May 14, 2018

Dear Town Meeting Member:

This “Yellow Sheet” contains background information for the May 14th Special Town Meeting. We hope that it proves helpful in your deliberations.

This “Yellow Sheet” has also been posted on the Town’s website (www.NorwoodMa.gov) under “Government/Town Meeting/Town Meeting Notices & Documents/2018-05-18 Special Town Meeting”.

ARTICLE 1. This Zoning Bylaw amendment was submitted by the Planning Board in an effort to deal with the open lot storage of vehicles throughout the Town.

However, at its May 7, 2018 meeting, the Planning Board unanimously voted to recommend Indefinite Postponement of this Article. There are several unresolved issues with the proposed draft amendment. The Planning Board and Planning Department staff will continue to work on the Bylaw amendment and present it to voters at a future Town Meeting.

ARTICLE 2. This article will amend the Zoning Bylaw to allow the Planning Board to establish an Associate Planning Board member position. The Planning Board currently has five elected Board members. Associate Planning Board members are needed when the Planning Board acts as the Special Permit Granting Authority. Special Permits require a super majority vote of Board members, four of five members, to be approved. If one Board member cannot participate because they are on vacation, out sick or have a conflict of interest, a unanimous, four of four members vote is required to approve a Special Permit. A unanimous vote can be difficult to obtain if the project is controversial. Many towns have Associate Planning Board members to fill in for Board members that are not available to participate in Special Permit applications. The Planning Board believes that an Associate Board member will help them to do their jobs better when processing Special Permit applications.

The Planning Board recommends approval of this article.

ARTICLE 3. This article will establish a prohibition on asphalt manufacturing plants in all Zoning Districts. It also prohibits commercial operations that involve crushing rocks and concrete, in all Zoning Districts. The Planning Board believes that these types of heavy industrial activities have many
negative impacts associated with them. In an effort to protect the Town’s residents and businesses from the noise, dust, vibration, air pollution and truck traffic associated with asphalt plants and rock crushing, these uses should be prohibited in Norwood.

The Planning Board recommends approval of this article.

ARTICLE 4. This is a petition for a Zoning Map amendment submitted by Mr. Michael Saad and other concerned residents. The article was submitted in response to a plan to use a parcel of land off of Morse Street for the open lot storage of vehicles. The article proposes to re-zone 3 parcels and a portion of a 4th parcel from their current designation as Manufacturing (M) to General Residence (G). The existing M district allows for open lot storage, subject to the issuance of a special permit by the Planning Board.

The Planning Board voted 4-1 not to recommend approval of this article. The Owner recently filed an “Approval Not Required” (“ANR”) plan with the Planning Board (an option available to a property-owner under State law). The effect of this action is to freeze the property’s Manufacturing zoning designation for the next three years, and to “grandfather” any use allowed in an “M” district established within that three-year period. Thus, if a required special permit is issued, any action by Town Meeting to change the zoning would not affect the current proposal before the Planning Board.

On May 4th, a special permit application to store 863 vehicles was submitted by the Owner to the Planning Board, as required under the Zoning Code. The Planning Board will hold public hearing on the application starting in June.

ARTICLE 5. The Board of Selectmen is requesting your acceptance of the provisions of Chapter 148, Section 56 of the Mass. General Laws, which would authorize the Selectmen to require a license for anyone conducting or maintaining an open-air parking space for the parking or storage of vehicles subject to the approval of the Fire Chief. The Selectmen could establish different classes for such licenses and set fees for them.

The Selectmen are recommending acceptance as a means of potentially raising additional revenues from properties that are being utilized (or more accurately, underutilized) for “open lot” parking or storage of vehicles. Such lots and storage areas are found throughout the town, and the parcels are taxed substantially lower than would be if they were developed.

An example: a parcel consisting of 2.46 acres is being used for open lot storage for 328 cars. The Town receives only $7,090 in taxes on this property. The site next to it, consisting of 2.10 acres but improved with two buildings, pays $96,083 in taxes.
If you approve this article, the Selectmen will proceed to prepare rules and regulations for the licensing process, together with a fee schedule, and prepare to implement them as soon as feasible.

Articles #6 and #7 that follow are “Housekeeping” measures needed now that the Governor has signed into law the amendment to Chapter 197 of the Acts of 1914 (our Town Charter), by separating the position of Town Clerk and Accountant into two distinct positions.

ARTICLE 6. We ask that you petition the Legislature to amend the so-called Representative Town Meeting Act (Chapter 541 of the Acts of 1947) by deleting the position of Town Clerk and Accountant, which as of July 1, 2018 will be eliminated, as an ex-officio member of Town Meeting. We do not recommend either new position (Town Clerk and/or Town Accountant) be added back, since it is possible that in the future they could be occupied by individuals who live out of town and thus may not be residents. The full text from the Warrant follows:

AN ACT FURTHER REGARDING THE POSITIONS OF TOWN CLERK AND TOWN ACCOUNTANT IN THE TOWN OF NORWOOD

Be it enacted in the Senate and House of Representatives in General Court assembled, and by the authority of the same as follows:

Section 1. Section 11 of Chapter 541 of the Acts of 1947 is hereby amended by inserting “and” between “finance commission” and “the chairman of the school committee” and by striking out the words “, and the town clerk and accountant”.

Section 2. This act shall take effect upon its passage.

ARTICLE 7. We also request that you approve amendments to two of the Town’s General Bylaws: Article VII – “Records and Reports”; and Article XV – Capital Outlay Committee. Both changes would eliminate the now defunct position of Town Clerk and Accountant and replace it with the more appropriate position of Town Accountant. The full text from the Warrant follows:

1. In Article VII, Section 10, delete “Clerk and”. As amended, Article VII, Section 10 shall read: “On or before November first of each year, each board, committee or officer of the Town authorized by law to expend money shall file with the Town Accountant, who shall transmit the same to the Finance Commission, a signed detailed estimate of the appropriation or appropriations recommended by such board, committee or officer for the work under its or his charge for the ensuing year”.

2. In Article XV, Section 3, first sentence, delete “Clerk and”. As amended, the first sentence of Article XV, Section 3 shall read: “The General Manager, Town Accountant, Town Treasurer, and the Librarian shall be ex-officio members of the Committee”: or take any other action in the matter.
ARTICLE 8. A private company - MAP Energy Funding Solutions - has a contract with the MBTA to build parking canopies with solar panels to generate electricity on the Lenox Street side of the Norwood Central Train Station.

The Norwood Municipal Light Department has negotiated an agreement to purchase the power generated from this project. This would add to our “Green” energy portfolio at a cost less than what we pay today from other solar generating plants.

