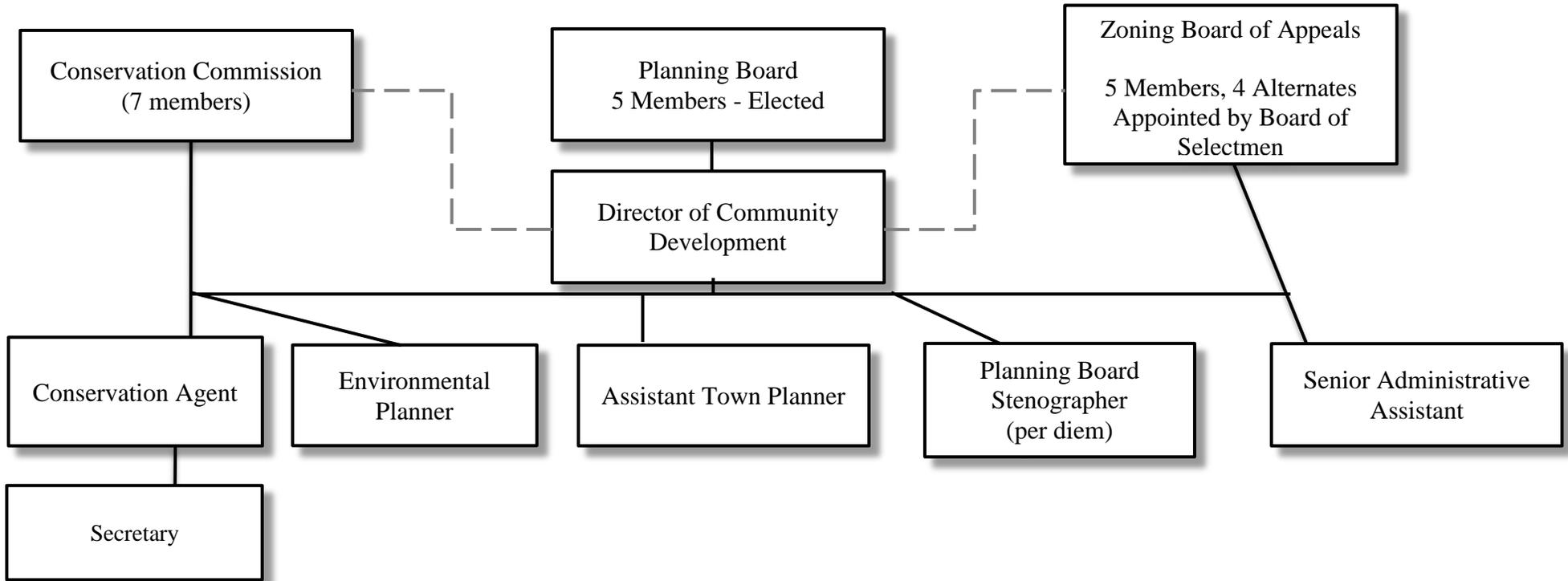
The Agent serves as the liaison for the Conservation Commission, regularly meeting with property owners, developers, attorneys, engineers, appraisers, surveyors and members of the public to both advise and provide general guidance in obtaining state and town permits from the Conservation Commission for work within a 100' distance of any Resource Area(s) or within 200' of any river, stream, or creek, known as the Riverfront Area.

Conservation Property Maintenance: responsible for overseeing the management and maintenance of 140+ acres of land, including our largest properties: Ellis Pond (37.5 acres) and Endean Conservation land (37.23 acres).

Administrative Duties: maintain hearing and property records, process applications, provide customer service to public in person and on the phone, manage budgets including donations, bill payment, and provide administrative support to Commission drafting all determinations, orders, certificates and permits.

Community Development Organizational Chart

--- =Advisory



Community Development's Office					
Personnel Summary					
Position	FY2017 FTE	FY2018 FTE	FY2019 FTE	FY2020 FTE	FY2021 FTE
Director of Community Development	1	1	1	1	1
Administrative Assistant	.8	.8	0	0	0
Assistant Town Planner	0	0	1	1	1
Environmental Planner	0	0	0	0	1
Senior Administrative Assistant	.8	.8	.8	.8	.8
Conservation Agent	.6	.6	.6	.6	.6
Total Full-Time Equivalent	3.2	3.2	3.4	3.4	4.4

Community Development Programs and Services

Planning

- Provide administrative support to Planning Board
- Review and act upon real estate development applications
- Serve as Special Permit Granting Authority
- Inspect development during and after construction to ensure approved plans are followed
- Responsible for writing most amendments to the Zoning Bylaws

Economic Development

- Provide administrative support to Economic Development Committee
- Provide administrative support to Community Preservation Committee
- Work with Friends of Norwood Center to focus on promoting, revitalizing and improving the Downtown area

ZBA

- Interpret zoning ordinances or bylaws
- Act as granting authority for special permits, variance and appeals from decisions of the Building Inspector

Conservation Commission

- Issue orders of conditions; certificates of compliance; extensions and determinations of applicability
- Performing site inspections as needed
- Maintaining all conservation lands in Norwood
- Cataloging, researching, and planning for the protection of the Town's natural resources, including watersheds and wetlands
- Acquiring property interests in land for the Town to hold in conservation and maintaining their quality
- Promoting conservation activities and cleanups of ponds and other natural places
- Advising other Town boards, such as the Planning Board, ZBA and Building Department, on environmental impacts of new developments and re-developments

Planning and Economic Development's FY2020 Initiatives and Accomplishments

- Passed the following Zoning Amendments at Annual Town Meeting
 - Amended section 10.3 Planning Board to establish a new Associate Planning Board member
 - Amended section 3.0 Use Regulations; subsection I. Manufacturing, Processing and Related Uses, by inserting new use categories to prohibit “Manufacturing: Asphalt, cement, bituminous concrete” and “Commercial Enterprise: rock crushing and processing, cement and concrete crushing”
- Passed the following Zoning Amendments at the Fall Special Town Meeting
 - Amended Zoning Bylaws to include the following definitions: Research and Development Facilities Renewable and Alternative Energy, Manufacturing Facilities Renewable and Alternative Energy, Renewable Energy, Alternative Energy. Also Amended Zoning Bylaw, section 3.0 Use Regulations, subsection I Manufacturing, Processing and Related Uses, by inserting new use categories, “Research and development facilities for alternative and renewable energy facilities” and “Manufacturing facilities for alternative and renewable energy facilities”
 - Creation of the Forbes Hill Mixed Use Overlay District
- Appointed an Associate Planning Board Member.
- Completed work on Community Development Fund Grant Program.
- Completed the following Topical Plans
 - Open Space and Recreation Plan
 - Hazard Mitigation Plan
 - Municipal Vulnerability Preparedness
- Obtained the following grants
 - Community Compact Information Technology Grant for GIS related purposes
- Completed Site Readiness Grant and started implementation of Vanderbilt/Park Place branding.
- Community Compact Best Practice, Economic Development: Downtown Initiative
 - Hired Consultant
 - Produced Bylaw
 - Conducting outreach to bring amendment to Town Meeting
- Community Preservation Committee
 - Finished Needs Assessment
 - Established policies & procedures for APA project applications
 - Completed first official round of CPA project applications
- Submitted a Request for Proposals for the “Forbes Hill” property in order to sell property per the decision of the Forbes Hill Task Force and Town Meeting vote.
- Worked with Town Manager, Conservation Commission, and Zoning Board of Appeals to reorganize into a new unified department called Community Development.

Planning and Economic Development's FY2021 Goals and Initiatives

- Work with the owner of the Forbes Hill property on the design plans and regulatory permitting of the redevelopment project.
- Continue to work on the revitalization of the Downtown Central Business District.
- Complete the Route One Corridor Study and work on the passage of Zoning Bylaw and Map amendments for the Rte. 1 corridor.
- Secure Town Meeting approval of the new color digital based Zoning Map.
- Obtain Town Meeting approval of the budget that includes hiring a fulltime Environmental Planner to assume the responsibilities of the part time Conservation Agent and Conservation Commission Administrative Assistant.
- Complete the purchase of the 6.8 acre parcel located off of Morse St. referred to as the Saint St. lot. Work with the community and a professional landscape architect on the design of a riverfront park and river walk trail.
- Determine the feasibility of temporarily closing a section of a street in the downtown to promote community based events that draw more people in the downtown area.
- Complete work on the Open Space & Recreation Plan, secure approval from the Planning Board, Selectmen and the State.
- Expand social media presence as well as other initiatives to engage wider cross section of Town residents & business.
- Seek Town Meeting approval of a Zoning Bylaw amendment that will address the issue of open lot auto storage.
- Conduct a corridor study of Route 1.
- Implement action plans from Hazard Mitigation Plan, Open Space & Recreation Plan and Municipal Vulnerability Preparedness Plans.
- Seek out grants that will provide implementation funds for the following topical plans
 - Open Space & Recreation Plan
 - Hazard Mitigation Plan
 - Municipal Vulnerability Preparedness
- Seek out additional grants for Community Development initiatives.
- Community Preservation Committee
 - Receive approval from Town Meeting for CPC approved projects
 - Implement approved projects
 - Continue process of self-evaluation, project monitoring, and yearly cycle of project applications

Zoning Board of Appeals FY2020 Initiatives and Accomplishments

- Consolidate files with the goal of reducing space needs.
- Work with volunteers from the Senior Tax Work-Off program.

Zoning Board of Appeals FY2021 Goals and Initiatives

- Attend educational workshops related to zoning regulations and planning.
- Electronically convert files with the goal of reducing space needs.

- Continue to work with volunteers from the Senior Tax Work-Off program.
- Improve communication and coordination with other Town Departments on Special Permit technical reviews.

Conservation Commission FY2020 Initiatives and Accomplishments

- On-going vegetation management program at Ellis Pond and Hawes Pool Pond.

Conservation Commission FY2021 Goals and Initiatives

- Continue maintaining and improving the Endean property.
- Implement automatic control system at Ellis Pond Dam.
- Attend educational workshops related to wetland preservation and planning.
- Continue to consolidate files with the goal of reducing space needs.
- On-going vegetation management program at Ellis Pond and Hawes Pool Pond.
- Train new Environmental Planner by providing a transition period between the current staff and new staff.
- On-going vegetation management program at Ellis Pond and Hawes Pool Pond.
- Work with the State Department of Ecological Services & the Neponset River Watershed Association on the removal of the Mill Pond Dam.
- Participate in the planning of the river front park off of Morse Street.
- Work with the Trail Committee on trail improvements on Conservation land.

Significant Budget Changes or Initiatives for Community Development

The budget for the Community Planning and Economic Development Department includes the budget line items for the Conservation Commission, Planning Board, Appeals Board, and Trails Advisory Committee.

The FY201 budget for the Community Planning & Economic Development includes one significant change: a request to create a new Environmental Planner position. The Environmental Planner will be a shared position that will assume the role of the current Conservation Agent and Conservation Administrative Assistant. These two part-time positions will be eliminated and the new full-time Environmental Planner will replace them and provide more staff time devoted to environmental matters. The Environmental Planner will provide staff support to the Conservation Commission and the Planning Director. The creation of this new position that has been classified as an N08 by the Personnel Board will result in the phasing out of the Conservation Agent and Conservation Administrative Assistant positions. The Town will not immediately eliminate the Conservation Agent and Conservation Administrative Assistant positions, which is why all three positions were included in the organization chart.



The TOWN OF NORWOOD

Commonwealth of Massachusetts

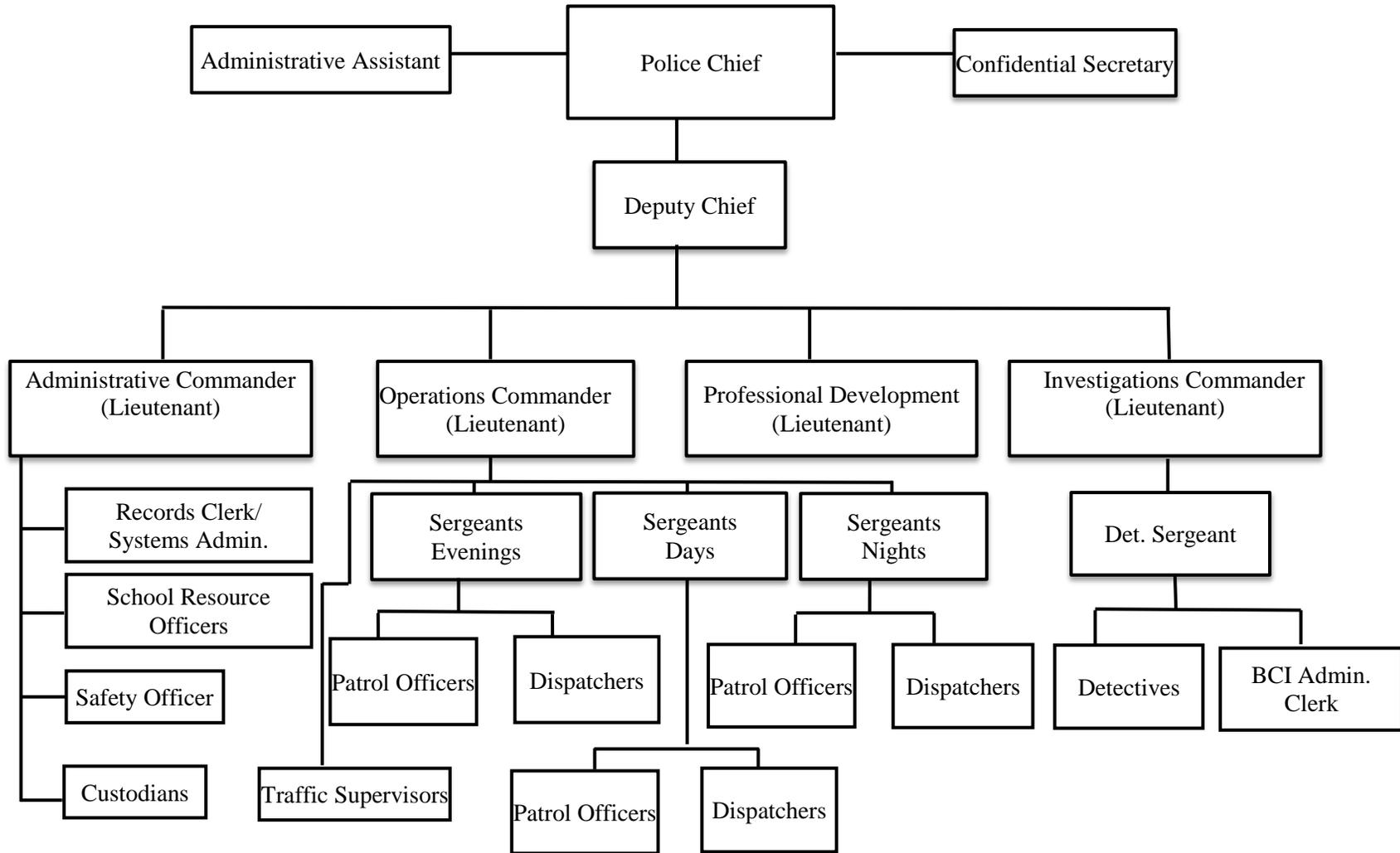
210 – Police Departmental Statement

The primary purpose of the Police Department is to provide a high level of safety, security and service for all members of the community. The Police Department has direct responsibility for the preservation of the public peace; for the reduction of the opportunity to commit crime; and for the effective delivery of a wide variety of police services.

In our democratic society, the legislature constructs the law while the judiciary interprets it and imposes appropriate penalties upon transgressors. It is the police, however, who have the sworn duty to apply the law fairly and objectively for the benefit of the entire community.

It is therefore important that police officers have a clear understanding of the role and purpose of the police, and of what is expected of them in the performance of their duties. As an accredited agency, the Norwood Police Department adheres to standards embodied within its policies and procedures, and reinforced by way of training, education, tracking and audits that ensure that the Department and its employees are accountable and effective.

Police Department Organizational Chart



Police Department					
Personnel Summary					
Position	FY 2017 FTE	FY2018 FTE	FY2019 FTE	FY2020 FTE	FY2021 FTE
Police Chief	1	1	1	1	1
Deputy Chief	0	0	1	1	1
Lieutenants	5	5	4	4	4
Sergeants	5	5	5	5	5
Detective Sergeant	1	1	1	1	1
Patrolmen	38	38	39	39	39
Detectives	5	5	5	5	5
Administrative Assistant	1	1	1	1	1
School Resource Officers	2	2	2	2	2
Records Clerk-Admin Serv	2	2	2	2	2
System Administrator	1	1	1	1	0
Dispatchers	6	6	7	7	7
Confidential Sec.-BCI Sec.	2	2	2	2	2
Custodians	2	2	2	2	2
Total Full-Time Equivalent	71	71	73	73	72
Traffic Supervisors (PTE)	19	19	20	20	18
Total	90	90	93	93	90

Police Department Programs and Services

Police Department

- Protection of life and the safeguarding of property
- Prevention and control of crime
- Investigation of crime, the apprehension of criminal offenders and the recovery of stolen property
- Adherence to the Constitutions of the U.S. and Massachusetts and to all federal, state and local laws
- Enforcement of state law and local bylaws
- Preservation of the public peace and good order
- Immediate response to public emergencies
- Advancement of a cooperative relationship with the general public
- Creation of a sense of safety and security for the entire community through vigilant preventive patrol
- Performance of such other police-related services required by the community.

Police Department FY2020 Initiatives and Accomplishments

- The Norwood Police answered over 19,235 calls for service, set up traffic enforcement 3,735 times, wrote over 5,130 citations and engaged in 4,500 foot patrols or “walk and talks.”
- The Norwood Police responded to 11 fewer drug overdoses in 2019 than in 2018.
- The Department continues to conduct annual in-service at the police station taught by NPD instructors. Instructors have attended appropriate instructor training from the Massachusetts Municipal Police Training Committee.
- Police cruisers are outfitted with printers and the ability to print out motor vehicle citations. Electronic citations, or eCitations, will aid in police efficiency and reduce the time officers are tied up on motor vehicle stops.
- Two Norwood patrol officers are certified Drug Recognition Experts and assist our officers as well as local agencies to identify impaired subjects due to drugs. A third is trained in the investigation and reconstruction of serious motor vehicle crashes.

- Detectives from the Bureau of Criminal Investigation (BCI) participated in numerous drug investigations in conjunction with the Norfolk County Police Anti-Crime Task Force (NORPAC) that lead to many arrests and the seizure of drugs and other evidence.
- The Norwood Police Department continues to house and oversee the MetroLEC Cyber Crime Unit and assist over 40 police departments in cyber investigations.

Police Department's FY2021 Goals and Initiatives

- The Department will strengthen relationships with the community by continuing to conduct frequent foot and bicycle patrols, such as Coffee with a Cop, Youth Academies, a Citizen Academy, Rape Aggression Defense, and other outreach programs.
- The Department will continue to forge positive relationships with the Town's school children through the work of School Liaison Officers (SLO's). SLO's are fulltime patrol officers who are assigned as liaisons to every elementary school and preschool.
- The Department's efforts in combating the opioid epidemic will be enhanced through the partnership with a substance abuse recovery agency that assists people in obtaining and continuing with their treatment. In collaboration with the Norfolk District Attorney, the Department will leverage a software initiative that correlates overdose activity in the region.
- The training of officers and dispatchers will hone the Department's capacity to respond to active shooter threats, as well as address criminal law, firearms, less-lethal skills and service to people with mental illness.

Significant Budget Changes or Initiatives

None at this time.



The TOWN OF NORWOOD

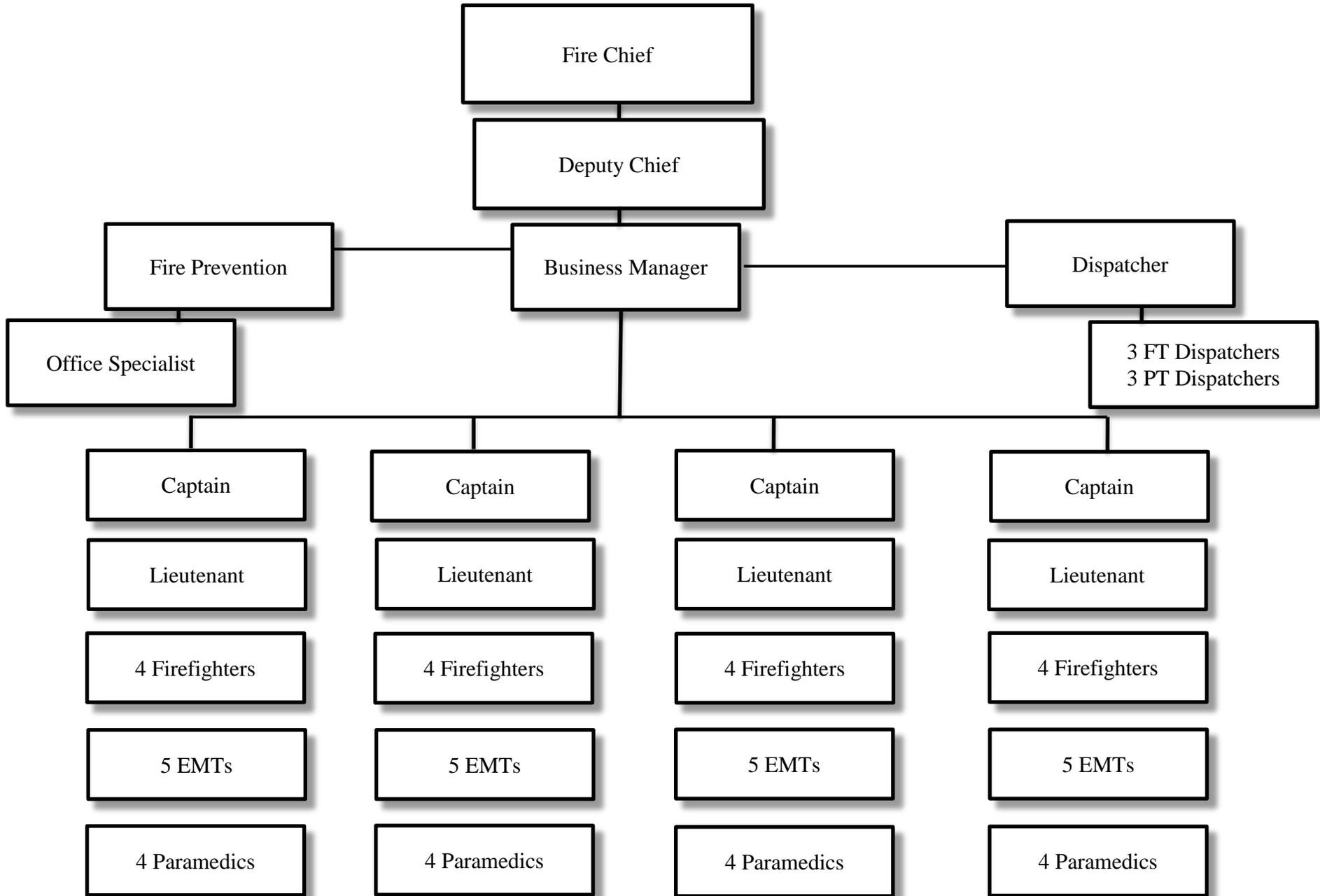
Commonwealth of Massachusetts

220 – Fire Department Departmental Statement

The functions of the Fire Department are as follows:

The Norwood Fire Department is a full-service fire department that serves our community of approximately 28,000 residents. To protect the populace our department employs 63 full-time personnel who offer services from Advanced Life Support (ALS), Basic Life Support ambulances (BLS), Fire Suppression, Fire Prevention, Fire Investigation and Fire Safety Education. Our staff is highly trained, extremely motivated and loyally focused on their core mission of serving the community. Here in Norwood we take great pride in quality customer service, commitment to providing high quality training and constant focus on meeting the community's emergency response needs successfully.

Fire Department's Organizational Chart



Fire Department					
Personnel Summary					
Position	FY 2017 FTE	FY2018 FTE	FY2019 FTE	FY2020 FTE	FY2021 FTE
Chief, Deputy Chief	2	2	2	2	3
Business Manager	1	1	1	1	1
Captains, Lieutenants	9	9	9	9	9
Firefighters	16	16	16	16	16
EMTs	20	20	20	20	20
Paramedics	16	16	16	16	16
Dispatchers	4	4	4	4	4
Mechanic	1	1	1	1	1
Clerk	.5	.5	.5	.5	1
Total Full-Time Equivalent	69.5	69.5	69.5	69.5	71

Fire Department's Programs and Services

- | Fire Department |
|---|
| <ul style="list-style-type: none"> ➤ Fire Suppression ➤ ALS/BLS Ambulance Service ➤ Fire Prevention Code Review and Permitting Offices ➤ Fire Education S.A.F.E. Program in schools ➤ Fire Investigation Team ➤ CPR Training ➤ Ice/Water Rescue ➤ Hazmat Decontamination Unit |

Fire Department FY2020 Initiatives and Accomplishments

- Completed all Emergency Medical Services compliance for all licensed members.
- Completed the Chapter 304 Safety Inspections throughout our community which pertain to Life Safety in establishments that serve alcohol/entertainment.
- Responded to over 5,513 emergency calls of which 3,825 were EMS related.
- Continued a very aggressive training schedule throughout the year. All four Groups completed a monthly schedule issued from the Training Office.
- Purchased & placed in service MARV (Mobile Assist Response Vehicle) to assist ambulances.
- Purchased & placed in service new Rescue Boat.
- Purchased & placed in service B.R.A.T. (Brush Rapid Attack Truck).
- Purchased & placed in service LUCAS CPR Compression Device.
- Engine 5 currently being built in Ocala, FL.
- Purchased & implemented EOS software streamlining and autopopulating EMS Patient Care Reports.
- Implemented Munis Accounting System with town-wide changeover.
- Initiated educational program and health screenings in recognition of occupational cancer in the fire service.

Fire Department FY2021 Goals and Initiatives

- Replace NA3 with new ambulance.
- Replace Supply Hoselines.
- Replace NC-3.
- Continue our Continuing Education Program for our licensed EMT/Paramedics which were moved in-house. This gives us the ability to train on the most updated life saving techniques in the field of EMS. Our department has the ability to set the monthly agenda and remediate as necessary.
- Lastly, our number one goal is to continue to deliver the Fire Protection/EMS mission each and every day to our community. Through the efforts of training inside the classroom or outside evolutions, our goal is to always be at our best.

Significant Budget Changes or Initiatives

The FY2021 Fire Department Budget has very few significant changes moving forward. The implementation of a second Deputy Chief enables the department to create a standardized firefighter training program for our personnel, in both the firefighting and officer ranks. The department continues to work towards the possibility of offering two Advanced Life Support (ALS) ambulances during the coming year. This is now possible

due to retirements in the department and the hiring of Paramedic/Firefighters. We have gotten to the tipping point of have highly trained paramedics to run both of our staffed ambulances at the ALS level during the year. The department will always staff one ALS ambulance 24/7/365 but now we have the opportunity to staff our BLS ambulance with paramedics during certain times. When that is not possible, the BLS ambulance will remain at that level.

Continued efforts and improvements will be made in recognition of occupational cancer in the fire service. The department must proactively educate and improve practices to keep firefighters safe from the hidden dangers of working in potentially hazardous environments.

The advent of a global pandemic has created the need for a focused approach on providing the highest and safest level of emergency medical care, while maintaining the core fire and inspection functions of the department. In conjunction with this altered focus, the absolute importance of keeping fire department personnel safe and healthy, in times of crisis, will help to maintain the workforce which provides the core services of the department.



The TOWN OF NORWOOD

Commonwealth of Massachusetts

241 – Building Departmental Statement

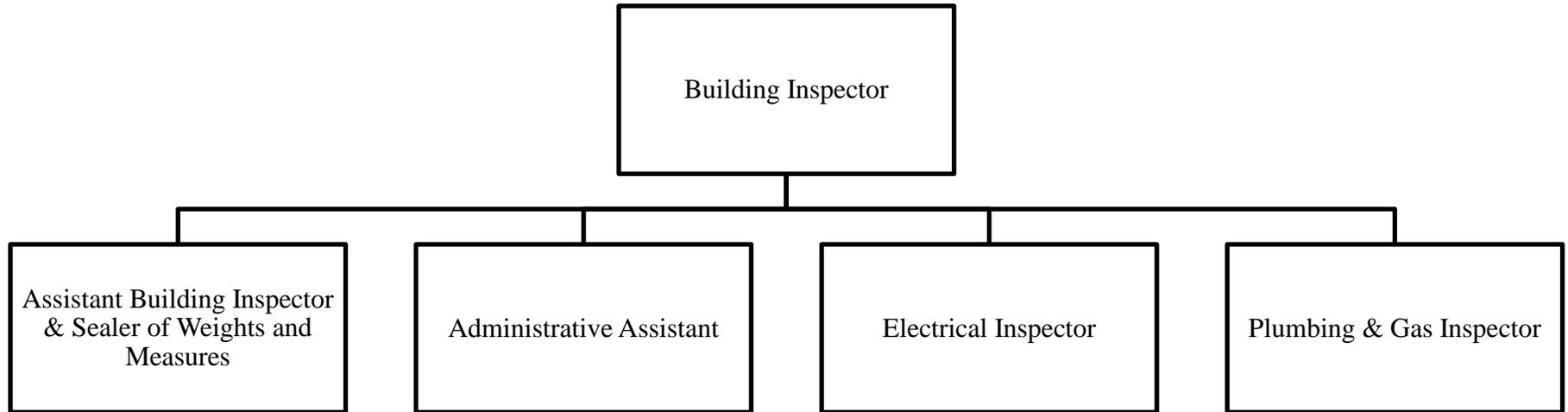
The Norwood Building Department enforces the Massachusetts State Building Code, including the Massachusetts Electrical Code and the Massachusetts Fuel Gas and Plumbing Code, the National Electric Code and the Massachusetts Department of Standards as well as the Town of Norwood Zoning By-Law, including conditions of the Zoning Board of Appeals decisions for variances and special permits.

As part of our zoning enforcement effort, the department continues to conduct a public information campaign through online and office brochures. We are constantly exploring ways to increase our level of customer service.

Personnel and Training - the Building Inspector, Plumbing & Gas Inspector, the Assistant Building Inspector/Sealer of Weights & Measures and the Wiring Inspector continue to participate in continuing education and professional seminars in order to better serve the public as well as maintain the Certifications required by the Commonwealth of Massachusetts.

Administration and support - Administratively, the Norwood Building Department continues to maintain a computer-based permit processing program for all five (5) disciplines, the place-of-assembly inspection process, the daily inspection of ongoing projects, and the enforcement of the Zoning By-Law. Work has begun to computerize our old records in an attempt to centralize the data base for building permits. Along with other departments, our office has assessed its web page needs and continues to upgrade our presentation so that not only general information but department procedures, forms and applications are offered.

Building Department Organizational Chart



Building Department					
Personnel Summary					
Position	FY 2017 FTE	FY2018 FTE	FY2019 FTE	FY2020 FTE	FY2021 FTE
Building Inspector	1	1	1	1	1
Assistant Building Inspector/Sealer of Weights & Measures	1	1	1	1	1
Electrical Inspector	1	1	1	1	1
Plumbing & Gas Inspector	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Total Full-Time Equivalent	5	5	5	5	5

Building Department's Programs and Services

- Building Department**
- Inspects construction, alteration, repair and demolition of structures
 - Enforce bylaws and regulations related to zoning, building, plumbing, gas fitting, electrical, weights and measures and demolition

- Sealer of Weights and Measures**
- Implement and apply the rules and regulations of the Department of Standards.

Building Department's FY2020 Initiatives and Accomplishments

- The priority of the Building Department to successfully ensure the quality of life of those who live, work, and visit Norwood by promoting safety in the construction, use, and occupancy of buildings throughout town.

Building Department's FY2021 Goals and Initiatives

- Work with the Town's General Manager in exploring additional avenues of continuing education to stay current with new Building Code advances.
- Continue to provide an open door office environment with the highest level of service to all in need of assistance.
- Work towards further electronically converting, compiling and storing all documents and files.

Significant Budget Changes or Initiatives

None at this time.



The TOWN OF NORWOOD

Commonwealth of Massachusetts

401 – Public Works / Engineering Departmental Statement

The functions of the Public Works and Engineering Department are as follows:

Roadway Maintenance: Responsible for maintaining 434 streets totaling 110 miles of roadways. Duties include roadway repairs and resurfacing, pavement markings installation and street signage repairs and installation. Also responsible for maintaining 142 miles of sidewalks.

Water System Maintenance: Responsible for maintaining 119 miles of various diameter water mains, over 972 fire hydrants, 2 major vault pit chambers that connect to the MWRA system, water sampling, maintaining 2 water tanks and their respective water levels, responding and repairing water leaks, performing leak detection, repair or replace water meters, constructing new water mains and services and, overseeing annual water main cleaning and lining projects.

Sanitary Sewer Maintenance: Responsible for maintaining 122 miles of various diameter sanitary sewer mains, 2,200 sewer manholes, 3 sewer pump stations, clearing sewer blockages in sewer mains and residential services, repairing broken sewer mains and services and preventative maintenance through jetting, root control applications and tree root cutting.

Storm Drain Maintenance: Responsible for maintaining 95 miles of various diameter storm drains, 1,675 drain manholes, 2,500 catch basins, clearing drain blockages, repairing broken drains and preventative maintenance.

Athletic Fields and Park Maintenance: Responsible for maintaining 24 athletic fields totaling 53 acres, the Town Common, Aaron Guild Park, Hawes Pool Complex, DAV Park, Bond Street Park, Shattuck Park, 9 playground tot lot areas, the landscaping at numerous medians and traffic islands and thousands of trees along the roadways and within the park areas.

Cemetery Maintenance: Responsible for managing and maintaining 41 acres of cemeteries consisting of Highland Cemetery (40 acres) and Old Parish Cemetery (1 acre) while conducting an average of 209 interments each year.

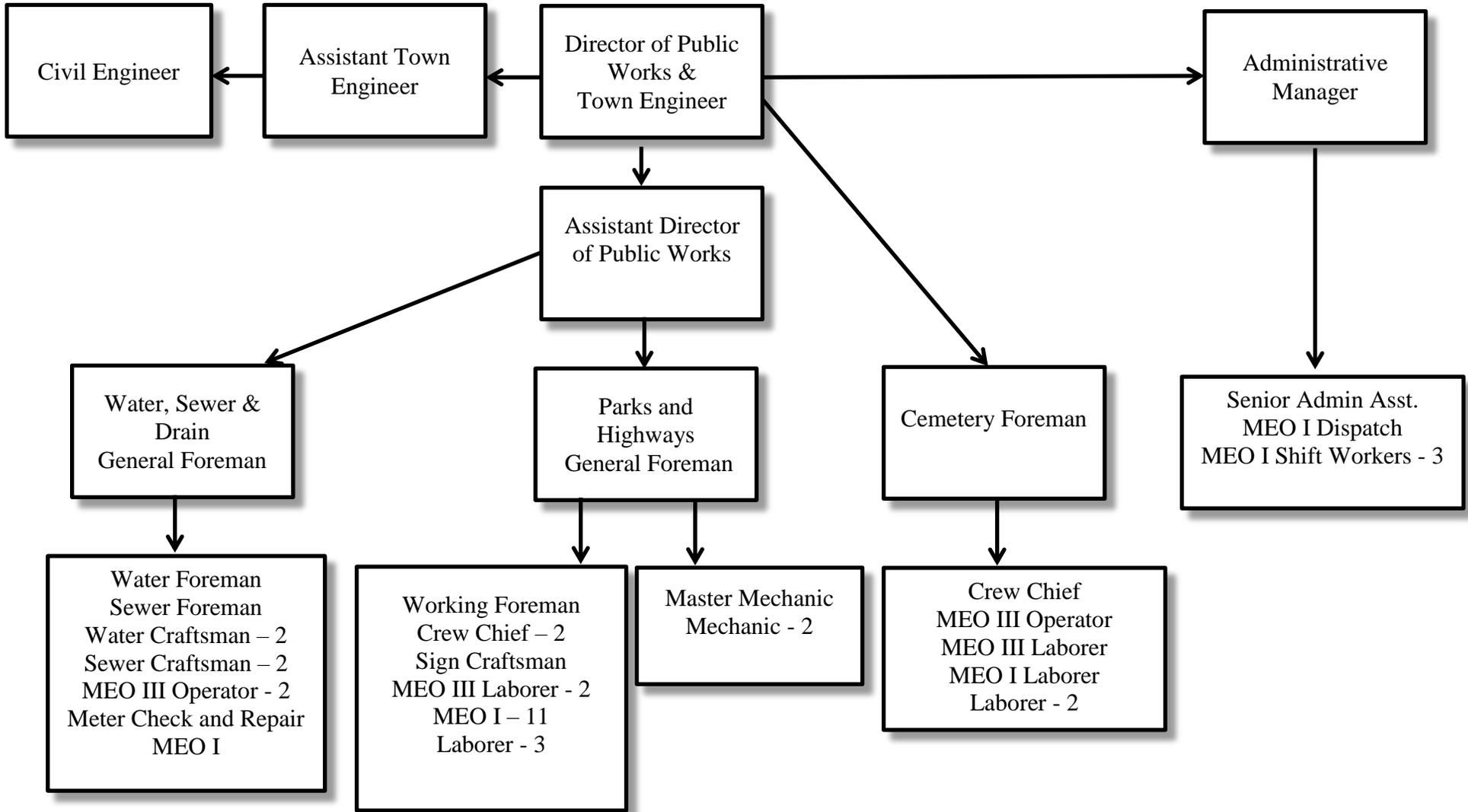
Solid Waste and Recycling: Manage the curbside solid waste and recycling program. Assist Board of Health with two Household Hazardous Waste Recycling Days at the Winter Street Recycling Center. Operates the Winter Street Recycling Center on a daily basis and provide disposal services for various items every Saturday. Provide curbside leaf bag and Christmas tree pickup.

Snow and Ice Removal: Monitor, implement and manage snow and ice removal operations from roadways, various sidewalks and municipal parking lots during the snow and ice season.

Community Programs: Provides set up and clean up services for community events such as Memorial Day Parade, 4th of July Parade, Veteran's Day Parade, Norwood Day, Touch A Truck, Trunk or Treat, Farmer's Market, Community Garden, South Norwood Fishing Derby, multiple charity car washes and numerous road races.

Administrative Duties: street opening, curb cut, trench safety and utility connection permits, payroll, bill payment, customer service to public in person and on the phone, manage budgets including grants, loans and donations.

Public Works Office Organizational Chart



Public Works / Engineering**Personnel Summary**

Position	FY 2017 FTE	FY2018 FTE	FY2019 FTE	FY2020 FTE	FY2021 FTE
Director of Public Works and Town Engineer	1	1	1	1	1
Assistant Superintendent of Public Works	1	1	1	1	1
Assistant Town Engineer	1	1	1	1	1
Water, Sewer & Drain General Foreman	1	1	1	1	1
Parks & Highways General Foreman	1	1	1	1	1
Cemetery Foreman	1	1	1	1	1
Administrative Manager	1	1	1	1	1
Civil Engineer	1	1	1	1	1
Senior Administrative Assistant	1	1	1	1	1
Water Foreman	1	1	1	1	1
Sewer Foreman	1	1	1	1	1
Water Craftsman	2	2	2	2	2
Sewer Craftsman	2	2	2	2	2
MEO III Operator	3	3	3	3	3
Meter Check and Repair	1	1	1	1	1
MEO I	13	13	13	13	13
Master Mechanic	1	1	1	1	1
Mechanic	2	2	2	2	2
Working Foreman	1	1	1	1	1
Crew Chief	3	3	3	3	3
Sign Craftsman	1	1	1	1	1
MEO III Laborer	3	3	3	3	3
Laborer	5	5	5	5	5
MEO I Dispatch	1	1	1	1	1
MEO I Shift Worker	3	3	3	3	3
Recycling Coordinator	.5				
Total Full-Time Equivalent	52.5	52	52	52	52

Public Works / Engineering Services

Engineering

- Assist various Boards, Depts. and Commissions
- Assist residents, engineers and surveyors.
- Design and supervise roadway and utility projects.
- Maintain Assessor's Maps
- Maintain Cemetery Records

Public Works

- Maintain water, sewer and drain utilities
- Maintain roadway and sidewalk network
- Provide curbside leaf pickup and operate landfill
- Maintain athletic fields and parks and commons
- Supervise all roadway and utility construction
- Perform snow removal and deicing
- Plant and maintain flower beds
- Maintain vehicle fleet

Cemetery

- Maintain two cemeteries
- Provide internment services
- Supervise cemetery roadway construction
- Plant trees and shrubs
- Maintain and upkeep records
- Maintain buildings

Public Works / Engineering / Cemetery FY2020 Initiatives and Accomplishments

- Obtained IT Grant for development of GIS and made it available to the public.
- Aggressively searched for and repaired water leaks.
- Updated Data Collection Units for Automated Meter Reading System.
- Obtained \$500,000 grant for the replacement of the Dean Street Bridge over the Meadowbrook.
- Continued water main cleaning and lining project.
- Completed rehabilitation of the Cemetery Chapel
- Completed 3 year chip sealing plan at Highland Cemetery.
- Designed and supervised construction of a 21 space parking lot at Norwood Memorial Airport.
- Completed Access Rd and Coakley Middle School water main project.
- Completed sewer lining project in Meadowbrook Area 5A.
- Continued scanning paper plans.
- Developed electronic Zoning Map.
- Continued Residential Food Scrap Composting Program.

Public Works / Engineering FY2021 Goals and Initiatives

- Reduce the disposal tonnages of solid waste and recyclables by providing residents more opportunities to reduce and reuse.
- Participate in Earth Day and Arbor Day celebrations.
- Continue scanning paper plans.
- Replace the Dean Street Bridge over the Meadowbrook.
- Upgrade water system in the Sumner St/Union St neighborhood to allow Sharon an emergency water connection.
- Continue and complete sewer lining in Meadowbrook 5B.
- Continue water main cleaning and lining.
- Increase resident notifications and updates through social media and SwiftReach 911 system.
- Continue upgrading water system Automated Meter Reading system.

Significant Budget Changes or Initiatives

Refuse removal budget increases as of July 1, 2020 per 3rd year of 5 year contract with Waste Management.



The TOWN OF NORWOOD

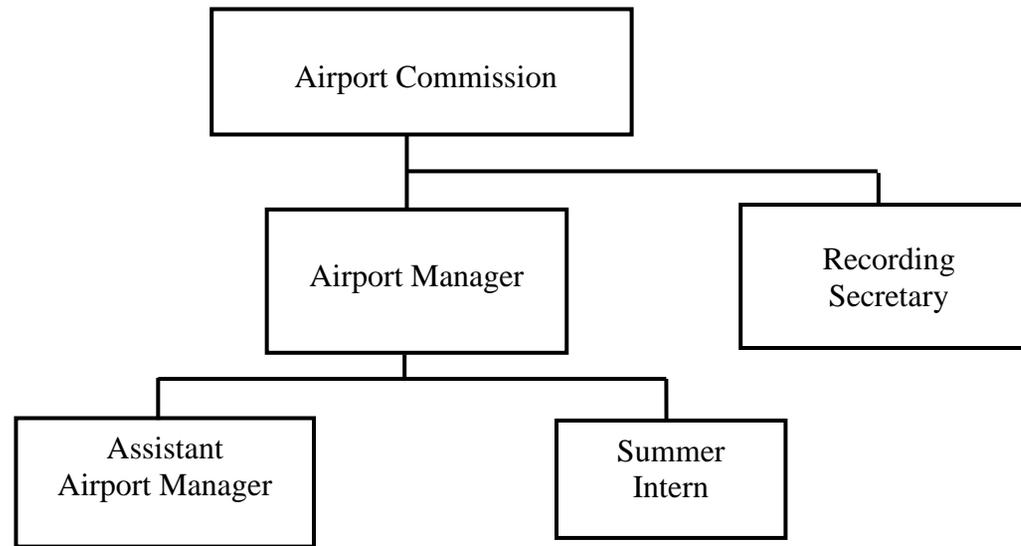
Commonwealth of Massachusetts

482 – Airport Departmental Statement

The functions of the Airport Department are as follows:

Oversee flight/ground operations, plus daily inspection of the Town-owned airport. Seek compliance with federal, state and local regulations, procedures, standards, and best management practices. Identify and correct safety-of-flight and risk management concerns. Prepare emergency plan and assist in emergency response. Provide wildlife control and environmental stewardship. Manage in-house and contractor/engineering support of the airfield, vehicles, buildings and grounds. Assist in the negotiating and writing of leases. Handle budgetary accounting, capital finance planning, the procurement of equipment, routine federal audits and federal/state grant administration. Implement and enforce the airport's security program. Participate in airport development and master planning. Cooperate with legal counsel for contract and lease review. Act as a liaison to state and federal legislators, FAA, MassDOT, the on-airport tenants, business community and citizenry. Provide external relations, to include: the handling of noise complaints, press releases, media inquiries, plus the coordination of tours and special events.

Airport Department Organizational Chart



AIRPORT					
Personnel Summary					
Position	FY 2017 FTE	FY2018 FTE	FY2019 FTE	FY2020 FTE	FY2021 FTE
Airport Manager	1	1	1	1	1
Assistant Airport Manager	1	1	1	1	1
Total Full-Time Equivalent	2	2	2	2	2

Airport Department Programs and Services

Operations Management

- Inspect/maintain the physical plant, vehicles
- Conduct inspections; file notices to airmen, field condition reports
- Implement badging and access control
- Contractor and engineering support
- Assist with project management to upgrade the facility
- Provide wildlife control and enforce environmental stewardship programs
- Support emergency response management

Business Management

- Identify facility needs and program state-of-the-art upgrades
- Develop capital financing schedule
- Assist in airport development and master planning
- Develop feasibility studies for capital improvement and revenue enhancement
- On-site business support to tenants; external relations with business community and citizenry
- Lease negotiations, lease drafting, CPI-U adjustments
- Contract and insurance review; risk management
- Administer federal and state grants
- Administer budgetary accounting and financial reports
- Administer accounts payable/receivable
- Provide outreach to local, state and federal regulatory officials, granting agencies and industry representatives

Airport Department FY2020 Initiatives and Accomplishments

- Completed the airport’s technical master plan update, with 95% federal/state grant financing.
- Completed the department’s first-ever municipal building—the *Maj. Mark C. Welch Administration Building*—with 95% MassDOT grant financing.
- To support public access, constructed a parking lot with 95% MassDOT grant financing, and this lot serves both the *Welch Administration Building* and air traffic control tower.
- Invested in additional landscaping to improve the airport’s grounds.
- To increase revenues, selected a lessee to construct a new hangar adjacent to the *Welch Administration Building*.
- Presented MassDOT with a proposal for additional development financing to increase revenues and improve airport services.
- Completed a safety-of-flight tree clearing project, with 100% MassDOT funding.
- To improve productivity, trained on a suite of software applications for the Town’s new enterprise resource planning system, and began processing the department’s financials (e.g., purchase orders, cashiering, reports, researching of transactions, etc.) using this system.
- To enhance full utilization of the airport, supported the initiation of seasonal passenger service from Norwood to Nantucket.

Airport Department FY2021 Goals and Initiatives

- With MassDOT grant financing, purchase vegetation management equipment to address safety concerns abutting the runways/taxiways.
- Perform post construction monitoring of taxiway A.
- Perform an environmental assessment in anticipation of a taxiway C construction project, and the paving of runway safety areas.
- Seek development of an airport restaurant and retail building to increase airport revenues and improve services.
- Host an Aviation Day open house.

Significant Budget Changes or Initiatives

None at this time.



The TOWN OF NORWOOD

Commonwealth of Massachusetts

512 – Public Health Department/Board of Health Office Departmental Statement

The functions of the Public Health Department are as follows:

Inspectional Services: Inspect and enforce State, Local and Federal regulations pertaining to food, public/semi-public swimming pools, housing, recreational camps for children, tobacco, tanning, hotels/motels, asbestos, lead determination under the lead paint law, body art, private wells, vapor shower/saunas, keeping of animals, nuisance and biotechnology. Includes permitting, plan review, routine, and temporary food permits and complaint inspections. Conduct bi-annual educational workshop for food handlers.

Infectious & Communicable Disease: Follow up on reportable disease to control spread and enforce isolation and quarantine regulations. Work with School nurses on student vaccine status. Advise schools and other facilities during disease outbreaks. Mosquito and tick control.

Nursing services: Provide flu vaccine and blood pressure clinics throughout the community. Submit flu vaccine billing and vaccine data reporting. Provide health education to the public on relevant, seasonal topics.

Animal Control: Enforce state laws and local ordinances pertaining to the control of domestic, exotic and wild animals. The ACO is also considered the local Rabies Control Authority and acts as the Animal Inspector.

Services for Residents: Offer sharps collection and disposal, helmet purchase program, radon coupon program. File for life.

Dental Program: Implement Norwood Smiles Program, contract with pediatric dentist to provide screening and dental care to students in grades 1-6 in all Norwood Schools. Work with the Elder Dental Program out of Community VNA to provide dental care to low-income seniors.

Hazardous Materials and Disposal: Coordinate and manage the bi-annual Household Hazardous Waste and Recycling Days in coordination with Public Works. Provide sharps/needle disposal program. Collect Tier II reports.

Waste Site Clean-up activities: Monitor sites in Norwood through 21E program and required notifications.

Substance Use Prevention Coalition, Impact Norwood: Work with community partners on evidence-based prevention strategies to reduce substance use. (Staff grant funded with additional in-kind support from Health, Police and Schools.)

Emergency Preparedness: Coordinate and plan for mass prophylactics, coordinate planning with Emergency Management for shelter needs. Manage emergency volunteer organization – Medical Reserve Corps. Plan regionally with Health and Medical Coordinating Coalition (functions are supported by Federal grant).

Community Programs: Collaboration with School Wellness Committee, Community Crisis Intervention Team, Norwood Hospital Community Benefits Advisory Committee and Elder Dental Committee.

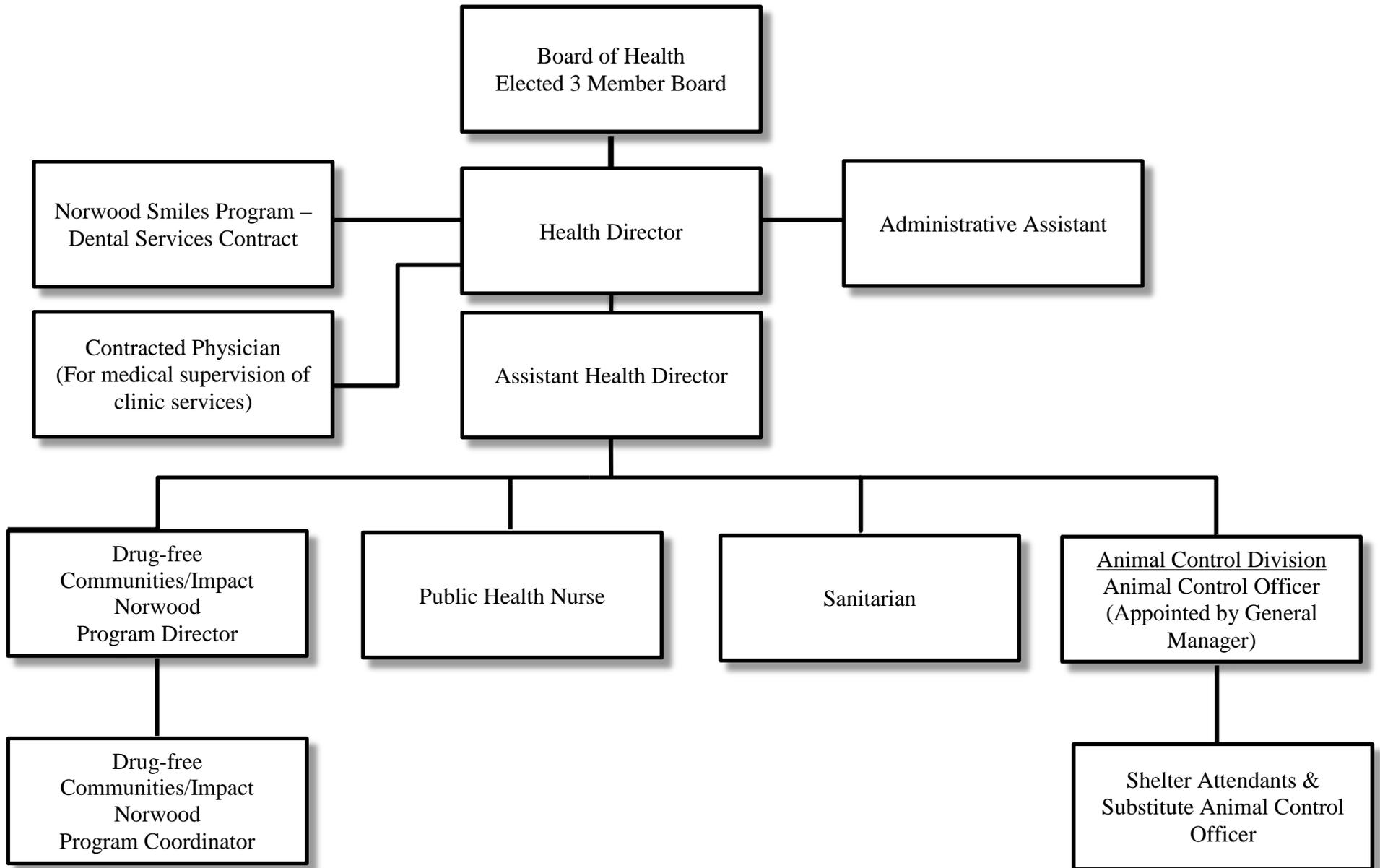
Grant Activities: Manage and coordinate the following grant programs: Federal Substance Abuse and Mental Health Services Administration, Drug-free Communities Program Grant, FDA grants to support adopting the FDA Retail Food Standards to meet national standards for food regulatory programs, Community Health Network Alliance grant Minds Matter/ INTERFACE mental health helpline, Emergency Preparedness grants to fund Emergency Dispensing Site and Emerging Infectious Disease planning.

Regional and Statewide Collaborations: Massachusetts Cancer Registry Advisory Board, Massachusetts Department of Public Health, Office of Oral Health Advisory Board, Massachusetts Health Officer's Association Executive Committee, Coalition of Local Public Health, Metro Regional Preparedness Coalition, Norfolk County-8 Local Public Health Coalition.

Administrative Duties: Process burial permits, payroll, bill payment, customer service to public in person and on the phone, manage budgets including grant and gift accounts.

Provide public health perspective to Norwood's policy development and developmental review – act as chief health strategist for the community for timely topics ranging from substance use to new development and other new initiatives.

Health Department's Office Organizational Chart



HEALTH DEPARTMENT OFFICE

Personnel Summary

Position	FY 2017 FTE	FY2018 FTE	FY2019 FTE	FY2020 FTE	FY2021 FTE
Superintendent/Director	1	1	1	1	1
Assistant Director	1	1	1	1	1
Public Health Nurse	1	1	1	1	1
Sanitarian	1	1	1	1	1
Animal Control Officer+	+	+	+	1	1
Administrative Assistant	1	1	1	1	1
Dental Hygienist	0.15	-	-	-	-
Dental Assistant	0.30	-	-	-	-
Total Full-Time Equivalent	5.45	5	6	6	6
DFC Program Director*			1*	1*	1*
DFD Program Coordinator*				0.4*	0.4*
Total	5.45	5	7	7.4	7.4

* Grant funded– Drug-free Communities Grant Program

+Position moved to Health Department in FY2019 for Administrative support, not a new position.

Health Department's Programs and Services

- Environmental Health**

 - Inspectional Services
 - Permitting and Licensing
 - Household Hazardous Waste/Recycling Day
 - Waste Site Clean-up
 - Nuisance enforcement
 - Tobacco Control
 - Mosquito and Tick Control
 - Lead Determination
 - Animal Control

- Public Health & Nursing**

 - Communicable Disease Control and Investigation
 - Isolation and Quarantine
 - Blood Pressure Clinics
 - Immunizations including Flu clinics
 - B12 injections
 - Helmet Program
 - Sharps collection and disposal
 - Mental Health
 - Elder Dental Committee
 - Oral Health Program
 - Quarantine of Animals/Rabies Control

- Planning & Community**

 - Impact Norwood: Substance Use Prevention Community Coalition.
 - Emergency Planning
 - Medical Reserve Corps
 - Grant Seeking
 - Site Plan Review Team
 - School Wellness Committee
 - Medical & Recreational Marijuana Policies
 - Grant writing

Health Department's FY2020 Initiatives and Accomplishments

- Coordinated community response to the COVID-19 global pandemic.
- Continued to develop and grow the Substance Use Prevention Coalition, Impact Norwood.
- Obtained Year 3 funding from the Federal Substance Abuse and Mental Health Services Administration, Drug-free Communities Program Grant. Annual grant award of \$125,000 to support Impact Norwood activities and staff. Funding is subject to continuation grant application approval and meeting program reporting requirements. Total grant award for 5 years is \$625,000.
- Submitted Federal Substance Abuse and Mental Health Services Administration, Partnerships for Success Grant Application for \$1.5 million over five years to work on substance use prevention with a focus on data collection and evaluation.
- Revised Local Tobacco Sales Regulations to restrict access to flavored tobacco and vape products. Implemented changes to State tobacco laws.
- Awarded FDA Standards Grant for \$20,000 to conduct Food Safety base-line survey as an assessment tool for the Food Inspection Program.
- With Impact Norwood, evaluate community data from the Youth Risk Behavior Survey and other community surveys.

Health Department's FY2021 Goals and Initiatives

- Create a Tobacco revolving fund to adequately fund a tobacco inspection and compliance program.
- Continue to develop a mental health program to increase access to mental health services and continue INTERFACE Referral Service.
- Collaborate with community partners to see public health in all policy; work towards defining the social determinates of health and how the community can address these factors to improve health outcomes in Norwood.
- Review and revise Body Art Regulations.
- Continue the process to standardize the Food Program with the FDA National Retail Food Standards.
- Work to explore avenues to reduce waste and encourage proper recycling by collaborating with community partners.
- Explore other grant opportunities to provide public health services.

Significant Budget Changes or Initiatives

The Department is requesting funds to support the Minds Matter Coalition and mental health services. The coalition is a collaboration of town departments and mental health providers working to connect our community to mental health services. Partnering agencies include the Health Department, Police Department, many parts of the School Department from the School Committee to principals and other administration staff, the Senior Center, the Housing Authority, Riverside Community Care and Norwood Hospital. The total cost for the program is \$15,000; the Public Health Department will fund \$7,000 out of the total costs. The remaining balance will be funded by the Schools, the Senior Center's Executive Office of Elder Affairs Formula Grant and Norwood Hospital, creating a great partnership and sustainability.

Reductions to the department's salaries reflect a retirement in January 2020, longevity was removed as well as a salary reduction since retired employee was at highest step.