MAP has requested that we consider negotiating a Payment in Lieu of Taxes (PILOT) agreement. A PILOT agreement in place of standard taxing of business property is allowed by MGL Chapter 59, Section 38H. A PILOT may not be entered into without the authorization of Town Meeting. This process is used by virtually every city and town in the Commonwealth in which “stand-alone” solar facilities are sited. In this instance, the underlying property is owned by the MBTA, which by law is tax-exempt.

A PILOT must be negotiated in strict conformance with guidelines issued by the Department of Revenue. These rules require a PILOT to be based on the full and fair cash value of the property at issue (in this case, the solar canopies and equipment, not the underlying land, which is owned by the MBTA and is tax-exempt). Therefore, any amount negotiated as a PILOT will depend on a projection by the Board of Assessors of revenues that may be generated from taxing the facilities’ personal property at full and fair cash value and those received from a predictable, negotiated PILOT agreement.

ARTICLE 9. This article requests your authorization for the Board of Selectmen to take a small strip of land for sidewalk purposes on the corner of Nahatan and Lenox Streets.

Avalon Bay has agreed to fund certain intersection improvements as a part of its project at the old Plimpton Press. The traffic study showed that the increased traffic from the development, and the use of Lenox Street (to and from Plimpton Avenue) as a cut-through, required certain improvements to traffic flow at this intersection.

Presently, there are conflicts affecting Lenox Street traffic as it approaches the traffic signal from opposite directions, because both sides have a green light at the same time. The proposed improvements will add a lane for Lenox Street traffic travelling “northerly” (towards Railroad Avenue) and split the phasing so that only one side of Lenox Street has a green light at a time. These improvements will provide ample green time for each side of Lenox Street, as well as increase safety significantly.
To provide additional space for the turning lane, some minor changes in the “geometrics” of the corner by the Shaw’s/T.J. Maxx shopping plaza are required to allow the sidewalk to be moved back slightly. The total area involved is approximately 402 sq. ft. A plan of the proposed taking is attached.

No money request is being made under this article.

ARTICLE 10. This article seeks your approval to continue funding the OPEB (“Other Post-Employment Benefits”) Trust Fund. The amount requested is $50,000. The funds will come from a projected surplus in the Fiscal 2018 Health Insurance account.

Town Meeting adopted M.G.L. Chapter 32B Section 20 in May of 2009. This law allows the Town to set aside funds for the payment of future non-pension benefits for retirees (principally health and dental care costs). However, given the effects of the 2008 Recession, no actual contributions were made until 2014.

A history of contributions is as follows:

<table>
<thead>
<tr>
<th>Date</th>
<th>Amount</th>
<th>Town Meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>02-2014</td>
<td>$250,000</td>
<td>Special Town Meeting</td>
</tr>
<tr>
<td>07-2014</td>
<td>250,000</td>
<td>Annual Town Meeting</td>
</tr>
<tr>
<td>12-2014</td>
<td>250,000</td>
<td>Special Town Meeting</td>
</tr>
<tr>
<td>07-2015</td>
<td>250,000</td>
<td>Annual Town Meeting</td>
</tr>
<tr>
<td>12-2015</td>
<td>128,360</td>
<td>Special Town Meeting</td>
</tr>
<tr>
<td>05-2016</td>
<td>50,000</td>
<td>Special Town Meeting</td>
</tr>
<tr>
<td>07-2016</td>
<td>250,000</td>
<td>Annual Town Meeting</td>
</tr>
<tr>
<td>05-2017</td>
<td>100,000</td>
<td>Special Town Meeting</td>
</tr>
<tr>
<td>10-2017</td>
<td>250,000</td>
<td>Annual Town Meeting</td>
</tr>
<tr>
<td>Total Appropriations</td>
<td>$1,778,360</td>
<td></td>
</tr>
<tr>
<td>Earnings through 3/31/18</td>
<td>162,252</td>
<td></td>
</tr>
<tr>
<td>Balance</td>
<td>$1,940,612</td>
<td></td>
</tr>
</tbody>
</table>

The Finance Commission has recommended and you have approved a $250,000 contribution at every Annual Town Meeting since 2014, and they will recommend that you increase the amount slightly (to $275,000) this year (on the Annual Warrant). The Finance Commission further recommends that any unspent funds appropriated for health insurance remaining at the close of a given fiscal year also be transferred to the OPEB account. Your approval of this article fulfills this recommendation. This strategy helps ensure a favorable bond rating, which in turn results in lower borrowing rates for the Town.

The most recent actuarial study computes our total unfunded OPEB liability at $153,287,812 as of June 30, 2017. If this article is funded, our Trust will have a
balance of $1,990,612. By law, the OPEB liability must be recalculated every two years.

The Finance Commission’s positive action plan will have a direct bearing on the credit markets’ perception of the Town’s long-term financial health and thus on our credit-rating.

ARTICLE 11. This article requests an additional $55,000 to supplement the Veterans’ Office account for Direct Relief and the related Medical Services and Prescription Drug line items. The budget for these accounts totals $268,500. The Finance Commission recently provided an additional $20,000 from the Reserve Fund to allow us to pay expenses through the end of May.

Direct Relief provides emergency and transitional funding to Veterans and their families, to the widows and other dependent survivors of Veterans, and to the families of those on active military duty. Medical Expenses pays for medical costs of those without insurance. A third line item pays for Prescription Drugs.

The Veterans’ Office’s responsibilities are three-fold: to provide financial assistance in cases of documented need; to transition Veterans receiving assistance to other programs that may be available to them; and to provide social services or referrals to other service agencies when and where needed.

Demand for Veterans assistance has been increasing over the last five years, along with the increasing numbers of older Veterans and their families and survivors. The Veterans’ Office currently provides or has provided assistance to some 140+ individuals and families during this fiscal year.

Last year (F.Y. 2017) the Town spent $298,724 for Direct Relief and the two related medical accounts, and $226,307 in F.Y. 2016 and $210,433 in F.Y. 2015. Medical and Drug reimbursements were barely on the radar screen a few years ago, but last year they accounted for some $60,000 of those expenditures, as the costs (and availability) of insurance premiums and copays and deductibles have soared.

We project that our total costs this year for these services will be about $300,000.

The Commonwealth reimburses 75% of our expenditures for Veterans’ assistance. Unfortunately, the reimbursements arrive with a one-year lag and go into Free Cash; they cannot be used to defray our expenses directly.