The TOWN OF NORWOOD

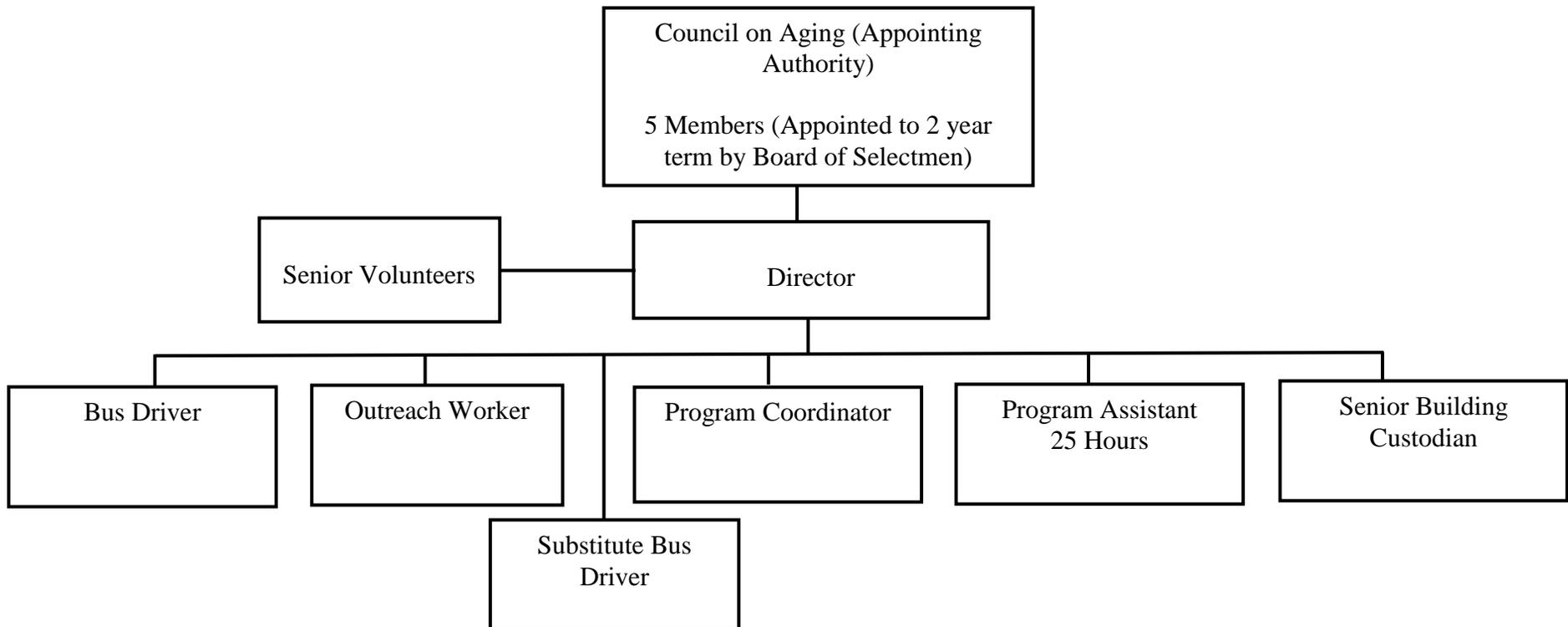
Commonwealth of Massachusetts

541 – Council on Aging / Senior Center Departmental Statement

The role of the Senior Center/Council on Aging is to improve the quality of life for the mature residents of our community. We do this through support, advocacy, planning, coordination, and implementation of programs that bring mature citizens together for social, recreational, and educational purposes. We seek to educate the entire community and enlist its support and participation.

The Council on Aging consists of five members appointed by the Board of Selectmen for two year terms.

Council of Aging Department's Office Organizational Chart



Council on Aging

Personnel Summary

Position	FY 2017 FTE	FY2018 FTE	FY2019 FTE	FY2020 FTE	FY2021 FTE
Director	1	1	1	1	1
Outreach Coordinator	1	1	1	1	1
Program Coordinator	1	1	1	1	1
Senior Bus Driver	1	1	1	1	1
Senior Custodian	1	1	1	1	1
Program Assistant	.5	.5	.5	.5	.5
Total Full-Time Equivalent	5.5	5.5	5.5	5.5	5.5

Council on Aging/Senior Center Programs and Services

Outreach & Administration

- Assistance with in Home Services
- Case management
- Medicare Part D
- Prescription Advantage
- Health insurance information
- Fuel assistance/Snap
- Referrals to area agencies
- Program development
- Volunteer coordination
- Grant writing
- Oversight of Senior Center
- Budget

Programs and Activities

- Bingo
- Bocce
- Book Club
- Bridge
- Computer Classes
- Cribbage
- Educational Speakers
- Glee Club
- Guest Speakers
- Handcrafters
- Line Dancing
- Hot Lunch
- Mah Jong
- Minds in Motion
- Scrabble
- Social Events
- Tap Dancing
- TRIAD
- Tuesday Night Suppers
- Whist

Health/Wellness

- Active for Life
- Blood Pressure
- Diabetic Workshop
- Gentle Exercise
- Flex and Firm
- Foot Clinic
- Flu Clinic
- Hearing Aide Clinic
- Massage
- Tai Chi
- Walking in the Gym
- Waxing
- Yoga
- Zumba

Senior Center FY2020 Initiatives and Accomplishments

- The Norwood Council on Aging once again experienced a very successful year. This year the senior center welcomed 263 new participants. What makes a successful year at a senior center? First, it is the overall senior population who attend our programs on a daily basis. Then it is the many programs, workshops, special speakers, celebrations, luncheons, entertainment, and so much more. Our seniors understand the importance of Healthy Aging, and take advantage of the many opportunities they have when they enter our doors and are greeted by very friendly staff who are always there when needed. On a daily basis an average of one hundred and thirty seniors check into our center.
- The intergenerational lunch program with the Phoenix School continues to go strong; however the school is now located in Walpole and the students are bussed here each day. Lunch is served here at the center while school is in session, and for \$5.00 you can purchase soup, entrée, and dessert and either take it home or sit and socialize with other seniors. The Executive Office of Elder Affairs formula grant offsets the cost of the lunch program.
- We continue to develop intergenerational programs here at the center. This year's programs were geared toward all ages. A group of Norwood High students hosted a "senior" prom here at the center. The students planned a memorable day for over eighty seniors; all came dressed and ready to dance. It was a great day for all those who attended. We have enhanced our relationship with the Recreation Department by having intergenerational programming with the seniors and tiny tots. We have also had a few visits with the Little Mustangs Pre K students. The seniors and the students from the Oldham School have participated in a pen pal program that has been quite successful.
- On December 6, 2020 the Town of Norwood was designated an AARP Age Friendly Community.

Senior Center FY2021 Goals and Initiatives

- Increase and enhance programs and activities at the Senior Center.
- Increase the number of volunteers, including senior tax work off volunteers, and participants at the Senior Center.
- Expand programming that specifically targets younger seniors in the community.
- Explore different means of transportation for those who no longer drive.
- Engage in the process of becoming more Age Friendly with the help of University of Massachusetts Center for Social and Demographic Research on Aging.

Significant Budget Changes or Initiatives

There is no significant change in the Council on Aging/Senior Centers budget. The salary increases are due to contractually obligated step and COLA increases.



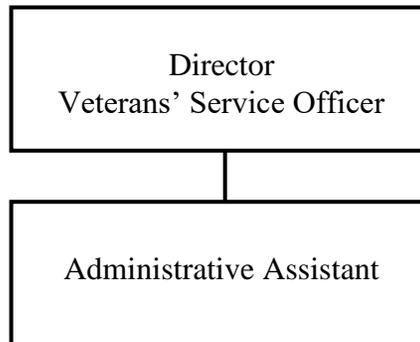
The TOWN OF NORWOOD

Commonwealth of Massachusetts

543 – Veterans’ Services Departmental Statement

The Department of Veterans’ Services, composed as it is in two component parts, is operated under Chapter 115 of the General Laws of the Commonwealth as amended by Chapter 584, Acts of 1946, for the purpose of administering Veterans’ Benefits and Services. All assistance cases were investigated and payments made in accordance with Chapter 115 of the General Laws, which assures the Town of Norwood seventy-five (75%) percent reimbursement from the Commonwealth of Massachusetts.

Veterans’ Services Office Organization Chart



Veterans' Service Office					
Personnel Summary					
Position	FY 2017 FTE	FY2018 FTE	FY2018 FTE	FY2020 FTE	FY2021 FTE
Director Veterans' Service Officer	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Total Full-Time Equivalent	2	2	2	2	2

Veterans' Services Office Programs and Services

- Federal Assistance Programs & Services**
- Providing information and direction concerning:
- Death Benefits
 - Educational Benefits
 - Employment
 - Housing Assistance
 - Medical Benefits
 - Social Security Disability
 - VA Disability
 - VA non-service connected pension
 - Widow's benefits
 - Social Security Supplemental Income
 - VA home Loan

- State and Local Assistance Programs & Services**
- Providing information and direction concerning:
- Annuities
 - Awards and medals
 - Burial information
 - Chapter 115 benefits
 - Clothing
 - Elder services
 - Employment
 - Flags and markers
 - Financial assistance Mass Health
 - Pharmaceuticals
 - Real estate tax exemptions
 - Sales tax exemptions
 - Shelter and veterans' services

- Community Events**
- Plan, coordinate and assist with:
- Memorial Day Parade
 - Veterans Day Observance
 - "Chair of Honor"
 - POW/MIA Remembrance

Veterans' Services FY 2020 Initiatives and Accomplishments

- Worked closely with multiple public and private organizations to introduce supportive services to active duty military and veterans, including charity events, care package drives, and other community-focused initiatives. Examples include:
 - Packages were sent to military service members currently deployed in Afghanistan and other theaters of operations worldwide.
 - Hosted and/or participated in Iwo Jima Day, Armed Forces Day, Flag Day, Memorial Day, 4th of July, Veterans' Day, Pearl Harbor Day, and many more.
 - Participated in and initiated multiple community educational and outreach events locally and statewide to introduce a balanced and factual overview of the veteran community as it exists today.
- Served as a resource for the Massachusetts US Armed Forces Casualty Assistance Officer to ensure families of fallen service members statewide received prompt and accurate information regarding various state and federal benefits/services.
- Acted as a resource for various local and county businesses regarding the veteran community, particularly in regards to various forms of military paperwork, employment practices, and transition assistance.
- Increased the number of federal claims to the Department of Veterans' Affairs for disability, survivor pensions and medical care by over 200 new cases.

Veterans' Services Departmental Programs and Services

- Assist veterans and/or their dependents in procuring financial assistance, information and benefits to which they are entitled relative to vocational or other educational opportunities. Additionally, assist with G.I. Loans, hospitalization, medical care, compensation, pensions, on-the-job and apprenticeship training, insurance, burial allowance, grave markers, photostats, copies, and other benefits granted under existing State and Federal laws is also provided.
- Every request for assistance under existing regulations is invariably granted. Our primary mission is to give all veterans and their dependents the very best service at all times and to administer the laws and regulations affecting them impartially, efficiently and effectively.

Significant Budget Changes or Initiatives

The monetary awards, processed through this office, by the Veterans' Administration to veterans and their dependents in the Town of Norwood for fiscal year 2019 exceeded \$4.5 Million. This amount will increase due to future adjudication of pending claims, and cost of living adjustments. These benefits are for compensation to dependents of veterans who died in the service or of service connected disabilities, disability pensions, disability compensations, burial awards and special equipment for automobiles for veterans with service connected disabilities, vocational rehabilitation training for the disabled, their sons, daughters, wives, or widows, education readjustment training, veterans' insurance and indemnities. Additionally, returning Norwood Veterans of Operation Enduring Freedom in Afghanistan and Operation Iraqi Freedom, as well as other deployments, have had a dramatic, substantial and significant impact in the increase of benefits granted.



The TOWN OF NORWOOD

Commonwealth of Massachusetts

610 – Morrill Memorial Library

The Library is the public library of the Town of Norwood. The Library is overseen by an elected board of six library trustees serving two-year terms. According to the Massachusetts Board of Library Commissioners (MBLC), the Board of Library Trustees is charged with hiring and firing the Library Director, overseeing the Library Budget and Funds, and setting Library policies. The MBLC provides advice to trustees and assists them with interpreting laws and regulations of the Commonwealth of Massachusetts, understanding their responsibilities, and supporting library administration. In addition, the MBLC requires annual reports that verify that the Library is complying with the Municipal Appropriation Requirement, the Materials Expenditure Requirement and other statutory requirements of the Massachusetts General Laws and regulations of the MBLC. The MLBC also administers State Aid to Public Libraries and Library Services Technology Act grants and awards.

In addition to the municipal appropriation from the Town of Norwood and Revolving Fund, the Board of Library Trustees oversees all additional endowments and donations.

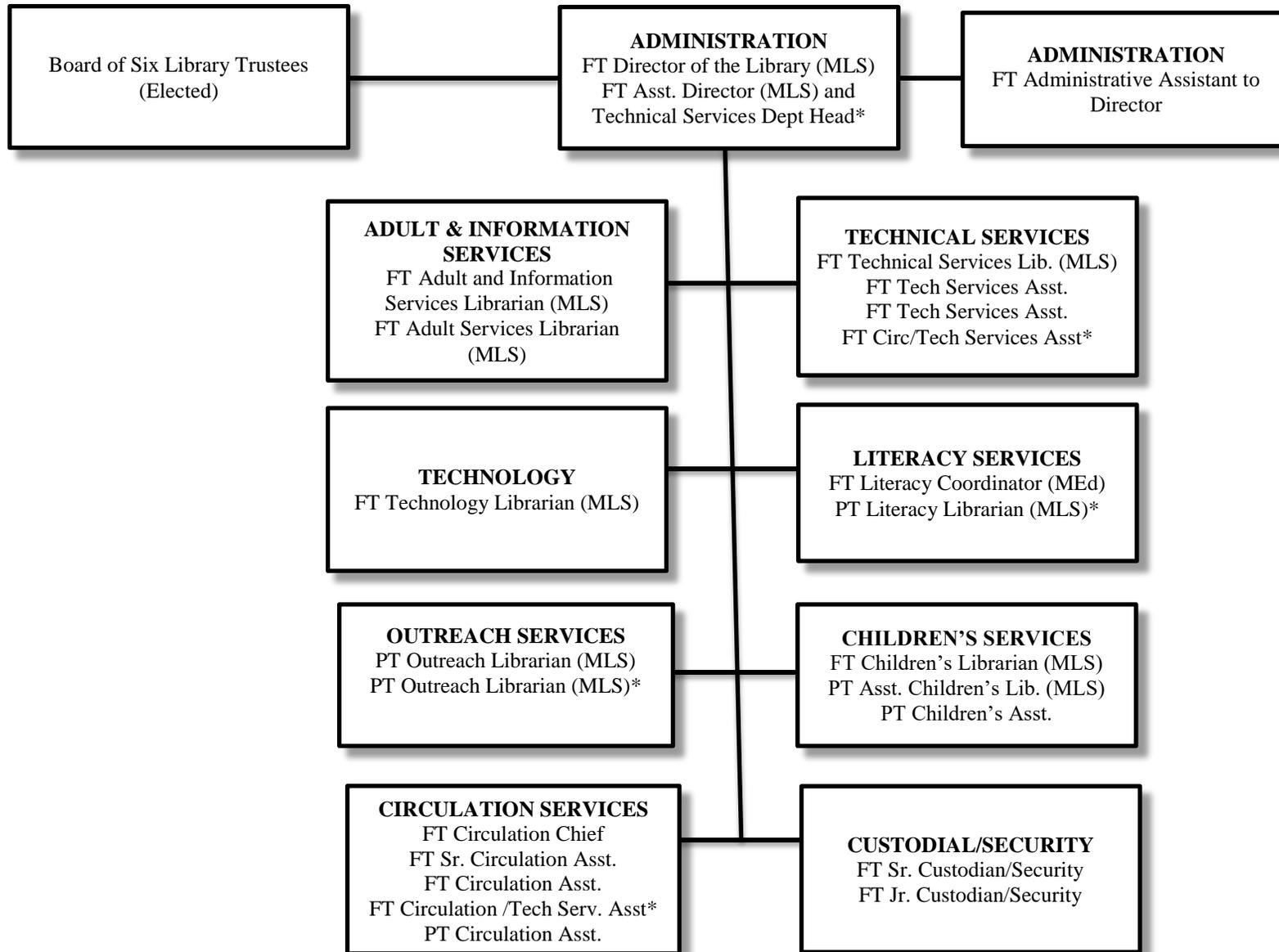
The Library submits a Long-Range Plan to the MBLC as required every five years and annual action updates each December 1. The latest Long-Range Plan 2016-2021 of the Morrill Memorial Library was submitted and approved in October 2015. The latest Action Plan was submitted and approved in December 2019. The Long Rang Plan and all Actions Plans are available on the [Library's website](#).

The Library's Mission Statement: The Morrill Memorial Library is a vital community center which provides innovative and effective services to all users to enrich their lives with cultural, educational and recreational programs and materials.

The Library's Vision Statement: The Morrill Memorial Library will be a welcoming, inclusive hub accessible to all. Through strategic partnership with local organizations, the Library will anticipate and fulfill community members' aspirations.

Six goals and many objectives speak to providing Norwood's community with (1) educational, enriching, recreational and cultural resources and experiences; (2) access to materials in all formats, including digital; (3) with a well-training and education staff; (4) with a comfortable, welcoming, well-maintained and safe facility; (5) with guided access to all information available through materials and remote access; and (6) with the funds to reach and maintain those goals.

Morrill Memorial Library Organizational Chart



MORRILL MEMORIAL LIBRARY

Personnel Summary

Position	FY2017	FY2018	FY2019	FY2020	FY2021
<u>Administration</u>					
Library Director	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Assistant Director/Dept Head	0	0	0	1	1
<u>Adult and Information Services</u>					
Librarian Department Head	1	1	1	1	1
Librarian	1	1	1	1	1
<u>Technical Services</u>					
Librarian Department Head*	1	1	1	0	0
Assistants	2.5	2.5	2.5	2.5	2.5
<u>Technology</u>					
Librarian Department Head	1	1	1	1	1
<u>Literacy Services</u>					
Coordinator	1	1	1	1	1
Librarian	.5	.5	.5	.5	.5
<u>Outreach Services</u>					
Librarian	.5	.5	.5	.5	.5
Librarian	.5	.5	.5	.5	.5
<u>Children's Services</u>					
Librarian	1	1	1	1	1
Librarian	.5	.5	.5	.5	.5
Assistant	.5	.5	.5	.5	.5
<u>Circulation Services</u>					
Chief	1	1	1	1	1
Sr. Assistants	1.5	1.5	1.5	1.5	1.5
Jr. Assistants	1.5	1.5	1.5	1.5	1.5
<u>Custodian/Security</u>					
Custodian	2	2	2	2	2
Total Full-Time Equivalent	19	19	19	19	19
Total Part-Time Non-Benefitted^	34	34	34	34	34

Morrill Memorial Library's Programs and Services

Morrill Memorial Library
➤ Reference & Research
➤ Technology Help
➤ Museum Passes
➤ Notary Services
➤ Passport Services
➤ Outreach Services – low-vision technology, home delivery, annual writing contest, adventures in journaling
➤ Assistive Technology
➤ Literacy
➤ Meeting Rooms
➤ Copy, Fax & Print

Morrill Memorial Library FY2020 Initiatives and Accomplishments

- Submitted the Annual Report Information and Statistics to the Massachusetts Board of Library Commissioners in August 2019.
- Submitted the State Aid Application to the Massachusetts Board of Library Commissioners before the due date in October 2019. The Library was awarded 100% of its State Aid Award for 2020.
- Submitted the Action Plan of the 2016-2021 Long Range Plan to the Massachusetts Board of Library Commissioners on the due date of December 1, 2019 and received approval.
- Granted a Mind in the Making 2019-2020 LSTA Grant October 2019-September 2020.
- Once again offered a Norwood 101 program to introduce new residents to the Library, town departments and community organizations.
- Expanded hours and staff for the Library's Passport Acceptance and Notary Public programs.
- Maintained the high level of programs in both adult and children's services.
- Successfully replaced library technology equipment on schedule.
- Successfully maintained the Library's interior and exterior landscaping and interior and exterior building.
- Added more contents to all digital resources: Flipster (magazines), Hoopla! (movies, audiobooks, music); and Kanopy (movies).
- Completed digitization of Norwood newspapers through a grant from the Pazniokas family in memory of Nella Pazniokas.
- Improved library WiFi with extenders throughout the library.

Morrill Memorial Library FY2021 Goals and Initiatives

- Expand partnerships with Town departments and community organizations.
- Continue to work with all departments to expand programming digitally and off-site.
- Continue to apply for grants for funding for innovative projects.
- Expand U.S. Passport and Notary Public services hours and personnel.
- Expand global languages resources and programming.
- Expand STEAM and Early Literacy programming for children.
- Fund and select portable study room options.
- Continue to maintain our 1898 library and 1928 and 1965 additions. Improve use of library space to encourage patron interactions and study areas.

Significant Budget Changes or Initiatives

None at this time.



The TOWN OF NORWOOD

Commonwealth of Massachusetts

630 – Recreation Departmental Statement

The mission of the Norwood Recreation Department is to provide a variety of programs, activities, and events that enhance the quality of life and promote physical activity, mental, and social well-being of each individual served.

The Norwood Civic Center serves as the home of the Recreation Department. This 25,000 square foot building includes a weight room, multipurpose room, gymnasium, kitchen, a dance studio, and multiple meeting spaces. The Department offers a wide variety of programming at the Norwood Civic Center. Some of these programs include: Karate, Pre-School Prep, Kids Cook, and Dance Classes are among some of the few. The Civic Center also holds numerous rental events including: Norwood Basketball Jamboree, Karate Tournaments, and Norwood Toastmasters.

The Department also holds multiple special events throughout the year that have a positive impact on our community. Some of these events include: The Ties & Tiaras Dance, Summer Movie Nights, Easter Egg Hunt, Breakfast with Santa, Norwood Day, Trunk or Treat, and Touch-A-Truck are just a few.

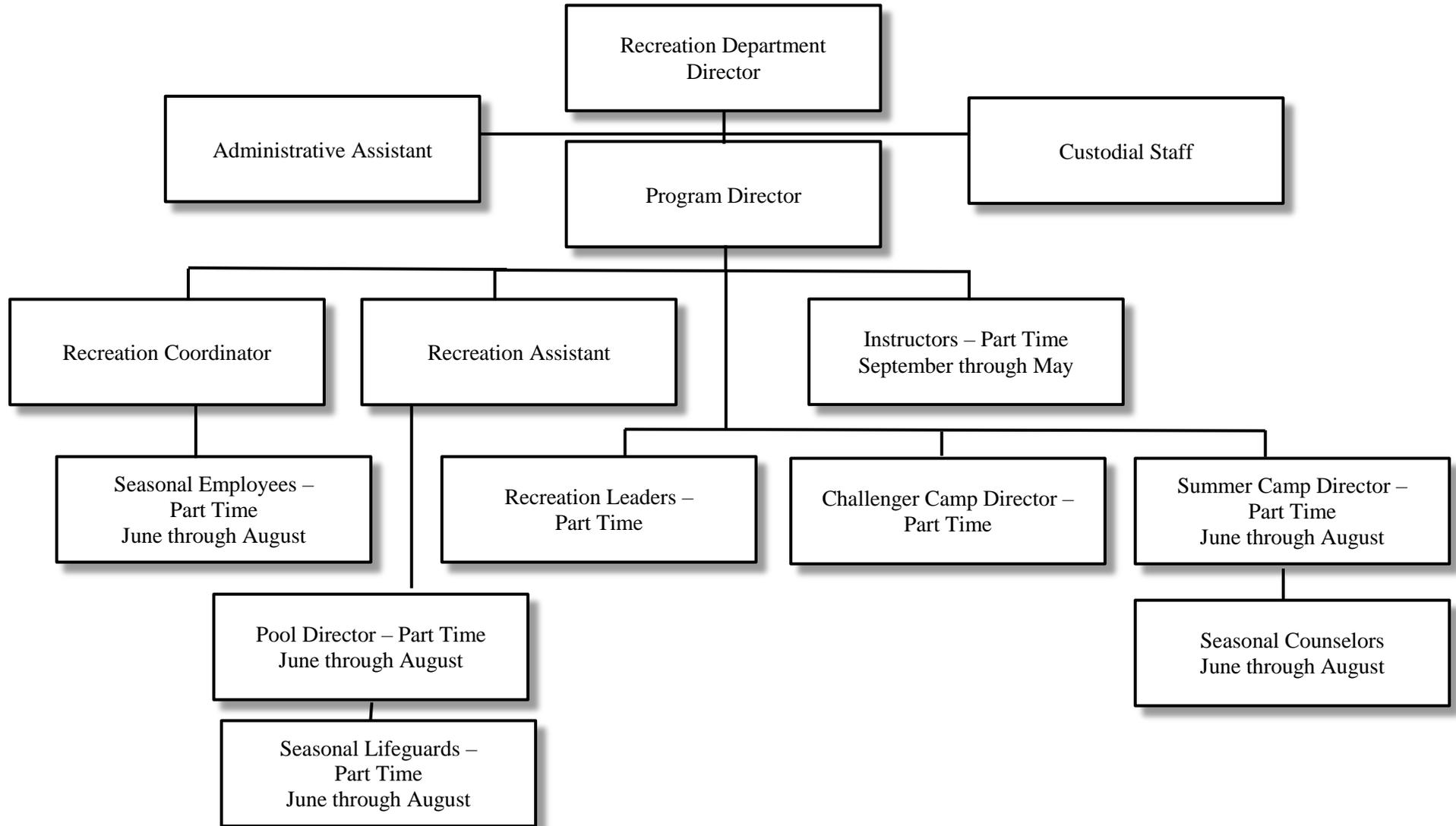
The Department offers a wealth of outdoor fun as well. The Norwood Recreation Department, along with the Department of Public Works, oversees the nine playgrounds in the Town of Norwood, along with basketball and tennis courts, and all athletic fields. Father McAleer Pool and Hawes Pool serve as summer staples of Norwood and continue to be managed by the Recreation Department.

Our goal is to continue developing our current facilities as well as look into potential new facilities that will help expand recreational opportunities for all residents. We continue to work towards ensuring all facilities will meet or exceed the Americans with Disabilities Act (ADA), in keeping with the principals of Universal Accessibility. We continue to provide outdoor facilities that provide quality outdoor leisure time activities with special consideration given to activities that improve health and wellness.

We will continue to increase public awareness and knowledge of the recreational opportunities which exist for the town residents and visitors and develop promotional brochures and materials with information on the parks and recreational programs. We will also utilize the town's website to provide access to electronic versions of information.

The Norwood Recreation Department will encourage additional partnerships with Schools, Council on Aging, and other recreational groups to further enhance and diversify the programs, leagues, and special events available to residents, which will provide both passive and active programming for a variety of ages and abilities of the population.

Recreation Department’s Office Organizational Chart



Recreation Department					
Personnel Summary					
Position	FY 2017 FTE	FY2018 FTE	FY2019 FTE	FY2020 FTE	FY2021 FTE
<u>Administration</u>					
Director	1	1	1	1	1
Program Director	1	1	1	1	1
Recreation Coordinator	0	0	0	0	1
Recreation Assistant	1	1	1	1	1
<u>Clerical</u>					
Administrative Assistant	1	1	1	1	1
<u>Building Custodians</u>					
Custodian	2	2	2	2	2
Total Full-Time Equivalent	6	6	6	6	7
Instructors (School Year)		30	30	30	30
Seasonal Workers (Lifeguards, Counselors, Etc)		90	90	90	110
Total Part-Time Non-Benefitted		120	120	120	140

Recreation Department's Programs and Services

Administration

- Oversight of department
- Purchasing and procurement
- Maintenance of records
- Prepare and oversee budget
- Oversee Civic Center
- Oversight of capital projects
- Payroll
- Management of full time staff
- Assist with Special Events
(Norwood Day, Extravaganza,
and Father Daughter Dance)
- Daily deposits

Programming

- Responsible for all programming
(marketing, scheduling, hiring,
payroll, etc.)
- Responsible for creating and
mailing program guide
- Responsible for all special events
such as Norwood Day,
Extravaganza, Father Daughter
Dance
- Hire 120 seasonal workers
(guards, counselors, etc.)
- Financial reporting for revolving
fund
- Office scheduling
- Preparation for payroll
- Management of all part-time staff
- Responsible for upkeep of all
Norwood Recreation social
platforms

Facilities

- Upkeep and maintenance of
multiuse Civic Center
(25,000 sq feet)
- Oversight and operation of 2
seasonal pools
- Scheduling 27 Fields with
permits
- Light schedule for 5 fields (2
complex's)
- Oversight and upkeep of 9
playgrounds
- Responsible for upkeep of
Ivatts Tennis Courts

Recreation Department FY2020 Initiatives and Accomplishments

- We saw an 8% increase in participants from FY18 (8,445) vs. FY19 (9,270).
- Worked successfully with multiple departments on various programs/special events throughout the year. Some of these Departments include: Board of Selectmen, DPW, School Department, Board of Health, and Library.
- Held multiple successful special events for the community (Norwood Day, Extravaganza - Holiday Tree Lighting, Father/Daughter Dance, Dance Recital).
- Our membership stayed relatively even at 1,100 members between FY18 vs. FY19.

Recreation Department FY2021 Goals and Initiatives

- Increase program participation 2%: We will increase program participation (tot, youth, & adult) through increased marketing efforts of our programs and creating new programs. Registration numbers will be used to measure effectiveness.
- Increase Drop-In program participation by 2%: We will increase our drop-in program participation through increased marketing efforts of our programs and partnerships with local organization. Drop-in program tallies will be kept in our recreation management software.
- Increase awareness for departmental facilities and programs: We will increase awareness for our programs and facilities through increased marketing efforts involving the development of an online presence along with distributing printed materials. Registration numbers along with Facebook Likes and Twitter Followers will be used to measure effectiveness.
- Increase community involvement and input: We will increase community involvement and input through the development of partnerships with local organizations. We will utilize social media to increase the involvement and input of the community in our programs. Parents will also be able to complete a consumer survey to give us feedback on our programs.
- Work towards further savings: We will explore sponsorship opportunities with local businesses and grants where possible to help offset some of our program costs.

Significant Budget Changes or Initiatives

None at this time.



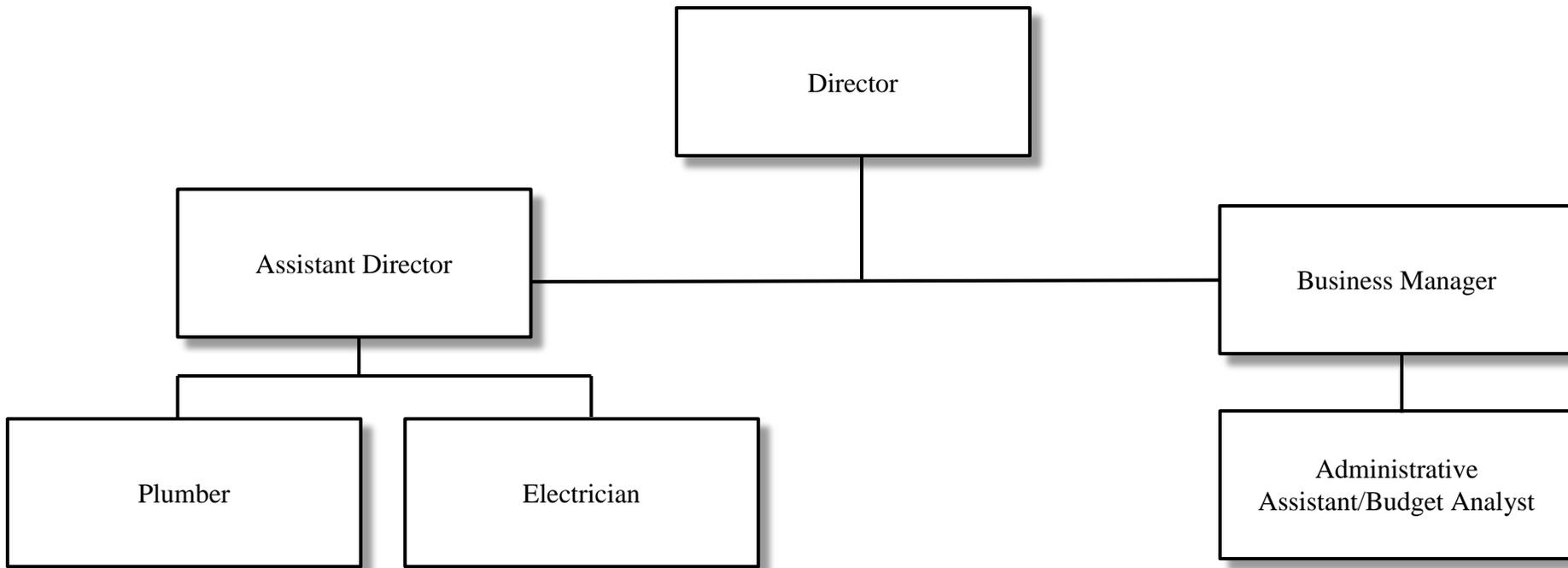
The TOWN OF NORWOOD

Commonwealth of Massachusetts

193– Town-Wide Facilities Department

The Town-Wide Facilities Department was created in FY2020 by the Board of Selectmen, Finance Commission, and School Committee. The department will manage sanitation, maintenance, and renovation projects for every building managed by the Town of Norwood.

The Town-Wide Facilities Department will also be in charge managing and, in some cases, completing renovation and construction projects in each year's Capital Improvement Plan (CIP). This responsibility, which had previously been managed entirely by the Purchasing Department, will reduce the amount of time required to complete CIP projects and reduce the cost of some projects by completing some of the less complicated with our own Town staff from the Town-Wide Facilities Department.



Town-Wide Facilities Department					
Position	FY 2017 FTE	FY2018 FTE	FY2019 FTE	FY2020 FTE	FY2021 FTE
Facilities Director					1
Assistant Facilities Director					1
Business Manager					1
Administrative Assistant/Budget Analyst					1
Electrician					1
Plumber					1
Total Full-Time Equivalent	0	0	0	0	6

Town-Wide Facilities Department Programs and Services

Maintenance

- Complete routine maintenance of all Town facilities.
- Conduct cleaning activities for all Town facilities.

Capital Projects

- Manage all facility related capital projects.
- With the assistance of the General Manager’s Office, plan and prioritize current and future capital projects.
- Complete minor renovation projects in Town facilities.

Town-Wide Facilities Department FY2020 Initiatives and Accomplishments

- The Town-Wide Facilities Department will not be fully functional as an entity until the start of FY2021.

Town-Wide Facilities Department FY2021 Goals and Initiatives

- Continue to maintain the Town's facilities at a high level.
- Assist the Town's Departments with the FY2022 CIP by planning and prioritizing current and future facility related projects.
- Reduce the backlog of unfinished CIP projects by completing the Fire Department kitchen renovation and Public Safety Facility Community Room renovation.

Significant Budget Changes or Initiatives

This is the first year the Town-Wide Facilities Department has been in existence. We believe that this Department may change over the next two years as the Department's responsibilities grow in certain areas and retract in other areas.



The TOWN OF NORWOOD

Commonwealth of Massachusetts

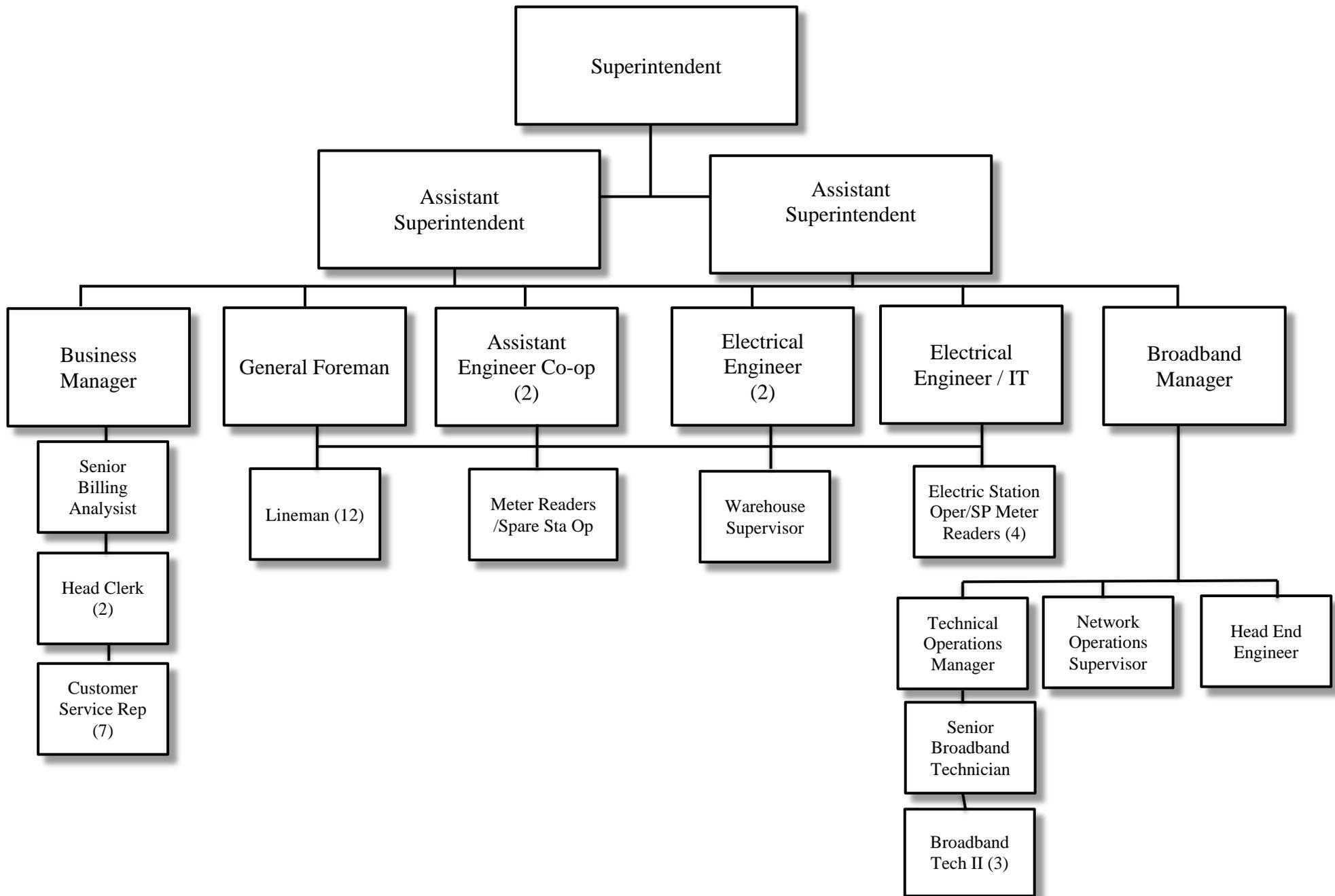
460 – Norwood Municipal Light Department

The functions of the Light Department are broken up into three major divisions; Electric Division, Broadband Division and Billing Division. These three divisions are funded by operating receipts. We also maintain for the Town the Fire Alarm System, Traffic Signal System and the Town's Street Light System which are funded by the tax base.

The Electric Division operate and maintain a Transmission and Distribution Electric System in compliance with Northeast Electric Reliability Council (NERC), the Independent System Operator of New England (ISO--NE), and all other Federal, State and local requirements. We purchase wholesale electric power from a variety of sources and multiple layered contracts to provide resiliency should any one supplier have problems. We operate in accordance with the provisions of MGL Chapter 164 for Light Plant operations and maintain financial records as required by the Department of Public Utilities, ISO-NE, FERC and NERC.

The Broadband Department is a division of the Light Department. It was established in accordance with MGL Chapter 166, and maintains financial records in accordance with the Massachusetts Department of Telecommunications (DTE). Its purpose is to provide retail Cable Television, Internet, Telephone and other various telecommunications services to the residents and businesses of Norwood. All profits from the Broadband Department are retained by the town. While the Broadband Department is a part of the General Government side of the town wide budget, all expenses are paid for through receipts.

In addition to providing retail services to the residents and businesses, the Broadband Department maintains the T-NET which is the fiber optic municipal interconnect. This interconnect provides town network and internet connection to most of the municipal buildings in town. Broadband also provides telephone and Cable TV to some of the municipal buildings as well as the two-way radio interconnection for Police/Fire Department.



Norwood Light Department					
Position	FY 2017 FTE	FY2018 FTE	FY2019 FTE	FY2020 FTE	FY2021 FTE
Superintendent	1	1	1	1	1
Assistant Superintendent	2	2	2	2	2
Electrical Engineers	2	2	2	3	3
Business Manager	1	1	1	1	1
Broadband Manager	1	1	1	1	1
General Foreman	1	1	1	1	1
Tech. Operations Supervisor	1	1	1	1	1
Head End Engineer	1	1	1	1	1
Network Operations Supervisor	1	1	1	1	1
Senior Billing Analyst	1	1	1	1	1
Head Clerks	2	2	2	2	2
Customer Service Representatives	7	7	7	7	7
Linemen	12	12	12	12	12
Broadband Technicians	4	4	4	4	4
Stationer Operations/Sp MR	4	4	4	4	4
Meter Foreman/Readers/Spare Sta OP	5	5	5	4	4
Engineering Coop Students	2	2	2	2	2
Total Full-Time Equivalent	48	48	48	48	48

Light Department Programs and Services

Electric

- Operate and maintain Transmission and Distribution Electric System
- Utilize best practices to protect our employees
- Offer competitive rates
- Purchase wholesale electric power
- Maintain investment grade credit rating

Billing/Customer Service

- Bill each month for electric, water and broadband accounts
- Post payments and adjustments
- Troubleshoot billing and service issues
- Process payroll and department invoices
- Process cut-ins/cut-outs
- Prepare and process annual lien and bad debt records

Broadband

- Cable Television
- Internet Service
- E-Mail Service
- Telephone Service
- T-NET Maintenance
- Dedicated Fiber Optic Service
- Co-Location Service
- Last Mile Service
- Data Transport

Light Department FY2020 Initiatives and Accomplishments

- Ongoing work with Advanced Meter Infrastructure Project.
- Town is saving money due to the LED Street Light Conversion on Norwood's Roadways, replaced 2,769 fixtures.
- Completed Construction of Light Department Operations Center at 136 Access Road.
- NLD is now operating out of the facility at 136 Access Road.
- Installed Demand Respond Temporary Generators at Station 469 to reduce Peak Load.
- Working with Tyler Technologies to convert Electric and Water Billing systems to Munis.
- NLD reconfigured its tap connections to the Eversource transmission lines at Bullard Street in Sharon from Line 447-508 to Line 447-502.
- The next phase of the project was to upgrade the existing relaying at Station 495 on Line 447-509, install another capacitive voltage transformer in the rear yard at Station 495 along this Line, and to relocate the 115 kV taps at Bullard Street from the rear of the steel tower to the front. This phase was scheduled to begin on April 20, 2020 but has been rescheduled to start on 5/11/2020. The completion date for this project is June 19, 2020.
- Responded to American Public Power Request for Mutual Aid to Orlando, Florida from August 30th to September 5th.
- Expand our safety training frequency and curriculum to include OSHA related topics.

Light Department FY2021 Goals and Initiatives

- Complete conversion of electric and water billing systems to Tyler Munis Billing System.
- Landfill Solar Project.
- Growth of Electric Vehicle Charging Program.
- Complete installation of Electric Vehicle Charging Stations at 136 Access Road.
- Continue to encourage and work with residents on the DOER MLP Solar Program.
- Upgrade AMI Server and Software to proactively improve reliability and expand load control capabilities.
- Load Reducing Temporary Generators to be installed for Peak Demand Reduction.
- Begin replacement of underground feeder cables at Station 495. Complete replacement of all Feeder Risers to EPR cable. Prepare, schedule and plan for replacement of aging infrastructure at Station 495 on Dean Street.

Broadband Department FY2020 Initiatives and Accomplishments

- Upgraded one of the two interconnections to the internet which will allow more data traffic to pass to/from the world wide web.
- Increased the number of peering with the Boston Peering Exchange. This connects our customers directly to services such as Netflix, Amazon Prime and others without traversing the World Wide Web. Broadband customers enjoy far better quality when using those services with this connection.
- Enhanced and increased usage over the fiber interconnect with Shrewsbury Electric Light & Power (SELCO) who is one of our sister Municipal Broadband Providers. This connection allows us to share in the purchase of internet access which helps lower our costs. It also allows us to share Cable TV program feeds when problems with sources crop up.
- Continued replacing early version cable modems and set top boxes in our customer homes. The new modems will allow faster internet speeds and the new set top boxes provide better quality pictures with more functionality.
- Upgraded key components of our core network. This upgrade provides improved performance monitoring, allows for increased internet bandwidth for our customers and will assist with transitioning to the new internet protocol (IPv6). We were also able to split the core routing between our facilities on Access Road and Central Street to provide additional failsafe protections.
- Installed three new security and performance monitoring platforms to assist with providing reliable secure internet access for all of our customers.
- Upgraded email servers and email storage platform. Though there was no change to the look and feel of the service, the upgrades offer better security, better responsiveness, and improved reliability.
- Upgrade cable modem provisioning equipment, including DNS and DHCP.
- Began research into the next generation of video service distribution. With the advent of smart fixed and mobile devices, the demand for application based streaming services is dictating transitions in that direction.

- Began research into enhanced home wifi services. Most consumer appliances, security/surveillance, entertainment devices and computers are now capable of being interconnected to each other and the internet. Reliable wifi coverage throughout the home is required for these devices to perform.
- Began research into upgrading the physical delivery infrastructure. The existing broadband plant is using 20 plus year old technology that is nearing its capacity for distributing the services we currently offer. With ever growing demand for higher speeds and more content, the plant will need to be upgraded.

Broadband Department FY2021 Goals and Initiatives

- Complete the upgrade of cable modems and set top boxes in our customer homes. Some of these devices date back to 2003.
- Continue research and testing of the next generation of video service distribution. With the advent of smart fixed and mobile devices, the demand for application based streaming services is dictating transitions in that direction.
- Continue research and testing of enhanced home wifi services. Most consumer appliances, security/surveillance, entertainment devices and computers are now capable of being interconnected to each other and the internet. Reliable wifi coverage throughout the home is required for these devices to perform.
- Continue research and testing of the latest technology in physical delivery infrastructure. The existing broadband plant is using 20 plus year old technology that is nearing its capacity for distributing the services we currently offer. With ever growing demand for higher speeds and more content, the plant will need to be upgraded.

Significant Budget Changes or Initiatives

There are no significant changes requested in the FY2021 Broadband operational budget.

Section 6



6A – Capital Improvement Plan

6B – Infrastructure Improvement Plan

Town of Norwood



Fiscal Year 2021 Capital Improvement Plan (CIP)

Table of Contents

Town of Norwood	Page 3
Divisions/Departments/Facilities	Page 4
Capital Planning Process	Page 5
Understanding the Capital Improvement Plan	Page 6
Capital Spending Requests by Division/Department/Facility	Page 8
Summary for Fiscal Year 2021	Page 59
Debt Service Analysis	Page 60
Appendices	Page 66

Town of Norwood

Board of Selectmen

Paul Bishop, Chairman
William Plasko
Allan Howard
Thomas Maloney
David Hajjar

Capital Outlay Committee

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Kevin Connolly, Vice-Chair
Charlotte Canelli
Robert Donnelly
Helen Abdallah Donohue
Myev Bodenhofer
David Hajjar
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Timothy McDonough
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Finance Commission

Anne Haley, Chair
Robert Donnelly, Vice-Chair
Judith Langone
Kellie Noumi
Alan Slater

School Committee

Teresa Stewart, Chair
Myev Bodenhofer
Joan Giblin
Maura Smith
David Catania

Department Heads

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Bernie Cooper, Assistant General Manager
William G. Brooks, Chief of Police
Mark Ryan, Director of Public Works
Travis Farley, Superintendent of Parks and Recreation
Kerri McCarthy, Senior Center Director
Mark Redlich, Information Technology Director
Molly Kean, Human Resources Director
Mary Lou Folan, Town Clerk
Paul Halkiotis, Director of Planning & Economic Development

Dr. David Thomson, Superintendent of Schools
Paul Riccardi, Facilities Director
George Morrice, Fire Chief
James Collins, Norwood Light Superintendent
Charlotte Canelli, Morrill Memorial Library Director
Sigalle Reiss, Director of Public Health
Thomas McQuaid, Director of Finance
Timothy McDonough, Assessor
Mark Good, Treasurer
Mark Chubet, Building Commissioner
Catherine Carney, Contracts Administrator

Divisions/Departments/Facilities

Department of Public Works

DPW: Highways Management
DPW: Water and Sewer Division

DPW: Pavement
DPW: Cemeteries

Fire Department

Information Technology Infrastructure

Police Department

Morrill Memorial Library
Norwood Public Schools

General Government/unallocated

Facilities

Norwood High School	Coakley Middle School	Savage Center	Elementary Schools
Public Safety Building	Town Hall	Civic Center	DPW Garage/Admin Building
Morrill Memorial Library	Norwood Memorial Airport	General Government- Unallocated Buildings	

Fleet Maintenance

Public Works Fleet	Cemeteries Fleet	Building and Grounds Fleet
Fire and Ambulance Fleet	Police Fleet	
Misc. Fleet/Vehicles	School Transportation Fleet	

Parks, Playgrounds, Open Space

Capital Planning Process

Annually, department and division heads submit capital requests to the General Manager's office who compiles the Capital Improvement Plan on behalf of the Capital Outlay Committee. Once assembled, the completed Capital Improvement Plan is delivered to the Capital Outlay Committee. The Capital Outlay Committee then meets and deliberates on merits of each project and makes recommendations as to which projects should be funded in the upcoming budget year.

Ultimately, the decisions as to what projects are or are not funded are made by Town Meeting and are subject to appropriation. The Capital Outlay Committee's recommendations are taken into consideration by the Board of Selectmen, the Finance Commission, and of course Town Meeting.

Understanding the Capital Improvement Plan

Below is a series of terms or subject/table headers that are used in the Capital Improvement Plan. These items will help as you better understand the Capital Improvement Plan.

Department: Town department in which the particular project will fall under, usually determined by function (who uses the projects or owns the capital item) or who would otherwise have responsibility for management or oversight of the project.

Division: Administrative divisions within departments that are large and capital intensive (such as Public Works) and helps to delineate the type of project in a large or complex department.

Fiscal Year: The fiscal year in which a particular item or is proposed on the plan is scheduled to begin. Most projects will be completed within the year specified, but larger more complex projects will begin in one year and may last for several years.

Total Cost: The total *projected* cost of a project. Efforts are made to secure as accurate of a project cost as possible, however until a project has been fully put out to bid or prices secured, the number in the CIP is still an estimate. The more complex the project/purchase, the higher the chance for potential price/cost volatility. The number in a given fiscal year represents what will be sought for an appropriation for the project in question, however that number may ultimately change at Town Meeting if new information is available.

Project Number: Please see Appendix 6, Project Numbering and Tracking System for a detailed explanation of the Project Numbering and Tracking System. The system ties a project number to a specific project allowing us to know when the project entered the plan and when it was originally scheduled, as well as the department the project belongs to. This will eventually tie into our ERP software to track projects by number and to integrate our capital planning with our financial software.

Design Services: The cost of engineering/architectural design needed in preparation for a project and will generally appear in the Capital Improvement Plan in the year preceding a project. The Town, following best practices, should engineer and design most projects before securing funding authorization to begin a project.

Funding Sources: An explanation of the proposed funding source for a project.

Free Cash: Surplus funds from previous years, revenues over collections or unspent line items.

Borrowing: Money to be borrowed (bonded) over the lifespan of the particular project or projects.

TBD: To Be Determined. This acronym is used frequently to describe the funding source for future CIP projects.

Rates-Cash: Water or sewer rates, directly raised in the water/sewer budget. Please remember that ALL water/sewer related expenses are paid by water/sewer rates and not by property taxes.

Operating Budget: The proposed project is included in the operating budget as part of the department's regular operating budget.

Grant Funds: Funds secured from a variety of grant sources, if available.

Community Preservation Act (CPA): Funds from the Community Preservation Act, which is a 1% surcharge on properties matched in part by the state. CPA funds have specific requirements for how the funds may be spent.

Chapter 90 Funds: State aid targeted specifically for paving/reconstruction of roads. The Town receives approximately \$860,000 annually through this program.

Rates-Borrow: Borrowing similar to above, but for water/sewer projects that will be paid out of rates as opposed to property taxes.

Other: Any other funding source will be explained in the appendix if utilized.

Capital Spending Requests by Division/Department/Facility

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General Government/unallocated

The FY2021 CIP identifies **12** capital projects totaling **\$6,444,050** for General Government/Unallocated

General Government/Unallocated: Summarized Capital Outlay

General Government/Unallocated: Projected Capital Outlay by Fiscal Year

General Government/unallocated: Project Descriptions

Department of Public Works
Highways Division

The FY2021 CIP identifies 7 capital projects totaling \$2,035,000 in the Department of Public Works-Highways Division.

Department of Public Works, Highways Division: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number	Funding Source
Traffic Study for Neponset St/Access Rd Intersection	21	\$75,000	HWY2021-21-01	Borrowing
Westover Parkway Bridge Design and Construction	21	\$500,000	HWY2021-21-02	Borrowing
Design and Construct signals at Neponset St /Access Rd	22	\$530,000	HWY2020-21-01	TBD
Install RRFB at 5 pedestrian crossings	23	\$230,000	HWY2021-23-01	TBD
Design Services, Washington Street/Nahatan Street Corridor	23	\$100,000	HWY2020-24-01	TBD
Upgrade traffic signals Washington St/Nahatan St Corridor	24	\$500,000	HWY2021-24-01	TBD
Traffic Study for Washington St/Mylod St Intersection	25	\$100,000	HWY2021-25-01	TBD

Department of Public Works, Highways Division: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2021	\$575,000
FY 2022	\$530,000
FY 2023	\$330,000
FY 2024	\$500,000
FY 2025	\$100,000
FY 2026	\$0
Six Year Total	\$2,035,000

Department of Public Works Highways Division: Project Descriptions

Traffic Study and Construction of Traffic Signals at Neponset St/Access Rd/Ridge Rd - This project would study the operation of the intersection of Neponset St at Access Rd/Ridge Rd. The current signal was installed as a temporary traffic signal to accommodate the Police and Fire Departments while they were located at the Airport during the construction of their new facility. Since that time, the signal flashes yellow for Neponset St traffic and red for Access Rd/Ridge Rd traffic. It does not provide safe passage for Access Rd/Ridge Rd traffic nor does it have pedestrian controls. If the study determines that a traffic signal is warranted per MassDOT requirements, the intersection will be upgraded to having a conventional traffic signal and pedestrian controls to improve safety for motorists and pedestrians.

Westover Parkway Bridge Design and Construction – The bridge/culvert that carries Germany Brook under Westover Parkway recently received a POOR rating by the MassDOT Bridge Inspection Department. The corrugated metal arch bridge has been identified as having Severe/Major Deficiencies and recommended the Urgency of Repair as ASAP. The Town will be submitting a grant application to the MassDOT’s Municipal Small Bridge Program in April, 2020, for the maximum amount of \$500,000 and the award should be known in May. We are confident that we will be successful with the grant application; however, in the event we are not successful, we will proceed forward with the project with Town funds.

Install Rapid Rectangular Flashing Beacons – Install Rapid Rectangular Flashing Beacon (RRFB) at 5 highly active pedestrian crossings to greatly improve safety. Suggested location would be Washington Street in front of Norwood Hospital; East Hoyle St/Broadway at Norwood Central Station and Norwood Hospital; Winter Street at Prospect St; Dean Street at Richland Road; Pleasant St at Gay St.

Design Services, Washington Street/Nahatan Street Corridor- This project would begin a feasibility study and preliminary design to replace traffic signalization along the Washington Street and Nahatan Street corridor. The signalization and pedestrian systems were installed in 1984 and are reaching the end of their expected lifecycle.

Upgrade traffic signals along Washington St, Guild St to Railroad Ave and Nahatan St, Washington St to Pleasant St. Based on the results of the feasibility study, the traffic control equipment, including traffic signals, control cabinets and pedestrian controls will be replaced with current equipment and technology.

Traffic Study for Traffic Signals at Washington Street and Mylod Street - This project would study the operation of the intersection of Washington Street at Mylod Street. If traffic signals a deemed warranted, funding for construction would be made in FY2026.

Department of Public Works

Pavement Management Program

The FY2021 CIP identifies 15 capital projects totaling \$1,566,450 (\$7,795,620 through FY2026) in the Department of Public Works-Pavement Management.

Department of Public Works, Pavement Management: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Funding Source
Berwick Street	21	\$187,940	Operating Budget & CH90
Bond St (Nichols St to Walpole St)	21	\$169,140	Operating Budget & CH90
Bond St (Nichols St to Winter St)	21	\$69,080	Operating Budget & CH90
Chickering Rd and Walters Rd	21	\$62,200	Operating Budget & CH90
East Cross St (Neponset St to Route 1)	21	\$68,500	Operating Budget & CH90
Edgehill Rd (Glendale Rd to Dean St near Whitewood Cir)	21	\$97,345	Operating Budget & CH90
Lenox Street (Shaw's Plaza Driveway to Avalon)	21	\$120,700	Operating Budget & CH90
Maple St (Nahatan St to Cottage St)	21	\$75,920	Operating Budget & CH90
Maple St (Cottage St to Vernon St)	21	\$34,000	Operating Budget & CH90
Nichols St (Bond St to Elliot St)	21	\$126,495	Operating Budget & CH90
Prospect St (Pine St to Prospect Ave)	21	\$155,050	Operating Budget & CH90
Railroad Ave (Pleasant St to Cleveland St)	21	\$157,000	Operating Budget & CH90
Ridge Road	21	\$37,860	Operating Budget & CH90
Rosemary St	21	\$104,750	Operating Budget & CH90
Wheelock Ave	21	\$100,470	Operating Budget & CH90

Department of Public Works, Pavement Management: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2021	\$1,566,450
FY 2022	\$1,552,280
FY 2023	\$1,542,105
FY 2024	\$1,558,025
FY 2025	\$1,576,760
FY 2026	\$0
Six Year Total	\$7,795,620

Department of Public Works, Pavement Management: Pavement Management Plan

The Town of Norwood, like most towns, uses a rating system to determine condition and quality of roadways throughout the community. This data, combined with traffic data and accident data, is utilized to determine which roads are paved in a given year. While roadwork is generally projected out for a five year period, only the current year is presented in the CIP as this data is subject to great variation in any given year. Winter conditions can dramatically impact the condition of certain roads, while not having an impact on others, which can change a road rating substantially in a given year. Furthermore, certain roads may rank low in condition (thus ripe for repaving) but are delayed due to pending water, sewer or other utility work or their proximity to other nearby road projects. Final bid results in the spring will ultimately determine which roads are selected in a given year.

Department of Public Works

Water & Sewer Division

The FY2021 CIP identifies 14 capital projects totaling \$11,930,000 in the Department of Public Works-Water and Sewer Division.