ARTICLE 12. This article is being submitted jointly by the Board of Selectmen and the Finance Commission. We are jointly requesting that you appropriate the sum of $1,700,000 for procurement of an integrated town-wide “Enterprise Resource Planning” program (ERP) to serve all departments, including Schools and the Electric Light Department. The School Committee has also endorsed our request.
The Town’s existing “legacy” systems were originally customized for specific departments because no commercial alternatives were available, and with constant up-dating have worked well for some 30 years. Nevertheless, the landscape has changed significantly in the last several years, and all involved agree that we should make the transition to commercially-available software written for municipal usage.

This new “suite” of computer-based programs will integrate all core functions across departmental lines, including financial services (accounting, payroll, purchasing, billing, payments, etc.) and many other departmental applications.

Funding will come from a one-time “bond premium” received by the Town when our Treasurer re-financed a number of borrowings last year to take advantage of the then historically-low interest rates.

We have prepared a more detailed description of our proposal that accompanies this Yellow Sheet.

ARTICLE 13. This article was developed by the Budget Balancing Committee after it analyzed the best options to fund a shortfall in the Fiscal 2019 School budget. If you approve, we will transfer a projected surplus of $150,000 from the current year’s (F.Y. 2018) Health Insurance budget and $200,000 from the Medicare Part “D” subsidy, or a total of $350,000 to the current year’s (again F.Y. 2018) School budget. The School Department will then use this sum to prepay Fiscal 2019 Special Education (SPED) tuitions as allowed by law. This will in turn free up $350,000 in next year’s School budget that would otherwise have been needed for SPED. Such freed-up funds will be available for teacher retention and other programs, and in fact have been factored into the Schools’ F.Y. 2019 budget.

The Town has used a similar mechanism in recent years to help close persistent shortfalls in the School budget. Next year, similar resources may not be available; for one, the federal Medicare Part “D” drug subsidy program has ended, and those monies will no longer be available.

The Selectmen, the Finance Commission and the School Committee have all concurred with the Budget Balancing Committee’s plan. While we remind Town Meeting Members that the School Committee has autonomy over the bottom line of its budget and could use these funds for other purposes, the School Committee has always stood by the agreement.

ARTICLE 14. This article was submitted by the School Committee. Halfway through the current Fiscal Year, the School Committee voted to fill a need to hire an additional 1.9 FTEs to teach English Language Learning. For Fiscal 2018 the unbudgeted cost of these services is $95,737 of which the School may request
$60,000 through this article. At the time of this writing, the School Committee is awaiting word from the Commonwealth on whether it may receive additional Circuit Breaker Funds, in which case this article may not be needed to be funded.

**ARTICLE 15.** This article requests a total of $685,270 to pay the Snow & Ice deficits incurred by the Public Works Department, the School Department, and the Airport this past winter, broken down as follows:

<table>
<thead>
<tr>
<th>Department</th>
<th>Budget</th>
<th>Expenditure</th>
<th>Shortfall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Works</td>
<td>$ 575,000</td>
<td>$1,015,000</td>
<td>$ 440,000</td>
</tr>
<tr>
<td>Schools</td>
<td>20,000</td>
<td>225,000</td>
<td>205,000</td>
</tr>
<tr>
<td>Airport</td>
<td>35,000</td>
<td>63,000</td>
<td>28,000</td>
</tr>
<tr>
<td>Totals:</td>
<td>$ 630,000</td>
<td>$1,303,000</td>
<td>$ 673,000</td>
</tr>
</tbody>
</table>

We were doing just fine for most of the winter, with only one major storm (at the beginning of January); by the end of February, we even entertained the thought that we might be able to turn some funds back at the end of the year.

And then came the month of March. With three major storms in as many weeks, it entered the record books as the snowiest March in memory.

In answer to the perennial question: Yes, we (the Board of Selectmen) have (yet again!) increased the DPW Snow & Ice request in next year’s (FY 2019) Public Works Snow & Ice budget to $625,000 – still well below what we should budget, even given the fact that we’ve had unusually heavy winters in three of the last five years. We should be budgeting at least $800,000 annually. Our goal is to increase the annual appropriation for Public Works until we reach an amount closer to this average.

The requested source of funds is Free Cash.

**ARTICLE 16.** The Department of Public Works is requesting a total of $85,000 for two separate items in its budget:

**DPW Overtime - $43,520:** The request is directly attributable to numerous after-hours utility mark-outs for National Grid and Verizon for emergency repairs, and multiple major water breaks on University Avenue last July and on Access Road this fall and winter. This request will bring expenditures for Overtime to $175,000.

**Garage Maintenance - $41,320:** Two factors are responsible for the increase: higher gasoline (diesel) usage attributable to this winter’s stormy weather; and major unanticipated repairs to five separate vehicles. This request will bring expenditures for Garage Maintenance to $308,000.
In both cases, the required funds are coming from other internal departmental accounts.

**ARTICLE 17.** The Electric Light Department is requesting $35,000 to supplement its Overtime account.

Overtime costs for the three March snowstorms alone cost over $80,000. The March 13th storm was the first in recent memory in which power was actually out overnight (although fortunately, only a small section of the community on upper Nahatan Street was this badly affected) because of the extent of the damage to the infrastructure.

The appropriation was $450,000. The required funds are coming from Light Department salaries.

**ARTICLE 18.** Norwood Light Broadband is requesting $8,000 to supplement its Overtime account.

Like the Light Department, the Broadband crews also worked though the March storms, although the infrastructure was less heavily damaged than the Light Department’s. The appropriation was $108,000. The required funds are coming from other Broadband accounts.

**ARTICLE 19.** The Police Department is requesting that you approve a transfer of $80,000 within the Police Department budget.

The additional funds will be used to bolster the Police Incidentals account in four specific areas:

- **Medical Services** - $20,000: Police Officers injured in the line of duty are covered pursuant to MGL Chapter 41, Section 111F (not by Workers’ Compensation), and any medical expenses incurred are covered within the Police Department’s operating budget. Some $25,000 was allotted this year for this account; given that the Department has 61 sworn officers, it doesn’t take many trips to Urgent Care or the ER to go over this threshold. The Department is requesting that an additional $20,000 be set aside for anticipated expenses. All medical invoices are reviewed for cost adjustments and appropriateness by our third-party Workers’ Comp administrator.

- **Office Supplies** - $15,000: A number of miscellaneous items are lumped into this request, but needless to say it covers a multitude of office-related items, including stationery supplies, furniture repairs, copier repairs and supplies, etc.