Department of Public Work, Water & Sewer Divisions: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number	Funding Source
Water Main Cleaning & Lining MWRA Grant/Loan	21	\$630,000	WNS2020-21-01	Rates-Borrow
Supplement to MWRA Water Main C&L Grant/Loan	21	\$525,000	WNS2020-21-02	Rates-Borrow
Meadowbrook Area 5B Sewer Re-Lining	21	\$2,000,000	WNS2020-21-03	Rates-Borrow
Water Main Cleaning & Lining MWRA Grant/Loan	22	\$630,000	WNS2020-22-01	TBD
Supplement to MWRA Water Main C&L Grant/Loan	22	\$550,000	WNS2020-22-02	TBD
Meadowbrook Sewer Assessment	22	\$125,000	WNS2020-22-03	TBD
Painting Water Tank (4 million gallon)	22	\$1,750,000	WNS2020-22-04	TBD
Water Main Cleaning & Lining MWRA Grant/Loan	23	\$630,000	WNS2020-23-01	TBD
Supplement to MWRA Water Main C&L Grant/Loan	23	\$580,000	WNS2020-23-02	TBD
Sewer I & I Study/Removal MWRA Grant/Loan	23	\$2,000,000	WNS2021-23-01	TBD
Water Main Cleaning & Lining MWRA Grant/Loan	24	\$630,000	WNS2020-24-01	TBD
Supplement to MWRA Water Main C&L Grant/Loan	24	\$610,000	WNS2020-24-02	TBD
Water Main Cleaning & Lining MWRA Grant/Loan	25	\$630,000	WNS2020-25-01	TBD
Supplement to MWRA Water Main C&L Grant/Loan	25	\$640,000	WNS2020-25-02	TBD

Department of Public Works, Water & Sewer Division: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2021	\$3,155,000
FY 2022	\$3,055,000
FY 2023	\$3,210,000
FY 2024	\$1,240,000
FY 2025	\$1,270,000
FY 2026	\$0
Six Year Total	\$11,930,000

Department of Public Works, Water & Sewer Division: Project Descriptions

Water Main Cleaning & Lining MWRA (Massachusetts Water Resources Authority) Grant/Loan- This is our annual water main cleaning and lining that is paid through borrowing through the MWRA at zero interest.

Supplement to MWRA Water Main C&L Grant/Loan- This project represents additional water main cleaning and lining that would be paid directly through rates and would continue annually. At current pace, it would be close to 30 years before all water mains in town are lined. Lining water mains reduces water waste, improves quality, taste and health of water being delivered, and improves system pressure/flows which helps cut water waste and enhances public safety via better functioning hydrants.

Meadowbrook Area 5B Sewer Re-Lining- The Meadowbrook area has a large retention basin that drains into Meadowbrook. This project would reline a majority of the sewers that are aged and leaking into the brook in this large area. This will help us meet mandatory environmental pollution requirements as well as improve the water and plant/animal life quality in the area of the brook which drains to the Neponset River.

Meadowbrook Sewer Assessment- After concluding the known sewer replacement for residential and commercial properties in this area, an assessment will be performed to determine illegal flows and other illicit discharges to the Meadowbrook which drains into the Neponset River. This project has to be completed after the relining of known sewers in the area to rule out illicit discharge from existing, known but damaged or degraded sewer lines.

Painting Water Storage Tank- This project will paint the exterior of the 4-million gallon water tank used by the Town to maintain flows and pressure, as well as water storage. It is located adjacent to the cemetery.

Sewer I & I Study/Removal – The Town has an extensive network of clay sewer pipes throughout its old sewer system. These clay pipes are very susceptible to cracking and root intrusion. This leads to groundwater being able to infiltrate the sewer pipe. In addition, over the years, direct connections of storm drains to the sewer system have contributed large amounts of inflow draining into the sewer pipes. This infiltration and inflow (I&I) over burdens our sanitary sewer system plus, the Town ends up paying the MWRA to treat “clean” water. With the benefit of a MWRA Grant/Loan, the sewer system would be studied to determine where there is significant I&I and to physically remove the I&I source through a construction contract.

Department of Public Works

Cemeteries Division

The FY2021 CIP identifies 3 capital projects totaling \$138,000 in the Department of Public Works- Cemeteries Division.

Department of Public Works: Cemeteries Division: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number	Funding Source
Cemetery – Bathroom Upgrade at Cemetery Office	21	\$60,000	CEM2020-21-01	Borrowing
Cemetery – Office Roof	21	\$18,000	CEM2021-21-01	Borrowing
Cemetery – Garage HVAC / Electric Upgrade	22	\$60,000	CEM2020-21-02	TBD

Department of Public Works: Cemeteries Division: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2021	\$78,000
FY 2022	\$60,000
FY 2023	\$0
FY 2024	\$0
FY 2025	\$0
FY 2026	\$0
Six Year Total	\$138,000

Department of Public Works: Cemeteries Division: Project Descriptions

Cemetery Office Bathroom, HVAC and Electrical Improvements – The Cemetery Office bathrooms need to be reconstructed to be handicap accessible. Included in the project is the changeover from steam heat to hot water baseboard heat and to upgrade the electrical service to the building.

Cemetery Office Roof – Replace 40+ year old roof with new asphalt shingles.

Cemetery Maintenance Garage Bathroom, HVAC, Lighting and Lighting Improvements – The Cemetery Garage bathrooms are old, worn, and in need of an upgrade. A more efficient heating system needs to be installed and the electrical service, along with the interior lighting, needs to be upgraded.

Fire Department

The FY2021 CIP identifies 5 capital project totaling \$1,510,000 in the Norwood Fire Department.

Fire Department: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number	Funding Source
Large Diameter Supply Hose	21	\$85,000	NFD2020-21-01	Borrowing
SCBA Apparatus	22	\$600,000	NFD2020-22-01	TBD
Firefighter Protective Clothing	23	\$350,000	NFD2020-23-01	TBD
Portable Radios	23	\$325,000	NFD2020-23-02	TBD
New Handlines	24	\$150,000	NFD2021-24-01	TBD

Fire Department: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2021	\$85,000
FY 2022	\$600,000
FY 2023	\$675,000
FY 2024	\$150,000
FY 2025	\$0
FY 2026	\$0
Six Year Total	\$1,510,000

Fire Department: Project Descriptions

Large Diameter Supply Hose- The large diameter hose the Norwood Fire Department currently operates with is approximately 18 years old. Two factors contributing to its need for scheduled replacement are age and wear and tear. Typically, modern fire hoses are required to be hydrostatically pressure tested. The National Fire Protection Association (NFPA) has guidelines for testing, but not a firm guideline on useful life. [NFPA 25, Chapter 6, table 6.1.1.2 states that fire hoses should be tested every 3 to 5 years, and they should be pressure-tested annually, in accordance with NFPA 1962, Care, Use, Inspection, Service Testing, and Replacement of Fire Hose, Couplings, Nozzles, and Fire Hose Appliances revised in 2013.] Inspection is also required after use in a fire event. NFPA 4 is a proposed guidance section that has not yet been formally adopted and is still in the comment stage, but suggestions of adopting 10 year life span guidance have been proposed. At present, so long as hoses pass inspection, there is no maximum life span, but common sense tells us that these materials will degrade over time. If obvious signs of wear are seen in the folded or coiled areas, or where the hose connects to the fittings, it is time to consider replacement of the hose. When contrasted with the cost of replacing facilities and even a loss of life, the cost of replacing hoses is truly insignificant.

SCBA Apparatus- the NFPA recognizes 4 standards in relation to Self-Contained Breathing Apparatus (SCBA). These standards are NFPA 2002, 2007, 2013 and 2018. Norwood Fire Department's Air-Paks meet the 2002 standard and upon implementation of the 2013 standard, our Air-Paks will no longer be NFPA approved and will be considered obsolete. Multiple changes have been made to make SCBA safer and more reliable. Of all the changes the improved electronics reliability and a new facepiece lens with high heat standard along with the higher communications standard for the facepiece will greatly improve the safety factor of the Air-Paks compared to the Air-Paks currently in service.

Improvements:

NFPA 2002 - addition of Heads up Display and Rapid intervention connector

NFPA 2007 - CBRN approval, much higher test standards for the electronics (heat, exposure to water, shock tests, etc.) Internal data basing for electronics; also improved facepiece air flow design (reduction of CO2 in the nose cup)

NFPA 2013 - greater heat resistance to the facepiece lens, higher communication standard for the facepiece, universal pass device tone, 1/3 low air alarm

NFPA 2018 - improved regulator removal and retention standard (to prevent inadvertent regulator detachment), data basing of pneumatics, universal EBSS fitting

Firefighter Protective Clothing- NFPA 1851: Standard on Selection, Care, & Maintenance of Protective Ensembles for Structural Firefighting and Proximity Firefighting. Retirement criteria should be based on several factors including, but not limited to, the following:

- Overall condition of the item.
- Specific deterioration of materials or components beyond their economic repair (wear & tear).
- Ability to adequately remove hazardous materials and other contaminants.
- Age of structural or proximity ensemble or ensemble elements.
- Excessive soil buildup that could impact performance of the ensemble or ensemble elements.

The Norwood Fire Department has maintained a scheduled 7 year rotation to ensure the efficacy of the gear and to have new gear in place before the maximum duration recommended in NFPA 1851.

Portable Radios- Portable radios often serve as lifelines that link firefighters with commanders either outside of a structure or at out-of-sight distances away from their location. Norwood Fire Department's current portable analog radios are over 15 years old making them prone to breakdown which translates into increased repair costs. They also lack recent technological advancements such as digital technology; Bluetooth Technology and GPS functionality have outpaced the current models used by Norwood Fire Department. The current radios were purchased in 2002.

New Handlines - The Fire Department is in need of new handlines, which are the smaller fire hoses firefighters handle when fighting fires.

Information Technology & Equipment

The FY2021 CIP identifies 6 capital projects totaling \$1,572,600 for the information technology needs of the Town’s general government and School Department.

Information Technology: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number	Funding Source
IT Upgrades/Replacements - NPS	21	\$584,600	ITE2021-21-02	Borrowing
Replace Desktops	21	\$310,000	ITE2020-21-01	Borrowing
Replace Public Safety Infrastructure	21	\$90,000	ITE2021-21-01	Borrowing
IT Upgrades/Replacements - NPS	22	\$313,750	ITE2021-22-02	TBD
Replace Laptop Computers in Police Vehicles	22	\$78,000	ITE2020-22-01	TBD
IT Upgrades/Replacements - NPS	23	\$196,250	ITE2021-23-01	TBD

Information Technology: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2021	\$984,600
FY 2022	\$391,750
FY 2023	\$196,250
FY 2024	\$0
FY 2025	\$0
FY 2026	\$0
Six Year Total	\$ 1,572,600

Information Technology: Project Descriptions

Generally, IT projects are only projected out 2-3 years at most due to changes in technology.

Desktop Replacement (Gen Gov’t) - The Town is in need of replacement desktops throughout various departments. Desktops are replaced on a roughly 5-7 year cycle. This project would replace approximately 180 desktops.

IT Upgrades/Replacements - NPS -\$21,000; Replacement laptops at Elementary Schools-\$56,250; VOIP Phone system district-wide-\$175,000; NHS Classroom AV Technology Replacement Phase 1-\$164,000; Wireless Access Point Refresh Phase 1-\$15,000; iPad Refresh Willett-\$35,400; iPad refresh Elementary Carts-\$35,400-School Labs/Library AV Technology Replacement and PreK Expansion-\$63,800; NHS Computer Science Lab Pathways Program-\$18,750.

Public Safety Infrastructure Replacement- The Town needs to update the systems infrastructure at the Police/Fire Computer center. The existing servers are between 6 and 10 years old. We rely on these servers to run the Police and Fire dispatch and operations. This replacement would be to create a virtual environment which would enhance the capability and expand-ability of the systems. It is being modeled after what we learning implementing the Tyler/Munis systems. The project details are as follows:

- 3 core servers
- centralized storage
- centralized switch
- related software and license

Cruiser Laptop Replacement- This project would replace the laptops currently in use in police cruisers. These laptops are purchased at the same time to ensure interoperability of laptops and cruisers and availability of replacement parts. When new cruisers are ordered, laptops from the older cruisers are cycled into new cruisers to ensure we are operating in the same hardware and software across the platform.

Norwood Police Department

The FY2021 CIP identifies 3 capital projects totaling \$134,400 for the Norwood Police Department.

Norwood Police Department: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number	Funding Source
Digital Portable Radios (10)	22	\$22,000	NPD2020-21-01	TBD
Body/Cruiser Dash Cameras	22	\$100,000	NPD2020-21-03	TBD
Desk Chair Replacement	22	\$12,400	NPD2020-22-01	TBD

Norwood Police Department: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2021	\$0
FY 2022	\$134,400
FY 2023	\$0
FY 2024	\$0
FY 2025	\$0
FY 2026	\$0
Six Year Total	\$134,400

Police Department: Project Description

Digital Portable Radios- All Norwood Police Officers are issued Motorola portable radios. We have replaced the majority of the older radios with Digital Capable portables. Currently one of our neighboring mutual aid communities recently went to a digital frequency. Those officers that were not issued a new Digital Radio cannot monitor or communicate with this agency. There are also several regional tactical channels throughout Massachusetts that operate on digital frequencies.

Body/Cruiser Dash Cameras- While some police departments around the U.S. have equipped their officers with body-worn cameras, others have installed dash-mounted cameras, or dash-cams, in their radio cars. While dash-cams don't capture every encounter between citizens and officers, they capture all that occur around vehicles. This makes them a useful, but cost efficient alternative. Dash-cams would help the Police Department resolve the few citizen complaints that motorists lodge against officers, and would help the Department prosecute motorists impaired by alcohol and drugs because they would capture the field sobriety assessments conducted by officers at the roadside.

Desk/Chair Replacement - This request seeks to replace most, if not all, of the Police Department Office chairs in the Records Division, Shift Supervisor's Office, Administrative Services, Patrol Supervisors, School Resource Officers, and the MetroLec Computer Crime Lab. These chairs will be close to 19 years old when replaced.

Norwood Morrill Memorial Library

The FY2021 CIP identifies 1 capital projects totaling \$100,000 for Norwood Morrill Memorial Library

Norwood Morrill Memorial Library: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number	Funding Source
Radio Frequency ID (RFID)	22	\$100,000	LIB2020-21-01	TBD

Norwood Morrill Memorial Library: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2021	\$0
FY 2022	\$100,000
FY 2023	\$0
FY 2024	\$0
FY 2025	\$0
FY 2026	\$0
Six Year Total	\$100,000

Morrill Memorial Library: Project Descriptions

Radio Frequency (RFID)- This project would affix RFID tags to all physical library materials. Radio Frequency ID is a tag that encodes complete digital data for materials and this information is captured by a reader, pad, or security device via radio waves. Many libraries across the state, particularly in the Minuteman Library Network, have tagged all materials and use smart pads and readers to check out materials that leave the library. A decade ago, tags were \$1.00 each and were cost prohibitive for our library. Now, the tags are around 15 cents each. The Capital request includes: (1) RFID tags for the current collection of 100,000 physical items; (2) 20,000 tags for new items in 2020-2022; and (3) smart pads for circulation stations. The equipment used to encode the tags will be borrowed.

Facilities

The FY2021 CIP identifies **19** capital projects totaling **\$2,411,380** facility related projects Town wide.

Facilities: Summarized Capital Outlay

Facilities: Projected Capital Outlay by Fiscal Year

Facilities: Project Descriptions

Facilities

Norwood High School

The FY2021 CIP identifies 4 capital projects totaling \$1,754,349 for Norwood High School.

Facilities: Norwood High School: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number	Funding Source
Design Services, Field Turf and Track Replacement	21	\$160,000	F-NHS2020-21-01	Borrowing
Football Field Turf & Track Replacement	22	\$744,349	F-NHS2020-22-01	TBD
Football Field Lights	22	\$550,000	F-NHS2020-23-01	TBD
Football Field Concession Stand	22	\$300,000	F-NHS2020-24-01	TBD

Facilities: Norwood High School: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2021	\$160,000
FY 2022	\$1,594,349
FY 2023	\$0
FY 2024	\$0
FY 2025	\$0
FY 2026	\$0
Six Year Total	\$1,754,349

Facilities: Norwood High School: Project Descriptions

Replace Exterior Track and Field Turf - This project would replace the exterior track at the high school and replace the turf field at the high school. Both the track and the field receive almost daily use. The anticipated life-span of the turf fields average 10 years; they were installed in 2010.

Stadium Lights - This project would add exterior evening lights so that games, events, and other functions could be held on the football field behind the High School.

Concession Stand - This project would build a permanent concession stand outside the high school adjacent to the football field.

Facilities

Coakley Middle School

The FY2021 CIP identifies 0 capital project totaling \$0 for the Coakley Middle School.

Facilities: Coakley Middle School: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number

Facilities: Coakley Middle School: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2021	0
FY 2022	0
FY 2023	0
FY 2024	0
FY 2025	0
FY 2026	0
Six Year Total	0

Facilities: Coakley Middle School: Project Descriptions

Facilities

Savage Center

The FY2021 CIP identifies 2 capital project totaling \$1,050,000 for the Savage Center.

Facilities: Savage Center: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number	Funding Source
Parking Lot Renovation	23	\$600,000	F-SVC2020-23-01	TBD
Window and Door Replacement	25	\$450,000	F-SVC2021-25-01	TBD

Facilities: Savage Center: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2021	\$0
FY 2022	\$0
FY 2023	\$600,000
FY 2024	\$0
FY 2025	\$450,000
FY 2026	\$0
Six Year Total	\$1,050,000

Facilities: Savage Center: Project Descriptions

Renovation of Parking Lot – This project would look to renovate and expand the parking at this building to address conditions and insufficient capacity. The project would involve redesigning the lot, increasing the number of parking spaces, and adding new lighting where needed. As this project approaches, it will need to be considered in conjunction with the current status of school facilities. This project is separate from the paving of the Senior Center lot.

Window and Door Replacement – This project would remove and replace all windows and exterior doors with energy saving products. The new doors and windows will also provide better security for the building.

Facilities

Elementary Schools

The FY2021 CIP identifies 14 capital projects totaling \$3,221,380 for elementary schools.

Facilities: Elementary Schools: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number	Funding Source
Oldham School – Tile Replacement	21	\$180,000	F-ELE2020-21-01	Borrowing
All Elementary – Replace Intercom & Clock Systems	21	\$400,000	F-ELE2020-22-04	Borrowing
All Schools – Replace Door Access Systems	21	\$160,880	F-ELE2021-21-01	Borrowing
Balch School – Boiler Replacement	22	\$350,000	F-ELE2020-22-01	TBD
Oldham School – Boiler Replacement	22	\$300,000	F-ELE2020-22-02	TBD
All Elementary – Security Upgrades	22	\$250,000	F-ELE2020-22-03	TBD
Balch School – Floor Tile Replacement	23	\$95,000	F-ELE2020-23-01	TBD
Callahan School – Floor Tile Replacement	23	\$30,500	F-ELE2020-23-02	TBD
Willett Floor Tile – Floor Tile Replacement	23	\$100,000	F-ELE2020-23-03	TBD
Willett School – Light Replacement	23	\$175,000	F-ELE2020-21-02	TBD
All Schools – Parking Lot Replacement	23	\$1,085,000	F-ELE2021-23-01	TBD
Callahan School – Masonry Repairs	24	\$35,000	F-ELE2020-24-01	TBD
Cleveland School – Masonry Repairs	24	\$30,000	F-ELE2020-24-02	TBD
Prescott School – Masonry Repairs	24	\$30,000	F-ELE2020-24-03	TBD

Facilities: Elementary Schools: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2021	\$740,880
FY 2022	\$900,000
FY 2023	\$1,485,500
FY 2024	\$95,000
FY 2025	\$0
FY 2026	\$0
Six Year Total	\$3,221,380

Elementary Schools: Project Descriptions

Oldham School Floor Tile Replacement- This project would remove and replace severely deteriorated asbestos floor tile in the main hallway and in classrooms. This would complete the removal of any remaining asbestos tile and includes 20 rooms and corridors in this school.

All Elementary Replace Intercom & Clock Systems - This project would replace the intercom systems and the clock systems at all 5 elementary schools. These systems are several decades old and are beginning to fail at varying intervals. The systems are integral to the school day timekeeping and the intercom system, which is related to an important element of school safety.

All Elementary Replace Door Access Systems – The access system is 15 years old, and the technology is no longer supported. In order to maintain a high standard for security, the entire access system must be replaced.

Balch School Boiler Replacement- This project would replace the boiler at the Balch School which is reaching the end of its useful life. This project may be an MSBA project depending on overall cost, and if the Town participates in the Green Communities program we will apply for additional grant funding through that program as well.

Oldham School Boiler Replacement- This project would replace the boiler at the Oldham school which is reaching the end of its useful life. This project may be an MSBA project depending on overall cost, and if the Town participates in the Green Communities program we will apply for additional grant funding through that program as well.

All Elementary Security Upgrades- This project would facilitate security enhancements planned for all of the elementary schools. This project needs to follow upgraded systems including the intercom and clock system to ensure all systems are working in sync as we work to bring all elementary schools up to the most current security standards.

Balch School Floor Tile Replacement- This project would remove and replace asbestos floor tile in 15 classrooms and offices. This would complete the removal of remaining asbestos tiles in the building.

Callahan School Floor Tile Replacement- This project would remove and replace asbestos floor tile in 4 classrooms and offices. This would complete the removal of remaining asbestos tiles in the building.

Willett School Floor Tile Replacement- This project would remove and replace asbestos floor tile in the main corridor and hallways. This would complete the removal of remaining asbestos tiles in the building.

Willett School Light Replacement - This project would remove and replace original classroom lights with new high efficiency lighting, dimmable ballasts, motion control, and light harvesting. This is the last of the elementary schools to be updated with new lighting.

All Elementary School Parking Lot Replacement- All of the parking lots for the elementary school are in disrepair and need replaced.

Callahan School Masonry Repairs- This project would repair and repoint damaged brick masonry on the exterior of the building.

Cleveland School Masonry Repairs- This project would repair and repoint damaged brick masonry on the exterior of the building.

Prescott School Masonry Repairs- This project would repair and repoint damaged brick masonry on the exterior of the building.

Facilities

Public Safety Building

The FY2021 CIP identifies 12 capital projects totaling \$2,112,000 for the Public Safety Building.

Facilities: Public Safety Building: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number	Funding Source
Update Community Room/Police	21	\$200,000	F-PSB2020-20-01	Borrowing
Design Repairs of Apparatus Floor	21	\$10,000	F-PSB2020-20-03	Borrowing
Replace Plymovent System	21	\$50,000	F-PSB2020-20-04	Borrowing
Upgrade Kitchen (Including Appliances) (Fire)	21	\$450,000	F-PSB2020-20-05	Borrowing
Design/CM for Carpet Replacement (Both Sides)	21	\$25,000	F-PSB2020-20-06	Borrowing
Replace Fire Alarm Panel	21	\$50,000	F-PSB2021-21-01	Borrowing
Apparatus Apron/Parking Lot Crack Sealing	21	\$10,000	F-PSB2021-21-02	Borrowing
Replace HVAC System	22	\$1,000,000	F-PSB2020-20-02	TBD
Carpeting and Other Flooring (Both Sides)	22	\$130,000	F-PSB2020-20-01	TBD
Repairs to Apparatus Floor	23	\$75,000	F-PSB2020-20-01	TBD
Design Services – Roof Repairs	23	\$12,000	F-PSB2020-20-02	TBD
Roof Repairs	24	\$100,000	F-PSB2020-20-01	TBD

Facilities: Public Safety Building: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2021	\$795,000
FY 2022	\$1,130,000
FY 2023	\$87,000
FY 2024	\$100,000
FY 2025	\$0
FY 2026	\$0
Six Year Total	\$2,012,000

Public Safety Building: Project Descriptions

Update Community Room- The community room, which is heavily used by town and community groups as well as our primary training facility for police and fire, is beginning to age and equipment and fixtures are beginning to deteriorate and become outdated. Design services would evaluate the room's use and needs and develop plans and cost estimates for work to this room, which will include replacing AV equipment and furniture and fixtures.

Replace HVAC System- The HVAC system at the public safety building has been problematic since its inception and currently experiences failure several times per year. This system operates 24/7 with most of the building on an occupied setting throughout the day, thus wearing the system down faster than a standard commercial HVAC system. We have already replaced one RTU (Roof Top Unit) at a cost of nearly \$100,000 and we are expecting more RTUs to fail in future years. This would begin the design and engineering process to replace the HVAC system in the following year.

Design Services, Apparatus Floor- See below for project description.

Plymovent System- This is the system that fire engine exhaust systems are hooked up to and required by code to prevent exhaust from filling the truck bay. This project would replace the system which is at the end of its useful life and beginning to fail.

Upgrade Kitchen- Project to complete kitchen upgrade/modernization as indicated above in design services.

Design Services, Carpet/Flooring Replacement- Design services and engineering for various replacement of carpet and flooring throughout facility.

Replace Fire Alarm Panel - Replacement of the fire alarm panel at the Fire Station is beginning to fail and needs replaced. If approved, we will replace the alarm panel with a non-propriety panel.

Apparatus Apron/Parking Lot Crack Sealing – This project would crack seal the apron and parking lot, which will extend the life of the overall lot for 5-7 years. This will significantly save the Town funding in delaying the repaving of the lot and apron.

Carpeting/Flooring Replacement- Most of the carpeting and flooring throughout the building is reaching the end of its useful life. Because the police and fire departments are all-weather, 24/7 departments, there is more wear and tear than in standard residential or commercial facilities. Much of the carpet in the building is original to the early 2000's construction, and as carpet ages it begins to cause mold and air quality issues which can negatively impact the health and wellbeing of staff.

Repairs to Apparatus Floor – The apparatus floor on which millions of dollars of fire equipment sits is beginning to show its age. Because the apparatus floor is always in use by the Fire Department, could pose a safety hazard if the apparatus floor deteriorates a great deal, and could impact response times, we are trying to be proactive by seeking funding for design services in FY2021 and funding for repairs in FY2023.

Design Services, Roof Repairs/Replacement- Design services for repair/replacement of roof at the end of its expected life.

Roof Replacement- The roof will reach 20 years of age in FY2024, which is its life expectancy. The design services in FY23 will determine whether full replacement is needed, repairs should be undertaken, or the condition is good enough that no major work is necessary. If that is the case, it is recommended that money be placed into a reserve (special purpose stabilization) fund for the eventual replacement of the roof at that time.

Facilities

Town Hall ***All Town Hall projects on hold until determination of current renovation project status***

The FY2021 CIP identifies _ capital projects totaling \$ _____ in for Town Hall.

Facilities: Town Hall Summary

Description	Cost	Project Number
Upgrade Mechanical, Electrical, Plumbing	00	
Design Services – Carillon Rehabilitation		
Carillon Rehabilitation Including Framework		
Design Services – Replacement of Genera		
Renovate Town Hall Offices	,000	
Replace Generator for Town Hall	2,580,000	

by Fiscal Year

Fiscal Year	Total Cost
FY 2021	\$2,800,000
FY 2022	\$445,600
FY 2023	\$1,380,000
FY 2024	\$
FY 2025	\$
FY 2026	
Six Year Total	\$4,625,600

All Town Hall projects on hold until determination of current renovation project status

Town Hall: Project Descriptions

Currently on hold due to ongoing project

Facilities

Civic Center

The FY2021 CIP identifies 13 capital projects totaling \$1,355,300 for the Civic Center.

Facilities: Civic Center: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number	Funding Source
Repairs to Exterior of Building	21	\$500,000	F-CIV2020-21-02	Borrowing
Design Services for Women's Locker Room	21	\$10,000	F-CIV2020-21-03	Borrowing
Design Service for Lobby Area	21	\$10,000	F-CIV2021-21-01	Borrowing
Renovations of Women's Locker Room	22	\$125,000	F-CIV2020-22-03	TBD
Renovations to Lobby Area	22	\$75,000	F-CIV2021-22-02	TBD
Design Services for Kitchen Remodel	23	\$15,000	F-CIV2020-23-03	TBD
Kitchen Remodel	24	\$125,000	F-CIV2020-22-01	TBD
Design Services for Asphalt Shingle Roof	24	\$22,000	F-CIV2020-22-02	TBD
Replacement of Asphalt Shingle Roof	25	\$150,000	F-CIV2020-23-02	TBD
Design Services for Generator Replacement	25	\$18,600	F-CIV2020-23-01	TBD
Design Services for Air Conditioning in Weight Room	25	\$10,000	F-CIV2021-25-01	TBD
Generator Replacement	26	\$100,000	F-CIV2021-26-01	TBD
Installation of Air Conditioning in Weight Room	26	\$200,000	F-CIV2021-26-02	TBD

Facilities: Civic Center: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2021	\$520,000
FY 2022	\$200,000
FY 2023	\$15,000
FY 2024	\$147,000
FY 2025	\$178,600
FY 2026	\$300,000
Six Year Total	\$1,360,600

Civic Center: Project Descriptions

Exterior Repair/Repainting- This would replace/repoint the problem areas in the front and rear of the Civic Center. The limestone (filler between stones & decorative areas) has surpassed its useful life and has begun to fail. This is obviously a major safety concern as it can fall on those who enter the building but it is also a concern for rain/water damage.

Design Services, Women’s Locker Room- See below for project description.

Renovation Women’s Locker Room- The women’s locker room has not had any major renovations since the building opened in the early 1980’s. The shower floor is starting to crack, the shower posts are outdated and failing, and the partitions/benches are cracking. The Town renovated the men’s locker room in 2018.