- **Uniform Allowance** - $20,000: Uniforms constitute the largest single expense (other than salaries) in the Police Department’s operating budget. This line covers (contractually) the purchase of uniforms for all 61 Uniformed Officers,
7 Dispatchers, 20 Traffic Supervisors, and 2 Custodians. The amount budgeted of $124,950 covers exactly those positions. The current shortfall is entirely caused by turnover within the Department. In recent years, uniforms for newly-hired Officers and other personnel have been covered from elsewhere in the Incidental budget (if the amount is minimal), or if turnover is high, through a transfer from the Salaries account (which may run a surplus when the position being replaced becomes vacant, depending on the time of year). This year, the Department brought on 5 new Officers, a Dispatcher, and 2 Traffic Supervisors. New Police Officers require separate uniforms for Police Academy training, and also must be out-fitted with Departmental regulation uniforms and personal equipment (including protective vests at $800 each). The cost of outfitting a new Officer is at least $3,200.

- **Vehicle Maintenance** - $25,000: this line item covers on-going maintenance and repair of the Police Department's fleet of 19 vehicles (gasoline is covered in a separate account), and was budgeted at $53,000. The Department has had two cruisers involved in accidents this year which were not insured (all new cruisers now have collision coverage, but both were older vehicles that pre-dated coverage).

The total $80,000 will come from within the Police Salaries budget.

**ARTICLE 20.** This article requests $35,000 for three Fire Department accounts. The required funds will come from within the Department Salaries budget.

- **Dispatcher Salaries (Overtime & Part-time)** - $10,000: The amount of $10,000 is requested for Dispatcher Salaries, which is a separate stand-alone appropriation. Dispatch is a 24-hour operation, and all absences, whether for illness or vacation, must be covered, either by part-time dispatchers or on overtime. Not all of the funds will necessarily be expended, but we are entering vacation season, and coverage must be maintained.

- **Overtime & Recall** - $10,000: The appropriation is $110,000. However, with two months left in the fiscal year, only one or two incidents could deplete the budget, so the Chief has asked for additional funds as a precaution.

- **Substitution** - $15,000: The appropriation is $685,000. The account ensures that sufficient staffing is available if firefighters are absent because of vacations, illnesses or injuries. Again, not all of it may be expended, but the Chief is concerned that coverage be available should it be needed.

Again, the required funds will come from internal Fire Department Salaries accounts.

**ARTICLE 21. ** (**Fire Contract**) This article requests that you fund the recently-signed contract with the Firefighters for the current fiscal year. The cost is
$175,000; we are requesting that you actually appropriate $155,000 (the Fire Department will use $20,000 from its current budget). Overall, the three-year contract calls for a 2½% COLA (the same as our other unions) for each of the three years, retroactive to July 1, 2017. There are also changes to the Longevity and Education sections of the contract, as well as some language changes.

This is the last of our General Government contracts to be signed; negotiations with our other unions (Police, Clerical, Public Works, Electric Light, Public Safety and Library) were concluded and funded last year.

The negotiations with the Fire Union involved some 12 face-to-face sessions beginning in January of 2017. We thought we had reached an agreement last May, just prior to the Annual Town Meeting, but the full Union membership did not ratify the agreement.

The Firefighters filed for mediation with the State's Joint Labor-Management Committee (JLMC) in September of 2017. After 5 formal sessions with the JLMC, an agreement was finally forged in mid-March and was ratified by both sides in April.

A summary of the Memorandum of Agreement is attached to this Yellow Sheet. Most of its provisions are similar to those already in our existing Police contracts.

Funding for the F.Y. 2018 will come from several different General Government internal accounts, including the “Article 1” balance of $69,819 (the account reserved for collective bargaining settlement costs), and $20,000 in Fire Department funds.

The F.Y. 2019 Fire Department budget that you will vote on at the Annual has been adjusted to reflect the new contract’s provisions.

ARTICLE 22. This article requests $35,000 to supplement the Town’s Legal Services account, specifically the line item for Litigation.

The total appropriation for the Town Counsel account this year is $146,577. There are three sub-accounts:

- **Retainer**: The annual retainer covers all routine services, including advice to Boards and Officers of the Town and attendance at meetings (such as this Town Meeting), is fixed by contract at $60,000. (This fee was increased for the first time in several years from $57,500 when the contract was renewed last July 1st, after the completion of Town Meeting.)

- **Outside Counsel**: This covers specialized legal services other than Town Counsel. It is budgeted at $12,000 and has been used this year for specialized counsel related to the (now completed) negotiations with Comcast and Verizon for renewal of their expiring cable contracts and for legal services related to the purchase of the Forbes Estate.
• **Litigation:** This covers lawsuits and civil actions brought against the Town, and is budgeted at $77,000. Total expenditures through the end of February have been just over $75,000 (the March invoice is expected shortly). With four months remaining in the fiscal year, we project a need for an additional $35,000, based on recent activity.

Total expenditures were $116,092 in F.Y. 2015; $183,469 in F.Y. 2016; and $133,741 in F.Y. 2017. This year's expenditures will total about $182,000 if you approve this request.

At the November 2017 Special Town Meeting we appropriated $35,000 to hire a consultant to assist us in selecting a new Enterprise Resource Planning (ERP) program. As our internal IT Task force investigated the potential vendors it became apparent that there is only one fully-integrated system designed for Massachusetts Municipal needs (Tyler Munis). Rather than spending the taxpayers’ money for the original purpose, the IT Task Force has released this appropriation for the purpose of town-wide litigation services.

**ARTICLE 23.** This article requests that you authorize the Board of Selectmen to borrow $1,654,200 from the Massachusetts Water Resources Authority to continue our on-going water main cleaning and lining program and to replace aging parts of the distribution network.

The cleaning and lining project is a continuation of our long-standing program to upgrade our local water distribution mains to eliminate rusty water complaints and water pressure problems. Cast iron water pipes laid before 1960 were generally unlined. Over time, these pipes become encrusted with rust in a process called tuberculation, as the oxygen in the water combines with the elemental iron in the pipe itself.

This causes two problems:

First and foremost, tuberculation slowly reduces the inside diameter of the pipe, which in turn reduces its carrying capacity, resulting in reduced water pressure in the area affected. In extreme cases, flows can be reduced to a trickle.

Second, tuberculation frequently causes rusty water problems, especially on side streets and during periods of low water demand, as iron scaling breaks off the inside of the pipe and floats “downstream”. You frequently see this effect on an extreme scale when fire hydrants are opened or during a water break, reversing established water flow patterns. Although not a health problem, rusty water is certainly an esthetic problem, and can stain laundry.

Today, new water lines are laid using cement-lined ductile iron pipe. The cement lining prevents direct contact between the water and the iron in the pipe.
This year's projects will include the replacement of 2,300 feet of eight-inch unlined water main between #100 Access Road and #236 Access Road; we have had four breaks in the line in the last year. We will also replace 300 feet of an eight-inch unlined water main that serves the Coakley Middle School. In both cases, it is clear that wet, acidic soil conditions in these areas make them candidates for replacement rather than lining.