Design Service, Lobby/Office- See below for project description.

Renovation to Lobby/Office- The Recreation Department has updated the old DPW offices and has started to offer programming and meeting spaces out of that room. We would like to make the waiting area and the hallway when you first enter the Civic Center one large lobby area. During peak times the entrance can be very crowded as it’s a narrow hallway, we have no waiting area (currently use office), and it would allow us to serve residents more effectively. We would also like to renovate the office area and create two service desks in the lobby area along with creating offices within our main office area.

Design Services, Kitchen Remodel- See below for project description.

Kitchen Remodel- The kitchen has not had any major renovations since the building opened in the early 1980’s. The cabinets and appliances are all outdated and failing. We use this area for recreational programs for all ages and it needs to be addressed as our demand for cooking programs has grown.

Design Services, Roof- See below for project description.

Replacement of Roof- The roof at the Civic is reaching the end of its useful life. The design services programmed in the year prior to this project will determine whether substantial work or complete replacement is necessary. If the roof is determined to be in good condition at that time, money should be placed in a reserve (special purpose stabilization) fund for the eventual replacement of this roof.

Design Services, Generator Replacement- As the generator for our primary emergency shelter ages, we will need to explore installing a new generator to ensure operability of the Civic as our emergency shelter.

Design Service for Air-Conditioning in Weight Room - See below for project description.

Installation of Air-Conditioning in Weight Room – We have received numerous inquiries about the possibility of installing air-conditioning in our weight room. Right now the only two areas that do not have air-conditioning in the building are the weight room and the gymnasium. During the summer months the room becomes too hot for residents to enjoy the work out area and with a good portion of our members being seniors it is a concern.

Facilities

Morrill Memorial Library

The FY2021 CIP identifies 2 capital projects totaling \$140,000 for the Morrill Memorial Library.

Facilities: Morrill Memorial Library Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number	Funding Source
Design Services – Painting of Interior	21	\$20,000	F-MML2020-21-01	Borrowing
Painting of Interior	21	\$120,000	F-MML2020-22-01	Borrowing

Facilities: Morrill Memorial Library: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2021	\$140,000
FY 2022	\$0
FY 2023	\$0
FY 2024	\$0
FY 2025	\$0
FY 2026	\$0
Six Year Total	\$140,000

Morrill Memorial Library: Project Descriptions

Design Services, Painting of Interior- See below for project description.

Interior Painting- This project would allow us to paint the entire library interior. The renovation will be 20 years old in 2021. The walls and ceilings will need to be entirely repainted, although the custodial crew has already repainted smaller rooms (bathrooms, kitchens, program rooms). Painters will need to erect scaffolding in order to paint the high ceilings and walls in the library.

Facilities

General Government Unallocated Buildings

The FY2021 CIP identifies 8 capital projects totaling \$615,000 for General Government Unallocated Buildings.

Facilities: General Government Unallocated Buildings: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number	Funding Source
VFW – Feasibility Study for Repairs	22	\$20,000	F-UNA2020-22-01	TBD
Animal Shelter – Feasibility Study for Repairs	22	\$20,000	F-UNA2020-22-02	TBD
206 Central Street – Design Services for Renovations	22	\$50,000	F-UNA2020-22-03	TBD
Consulting Services – Demolition of Ellis Pump Station	23	\$25,000	F-WTR2020-23-01	TBD
206 Central Street – Renovations	23	\$250,000	F-UNA2020-23-02	TBD
Demolition of Ellis Pump Station	24	\$250,000	F-WTR2020-24-01	TBD

Facilities: General Government Unallocated Buildings: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2021	\$0
FY 2022	\$90,000
FY 2023	\$275,000
FY 2024	\$250,000
FY 2025	\$0
FY 2026	\$0
Six Year Total	\$615,000

General Government Unallocated Buildings: Project Descriptions

VFW- The Town purchased this property, located on Dean Street, in 2010 and leases it back to the VFW for a nominal fee. The existing lease expires in October 2035. No repairs have been done to the building since the Town purchased it, and both the interior and exterior need significant repairs and upgrades. While the lease provides for the VFW to maintain and repair the building, the Town should know the condition of the building. A feasibility study will review the building and provide updated information as to the condition of the building.

Animal Shelter- Housed in a portion of one of the public works buildings, the animal shelter provides a holding area for stray and quarantined animals found in Norwood. The shelter does not have bathroom facilities. Minor repairs have been made over the years. A feasibility study will examine the building and provide preliminary cost estimates for repairs.

206 Central Street - This building used to be the offices of Norwood Light and Broadband. Both departments moved into a renovated facility in January 2020, leaving the headend equipment but vacating the office and customer service areas. The hope is to move several offices from Town Hall into this building, alleviating overcrowding at Town Hall. A feasibility study will examine the areas and make recommendations for renovations as well as preliminary cost estimates. Design services in FY22 will provide the Town with estimated construction costs. Renovations would begin in FY23.

Demolition of Ellis Pump Station - This building is unoccupied and currently used for some storage of Water Department materials. At one time, the Town had hoped to make repairs to the roof and continue to use the building for storage, but the deterioration of the building has made that option impossible. This building was built as a pumping station and is essentially a brick shell encasing old pumping equipment and large diameter piping. It is not considered usable for office or other space; it is essentially a brick shell covering large equipment, not a standard building. The Town allocated funds for the demolition years ago, but they were allocated elsewhere in a difficult budget year. The building has no ADA accessibility, is loaded with asbestos, and was shut down in the late 1970's and has been mothballed since. It cannot return to use as a pump station.

Facilities

Norwood Memorial Airport

The FY2021 CIP identifies 14 capital projects totaling \$993,000 for Norwood Memorial Airport

Facilities: Norwood Memorial Airport: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number	Funding Source
Marsh Master Plan with Attachments	21	\$38,000	F-AIR2020-21-01	Borrowing
Post construction monitoring Taxiway A (years 1-3)	21	\$2,500	F-AIR2021-21-01	Borrowing
Environmental Assessment, Taxiway C stub, Phase 1	21	\$15,000	F-AIR2020-21-03	Borrowing
Wildlife fence/obstruction removal (Phase 1 & 2)	22	\$90,000	F-AIR2021-22-01	TBD
Environmental Assessment, Taxiway C stub	22	\$20,000	F-AIR2021-22-02	TBD
Lease Buyback of 1,100 Ft. Strip	22	\$125,000	F-AIR2020-22-02	TBD
Reconstruction Runway 10/28	23	\$155,000	F-AIR2020-22-01	TBD
Construct runway 17/35 safety areas	23	\$75,000	F-AIR2021-23-01	TBD
Reconstruct taxiway C stub	23	\$30,000	F-AIR2021-23-02	TBD
Reconstruct runway 17/35	24	\$205,000	F-AIR2021-24-01	TBD
Runway 35 holding pad reconstruction	24	\$27,500	F-AIR2021-24-02	TBD
Taxiway D stub, relocation	24	\$30,000	F-AIR2021-24-03	TBD
Acquire Land for Runway 10 Runway Protection Zone	25	\$150,000	F-AIR2020-23-01	TBD
Construction south taxi-lane helipads	26	\$30,000	F-AIR2020-26-01	TBD

Facilities: Norwood Memorial Airport: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2021	\$55,500
FY 2022	\$235,000
FY 2023	\$260,000
FY 2024	\$262,500
FY 2025	\$150,000
FY 2026	\$30,000
Six Year Total	\$993,000

Norwood Memorial Airport: Project Descriptions

Marsh Master with Attachments- This piece of equipment, along with its attachments, is designed to mow the kind of inaccessible wetlands found in close proximity to the airport's abutting runways and taxiways. The machine is also a practical alternative to the more costly herbicide applications routinely funded through the Airport Department's budget, and the equipment is eligible for state grant funding.

Post construction monitoring Taxiway A (years 1-3) – This federal/state grant project will provide environmental monitoring services during the post-construction phase of the airport's taxiway re-location project. Monitoring and invasive species control measures are specifically required by the Massachusetts Department of Environmental Protection and Natural Heritage and Endangered Species Program for a period of five years before a request for a Certificate of Compliance can be made. This scope of work addresses the first several years of monitoring and reporting as required by the variance order of conditions.

Environmental Assessment, Taxiway C Stub- This federal/state grant project involves the preparation of an environmental assessment/permitting as well as permitting design plans for the proposed re-location of taxiway C (800 ft. x 35 ft.). This action would meet FAA's required runway-to-taxiway separation criteria. The environmental assessment is a precursor to a follow-on construction project, addressing new FAA design standards for taxiways which connect runways and parking aprons.

Lease Buyback of 1,100 Ft. Strip- In 1967, *Boston Metropolitan Airport Inc. (BMA)* gave the Town 7.5 acres (known as the 1,100-foot strip) in addition to the land already turned over to the Town by the War Department after World War II. The *BMA* land transfer was approved at Town Meeting. Included in this agreement was a lease back from the Town to *BMA*, with an 80-year term running to the year 2047. This lease restricted the use of land to aeronautical purposes. Today, *BMA's* 1,100-ft. strip includes sub-leases to tenants like *Flight Level Norwood, LLC*, *Boston Executive Helicopters, LLC* and *Subaru of New England (Boch Aviation)*. The agreement also requires *BMA* each year to pay the Town an amount in lieu of taxes that would have been due were the land privately owned. Therefore, since 1967, the Town has not received any direct revenue from this lease, only payments in lieu of taxes. With federal and state grant participation, a buyback of the remaining years (approx. 28 years) of this long-term lease would give the Airport Commission direct control of the land—for more business development—along with direct revenue. Additionally, this lease buyback would put the Town in compliance with the federal grant assurances since FAA discourages long-term leases in which the airport authority effectively gives up rights and powers to publicly funded land.

Re-Construction of Runway 10/28- Runway 10/28, which is 3,995 feet long and 75 feet wide, was re-constructed with federal/state grant assistance in 1995. As a general rule, FAA expects publicly funded runways to realize a 20-year life cycle, and runway 10/28 is now four years beyond its projected life cycle. Additionally, based on a recent pavement management system inspection by MassDOT, this runway's need for re-construction has been identified using quantifiable methodologies.

Acquire Land for Runway 10 Runway Protection Zone- By definition, a runway protection zone (RPZ) is an area off the runway end "that serves to enhance the protection of people and property on the ground" should an aircraft land or crash beyond the runway end. Per an FAA

design standard, the airport owner must have sufficient interest in the RPZ “to protect it from both obstructions and incompatible land use.” The preferred method of gaining such interest is through land ownership, which is the course of action the Norwood Airport Commission would like to take in acquiring the privately held runway 10 RPZ off Access Road. This alternative would give the Airport Commission maximum control over the land. Additionally, this land is expected to be a significant revenue enhancer as an auto storage lot.

Construct Runway 17/35 Safety Areas - To enhance safety in the event of an aircraft overrun or 'undershoot,' this federal/state project involves the construction of paved safety areas (300 ft. x 75 ft.) on each of the two runway ends for runway 17/35.

Runway 35 Holding Pad Reconstruction - This federal/state grant project involves the re-construction of a section of taxiway A (63,800 sq. ft.) which serves as a run-up area for runway 17 /3 5. Components of the construction will include grading, lighting, erosion control, wetland and floodplain mitigation design, storm drainage design, paving and marking.

Taxiway D Stub, Relocation - This federal/state grant project involves the re-location of taxiway D (170 ft. x 35 ft.) in order to address a new FAA design standard for taxiways which connect runways and parking aprons. Components of the construction will include grading, lighting, erosion control, wetland and floodplain mitigation design, storm drainage design, paving and marking.

Acquire Land for Runway 10 Runway Protection Zone - By definition, a runway protection zone (RPZ) is an area off the runway end "that serves to enhance the protection of people and property on the ground" should an aircraft land or crash beyond the runway end. Per an FAA design standard, the airport owner must have sufficient interest in the RPZ "to protect it from both obstructions and incompatible land use." The preferred method of gaining such interest is through land ownership, which is the course of action the Airport Commission would like to take in acquiring the privately held runway 10 RPZ off Access Road. This alternative would give the Airport Commission maximum control over the land. Additionally, this land is expected to be a significant revenue enhancer as an auto storage lot.

Construction South Taxi-Lane Helipads - This federal/state grant project involves the re-location and construction of five helipads on the south end of the north/south taxi-lane, to improve parking and fueling efficiencies. Components of the project will include erosion control, wetland and floodplain mitigation design, storm drainage design, paving, and marking.

Parks, Playgrounds, Open Space

The FY2021 CIP identifies 9 capital project totaling \$5,515,000 for Parks, Playgrounds, and Open Space.

Parks, Playgrounds, Open Space: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number	Funding Source
Design Services for Hawes Pool	22	\$75,000	PPO2020-22-01	TBD
Design Services, Eliot Field Bathroom/Storage Area	22	\$20,000	PPO2020-22-02	TBD
Replace Hawes Pool	23	\$3,000,000	PPO2020-23-01	TBD
Feasibility/Design Services for Fr. McAleer's Pool Area	23	\$60,000	PPO2020-23-02	TBD
Design for Lights at Lower Coakley Field	23	\$10,000	PPO2021-23-01	TBD
Renovations Eliot Field Bathroom/Storage Area	23	\$100,000	PPO2020-23-03	TBD
Alterations to Fr. McAleer's Pool Area	24	\$2,000,000	PPO2020-24-01	TBD
Installation of Lights at Lower Coakley Field	24	\$250,000	PPO2021-24-01	TBD

Parks, Playgrounds, Open Space: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2021	\$0
FY 2022	\$95,000
FY 2023	\$3,170,000
FY 2024	\$2,250,000
FY 2025	\$0
FY 2026	\$0
Six Year Total	\$5,515,000

Parks, Playgrounds, Open Space: Project Descriptions

Design Services, Hawes Pool- See below for project description.

Design Services, Eliot Field Bathroom/Storage- See below for project description.

Replace Hawes Pool- Hawes Pool is reaching the end of its life expectancy and requires major work to continue to seal the pool and prevent major water leakage. This project would replace the pool with a modern, code compliant, zero entry pool.

Feasibility/Design Services, Fr. MacAleer's Pool Area- See below for project description.

Design and installation of Lights at Lower Coakley Field – In preparation of losing athletic fields during construction of the new middle school construction, installing lights at the Lower Coakley Field will create more playing fields during and after construction of the new middle school.

Renovations Eliot Field/Storage Area- The bathroom and storage area at the Eliot Field area has reached its useful life and has begun to fail. Currently there is significant damage to the roof, windows, and structure itself is in need of work. The storage unit and bathroom are two separate buildings and we would like to see those buildings combined.

Alterations to Fr. MacAleer's Pool Area- This project would provide work similar to that done on Hawes Pool in 2017, which also may require bath house upgrades and other work. The design services for this project should include alternatives including, but not limited to, eliminating the pool and replacing it with a splash park.

Fleet

The FY2021 CIP identifies **16** capital projects totaling **\$1,548,000** fleet related projects Town wide.

Fleet: Summarized Capital Outlay

Fleet Projected Capital Outlay by Fiscal Year

Fleet: Project Descriptions

Fleet Management

Public Works Fleet

The FY2021 CIP identifies 16 capital projects totaling \$1,445,000 for Fleet Management: Public Works Fleet.

Fleet Management: Public Works Fleet: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number	Funding Source
Replace Truck #4 – Dump Truck	21	\$90,000	V-HWY2021-21-01	Borrowing
Replace Truck #15 – Utility Truck	21	\$50,000	V-HWY2021-21-02	Borrowing
Replace Truck #34 – 1 Ton Dump Truck	21	\$55,000	V-HWY2020-21-02	Borrowing
Replace Truck # 39 – 1 Ton Dump Truck	21	\$55,000	V-HWY2021-21-03	Borrowing
Replace Asst. Supt. Vehicle #59	21	\$35,000	V-HWY2021-21-04	Borrowing
Replace Truck #25 – Dump Truck	22	\$95,000	V-HWY2020-23-01	TBD
Replace Truck #32 – 10 Wheel Dump Truck	22	\$130,000	V-HWY2020-22-01	TBD
Replace Truck #45 – Dump Truck	22	\$90,000	V-HWY2020-22-02	TBD
Replace Truck #47 – Dump Truck	23	\$95,000	V-HWY2020-23-02	TBD
Replace Loader L1	23	\$165,000	V-HWY2020-23-03	TBD
Replace Truck #6- Salt Truck	24	\$120,000	V-HWY2021-24-01	TBD
Replace Truck #8 - Pickup	24	\$55,000	V-HWY2021-24-02	TBD
Replace Backhoe – JD1	24	\$110,000	V-HWY2020-21-03	TBD
Replace Truck #10 – Water Utility Truck	25	\$60,000	V-HWY2021-25-01	TBD
Replace Truck #20 – Salt Truck	25	\$120,000	V-HWY2021-25-02	TBD
Replace Truck #50 – Salt Truck	25	\$120,000	V-HWY2021-25-03	TBD

Fleet Management: Public Works Fleet: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2021	\$285,000
FY 2022	\$315,000
FY 2023	\$260,000
FY 2024	\$285,000
FY 2025	\$300,000
FY 2026	\$0
Six Year Total	\$1,445,000

Fleet Management: Public Works Fleet

Currently, the Department of Public Works maintains a fleet of approximately 65 vehicles and large equipment. The average age of a vehicle/piece of equipment is approximately 10 years. The recommended replacement age of vehicles and equipment varies but the replacement plan calls for most equipment to be replaced no longer than 5 years past the end of its useful life expectancy, with most front line pickup/plow trucks averaging about 12 years of service before replacement. Replacements are projected five years out but the schedule is updated annually as vehicle conditions change, which may necessitate adjusting the programmed replacement schedule. A good model is to have a replacement of approximately 10% of the value of the fleet in any given year.

Norwood DPW Vehicle Replacement Plan									
FY 2021-2025									
Vehicle #	Year	Replacement Value	Vehicle Description	FY2021	FY2022	FY2023	FY2024	FY2025	Comments
3	2015	\$ 59,000	Ford Silvarado Rack						
4	2006	\$ 90,000	Sterling 8500	\$ 90,000					
5	2010	\$ 115,000	Peterbilt 5 Ton Dump						
6	2009	\$ 120,000	Peterbilt 5 Ton Dump				\$ 120,000		
7	1995	\$ 60,000	Packer						
8	2008	\$ 55,000	Chevy Pickup				\$ 55,000		
9	2010	\$ 130,000	Packer						
10	2010	\$ 60,000	Ford Water Utility Truck					\$ 60,000	
11	2011	\$ 120,000	Peterbilt 5 Ton Dump						
12	2006	\$ 120,000	Tree Bucket Truck						Obtained from Light Dept. in 2019
15	2007	\$ 50,000	Chevy Pickup	\$ 50,000					Former Truck #22
20	2009	\$ 120,000	Peterbilt 5 Ton Dump					\$120,000	
22	2017	\$ 45,000	Chevy Pickup						
23	2013	\$ 375,000	Peterbilt Sewer Vac Truck						
24	2017	\$ 55,000	Chevy Sewer Utility Truck						
25	2007	\$ 95,000	Sterling L500 Truck		\$ 95,000				
30	2012	\$ 55,000	Ford F450 Dump						
31	2019	\$ 160,000	Volvo Dump						
32	2002	\$ 130,000	Volvo Dump		\$130,000				
33	2016	\$ 55,000	Ford F550 Dump Truck						
34	2007	\$ 55,000	Chevy 1 Ton Dump	\$ 55,000					
35	2020	\$ 50,000	Chevy Utility Pickup						

36	2015	\$ 57,000	Ford F550 Dump						
39	2007	\$ 55,000	Chevy 1 Ton Dump	\$ 55,000					
40	2005	\$ 155,000	Elgin Sweeper						
41	2010	\$ 155,000	Elgin Sweeper						
43	2015	\$ 55,000	Ford Water Utility Truck						
44	2013	\$ 55,000	Ford F450 Dump						
45	2006	\$ 90,000	Sterling 8500		\$ 90,000				
46	2009	\$ 55,000	Chevy 1 Ton Dump						
47	2007	\$ 95,000	Sterling 8500 5 Ton Dump			\$ 95,000			
48	2012	\$ 58,000	Ford F450 Dump						
49	2020	\$ 55,000	Chevy 1 Ton Dump						
50	2009	\$ 120,000	Peterbilt 5 Ton Dump					\$120,000	
51	2017	\$ 50,000	Chevy Water Utility Truck						
52	2018	\$ 50,000	Chevy Silverado Pickup						
54	2009	\$ 30,000	Skidloader						
57	2015	\$ 44,000	Ford Pickup						
58	2017	\$ 32,000	Ford Explorer						
59	2007	\$ 35,000	Chevy Trailblazer	\$ 35,000					
L1	2005	\$ 165,000	Volvo Loader			\$ 165,000			
L2	2011	\$ 140,000	Volvo Loader						
L3	2016	\$ 165,000	Volvo Loader						
JD1	2008	\$ 110,000	John Deere Backhoe				\$ 110,000		
JD2	2014	\$ 80,000	Mini Excavator						
Sewer	2013	\$ 85,000	Sewer Camera Van						
B4	2018	\$ 130,000	Bombardier						
T8	2002	\$ 2,600	Trailer						
T5	2000	\$ 2,600	Trailer						
T6	1998	\$ 2,600	Trailer						
C1	2011	\$ 40,000	Brush chipper						
AC1	2005	\$ 11,500	Compressor Utility Trailer						
T9	2005	\$ 5,000	Magnum Light Tower			\$ 5,000			
T2	2008	\$ 2,600	Trailer						
DPW	2014	\$ 120,000	Bombardier						
DPW	2015	\$ 125,000	Bombardier + Blower						
DPW	2009	\$ 26,000	Kubota Tractor						
DPW	2019	\$ 48,000	Kubota Tractor						

DPW	2017	\$ 65,000	Multipurpose mini-loader						
DPW	2011	\$ 55,000	Multipurpose mini-loader						
DPW	1984	\$ 18,000	Trailer			\$ 18,000			
DPW	2013	\$ 32,000	4" Diesel Pump						
DPW	2015	\$ 42,000	Asphalt Hot Box						
DPW	2015	\$ 20,000	Bombardier Blower Attach.						
DPW	1975	\$ 35,000	Sicard Roadway Snow Blower						Bought used in 2017
DPW	2013	\$ 57,000	Mechanical soil screener						Bought used screener in 2016
		\$ 5,004,900	TOTAL	\$285,000	\$315,000	\$ 283,000	\$ 285,000	\$300,000	

Fleet Management

Cemetery Fleet

The FY2021 CIP identifies 7 capital projects totaling \$279,000 for Fleet Management: Cemetery Fleet.

Fleet Management: Cemetery Fleet: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number	Funding Source
Truck #CEM3 – 1-Ton Dump Truck	21	\$57,000	V-CEM2020-21-01	Borrowing
Utility Vehicle	21	\$25,000	V-CEM2020-21-02	Borrowing
Truck #CEM2 – 1-Ton Dump Truck	22	\$57,000	V-CEM2020-22-01	TBD
Rider Mowers	22	\$10,000	V-CEM2020-22-02	TBD
Backhoe	23	\$110,000	V-CEM2021-23-01	TBD
New Equipment	24	\$10,000	V-CEM2021-24-01	TBD
New Equipment	25	\$10,000	V-CEM2021-25-01	TBD

Fleet Management: Cemetery Fleet: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2021	\$82,000
FY 2022	\$67,000
FY 2023	\$110,000
FY 2024	\$10,000
FY 2025	\$10,000
FY 2026	\$0
Six Year Total	\$279,000

Fleet Management: Cemetery Fleet

Similar to the DPW/Highways fleet, the Cemetery Fleet is on a scheduled replacement plan and the average age of a vehicle/piece of equipment is approximately 10 years. The fleet and equipment utilized by the cemetery division is, by its nature, smaller and lower cost than larger highway equipment, such as street sweepers and loaders.

Utility Vehicle – For reference, we are looking for a vehicle similar to a Kubota RTV500. This vehicle will better suit the needs of Cemetery staff than a small pickup truck. Town employees can also use the utility vehicle during Town events.

Norwood Cemetery Vehicle Replacement Plan

FY 2021-2025

January 16, 2020

Vehicle #	Year	Replacement Value	Vehicle Description	FY2021	FY2022	FY2023	FY2024	FY2025	Comments
CEM 1	2016	\$30,000	Ford Explorer						
Tractor	2016	\$39,000	Kubota Tractor						
Tractor	2018	\$40,000	Kubota Tractor			\$ 110,000			
Backhoe	2001	\$100,000	Backhoe						
Mini Excav.	2017	\$40,000	Mini Excavator						
CEM 4	2018	\$44,000	Ford Pickup						
CEM 2	2008	\$57,000	Chevy 1 Ton Dump		\$ 57,000				
CEM 3	2007	\$57,000	Chevy 1 Ton Dump	\$ 57,000					
Utility	2009	\$25,000	Utility Vehicle	\$ 25,000					
Mowers	2019	\$10,000	Rider Mowers		\$ 10,000		\$ 10,000	\$ 10,000	
		\$442,000	TOTAL	\$ 82,000	\$ 67,000	\$ 110,000	\$ 10,000	\$ 10,000	

Fleet Management

Fire & Ambulance Fleet

The FY2021 CIP identifies 5 capital projects totaling \$2,173,000 for Fleet Management: Fire & Ambulance Fleet.

Fleet Management: Fire & Ambulance Fleet: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number	Funding Source
NC-3	21	\$60,000	V-NFD2020-21-01	Borrowing
Replace Ambulance (NA3) w/Stryker and cardiac monitor	21	\$550,000	V-NFD2020-21-02	Borrowing
NC-4	22	\$63,000	V-NFD2020-22-01	TBD
Replace Engine #4	24	\$950,000	V-NFD2020-24-01	TBD
Replace Ambulance (NA2) w/Stryker	25	\$550,000	V-NFD2020-25-01	TBD

Fleet Management: Fire & Ambulance Fleet: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2021	\$610,000
FY 2022	\$63,000
FY 2023	\$0
FY 2024	\$950,000
FY 2025	\$550,000
FY 2026	\$0
Six Year Total	\$2,173,000

Fleet Management: Fire/Ambulance Fleet

NC-3 Replacement- This is the vehicle that is utilized by the Deputy Fire Chief. This vehicle is also used as an incident response vehicle when the Deputy Fire Chief is off duty. It is a 2007 Chevy Tahoe and will be replaced by a current year vehicle with the same model. As the vehicles age, their reliability, fuel efficiency, and repair costs escalate.

NA3 Ambulance Replacement- This project would complete the scheduled replacement of NA3, one of our primary ambulance units. NA3 is a 2012 vehicle and is currently the oldest in the fleet of ambulances. This replacement will include a stryker unit which is a patient lift assistance device to reduce the potential for injury to paramedics and patients when being lifted in and out of the ambulance. When a front line ambulance is replaced it becomes the backup ambulance and the backup ambulance is removed from service.

Engine #4 Replacement- This project would replace Engine #4 as it reaches its expected 20 year life span.

NA2 Ambulance Replacement- This project would complete the scheduled replacement of NA2, one of our primary ambulance units. NA2 is a 2015 vehicle and will be oldest in the fleet of ambulances. This replacement will include a stryker unit which is a patient lift assistance device to reduce the potential for injury to paramedics and patients when being lifted in and out of the ambulance.

Norwood Fire Department FY2021 Through FY2026

Departmental Equipment Replacement & Refurbishment Schedule

Equipment	Make	Year	Original Cost	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Engine # 1	E-One	2000	\$350,000						
Engine # 2	E-One	2005	\$445,000						
Engine # 3	E-One	2005	\$450,000						
Engine #4	E-One	2010	\$625,000				\$950,000		
Squad# 2	INT/E-One	2007	\$420,000						
Ladder #1	E-One	2013	\$1,100,000						
Ambulance NA-1	Ford 550	2017	\$295,000						
Ambulance NA-3	International	2012	\$281,250	\$550,000					
Ambulance NA-2	Ford 550	2015	\$290,000					\$550,000	
SRS - #1 (Special Response)	Freightliner	1998	\$145,000						
Lighting Plant	Terex RT4	2015	\$8,500						
NC-1 (Chief's Car)	Chevy Tahoe	2015	\$50,000						
NC-2 (Shift Commander)	Chevy Tahoe	2017	\$45,000						
NC-3 (Deputy Chief)	Chevy Tahoe	2007	\$30,000	\$60,000					
NC-4 (Fire Prevention Lt.)	Chevy Tahoe	2009	\$45,000		\$63,000				
Squad #3 (Skid UniVUtility)	Chevy U/B	2008	\$75,000						
Rescue Boat #1	Zodiac	2004	\$8,500						
Equipment									
Extrication Rescue Tool E-1	Hurst• Hale	1997							
Extrication Rescue Tool E-2	Hurst• Hale	2005	\$30,000						
Extrication Rescue Tool E-3	Hurst• Hale	2005	\$30,000						
SCBA Bottles	Scott	2013							
SCBA (Breathing Apparatus	SCOTT	2004	\$118,000		\$500,000				
SCBA Air Compressor	SCOTT	2003	\$31,000						
Firefighters Protective Clothing	Lion Apparel	2015	\$150,000			\$200,000			
Large Diameter Supply Hose	Neidner	2003		\$85,000					
Cardiac Monitors/AED-Defibs	Medtronic	2006	\$20,000						
Base & Mobile Emerg. Radios	Motorola	2007	\$213,997						
Dispatch Console/Radios	Motorola	2003	\$110,000						
Firefighters Portable Radios	Motorola	2002	\$62,000			\$155,000			
Stryker Power-Load System	Stryker								
15 Lead EKG Monitor-ALS	Physio15EKG	2015	\$24,000						
Totals			\$5,452,247	\$695,000	\$563,000	\$355,000	\$950,000	\$550,000	\$0

Fleet Management

Police Fleet

The FY2021 CIP identifies 6 (24 vehicles total) capital project totaling \$1,469,112 for Fleet Management: Police Fleet.