We also will continue our water main cleaning and lining program: this year's projects will tentatively clean and cement-line a total of 4,040 feet of six-inch water mains on Cottage Street (Maple Street to Washington Street), Vernon Street (Nichols Street to Washington Street), Day Street (Beech Street to Washington Street), Maple Street (Cottage Street to Nichols Street), and Wheelock Avenue.

The total of $1,654,200 is to be borrowed from the M.W.R.A. through its interest-free Local Water System Assistance Program. The amount will be repaid through water rates over a ten-year period beginning in F.Y. 2020.

**ARTICLE 24.** This is the usual article for Unpaid Bills; i.e., unpaid obligations from a prior fiscal period for which there is no valid purchase order or other source of funds.

We have a single invoice from Staples for less than $50 that somehow slipped through the cracks.

State law requires a nine-tenths vote for passage at a Special Town Meeting.

**BOARD OF SELECTMEN**

Thomas F. Maloney, Chairman
Helen Abdallah Donohue
Paul A. Bishop
Allan D. Howard
William J. Plasko
ARTICLE 21
Summary of the FY18-20 Memorandum of Agreement between
the Town of Norwood and Norwood Firefighters Local #1631

1. **PAID HOLIDAYS/SICK LEAVE**: The section relating to paid holidays for firefighters was updated to place restrictions the payment of a holiday if a firefighter was to use paid sick leave on the shift prior to, or immediately commencing after, a paid holiday.

2. **LONGEVITY/SENIOR PAY**: The section relating to longevity pay was modified to be similar to the benefit provided to the Norwood Police Officers.

   The existing longevity schedule calls for flat payments at intervals of 10 years ($500); 15 years ($650); 20 years ($750); 25 years ($800); and 30 years ($1,000). This will remain the same for the first year of the contract (FY18).

   In FY19, the flat amounts listed above for those with 10, 15 and 20 years of service will be completely eliminated. The flat amounts for firefighters who have attained 25 years and 30 years of service as of June 30, 2018 will continue on the same terms.

   Additionally, in FY19, the “senior firefighter” differential of 3% will be removed from the contract and replaced with the following (this mirrors the benefit provided the Police Officers):
   - 3% differential at the beginning of the firefighter’s fifteenth year
   - 5% differential at the beginning of the firefighter’s twenty-fifth year

3. **TRAINING**: The section relating to academy training has been updated to reflect the requirement that newly-hired firefighters must successfully complete the Massachusetts State Fire Academy or equivalent training prior to riding on any firefighting apparatus. Prior to that, a recruit awaiting assignment to the Academy may be assigned to work on the Ambulance.

4. **EDUCATION**: The section relating to Firefighter Education Incentive pay has been increased for both the Associates’ Degree (currently $1,250) and Bachelors’ Degree (currently $1,850) in Firefighter Science as follows:
   a. FY18: $500 increase
   b. FY19: $300 increase
   c. FY20: $200 increase

5. **BLS COORDINATOR STIPEND**: The stipend granted to the Basic Life Support (BLS) Coordinator previously was provided in two intervals – 4.5% upon assignment and then 4.5% upon certification (equally a total 9% differential in pay for this role). The reason the
differential was originally granted in this way was due to that at the time the Town implemented the ALS program, a staff member would be assigned to the BLS Coordinator position and then certified. This is no longer the case as only certified members of the department will be assigned going forward. Therefore, the language must be updated to reflect the existing practice, which is that the total stipend of 9% shall be granted upon assignment. There is no increase to the rate, simply a change on the implementation.

6. EMT STIPEND: Stipends granted to firefighters holding the designation of emergency medical technician (basic and advanced life support) have been increased to the following:

   a. 5% for EMT-B (Basic) or EMT-P (Paramedic) who are not assigned to the ambulance (no change)
   b. 13.5% for EMT-P assigned to the ALS ambulance (increase from 12%)
   c. 9.0% for EMT-B assigned to the BLS ambulance (increase from 7.5%)

7. COLA: Cost of Living Adjustment (same as all other unions).

   a. FY18 - 2.5% base wage adjustment
   b. FY19 - 2.5% base wage adjustment
   c. FY20 - 2.5% base wage adjustment
## ARTICLE 21
SUMMARY OF FY2018 RETROACTIVE FIREFIGHTER PAY