Fleet Management: Police Fleet: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number	Funding Source
Police Cruisers (4)	21	\$216,000	Operating Budget	Operating Budget
Police Cruisers (4)	22	\$226,800	Operating Budget	TBD
Police Cruisers (4)	23	\$238,140	Operating Budget	TBD
Police Cruisers (4)	24	\$250,048	Operating Budget	TBD
Police Cruisers (4)	25	\$262,500	Operating Budget	TBD
Police Cruisers (4)	26	\$275,624	Operating Budget	TBD

Fleet Management: Police Fleet: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2021	\$216,000
FY 2022	\$226,800
FY 2023	\$238,140
FY 2024	\$250,048
FY 2025	\$262,500
FY 2026	\$275,624
Six Year Total	\$1,469,112

Fleet Management: Police Fleet

The police fleet maintains 20 vehicles with an average age of 4.5 years. The replacement of a front line patrol vehicle should be done every 3 years. Back up and administrative vehicles should not exceed a 5-year replacement. Police vehicles require a higher degree of reliability than other municipal vehicles. Police vehicles also wear and tear much faster than other municipal vehicles due to their continued use, all weather conditions they operate in, as well as the engine degradation from pursuit and immediate response requirements.

Police Fleet Replacement Schedule FY2021-FY2026								
Vehicle #	Year	Vehicle Description	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
661	2016	Radio Car			\$59,535			\$68,906
662	2014	Radio Car	\$54,000			\$62,512		
663	2014	Radio Car	\$54,000			\$62,512		
664	2014	Radio Car		\$56,700			\$65,625	
665	2018	Radio Car			\$59,535			\$68,906
666	2014	Radio Car		\$56,700			\$65,625	
667	2016	Radio Car			\$59,535			\$68,906
668	2017	Patrol Supervisor		\$56,700				
669	2016	Radio Car		\$56,700			\$65,625	
670	2011	Prisoner Van	\$54,000					
671	2015	Chief of Police					\$65,625	
672	2017	Deputy Chief						
673	2007	Detective						
674	2015	Detective						\$68,906
675	2009	Detective						
676	2017	Detective						
677	2014	Radio Car	\$54,000			\$62,512		
678	2013	School Resource / Radio Car			\$59,535			
679	2013	School Resource / Radio Car				\$62,512		
680	2013	Administrative Use						
Totals			\$216,000	\$226,800	\$238,140	\$250,048	\$262,500	\$275,624

Fleet Management

Miscellaneous Vehicles Fleet

The FY2021 CIP identifies s capital projects totaling \$85,000 for Fleet Management: Miscellaneous Vehicles Fleet.

Fleet Management: Miscellaneous Vehicles Fleet: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number	Funding Source
Recreation – SUV Vehicle	21	\$45,000	V-MSC2020-21-01	Borrowing
COA Sedan for Medical Transport	21	\$40,000	V-MSC2021-21-01	Borrowing

Fleet Management: Miscellaneous Vehicles Fleet: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2021	\$85,000
FY 2022	\$0
FY 2023	\$0
FY 2024	\$0
FY 2025	\$0
FY 2026	\$0
Six Year Total	\$85,000

Fleet Management: Miscellaneous Vehicles Fleet

This fleet replacement section is for vehicles assigned to departments that do not maintain large fleets and as such are only replaced when the vehicle reaches its useful life but is not otherwise projected out.

Fleet Management

School Transportation Fleet

The FY2021 CIP identifies 7 (16 vehicles) capital projects totaling \$565,000 for Fleet Management: School Transportation Fleet.

Fleet Management: School Transportation Fleet: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number	Funding Source
Ford E-150 Van (1)	21	\$30,000	V-STR2020-21-01	Borrowing
Ford E-150 Van (5)	21	\$150,000	V-STR2021-21-01	Borrowing
Ford E-150 Van (3)	22	\$105,000	V-STR2020-22-01	TBD
Ford E-150 Van (3)	23	\$120,000	V-STR2020-23-01	TBD
GMC Savana	24	\$40,000	V-STR2021-24-01	TBD
Dodge Caravan (2)	24	\$80,000	V-STR2021-24-02	TBD
Ford E-150 Van	24	\$40,000	V-STR2021-24-03	TBD

Fleet Management: Miscellaneous Vehicles Fleet Projected: Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2021	\$180,000
FY 2022	\$105,000
FY 2023	\$120,000
FY 2024	\$160,000
FY 2025	\$0
FY 2026	\$0
Six Year Total	\$565,000

Fleet Management: School Transportation Fleet

This fleet replacement section is for vehicles used for the transportation of Norwood Public School students.

E150 Vans- These are smaller vans used to transport students and are replaced on a regular schedule to ensure reliability and student safety.

Norwood Transportation Department - Vehicle Replacement Plan

FY 2021-2025

Vehicle #	Year	Mileage	Replacement Value	Vehicle Description	FY2021	FY2022	FY2023	FY2024	FY2025	Comments
VANS										
1	2009	155,000	\$ 30,000.00	Ford E150 Van	30,000					FY 2021
2	2009	117,000	\$ 35,000.00	Ford E150 Van		35,000				
3	2013	95,000	\$ 35,000.00	Ford E150 Van		35,000				
4	2017	44,000	\$ 40,000.00	Chev, Express Van						
5	2013	87,000	\$ 40,000.00	Ford E150 Van			40,000			
6	2019	15,000	\$ 32,000.00	Chevrolet Express						
7	2016	45,000	\$ 40,000.00	GMC Savana						
8	2009	155,000	\$ 30,000.00	Ford E-150 Van	30,000					FY2021
9	2013	80,000	\$ 40,000.00	Ford E-150 Van			40,000			
10	2009	120,000	\$ 30,000.00	Ford E-150 Van	30,000					FY2021
11	2009	116,000	\$ 35,000.00	Ford E-150 Van		35,000				
12	2015	56,000	\$ 40,000.00	GMC Savana				40,000		
13	2009	130,000	\$ 30,000.00	Ford E-150 Van	30,000					FY2021
14	2019	500	\$ 50,000.00	Ford Transit Wheel Chair						NEW
15	2009	120,000	\$ 50,000.00	Ford Wheel Chair-E250						<i>Spare-Wheel Chair</i>
16	2019	500	\$ 50,000.00	Ford Transit Wheel Chair						NEW
17	2009	173,000	\$ 50,000.00	Ford Wheel Chair-E250						<i>Spare-Wheel Chair</i>
18	2015	80,000	\$ 40,000.00	Dodge Caravan				40,000		
19	2015	92,000	\$ 40,000.00	Dodge Caravan				40,000		
20	2013	67,000	\$ 40,000.00	Ford E-150 Van				40,000		
21	2013	105,000	\$ 40,000.00	Ford E-150 Van			40,000			
22	TBD	0	N/A	Ford E-150 Van	30,000					NEW
23	TBD	0	N/A	Ford E-150 Van	30,000					NEW
BUSES										
101	2017	17,000	\$ 60,000.00	Bluebird						
102	2017	16,000	\$ 60,000.00	Bluebird/Wheel Chair						
103	2017	25,000	\$ 60,000.00	Bluebird						
104	2017	18,000	\$ 60,000.00	Bluebird						
105	2017	17,000	\$ 60,000.00	Bluebird/Wheel Chair						

Fleet Management

School Buildings & Grounds Fleet

The FY2021 CIP identifies 4 capital projects totaling \$177,500 for Fleet Management: School Buildings & Grounds Fleet.

Fleet Management: School Buildings & Grounds Fleet: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number	Funding Source
F250 Pickup Truck	23	\$60,000	V-SCH2020-23-01	TBD
Backhoe	23	\$65,000	V-SCH2020-23-02	TBD
Owens Trailer	24	\$7,500	V-SCH2020-24-01	TBD
Chevy Box Truck	24	\$45,000	V-SCH2020-24-02	TBD

Fleet Management: Buildings & Grounds Fleet Projected: Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2021	\$0
FY 2022	\$0
FY 2023	\$125,000
FY 2024	\$52,500
FY 2025	\$0
FY 2026	\$0
Six Year Total	\$177,500

Fleet Management: School Buildings & Grounds Fleet

Currently the School's Buildings & Grounds Department maintains 15 vehicles and large equipment and trailers. The average age of our vehicle/equipment is 11 years. We try to replace our fleet in the 5 - 9 year range; but as you can see, we are projected five years out, but the schedule is annual as vehicle conditions change. A good model is to have a replacement of 10% of the value of the fleet in any given year.

F250 Pickup Truck- This is a Buildings and Grounds vehicle which is used by the maintenance crew to move equipment from various schools as well as for snow plowing operations at school buildings. This replaces a 2008 Chevrolet Silverado which has 69,000 miles.

School Buildings & Grounds Fleet – Replacement Plan

Vehicle #	Year	Replacement Value	Vehicle Description	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
1	1982	\$7,500	Owens Classic Trailer				\$7,500		
2	1999	\$8,000	Cross Trailer						
3	2015	\$8,500	Utility Trailer						
4	2006	\$7,500	Haulmark Transport Trailer						
5	1998	\$65,000	Back Hoe			\$65,000			
6	2008	\$30,000	Kubota Tractor						
7	2017	\$65,000	Ford F250/plow						
8	2016	\$65,000	Ford F250/plow						
9	2015	\$65,000	Ford F250/plow						
10	2015	\$75,000	Ford F350/plow						
11	2015	\$45,000	Cut Van/Launch Truck						
12	2010	\$60,000	Chev Silverado/Plow			\$60,000			
13	2009	\$38,000	Ford E150 Van						
14	2006	\$45,000	Chev Box Truck				\$45,000		
15	2010	\$65,000	Chev Silverado/Plow						
Total		\$649,500	Total			\$125,000	\$52,500		

Fleet Management

Facilities Department

The FY2021 CIP identifies 2 (2 vehicles) capital projects totaling \$90,000 for Fleet Management: Facilities Department Fleet.

Fleet Management: Facilities Department Fleet: Summarized Capital Outlay

Description	Fiscal Year	Total Cost	Project Number	Funding Source
Facilities Truck	21	\$45,000	V-FAC2021-21-01	Borrowing
Facilities Truck	21	\$45,000	V-FAC2021-21-02	Borrowing

Fleet Management: Buildings & Grounds Fleet Projected: Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2021	\$90,000
FY 2022	\$0
FY 2023	\$0
FY 2024	\$0
FY 2025	\$0
FY 2026	\$0
Six Year Total	\$90,000

Fleet Management: Facilities Department

FY2021 will be the first year during which the Town of Norwood will have a unified Facilities Department. Due to the short amount of time between the final approval of the Facilities Department and the start of the FY2021 budget preparation, we could not aggregate the various facility capital budgets under one budget. Rather, we are starting the Facilities Department CIP with a couple of much needed vehicles for the new department.

Summary for Fiscal 2021

46 capital projects (not including 15 separate road projects) with a combination of free cash, borrowing, rates and rate borrowing, CPA funds, Chapter 90 Funds, and the operating budget.

Funding Source	Amount
Free Cash	\$0
Borrowing	\$5,465,980
Rates-Cash	\$0
Operating Budget	\$869,000
CPA Funds	\$0
Chapter 90 Funds	\$913,450
Rates-Borrow	\$3,155,000
Total	\$10,403,430

Debt Service Analysis

Town of Norwood								
Current and Projected Debt Service (Including Borrowing for Water and Road Projects)								
Current Debt Service Total	Total Indebtedness (Not Annual Debt Service Payments) as of 06/30/2020	Debt Service Projections						
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
All Various & FY21 Authorizations	\$138,793,709	\$17,839,588	\$19,462,686	\$17,557,484	\$15,536,244	\$10,701,661	\$9,715,918	\$7,611,901
Proposed	Authorize							
Road Repair Program Year (1 of 5)	\$2,800,000			\$284,000	\$278,000	\$272,000	\$266,000	\$260,000
Water Improvement Program Year (1 of 5)	\$8,325,000			\$534,750	\$526,200	\$517,650	\$509,100	\$500,550
Traffic Study	\$75,000			\$18,375	\$17,700	\$17,025	\$16,350	\$15,675
Cemetery Bathroom Upgrade	\$60,000			\$17,700	\$17,025	\$16,350	\$15,675	
Cemetery Office Roof	\$18,000			\$5,900	\$5,675	\$5,450	\$5,225	
Large Diameter Supply Hose	\$85,000			\$23,825	\$17,925	\$17,250	\$16,575	\$15,900
IT Upgrades/Replacements - NPS	\$585,000			\$86,325	\$83,625	\$80,925	\$78,225	\$75,525
Replace desktops	\$310,000			\$78,950	\$76,025	\$68,100	\$65,400	\$62,700
Replace Public Safety Infrastructure	\$90,000			\$24,050	\$23,150	\$22,250	\$16,350	\$15,675
Design Services, Field Turf and Track Replacement	\$160,000			\$42,200	\$40,625	\$34,050	\$32,700	\$31,350
Update Community Room/Police	\$200,000			\$29,000	\$28,100	\$27,200	\$26,300	\$25,400
Design Repairs of Apparatus Floor	\$10,000			\$5,450	\$5,225			
Replace Plymovent System	\$50,000			\$12,250	\$11,800	\$11,350	\$10,900	\$10,450
Design/CM for Carpet Replacement (Both Sides)	\$25,000			\$6,125	\$5,900	\$5,675	\$5,450	\$5,225

Replace Fire Alarm Panel	\$50,000		\$18,375	\$17,700	\$17,025	\$16,350	\$15,675
Apparatus Apron/Parking Lot Crack Sealing	\$10,000		\$5,450	\$5,225			
Design Services for Women's Locker Room	\$10,000		\$5,450	\$5,225			
Design Service for Lobby Area	\$10,000		\$5,450	\$5,225			
Design Services – Painting of Interior	\$20,000		\$5,900	\$5,675	\$5,450	\$5,225	
Painting of Interior	\$120,000		\$30,400	\$29,275	\$28,150	\$27,025	\$20,900
Marsh Master Plan with Attachments	\$40,000		\$11,800	\$11,350	\$10,900	\$10,450	
Post construction monitoring Taxiway A (years 1-3)	\$2,500		\$2,613				
Environmental Assessment, Taxiway C stub, Phase 1	\$15,000		\$5,675	\$5,450	\$5,225		
Replace Truck #4 – Dump Truck	\$90,000		\$24,050	\$23,150	\$22,250	\$16,350	\$15,675
Replace Truck #15 – Utility Truck	\$50,000		\$12,250	\$11,800	\$11,350	\$10,900	\$10,450
Replace Truck #34 – 1 Ton Dump Truck	\$55,000		\$17,475	\$11,800	\$11,350	\$10,900	\$10,450
Replace Truck # 39 – 1 Ton Dump Truck	\$55,000		\$17,475	\$11,800	\$11,350	\$10,900	\$10,450
Replace Asst. Supt. Vehicle #59	\$35,000		\$11,575	\$11,125	\$5,675	\$5,450	\$5,225
Truck #CEM3 – 1-Ton Dump Truck	\$60,000		\$17,700	\$17,025	\$11,350	\$10,900	\$10,450
Utility Vehicle	\$25,000		\$6,125	\$5,900	\$5,675	\$5,450	\$5,225
NC-3	\$60,000		\$17,700	\$17,025	\$11,350	\$10,900	\$10,450
Recreation – SUV Vehicle	\$45,000		\$17,025	\$11,350	\$10,900	\$10,450	
COA Sedan for Medical Transport	\$40,000		\$11,800	\$11,350	\$10,900	\$10,450	
Ford E-150 Van (1)	\$30,000		\$11,350	\$5,900	\$5,675	\$5,450	\$5,225
Ford E-150 Van (5)	\$150,000		\$36,750	\$35,400	\$34,050	\$32,700	\$31,350
Facilities Truck	\$45,000		\$17,025	\$11,350	\$10,900	\$10,450	
Facilities Truck	\$45,000		\$17,025	\$11,350	\$10,900	\$10,450	
Westover Parkway Bridge Design and Construction	\$500,000		\$65,000	\$63,500	\$62,000	\$60,500	\$59,000

Oldham School Tile Replacement	\$180,000			\$35,400	\$34,500	\$33,600	\$32,700	\$31,800
All Elementary - Replace Intercom & Clock Systems	\$400,000			\$92,000	\$89,600	\$87,200	\$84,800	\$82,400
All Schools - Replace Door Access Systems	\$165,000			\$49,950	\$43,600	\$42,400	\$41,200	\$0
Fire Kitchen Upgrade	\$450,000			\$58,500	\$57,150	\$55,800	\$54,450	\$53,100
Repairs to Exterior Building	\$500,000			\$65,000	\$63,500	\$62,000	\$60,500	\$59,000
Ambulance	\$550,000			\$71,500	\$69,850	\$68,200	\$66,550	\$64,900
Water Main Cleaning & Lining MWRA Grant/Loan	\$630,000			\$63,000	\$63,000	\$63,000	\$63,000	\$63,000
Supplement to MWRA Water Main C&L Grant/Loan	\$525,000			\$52,500	\$52,500	\$52,500	\$52,500	\$52,500
Meadowbrook Area 5B Sewer Re-Lining	\$2,000,000			\$130,000	\$127,900	\$125,800	\$123,700	\$121,600
Total	\$158,549,209	\$17,839,588	\$19,462,686	\$19,735,672	\$17,619,769	\$12,689,861	\$11,640,818	\$9,369,176
<i>Italicized text was used to show projects that necessitate borrowing but are not included in the CIP. The Road Repair and Water Improvement Projects are the start of an eight and five, respective, year project. The plan is to borrow the same amount each year for eight and five years, respectively.</i>								

Debt Service Analysis Continued

Town of Norwood								
Current and Projected Debt Service Analysis (CIP Projects Only)								
Current Debt Service Total	Total Indebtedness (Not Annual Debt Service Payments) as of 06/30/2020	Debt Service Projections						
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
All Various	\$138,793,709	\$17,839,588	\$19,462,686	\$17,557,484	\$15,536,244	\$10,701,661	\$9,715,918	\$7,611,901
Proposed	Authorize							
Traffic Study	\$75,000			\$18,375	\$17,700	\$17,025	\$16,350	\$15,675
Cemetery Bathroom Upgrade	\$60,000			\$17,700	\$17,025	\$16,350	\$15,675	
Cemetery Office Roof	\$18,000			\$5,900	\$5,675	\$5,450	\$5,225	
Large Diameter Supply Hose	\$85,000			\$23,825	\$17,925	\$17,250	\$16,575	\$15,900
IT Upgrades/Replacements - NPS	\$585,000			\$86,325	\$83,625	\$80,925	\$78,225	\$75,525
Replace desktops	\$310,000			\$78,950	\$76,025	\$68,100	\$65,400	\$62,700
Replace Public Safety Infrastructure	\$90,000			\$24,050	\$23,150	\$22,250	\$16,350	\$15,675
Design Services, Field Turf and Track Replacement	\$160,000			\$42,200	\$40,625	\$34,050	\$32,700	\$31,350
Update Community Room/Police	\$200,000			\$29,000	\$28,100	\$27,200	\$26,300	\$25,400
Design Repairs of Apparatus Floor	\$10,000			\$5,450	\$5,225			
Replace Plymovent System	\$50,000			\$12,250	\$11,800	\$11,350	\$10,900	\$10,450
Design/CM for Carpet Replacement (Both Sides)	\$25,000			\$6,125	\$5,900	\$5,675	\$5,450	\$5,225
Replace Fire Alarm Panel	\$50,000			\$18,375	\$17,700	\$17,025	\$16,350	\$15,675
Apparatus Apron/Parking Lot Crack Sealing	\$10,000			\$5,450	\$5,225			
Design Services for Women's Locker Room	\$10,000			\$5,450	\$5,225			

Design Service for Lobby Area	\$10,000		\$5,450	\$5,225			
Design Services – Painting of Interior	\$20,000		\$5,900	\$5,675	\$5,450	\$5,225	
Painting of Interior	\$120,000		\$30,400	\$29,275	\$28,150	\$27,025	\$20,900
Marsh Master Plan with Attachments	\$40,000		\$11,800	\$11,350	\$10,900	\$10,450	
Post construction monitoring Taxiway A (years 1-3)	\$2,500		\$2,613				
Environmental Assessment, Taxiway C stub, Phase 1	\$15,000		\$5,675	\$5,450	\$5,225		
Replace Truck #4 – Dump Truck	\$90,000		\$24,050	\$23,150	\$22,250	\$16,350	\$15,675
Replace Truck #15 – Utility Truck	\$50,000		\$12,250	\$11,800	\$11,350	\$10,900	\$10,450
Replace Truck #34 – 1 Ton Dump Truck	\$55,000		\$17,475	\$11,800	\$11,350	\$10,900	\$10,450
Replace Truck # 39 – 1 Ton Dump Truck	\$55,000		\$17,475	\$11,800	\$11,350	\$10,900	\$10,450
Replace Asst. Supt.Vehicle #59	\$35,000		\$11,575	\$11,125	\$5,675	\$5,450	\$5,225
Truck #CEM3 – 1-Ton Dump Truck	\$60,000		\$17,700	\$17,025	\$11,350	\$10,900	\$10,450
Utility Vehicle	\$25,000		\$6,125	\$5,900	\$5,675	\$5,450	\$5,225
NC-3	\$60,000		\$17,700	\$17,025	\$11,350	\$10,900	\$10,450
Recreation – SUV Vehicle	\$45,000		\$17,025	\$11,350	\$10,900	\$10,450	
COA Sedan for Medical Transport	\$40,000		\$11,800	\$11,350	\$10,900	\$10,450	
Ford E-150 Van (1)	\$30,000		\$11,350	\$5,900	\$5,675	\$5,450	\$5,225
Ford E-150 Van (5)	\$150,000		\$36,750	\$35,400	\$34,050	\$32,700	\$31,350
Facilities Truck	\$45,000		\$17,025	\$11,350	\$10,900	\$10,450	
Facilities Truck	\$45,000		\$17,025	\$11,350	\$10,900	\$10,450	
Westover Parkway Bridge Design and Construction	\$500,000		\$65,000	\$63,500	\$62,000	\$60,500	\$59,000
Oldham School Tile Replacement	\$180,000		\$35,400	\$34,500	\$33,600	\$32,700	\$31,800
All Elementary - Replace Intercom & Clock Systems	\$400,000		\$92,000	\$89,600	\$87,200	\$84,800	\$82,400

All Schools - Replace Door Access Systems	\$165,000			\$49,950	\$43,600	\$42,400	\$41,200	\$0
Fire Kitchen Upgrade	\$450,000			\$58,500	\$57,150	\$55,800	\$54,450	\$53,100
Repairs to Exterior Building	\$500,000			\$65,000	\$63,500	\$62,000	\$60,500	\$59,000
Ambulance	\$550,000			\$71,500	\$69,850	\$68,200	\$66,550	\$64,900
Water Main Cleaning & Lining MWRA Grant/Loan	\$630,000			\$63,000	\$63,000	\$63,000	\$63,000	\$63,000
Supplement to MWRA Water Main C&L Grant/Loan	\$525,000			\$52,500	\$52,500	\$52,500	\$52,500	\$52,500
Meadowbrook Area 5B Sewer Re-Lining	\$2,000,000			\$130,000	\$127,900	\$125,800	\$123,700	\$121,600
Total	\$144,693,709	\$17,839,588	\$19,462,686	\$18,916,922	\$16,815,569	\$11,900,211	\$10,865,718	\$8,608,626

Appendices

Appendix 1: Previous year expenditure update

Appendix 2: Proposed funding schedule

Appendix 3: Capital projects deferred in FY21

Appendix 4: Unaddressed capital

Appendix 5: Horizon capital

Appendix 6: Understanding the project numbering system

Appendix 1- Previous Year Expenditure Update

This section lists final close out costs and total project expenses incurred for each capital item in the previous year if they were completed.

Municipal Parking Lot (\$950,000) - Three of the five lots have been designed in house by the Engineering Department. The original estimate was to begin in fall and continue in spring. We estimate that the design work will be completed and ready for BOS approval in February with bidding and construction to follow. The Senior Center parking lot (\$230,000) is included in this summary.

Traffic Signals – Washington St. (\$590,000) - The original estimate was one year of design to be completed in the spring with construction following. Design is ongoing and on schedule.

Pavement Management Road Work (\$1,712,157) - To date, our contractor has performed \$1,564,601 of work paving all, or a portion of, 18 streets. In spring 2020, we plan to pave Morningside Drive, Garden Parkway (Wilson Street to Morningside Drive), Bond Street, and Ridge Road.

Water Main Cleaning & Lining MWRA Grant/Loan (\$630,000), Supplement to MWRA Water Main C&L Grant/Loan (\$500,000) – By the end of the fiscal year, we plan to clean and line 3,850 feet of water mains, install 2,167 feet of water mains, install 43 new water main gate valves, and install eight new fire hydrants. The Town will perform this work on Prospect St., High St., Fulton St., High St., Lydon St., Summit Ave., and Curran Ave.

Replace MTU's for AMR System- (\$129,800) – The units have been purchased. Replacement of the 9,000 units is ongoing.

Design Services for Cemetery-Roof, Bathroom, Electric, and Heating System (\$20,000), Cemetery Garage Roof Replacement (\$20,000) – The design and construction of the new roof is complete. Meetings have been scheduled with a designer to start the designs for the bathrooms, electrical needs, and heating system.

Network Switch Replacements (NHS) (\$42,000) – This project is complete.

NPS Laptop Replacements (\$60,750) and NPS Desktop Computer Replacements (\$20,750) - All units have been delivered, set up, and are in use. This project is complete.

Tactical Vests/Body Armor (\$75,000), Tactical Helmets (\$10,400) - All the units have been ordered. We anticipate a late February delivery date.

CMS- Design Services/Feasibility for New Facility (\$1,500,000) – We have been accepted by the MSBA to seek proposals for a feasibility study to replace CMS.

Design Services, Police Community Room (\$12,000) – We have receive two quotes for design services. The project is on hold until the Facilities Department is operational. We believe that we could see significant savings by allowing the Facilities Department manage and, potentially, complete part of the project.

HVAC Design, Public Safety Building (\$150,000) – This project has been postponed for one year.

Upgrade to LED Lighting (Both Sides), Public Safety Building (\$100,000) – This project is on hold until the energy manager is hired and working, which will take place in spring 2020. In addition, we should have significant funding from the Town’s recent designation as a Green Community. This funding should allow the Town, at the least, to reduce the amount needed to borrow for complete project.

Replace Stainless Steel Toilets in Holding Cells, Public Safety Building (\$25,000) - We have received one quote for supplies (the toilets) and are awaiting a quote for installation. Although we are seeking a quote for installation, we may put the project on hold until the Facilities Department is operational. We believe that we could see significant savings by allowing the Facilities Department manage the project.

Design Services, Fire Department Kitchen (\$12,000) - We have received two quotes for design services. The project is on hold until the Facilities Department is operational. We believe that we could see significant savings by allowing the Facilities Department manage the project.

Design Services (\$24,000) and Construction (\$300,000), Civic Center Elevator - Salamone and Associates started design services in February. We should begin soliciting bids in March, with a bid opening in late March. Construction could begin as early as May.

Design Services, Exterior of Civic Center (\$60,000) - Proposals have been received. We anticipate awarding a design contract in April.

LED Lighting Upgrade, Library (\$60,000) – This project is on hold until the energy manager is hired and working, which will take place in spring 2020. In addition, we should receive a significant amount of funding from the Town’s recent designation as a Green Community. This funding should allow the Town, at the least, to reduce the amount needed to borrow to complete this project.

Wildlife Fence, Airport (\$90,000) – This project is pending funding approval from MassDOT.

Purchase of the Saints Lot (\$300,000) - The purchase and sale agreement has been signed. The survey, which the Engineering Department and Coneco Engineering completed together, has been approved by the Mass. Land Court. The Planning Board is expected to approve an Approval Not Required Plan (ANR) at their February 24th meeting. Following the Board's Approval of the ANR, it will be sent to the Registry of Deeds. Once the Registry of Deeds records the ANR, the seller's legal team and Town Counsel can finalize the sale. We believe the purchase of the Saints lot will be complete no later than April.

Replace DPW Trucks 31, 35, 49 (\$265,000) - Truck 31 has been purchased and is in operation. Truck 35 has been ordered. Delivery is expected in February. Truck 45 has been ordered. Delivery is expected in February. Trucks 25 & 49 are larger trucks, which required more time to procure.

DPW Riding Lawnmowers (\$9,000) - One riding lawnmowers has been delivered and is operational. The second riding lawn mower is scheduled for delivery in spring.

Replace Squad #3 with a Brush Rapid Attack Truck (BRAT) (\$200,000) – The BRAT is being delivered to Norwood at the time of this writing on February 24, 2020.

Purchase of Medical Assist Response Vehicle (MARV) (\$60,000) – The MARV has been delivered and is operational.

Purchase of a Rescue Boat (\$20,000) – The rescue boat has been delivered and is operational.

Purchase of four (4) Police Cruisers (\$194,936) - The vehicles have been ordered. Due to the high demand for Ford's hybrid Explorer, they have not yet been delivered. We anticipated delivery by the end of April, but this could change as Ford has experienced challenges delivering the hybrid Explores.

Wheelchair Van, School Transportation Fleet (\$60,000) - The van has been delivered and is in use.

Ford E-150 Van, School Transportation Fleet (\$40,000) - The van has been delivered and is in use.