<table>
<thead>
<tr>
<th>P Account</th>
<th>Description</th>
<th>Current FY2018 Budget</th>
<th>FY2018 Retro</th>
<th>Revised FY2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>0360</td>
<td>FIRE SAL - NIGHT DIFFER</td>
<td>$211,502</td>
<td>$7,083</td>
<td>$218,585</td>
</tr>
<tr>
<td>0361</td>
<td>FIRE SAL - CHIEF</td>
<td>135,498</td>
<td>-</td>
<td>135,498</td>
</tr>
<tr>
<td>0362</td>
<td>FIRE SAL - PERSONAL SERV</td>
<td>3,926,080</td>
<td>115,557</td>
<td>4,041,737</td>
</tr>
<tr>
<td>0363</td>
<td>FIRE SAL - MECH P/T CREW</td>
<td>100,915</td>
<td>-</td>
<td>100,915</td>
</tr>
<tr>
<td>0366</td>
<td>FIRE SAL - LONGEVITY</td>
<td>34,900</td>
<td>-</td>
<td>34,900</td>
</tr>
<tr>
<td>0370</td>
<td>FIRE SAL - BUSINESS MANAGER</td>
<td>62,830</td>
<td>-</td>
<td>62,830</td>
</tr>
<tr>
<td>0760</td>
<td>FIRE SAL - DEFIB PAY</td>
<td>6,000</td>
<td>-</td>
<td>6,000</td>
</tr>
<tr>
<td>2372</td>
<td>FIRE SAL - MECHANIC OT</td>
<td>14,350</td>
<td>-</td>
<td>14,350</td>
</tr>
<tr>
<td>7066</td>
<td>FIRE SAL - ARSON INVEST</td>
<td>10,668</td>
<td>267</td>
<td>10,935</td>
</tr>
<tr>
<td><strong>2041</strong></td>
<td>FIRE SALARIES</td>
<td>4,502,743</td>
<td>123,006</td>
<td>4,625,749</td>
</tr>
<tr>
<td>2042</td>
<td>FIRE INCIDENTALS</td>
<td>332,290</td>
<td>-</td>
<td>332,290</td>
</tr>
<tr>
<td>7068</td>
<td>FIRE DEPT - TRAINING</td>
<td>175,000</td>
<td>4,375</td>
<td>179,375</td>
</tr>
<tr>
<td><strong>2043</strong></td>
<td>FIRE TRAINING</td>
<td>175,000</td>
<td>4,375</td>
<td>179,375</td>
</tr>
<tr>
<td>0364</td>
<td>FIRE - HOLIDAY PAY</td>
<td>190,383</td>
<td>4,760</td>
<td>195,143</td>
</tr>
<tr>
<td><strong>2044</strong></td>
<td>FIRE - HOLIDAY PAY</td>
<td>190,383</td>
<td>4,760</td>
<td>195,143</td>
</tr>
<tr>
<td>0365</td>
<td>FIRE - OVERTIME AND RECALL</td>
<td>110,000</td>
<td>2,750</td>
<td>112,750</td>
</tr>
<tr>
<td><strong>2045</strong></td>
<td>FIRE - OVERTIME AND RECALL</td>
<td>110,000</td>
<td>2,750</td>
<td>112,750</td>
</tr>
<tr>
<td>0367</td>
<td>FIRE - SUBSTITUTION PAY</td>
<td>685,000</td>
<td>17,125</td>
<td>702,125</td>
</tr>
<tr>
<td><strong>2046</strong></td>
<td>FIRE - SUBSTITUTION PAY</td>
<td>685,000</td>
<td>17,125</td>
<td>702,125</td>
</tr>
<tr>
<td>0368</td>
<td>FIRE - INCENTIVE PAY</td>
<td>75,000</td>
<td>6,000</td>
<td>81,000</td>
</tr>
<tr>
<td><strong>2047</strong></td>
<td>FIRE - INCENTIVE PAY</td>
<td>75,000</td>
<td>6,000</td>
<td>81,000</td>
</tr>
<tr>
<td>0369</td>
<td>FIRE - EMT PAY</td>
<td>302,375</td>
<td>16,915</td>
<td>319,290</td>
</tr>
<tr>
<td><strong>2048</strong></td>
<td>FIRE - EMT PAY</td>
<td>302,375</td>
<td>16,915</td>
<td>319,290</td>
</tr>
<tr>
<td>0371</td>
<td>FIRE - DISPATCHER PAY</td>
<td>235,737</td>
<td>-</td>
<td>235,737</td>
</tr>
<tr>
<td>2369</td>
<td>FIRE DISPATCHER - HOLIDAY PAY</td>
<td>11,121</td>
<td>-</td>
<td>11,121</td>
</tr>
<tr>
<td>2370</td>
<td>FIRE DISPATCHER PAY - OT &amp; PT</td>
<td>76,875</td>
<td>-</td>
<td>76,875</td>
</tr>
<tr>
<td><strong>2049</strong></td>
<td>FIRE DISPATCHER PAY</td>
<td>323,733</td>
<td>-</td>
<td>323,733</td>
</tr>
</tbody>
</table>

**FIRE DEPARTMENT TOTAL** | **6,696,524** | **174,931** | **6,871,455**
ARTICLE 23

WATERMAIN - REPLACEMENT

100 ACCESS RD to 236 ACCESS RD
THE ERP TASK FORCE PROCESS:

- **Project Kickoff & Planning**
- **Requirements Gathering**
- **Interviews/Observation**
- **Vendor Research**
- **Vendor Interviews / Demos**
- **Comparison of Deliverables**
- **Proposals & References**
- **Town Meeting Decision**

SPECIAL POINTS OF INTEREST:

- One Time Influx of Funds—Bond Premium
- Long-Term Sustainability
- Compliant with Uniform Massachusetts Accounting System
- Meets DESE standards for School System
- Improved Integration & Efficiency
- Recommended by Auditors

The Future of Norwood begins with your support!

May 14, 2018

Art. 12—Special TM

**What is Enterprise Resource Planning (ERP)? What will it bring to the Town of Norwood?**

**Enterprise Resource Planning**

Helping to deliver services to homeowners and commercial taxpayers most efficiently.

(ERP) is business process management software that allows an organization to use a system of integrated applications to manage the business and automate many back office functions related to technology, services and human resources. ERP Software typically integrates all facets of an operation — including accounting, treasury, utility billing, permits, licenses and fees — in a single database, application and user interface. ERP applications are business management software solutions, often customized for a specific business industry. Today, most organizations implement ERP systems to replace legacy software or to incorporate ERP applications because no system currently exists.

Some of the most common ERP modules include those for product planning, material purchasing, inventory control, distribution, accounting, marketing, finance and HR. A business will typically use a combination of different modules to manage back-office activities and tasks including the following:

- Improve accuracy of financial data
- Facilitate better project planning
- Automate the employee life-cycle
- Standardize critical business procedures
- Reduce redundant tasks
- Assess business needs
- Accounting and financial applications
- Lower purchasing costs
- Manage human resources and payroll

**Recommendation of the ERP Task Force**

The ERP Task Force strongly recommends that the Town of Norwood purchase municipal software developed by MUNIS, a New England-based company backed by a large national firm, Tyler Technologies.

Massachusetts is unlike any other State in the Union when it comes to its unique accounting requirements. After speaking with and observing software at multiple municipalities, it quickly became clear that MUNIS is the only viable comprehensive Enterprise Resource Planning system that adds value over our current one. While no system offers a 100% solution, MUNIS clearly rises above all others operating in Massachusetts.

Norwood’s most challenging aspect of information gathering and operations relate to the Light Department. Each month our system generates over 15,000 invoices and therefore 15,000 related collections of cash. Currently the Treasurer’s Department and the Light Department spend hours on daily reconciliation. ERP resolves this.

The Task Force asks for your support!
The Details

1 Project Kickoff & Strategic Planning
Led by General Manager John Carroll, the internal Computer Users Group began meeting on a monthly basis on September 12, 2016. The group:

- Assessed the capabilities of the existing system
- Documented procedures within each department
- Requested changes where deficiencies existed

The overall conclusion of the group was:
- The current budgeting and cost-control system is solid
- The largest weakness in the system relates to utility invoicing, cash collection and cash management, particularly as it relates to full integration
- Light department and Broadband should be more fully integrated

An overall plan and timeline was developed which includes the following phases:
- 9/1/16 - 12/31/17 Community visits to see software in use
- 1/1/18 - 3/30/18 Vendor research and interviews
- 4/1/18 - 4/30/18 Management evaluation and recommendation
- 5/14/18 Funding requested at Town Meeting

Providing the Tools for our Departments

II Requirements Gathering
* Suitability for Massachusetts Municipal Requirements
* Flexibility and Scalability of the Product Innovation
* Ease of use and availability of Municipal User Groups
* Future Sustainability of Software and Company
* Annual Operating Costs
* Implementation Strategy
* Deployment Options

III Interviews and observations of software with peer Municipalities
Team members Assistant General Manager, Town Clerk & Accountant, Treasurer/Collector, IT Director, Superintendent of Light Department and Member of the Board of Selectmen interviewed:
- Braintree (Softright - Purchased by Accela)
- Attleboro (MUNIS)
- Franklin (MUNIS)
- Canton (MUNIS)

IV Vendor research
Due to the requirements of the Uniform Massachusetts Accounting System (UMAS), software vendors within the market are limited. Large ERP vendors such as SAP, PeopleSoft, Workday, Oracle, etc. do not see a large enough market to infiltrate so they have not been in this space. We found that these appear to be the only viable candidates for selection:
* Accela
* Accufund
* MUNIS
* VADAR

Interviews with Vendors

V Interviews and demonstrations with vendors
Accela (formerly Softright) - This is a large national software company that bought Softright's Market Share in Massachusetts (2nd largest share behind MUNIS). Accela is supporting Softright with existing clients and will move them to Accela at a later date. They declined to make a presentation to the Town of Norwood because its Massachusetts modules will not be written for another year. The system will be MS-SQL server based.

"The future success of the Town of Norwood depends on our ability to integrate new technologies" Tony Mazzucco, General Manager

Accufund - This is a medium sized firm based in Connecticut with clients in several States. The largest concentration of its clients are Connecticut municipalities. Accufund is trying to break into the Massachusetts Municipal Finance space. If chosen, Norwood would be its first client in Massachusetts. The system is MS-SQL server based.
Norwood’s ERP Solution

V Interviews Continued
MUNIS - This enterprise has the largest market share of Municipalities in Massachusetts. It has maintained its corporate offices in Maine where the firm originated. With over 1,000 MUNIS employees the systems have been the most developed and expanded. Several years ago MUNIS was purchased by Tyler, a large national software enterprise. The system is MS-SQL server based.

VADAR - This is a small company with approximately 15 employees. It has a presence in Massachusetts in several smaller communities and a few large ones. To utilize VADAR Norwood would have to seek an independent payroll system and integrate records. In addition, VADAR software is limited in the number of modules available. This system is written in Access.

Implementation

If Town Meeting provides the funding we will begin negotiations with MUNIS for module pricing, installation costs & long-term maintenance of the system. Since MUNIS is on the State Contract no bidding is required.

We anticipate that we will have an agreement in 60-90 days. During Fiscal 2019 we will work with MUNIS and other specialty developers to design the system that is right for the Town of Norwood.

The first implementations are scheduled for July 1, 2019 and will include General Ledger, budgeting, purchasing & vendor payments along with utility billing and cash management.

Payroll implementation will begin January 1, 2020 to line up expenditures for employees for the calendar year.

In total we anticipate the entire implementation will be phased in over a 2-3 year period.

Some of the other modules include:
- Projects & Grants Management
- Capital Planning & Asset Management
- Human Resources & Recruiting
- Employee Self Service
- Real Estate & Personal Property Tax
- Motor Vehicle Excise Tax
- Tyler Reporting Services

Norwood’s Future Taxpayers

“Implementing Tyler MUNIS will promote best practices for Norwood” Mark Good, Treasurer and Collector

Why is this a Priority for Norwood Considering Other Needs?

The Town of Norwood has been well served by its existing sequel server-based system which has been updated and customized on an ongoing basis.

However, we have arrived at the great age of compliance with more and more demands being placed on our system by Federal and State agencies including DESE and the Division of Local Services.

MUNIS has established reporting protocols that connect directly with these agencies. With over 1,000 employees dedicated to developing and maintaining software, we have the best possibility of developing the highest transparency for our taxpayers. Additionally, since this is the number one platform in Massachusetts for ERP for municipalities, we will benefit by hiring individuals in the future who have transferable expertise.

We have a one-time window of funding from a bond premium that increased our Free Cash by over $1.7 Million.

Let’s invest it wisely!
Consider an IT Assessment and System Conversion

The Town currently maintains its accounting records under the outdated “statutory” accounting system which is not a structured fund accounting system in accordance with generally accepted accounting principles. As a result, each year many manual steps are required to convert the year-end records to a fund accounting basis. Also, the Town’s accounting records are maintained on an information technology platform that lacks the capability and efficiency that is available in many modern municipal software systems. Although the Town has been able to manage its records on these systems for many years, it may be time to evaluate alternative solutions. We also understand that the School Department may be mandated by the Massachusetts Department of Elementary and Secondary Education to allow ESE to upload data directly from the School Department’s accounting records sometime in the fiscal 2020 – 2022 time period. It is not likely the current system would have that capability.

We recommend the Town consider performing a comprehensive Information Technology Assessment. The primary objective of an IT assessment is to identify areas to increase automation to improve efficiency, establish goals to ensure that the Town maintains a stable IT environment, provide timelines and cost estimates for immediate and longer-term planning, as well as to ensure IT and data security policies remain current. Best practice programs established by the Commonwealth, the Government Finance Officers Association (GFOA) as well as Information Systems Audit and Control Association (ISACA) all recommend such an assessment. Implementation of this recommendation will help ensure the Town’s IT functions remain appropriate. If it is determined that a new IT System is needed, we recommend that the Town’s accounting be converted from the “statutory” system to the more modern Uniform Massachusetts Accounting System (UMAS) which conforms to generally accepted accounting principles.

Melanson Heath, Accountants and Auditors
Management Letter dated December 13, 2016

MUNIS—Norwood’s ERP Solution

“The Norwood School System has been seeking access to MUNIS for years”
Dr. David Thomson, Superintendent

Credits and Acknowledgements

I would like to take this opportunity to thank a number of people who have been involved in the process of gathering information, providing documentation of our business practices and looking at the systems of other municipalities.

First, I would like to acknowledge the leadership of John Carroll who chaired the task force from the fall of 2016 until his retirement. Although John may not have understood the nuts and bolts of computer science and financial systems, he had the faith to trust those of us who did. This project would not have gotten off the ground without his dogged determination to push the project on a monthly basis.

Mark Redlich, Director of IT and author of our existing system approached this proposal with professional skepticism and made us demonstrate the need and the justification for a major expenditure. He has now rightly assumed the leadership role on this project. His expertise and knowledge of how Norwood works is invaluable.

Finally I would like to thank the members of the Board of Selectmen, Finance Commission & School Committee for their openness and support.