Appendix 2- Proposed Funding Schedule

Project	Project #	Funding Source							
		Free Cash	Borrowing	Rates-Cash	Operating Budget	Grant funds	CPA	CH90	Rates-Borrow
Traffic Study for Neponset St/Access Rd Intersection	HWY2021-21-01		\$75,000						
Westover Parkway Bridge Design and Construction	HWY2021-21-02		\$500,000						
Paving (Aggregate)	Multiple				\$653,000			\$913,450	
Water Main Cleaning & Lining MWRA Grant/Loan	WNS2020-20-01								\$630,000
Supplement to MWRA Water Main C&L Grant/Loan	WNS2020-20-02								\$525,000
Meadowbrook Area 5B Sewer Re-Lining	WNS2020-21-03								\$2,000,000
Cemetery – Bathroom Upgrade at Cemetery Office	CEM2020-21-01		\$60,000						
Cemetery – Office Roof	CEM2021-21-01		\$18,000						
Large Diameter Supply Hose	NFD2020-21-01		\$85,000						
Replace Desktops (GG)	ITE2020-21-01		\$310,000						
Replace Public Safety Infrastructure (GG)	ITE2021-21-01		\$90,000						
IT Upgrades / Replacements (NPS)	ITE2021-21-02		\$584,600						
Design Services, Field Turf and Track Replacement	F-NHS2020-21-01		\$160,000						
Oldham School – Tile Replacement	F-ELE2020-21-01		\$180,000						
All Elementary – Replace Intercom & Clock Systems	F-ELE2020-22-04		\$400,000						
All Schools – Replace Door Access Systems	F-ELE2021-21-01		\$160,880						
Update Community Room/Police	F-PSB2020-20-01		\$200,000						
Design Repairs of Apparatus Floor	F-PSB2020-20-03		\$10,000						
Replace Plymovent System	F-PSB2020-20-04		\$50,000						
Upgrade Kitchen (Including Appliances) (Fire)	F-PSB2020-20-05		\$450,000						
Design/CM for Carpet Replacement (Both Sides)	F-PSB2020-20-06		\$25,000						
Replace Fire Alarm Panel	F-PSB2021-21-01		\$50,000						
Apparatus Apron/Parking Lot Crack Sealing	F-PSB2021-21-02		\$10,000						
Repairs to Exterior of Building	F-CIV2020-21-02		\$500,000						

Project	Project #	Funding Source							
		Free Cash	Borrowing	Rates -Cash	Operating Budget	Grant funds	CPA	CH90	Rates-Borrow
Design Services for Women's Locker Room	F-CIV2020-21-03		\$10,000						
Design Services for Lobby Area	F-CIV2021-21-01		\$10,000						
Design Services – Painting of Interior	F-MML2020-21-01		\$20,000						
Painting of Interior	F-MML2020-22-01		\$120,000						
Marsh Master Plan with Attachments	F-AIR2020-21-01		\$38,000						
Post construction monitoring Taxiway A (years 1-3)	F-AIR2021-21-01		\$2,500						
Environmental Assessment, Taxiway C stub, Phase 1	F-AIR2020-21-03		\$15,000						
Replace Truck #4 – Dump Truck	V-HWY2021-21-01		\$90,000						
Replace Truck #15 – Utility Truck	V-HWY2021-21-02		\$50,000						
Replace Truck #34 – 1 Ton Dump Truck	V-HWY2020-21-02		\$55,000						
Replace Truck # 39 – 1 Ton Dump Truck	V-HWY2021-21-03		\$55,000						
Replace Asst. Supt. Vehicle #59	V-HWY2021-21-04		\$35,000						
Truck #CEM3 – 1-Ton Dump Truck	V-CEM2020-21-01		\$57,000						
Utility Vehicle	V-CEM2020-21-02		\$25,000						
NC-3	V-NFD2020-21-01		\$60,000						
Replace Ambulance (NA3) w/Stryker & cardiac monitor	V-NFD2020-21-02		\$550,000						
Police Cruisers (4)	Operating Budget				\$216,000				
Recreation – SUV Vehicle	V-MSA2020-21-01		\$45,000						
COA Sedan	V-MSA2021-21-01		\$40,000						
Ford E-150 Van	V-STR2020-21-01		\$30,000						
Ford E-150 Van – 5	V-STR2021-21-01		\$150,000						
Facilities Vehicle	V-FAC2021-21-01		\$45,000						
Facilities Vehicle	V-FAC2021-21-02		\$45,000						
Totals		\$0	\$5,465,980	\$0	\$869,000	\$0	\$0	\$913,450	\$3,155,000

Appendix 3- Capital Projects Deferred in FY 2021

After the Capital Outlay Committee votes on projects to recommend to Town Meeting, the Board of Selectmen, and Finance Commission, any projects not advanced will be recorded here to track deferred projects before a final budget goes to Town Meeting.

Appendix 4- Unaddressed Capital

For the purposes of the Norwood Capital Improvement Plan the Town defines unaddressed capital as areas that require either routine capital maintenance or investment that go unaddressed in the 5-year plan due to a lack of resources but must none- the-less be on the radar of the BOS, Finance Commission, and Town Meeting.

Pavement Management- The Town had made progress in FY2017 and FY2018 in adding consistent general fund monies for road paving. Unfortunately, this funding was eliminated from the FY2020 operating budget. At the time of this writing in February 2020, \$630,000 is currently budgeted for road paving in the general operating budget. The Town should target approximately twice its annual chapter 90 allocation of approximately \$860,000 as a general fund contribution to pavement management.

Appendix 5- Horizon Capital

For the purposes of the Norwood capital improvement plan, horizon capital will be defined as large capital projects that will occur at some point in the future, but are not as of yet on a 5-year schedule. These may be projects that are “at some point” such as a facility repair, or something that is currently in working shape but due to age the possibility of it needing repair or replacement may come up at some point.

Replace Traffic Signals Washington Street/Nahatan Street Corridor- This project would replace the traffic signals along Washington and Nahatan Streets. This system is several decades old and will require attention at some point. As traffic increases and development continues, the system’s age makes it less reliable requiring more routine work and maintenance. A project of this nature would likely cost somewhere in the \$5 million range. Engineering/feasibility funds are provided for in the later years of this plan, however the entire project will be costly.

Renovation of Town Hall – Town Hall is over 90 years old and has never had a major renovation since it was built in 1928. Although still structurally sound and arguably the most beautiful municipal building in the country, the interior of the building is showing its age. Renovations have been made to make the building more accessible, but improvements could be made to make the building more inclusive for everyone. A total renovation of Town Hall will likely be very expensive. However, the hope is that after completing the next renovation, Town Hall won’t have to be renovated for another 90 years.

Appendix 6- Project Numbering & Tracking System

When a project is placed into the CIP queue it is assigned an alphanumeric code that relates to the department the project most closely applies to, the year it was first placed on the CIP, the year the project was originally scheduled to be completed and finally a number from 1-10 or higher to distinguish multiple projects in the same fiscal year within the same department. The purpose of this system is to ensure that a record is kept for projects that are deferred from one year to another or taken off the plan, which also allows us to trace when the project was first placed into the program. This allows us to create a history that we can trace back the origins of projects and if projects are deleted all together we can understand the reasons why so that the Board of Selectmen, the Finance Commission, the Capital Outlay Committee and Town Meeting will understand the changes annually to the CIP, as many projects will be deferred in various years due to funding issues or change in need or priority.

An example of a (hypothetical) FY21 Library project would be as follows:

New book shelves for the Morrill Memorial Library

LIB2021-21-01

LIB is the department (clearly identified in this case), 2021 is the fiscal year the project was added to the CIP, 21 indicates the fiscal year the project was originally planned to be completed, and the 01 is identifying it as one of several projects that year. If this project were to be deferred to a future year, let's say FY2023, the project number would remain the same wherever it is on the plan whether deferred or taken off completely. This will allow us to identify that the project was originally scheduled in FY21 but may be completed at a later date. This also ensures we have an understanding of all projects that have been eliminated, completed, or deferred as the CIP becomes more of a living document over time.

Codes are as follows (though new codes could be added at any time)

NPD: Police Department

NFD: Fire Department

HWY: Department of Public Works, Highway Division

PVM: Department of Public Works, Pavement Management

WNS: Department of Public Works, Water & Sewer

CEM: Department of Public Works, Cemeteries

LIB: Morrill Memorial Library

NPS: Norwood Public Schools

ITE: Information Technology & Equipment

PPO: Facilities, Parks, Playgrounds, Open Space

UNC: Uncategorized (General Government/Unallocated)

FAC: Facilities Department

V-NPD: Vehicles, Police Department Fleet

V-NFD: Vehicles, Fire & Ambulance Department Fleet

V-HWY: Vehicles, Public Works Fleet

V-CEM: Department of Public Works, Cemeteries

V-SCH: Vehicles, Schools Buildings & Grounds

V-STR: Vehicles, School Transportation of Students

V-MSC: Vehicles, Miscellaneous/small fleets

V-FAC: Vehicles, Facilities Department

F-NHS: Facilities, Norwood High School

F-CMS: Facilities, Coakley Middle School

F-SVC: Facilities, Savage Center

F-ELE: Facilities, Elementary Schools

F-PSB: Facilities, Public Safety Building

F-THA: Facilities, Town Hall

F-CIV: Facilities, Civic Center

F-DPW: Facilities, DPW garage/admin building

F-MML: Facilities, Morrill Memorial Library

F-AIR: Facilities, Airport

F-UNA: Facilities, General Government Unallocated

Town of Norwood



Fiscal Year 2021 Infrastructure Improvement Plan (IIP)

Department of Public Works

Road Repair

The FY2021 IIP identifies 5 capital projects totaling \$14,000,000 in Road Repair projects.

Description	Fiscal Year	Total Cost	Project Number	Funding Source
Road Repair Program First Year	21	2,800,000	IIP - HWY2021-21-01	Borrowing
Road Repair Program Second Year	22	2,800,000	IIP - HWY2021-22-01	Borrowing
Road Repair Program Third Year	23	2,800,000	IIP - HWY2021-23-01	Borrowing
Road Repair Program Fourth Year	24	2,800,000	IIP - HWY2021-24-01	Borrowing
Road Repair Program Fifth Year	25	2,800,000	IIP - HWY2021-25-01	Borrowing

Department of Public Works, Road Repair Program

Fiscal Year	Total Cost
FY 2021	\$2,800,000
FY 2021	\$2,800,000
FY 2023	\$2,800,000
FY 2024	\$2,800,000
FY 2025	\$2,800,000
Six Year Total	\$14,000,000

Road Repair: Project Description

Road Repair – The Town of Norwood has 110 miles of roadways, with varying widths, that have a combined area of 2.1 million square yards. Since 1999, the Town has resurfaced 1.13 million square yards of roadways thereby leaving 0.97 (970,000) square yards of roadways not resurfaced since 1999.

Best practice is to adopt a program where each roadway is paved once every 25 years. This would require the resurfacing of 84,000 square yards of roadways each year. At the current cost of \$22 per square yard, the Town would need to annually invest \$1,848,000 to meet the goal of resurfacing every roadway over 25 years. Unfortunately, due to the shortage of funds, the Town has averaged only 52,800 square yards of resurfacing over the past 6 years. In the early 2000s, the Town was only resurfacing an average of 12,250 square yards per year.

Since the Town has not resurfaced anywhere near the annual goal of 84,000 square yards, the consensus is to resurface the remaining 0.97 million square yards of roadways during the next five years to meet the goals of all of Norwood's streets being resurfaced in the last 25 years. This would require an investment of approximately \$21,340,000 over the next five years or \$4.27 million per year. Once the goal has been achieved, an annual investment of \$1,848,000 should be made to ensure that all 110 miles of roadways are resurfaced in the next 25 years. Currently, between Chapter 90 and Town appropriation approximately \$1,500,000 is spent annually on road resurfacing; thus the annual amount needed each year for the next five years is approximately \$2,422,000 annually. For the purpose of this program and to ensure appropriate engineering, contingency, and project oversight costs the recommended annually borrowing amount is \$2,800,000 each year for five years with all work being completed within the 5-6 year period.

If approved, we would borrow in five separate increments-one per year for five years. The total work will be completed roughly within the 5 year time frame, though the first year work will not begin until the spring *following* Town Meeting approval. Generally we are rushing to begin work as soon in June as possible after Town Meeting and this rush can be challenging. With this much work, we would receive authorization in May at Town Meeting and engineer, design, and prepare to begin the following spring to maximize the construction season time available.

Below are the projected roads that would be repaved in the first year of this program. This is *in addition* to the roads listed in the capital plan (approximately \$1,500,000).

Alandale Pwky \$ 171,600	Elliot St - Nichols St to Crescent Ave \$ 138,515	Monroe St (Nahatan to Railroad) \$ 51,300	Sunnyside Rd(Birch to Meadowbrook) \$ 95,400
Arnold Rd \$ 95,300	Elliot Street - Crescent Ave to Walpole St \$ 121,200	Myrtle St \$ 49,390	Vernon St (Nichols St to Washington St) \$ 121,000
Audubon Rd \$ 95,700	Emerson Rd \$ 52,500	Park St \$ 20,100	Vernon St (Prospect to Hawthorne) \$ 63,555
Day St (Beech to Wash) \$ 98,000	Gardner Rd \$ 29,000	Press Ave \$ 49,600	Washington St (Mylod St to Walpole T.L.) \$ 300,000
Douglas Ave \$ 32,000	Harding Rd \$ 49,960	Railroad Ave (Cleveland to RR Tracks) \$ 161,500	
Driftwood Circle \$ 38,435	Hawthorne St \$ 76,700	Robinwood Rd \$ 89,000	
East Monroe St \$ 42,900	Hoyle St (Walpole to Winslow) \$ 60,400	Short St/Morse St (Washington St to River) \$ 84,270	
East Vernon St \$ 51,800	Longfellow Rd \$ 83,250	St. John Ave \$ 120,100	

Department of Public Works

Water Improvement Plan

The FY2021 IIP identifies 5 capital projects totaling \$41,625,000 for water improvement projects.

Description	Fiscal Year	Total Cost	Project Number	Funding Source
Water Improvement Program First Year	21	\$8,325,000	IIP - WNS2021-21-01	Rates-Borrowing
Water Improvement Program Second Year	22	\$8,325,000	IIP - WNS2021-22-01	Rates-Borrowing
Water Improvement Program Thrid Year	23	\$8,325,000	IIP - WNS2021-23-01	Rates-Borrowing
Water Improvement Program Fourth Year	24	\$8,325,000	IIP - WNS2021-24-01	Rates-Borrowing
Water Improvement Program Fifth Year	25	\$8,325,000	IIP - WNS2021-25-01	Rates-Borrowing

Department of Public Works, Pavement Management: Projected Capital Outlay by Fiscal Year

Fiscal Year	Total Cost
FY 2021	\$8,325,000
FY 2022	\$8,325,000
FY 2023	\$8,325,000
FY 2024	\$8,325,000
FY 2025	\$8,325,000
FY 2026	\$0
Six Year Total	\$41,625,000

Department of Public Works, Water Improvement: Project Description

Water Improvement Plan – The Town of Norwood has 119 miles (628,320 feet) of water mains with various diameters. Before the mid 1950’s cast iron/ductile iron water mains were installed without a lining on the interior wall. These unlined pipes have tuberculation gradually building up on the interior walls thereby causing discolored water and reduced fire flow capacities. Since the mid 1950’s, water mains have been installed with a cement lining that prevents tuberculation.

Beginning in the mid 1980's, Norwood has annually cleaned and cement lined water mains that do not have a lining. This program typically rehabilitates 3,000 – 5,000 feet of water main each year. However, as of February 2020, there are still 185,000 feet (29%) of water mains that still need to be cleaned and lined. At the present rate of cleaning and lining 5,000 feet of water main each year, it will take 37 years to have all of Norwood's water mains lined!

The Town proposes a more aggressive program to reach the goal of having all of our water mains lined. This will provide aesthetic drinking water town-wide and improve fire flows. Since water main costs are approximately \$225 per foot, it would take an investment of \$41,625,000 to have the remaining water mains rehabilitated (185,000 feet x \$225 / foot). Since this is a long term capital investment the Town can choose to borrow funds over a 30 year period, which is common for water and sewer projects throughout the United States.

The projected borrowing is \$8,325,000 per year. The anticipated impact on rates will be *about* 2.8% per year, though this will peak in the 5th year of the program and decline slightly each year of the borrowing lowering rates slightly each year from years 6-30 of the program. The total amount requested is projected to be in addition to our current MWRA borrowing program to adjust for inflation, engineering, and contingency. The final year of the program may see a number substantially lower than the \$8,325,000 further lessening the impact on ratepayers. This is an added benefit of taking the project in five separate borrowings; we may be able to take advantage of other MWRA or state clean water initiatives. If we can increase our MWRA zero-interest loans, we would, of course, do so.

Many hidden costs are associated with older and unlined pipes. They are more susceptible to breaking, and when pipes break (regardless of the impact on water users) we often incur huge overtime costs, emergency repair costs, and lose millions of gallons of water for which the Town pays each time we suffer a just a medium-size line break.

Below is a table that displays all of the water mains that still need to be lined.

Norwood Unlined Water Mains		Norwood Unlined Water Mains	
March 3, 2020		March 3, 2020	
<u>STREET NAME</u>	<u>LIMITS</u>	<u>STREET NAME</u>	<u>LIMITS</u>
Access Road	Neponset St to Gate 1	Day Street	Entire Street
Allen Road	Entire Street	Dean Street	Entire Street
Audubon Road	Sixth St to West Border Rd	Downey Street	Entire Street
Avon Road	Entire Street	Downing Street	Entire Street
Baker Street	Entire Street	Earle Street	Entire Street
Beacon Avenue	Entire Street	East Cross Street	Entire Street
Beech Street	Entire Street	East Hoyle Street	Entire Street
Bellevue Avenue	Entire Street	Elda Drive	Entire Street
Belmont Street	Entire Street	Elliot Street	Entire Street
Birch Road	Entire Street	Ellis Avenue	Entire Street
Bird Road	Entire Street	Fales Avenue	Entire Street
Bond Street	Entire Street	Fifth Street	Entire Street
Broadway	Entire Street	First Street	Entire Street
Bruce Road	Entire Street	Fourth Street	Entire Street
Buckingham Road	Entire Street	Franklin Street	Entire Street
Bullard Street	Entire Street	Fulton Street	Nahatan St to Washington St
Cameron Road	Entire Street	Gay Street	Entire Street
Carpenter Street	Entire Street	George Street	Entire Street
Casey Street	Entire Street	Granite Street	Entire Street
Central Street	Entire Street	Guild Street	Entire Street
Chickering Road	Entire Street	Highland Street	Entire Street
Churchill Drive	Entire Street	Highview Street	Entire Street
Clarke Street	Entire Street	Hill Street	Roosevelt St to Washington St
Codman Road	Entire Street	Hillcrest Road	Entire Street
Columbine Road	Entire Street	Hillshire Lane	Entire Street
Cottage Street - East	Entire Street	Hillside Avenue	Entire Street
Crescent Avenue	Entire Street	Holly Drive	Entire Street
Cushing Road	Entire Street	Howard Street	Entire Street
David Terrace	Entire Street	Jefferson Drive	Entire Street

Norwood Unlined Water Mains		Norwood Unlined Water Mains	
March 3, 2020		March 3, 2020	
STREET NAME	LIMITS	STREET NAME	LIMITS
Joy Street	Entire Street	Philbrick Street	Entire Street
Lane Drive	Entire Street	Phillips Avenue	Winslow Ave to Elks
Laurel Road	Entire Street	Pleasant Place	Entire Street
Lawndale Road	Entire Street	Pleasant Street	Entire Street (except Cross St to Railroad Ave)
Lenox Avenue	Entire Street	Prospect Avenue	Entire Street
Lenox Street	Entire Street	Railroad Avenue	Prospect St to Hill St
Lewis Avenue	Entire Street	Ridgewood Drive	Entire Street
Lincoln Street	Spruce Rd to Hawthorne St	Rosemary Street	Entire Street
Linden Street	Entire Street	St. Catherines Road	Entire Street
Longwood Terrace	Entire Street	Saunders Road	Entire Street
Madelyn Road	Entire Street	School Street	Entire Street
Maple Street	Winter St to Day St	Second Street	Entire Street
Margaret Street	Entire Street	Shattuck Park Road	Entire Street
Mayflower Road	Entire Street	Shaw Street	Entire Street
McKinley Road	Entire Street	Sixth Street	Entire Street
Meadow Street	Entire Street	Stearns Drive	Entire Street
Meadowbrook Road	Entire Street	Stratford Road	Entire Street
Morrill Road	Entire Street	Third Street	Entire Street
Morse Avenue	Entire Street	Upton Avenue	Entire Street
Morse Street	Washington St to Pleasant St	Valley Road	Entire Street
Myrtle Street	Entire Street	Vernon Street East	Entire Street
Neponset Street	Entire Street	Walnut Avenue	Highland Ave to Walpole St
Nichols Street	Berwick St to Bond St	Walters Road	Entire Street
Oak Road	Entire Street	Warren Street	Entire Street
Orchard Lane	Entire Street	Washington Street	Chapel St to Nahatan St
Park Street	Entire Street	West Street	Entire Street
Parkway	Entire Street	West Border Road	Entire Street
Peabody Road	Entire Street	Westview Drive	Entire Street
Pellana Road	Entire Street	Williams Street	Entire Street
		Woodbine Road	Entire Street

Summary for Fiscal 2021

2 infrastructure projects totaling \$11,125,000 with a combination of borrowing and rates and rate borrowing.

Funding Source	Amount
Free Cash	\$0
Borrowing	\$2,800,000
Rates-Cash	\$0
Operating Budget	\$0
Chapter 90 Funds	\$0
Rates-Borrow	\$8,325,000
Other**	
Total	\$11,125,000

Debt Service Analysis

Town of Norwood								
Current and Projected Debt Service (Including Borrowing for Water and Road Projects)								
Current Debt Service Total	Total Indebtedness (Not Annual Debt Service Payments) as of 06/30/2020	Debt Service Projections						
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
All Various & FY21 Authorizations	\$138,793,709	\$17,839,588	\$19,462,686	\$17,557,484	\$15,536,244	\$10,701,661	\$9,715,918	\$7,611,901
Proposed	Authorize							
Road Repair Program Year (1 of 5)	\$2,800,000			\$284,000	\$278,000	\$272,000	\$266,000	\$260,000
Water Improvement Program Year (1 of 5)	\$8,325,000			\$534,750	\$526,200	\$517,650	\$509,100	\$500,550
Traffic Study	\$75,000			\$18,375	\$17,700	\$17,025	\$16,350	\$15,675
Cemetery Bathroom Upgrade	\$60,000			\$17,700	\$17,025	\$16,350	\$15,675	
Cemetery Office Roof	\$18,000			\$5,900	\$5,675	\$5,450	\$5,225	
Large Diameter Supply Hose	\$85,000			\$23,825	\$17,925	\$17,250	\$16,575	\$15,900
IT Upgrades/Replacements - NPS	\$585,000			\$86,325	\$83,625	\$80,925	\$78,225	\$75,525
Replace desktops	\$310,000			\$78,950	\$76,025	\$68,100	\$65,400	\$62,700
Replace Public Safety Infrastructure	\$90,000			\$24,050	\$23,150	\$22,250	\$16,350	\$15,675
Design Services, Field Turf and Track Replacement	\$160,000			\$42,200	\$40,625	\$34,050	\$32,700	\$31,350
Update Community Room/Police	\$200,000			\$29,000	\$28,100	\$27,200	\$26,300	\$25,400
Design Repairs of Apparatus Floor	\$10,000			\$5,450	\$5,225			
Replace Plymovent System	\$50,000			\$12,250	\$11,800	\$11,350	\$10,900	\$10,450
Design/CM for Carpet Replacement (Both Sides)	\$25,000			\$6,125	\$5,900	\$5,675	\$5,450	\$5,225

Replace Fire Alarm Panel	\$50,000
Apparatus Apron/Parking Lot Crack Sealing	\$10,000
Design Services for Women's Locker Room	\$10,000
Design Service for Lobby Area	\$10,000
Design Services – Painting of Interior	\$20,000
Painting of Interior	\$120,000
Marsh Master Plan with Attachments	\$40,000
Post construction monitoring Taxiway A (years 1-3)	\$2,500
Environmental Assessment, Taxiway C stub, Phase 1	\$15,000
Replace Truck #4 – Dump Truck	\$90,000
Replace Truck #15 – Utility Truck	\$50,000
Replace Truck #34 – 1 Ton Dump Truck	\$55,000
Replace Truck # 39 – 1 Ton Dump Truck	\$55,000
Replace Asst. Supt. Vehicle #59	\$35,000
Truck #CEM3 – 1-Ton Dump Truck	\$60,000
Utility Vehicle	\$25,000
NC-3	\$60,000
Recreation – SUV Vehicle	\$45,000
COA Sedan for Medical Transport	\$40,000
Ford E-150 Van (1)	\$30,000
Ford E-150 Van (5)	\$150,000
Facilities Truck	\$45,000
Facilities Truck	\$45,000
Westover Parkway Bridge Design and Construction	\$500,000

\$18,375	\$17,700	\$17,025	\$16,350	\$15,675
\$5,450	\$5,225			
\$5,450	\$5,225			
\$5,450	\$5,225			
\$5,900	\$5,675	\$5,450	\$5,225	
\$30,400	\$29,275	\$28,150	\$27,025	\$20,900
\$11,800	\$11,350	\$10,900	\$10,450	
\$2,613				
\$5,675	\$5,450	\$5,225		
\$24,050	\$23,150	\$22,250	\$16,350	\$15,675
\$12,250	\$11,800	\$11,350	\$10,900	\$10,450
\$17,475	\$11,800	\$11,350	\$10,900	\$10,450
\$17,475	\$11,800	\$11,350	\$10,900	\$10,450
\$11,575	\$11,125	\$5,675	\$5,450	\$5,225
\$17,700	\$17,025	\$11,350	\$10,900	\$10,450
\$6,125	\$5,900	\$5,675	\$5,450	\$5,225
\$17,700	\$17,025	\$11,350	\$10,900	\$10,450
\$17,025	\$11,350	\$10,900	\$10,450	
\$11,800	\$11,350	\$10,900	\$10,450	
\$11,350	\$5,900	\$5,675	\$5,450	\$5,225
\$36,750	\$35,400	\$34,050	\$32,700	\$31,350
\$17,025	\$11,350	\$10,900	\$10,450	
\$17,025	\$11,350	\$10,900	\$10,450	
\$65,000	\$63,500	\$62,000	\$60,500	\$59,000

Oldham School Tile Replacement	\$180,000			\$35,400	\$34,500	\$33,600	\$32,700	\$31,800
All Elementary - Replace Intercom & Clock Systems	\$400,000			\$92,000	\$89,600	\$87,200	\$84,800	\$82,400
All Schools - Replace Door Access Systems	\$165,000			\$49,950	\$43,600	\$42,400	\$41,200	\$0
Fire Kitchen Upgrade	\$450,000			\$58,500	\$57,150	\$55,800	\$54,450	\$53,100
Repairs to Exterior Building	\$500,000			\$65,000	\$63,500	\$62,000	\$60,500	\$59,000
Ambulance	\$550,000			\$71,500	\$69,850	\$68,200	\$66,550	\$64,900
Water Main Cleaning & Lining MWRA Grant/Loan	\$630,000			\$63,000	\$63,000	\$63,000	\$63,000	\$63,000
Supplement to MWRA Water Main C&L Grant/Loan	\$525,000			\$52,500	\$52,500	\$52,500	\$52,500	\$52,500
Meadowbrook Area 5B Sewer Re-Lining	\$2,000,000			\$130,000	\$127,900	\$125,800	\$123,700	\$121,600
Total	\$158,549,209	\$17,839,588	\$19,462,686	\$19,735,672	\$17,619,769	\$12,689,861	\$11,640,818	\$9,369,176
<p><i>Italicized</i> text was used to show projects that necessitate borrowing but are not included in the CIP. The Road Repair and Water Improvement Projects are the start of an eight and five, respective, year project. The plan is to borrow the same amount each year for eight and five years, respectively.</p>								

Appendix 1- Proposed Funding Schedule

Project	Project #	Funding Source					
		Free Cash	Borrowing	Rates-Cash	Operating Budget	CH90	Rates-Borrow
Road Repair Program First Year	IIP - HWY2021-21-01		2,800,000				
<i>Road Repair Program Second Year</i>	<i>IIP - HWY2021-22-01</i>		<i>2,800,000</i>				
<i>Road Repair Program Third Year</i>	<i>IIP - HWY2021-23-01</i>		<i>2,800,000</i>				
<i>Road Repair Program Fourth Year</i>	<i>IIP - HWY2021-24-01</i>		<i>2,800,000</i>				
<i>Road Repair Program Fifth Year</i>	<i>IIP - HWY2021-25-01</i>		<i>2,800,000</i>				
Water Improvement Program First Year	IIP - WNS2021-21-01						8,325,000
<i>Water Improvement Program Second Year</i>	<i>IIP - WNS2021-22-01</i>						<i>8,325,000</i>
<i>Water Improvement Program Third Year</i>	<i>IIP - WNS2021-23-01</i>						<i>8,325,000</i>
<i>Water Improvement Program Fourth Year</i>	<i>IIP - WNS2021-24-01</i>						<i>8,325,000</i>
<i>Water Improvement Program Fifth Year</i>	<i>IIP - WNS2021-25-01</i>						<i>8,325,000</i>
Totals		\$0	\$14,000,000	\$0	\$0	\$0	\$41,625,000
<i>Italics show future authorizations, not FY2021</i>							