Thomas J. McQuaid, CPA, Town Clerk & Accountant

Town of Norwood, the “Jewel” of the Commonwealth
## TOWN OF NORWOOD
### COMPARISON OF ENTERPRISE RESOURCE PLANNING PROGRAMS (ERP)

<table>
<thead>
<tr>
<th>System</th>
<th>Current Vendor</th>
<th>Current System</th>
<th>AccuFund</th>
<th>Tyler Munis</th>
<th>VADAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting - GL</td>
<td>S &amp; P Vision</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Accounting - AP</td>
<td>S &amp; P Vision</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Accounting - BG</td>
<td>S &amp; P Vision</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Capital Assets</td>
<td>Not currently installed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash Management</td>
<td>Not currently installed</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Contract Management</td>
<td>Not currently installed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project and Grant Accounting</td>
<td>S &amp; P Vision</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Purchase Orders</td>
<td>S &amp; P Vision</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Asset Maintenance</td>
<td>In house</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Human Resources</td>
<td>S &amp; P Vision</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Payroll</td>
<td>S &amp; P Vision</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Payroll Employee Self Service</td>
<td>Not currently installed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recruiting</td>
<td>Not currently installed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>S &amp; P Vision</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Animal Licenses</td>
<td>A Truxton</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>CAMA Bridge</td>
<td>Vision/CJ Considine</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Central Property</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Motor Vehicle Excise Tax</td>
<td>CJ Considine</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>General Billing</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Real Estate &amp; P/Property Tax</td>
<td>CJ Considine / RRC</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Tax Title</td>
<td>CJ Considine</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Cashiering</td>
<td>Not currently installed</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>UB Interface (2)</td>
<td>Not currently installed</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Utility Billing CIS</td>
<td>various vendors</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Forms Processing</td>
<td>multiple</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Content Manager</td>
<td>multiple</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Reporting Services</td>
<td>multiple</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Citizen Self Service</td>
<td>Not currently installed</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>CAFR Statement Builder</td>
<td>Not currently installed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EnerGovAdv Server Bundle</td>
<td>Not currently installed</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>EnerGov Citizen Self Service - PLM</td>
<td>Not currently installed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EnerGov IG Workforce Apps</td>
<td>Not currently installed</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>EnerGov Licensing &amp; Regulatory Management Suite (LRM) (2)</td>
<td>Not currently installed</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>EnerGov Permitting B Land Management Suite (PLM) (8)</td>
<td>Not currently installed</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>EnerGov Report Toolkit</td>
<td>Not currently installed</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Tyler GIS - Access to ESRI</td>
<td>Not currently installed</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>System Management Services</td>
<td>Not currently installed</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
ENTERPRISE RESOURCE PLANNING (ERP)
OPERATING AND COST CONSIDERATIONS

The ERP Committee strongly recommends the acquisition of the Tyler-Munis operating system to be installed on local networks. We believe this system will be transformative for the Town of Norwood and will serve us well for several decades. While this is the largest investment of the possible options it is the only fully-integrated ERP system used by Massachusetts Municipalities. Full-integration is the key element leading to efficiencies as records updated are readily available to all users (assuming proper security clearance) immediately. Currently similar records must be entered into multiple systems to satisfy our local, state and federal requirements. Moving to a single-source vendor will create tremendous efficiencies which over the long-term will mean personnel savings through attrition.

A breakdown of costs for the system is as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>License and implementation fees</td>
<td>$1,577,943</td>
</tr>
<tr>
<td>In-House Implementation Specialist 3 Years @ $75,000 per year</td>
<td>225,000</td>
</tr>
<tr>
<td>Total cost of system</td>
<td>$1,802,943</td>
</tr>
<tr>
<td>Less Light Department Implementation Cost funded in FY2019</td>
<td>(149,600)</td>
</tr>
<tr>
<td>Net cost of system</td>
<td>$1,653,343</td>
</tr>
<tr>
<td>Contingency</td>
<td>46,657</td>
</tr>
<tr>
<td>Total request of Special Town Meeting</td>
<td>$1,700,000</td>
</tr>
</tbody>
</table>

We have not completed our final negotiations with Tyler-Munis. We are hoping to gain additional savings that will increase our contingency funding.

Year 1 maintenance cost is discounted to $31,538. Year 2 maintenance cost is $209,093, escalating 3-4% per year. We pay our existing vendors approximately $250,000 per year. This maintenance cost will decrease as modules in the new system are installed. Realistically we may need to utilize one of the existing vendors for approximately $50,000 per year on an ongoing basis.

We have not pushed the other vendors on pricing because it was clear early on that neither system offers significant upgrades over our existing system. If our request for purchase and implementation of the Tyler-Munis system is not approved we will stay with our legacy software rather than invest in a $1,000,000-plus system that does not deliver an equal amount of improvement to our current workflow.
Frequently asked questions about Norwood's planned ERP system

1. What is an Enterprise Resource Planning (ERP) system?

ERP system is business management software that is used to process large amounts of data. Consolidating payroll, human resources, accounts-payable, general ledger and revenue collections into one central system provides cost savings and streamlines and improves operations and the transfer of information within Town Hall as well as to other government agencies and the residents and employees of the Town.

2. What's the difference between an ERP system and multiple software applications?

We've all had to deal with information silos because of multiple kinds of software: having to print invoices and POs, sending them for sign-off, and having to scan them back into the system; processing payroll in one system and manually posting total disbursements to the general ledger. Managing mass amounts of information through multiple software systems can get messy.

A great ERP, on the other hand, offers full integration across all departments, so that information entered from one point is immediately available to users with access throughout Town operations. This helps reduce wait times and human error.

3. Does the Town need an ERP system?

The ERP legacy system currently in use was initially developed over 30 years ago. Processes and software that at one time met the businesses requirements have become less effective when compared to systems on the market today. Some of our systems do not easily communicate with one another and information needs to be transferred from one system to another electronically or manually. Current processes require multiple steps that can be accomplished in one step on newer systems. Retrieval of information is difficult and some reports are not readily available. A new system will integrate all modules and make processes much more efficient. The developers of the current system are supported by limited staff. This puts the Town’s operation at risk. A new software development company will ensure that our operation is supported on a daily basis and going forward.

4. How did we prepare for an ERP selection and implementation?

An ERP Task Force has been formed consisting of the Town Manager, Assistant Town Manager, Town Accountant, Treasurer, Light Department Superintendent and IT Director. Each member has knowledge of the needs for each module (General Ledger, Payroll, Accounts Payable, Accounts Receivable and Cash Management). Initially a larger internal IT user group helped us to document current procedures and outline requirements for the future. That information has been incorporated in our decision-making.

5. What ERP solution works best for Norwood?

The ERP Task Force formulated a set of requirements based on current processes and functional area. Needs were determined. Leading software vendors were identified and required to demonstrate the software capabilities on site. The Task Force also visited surrounding municipalities to observe the software in use. Task Force members also had experience using the one or more software products.
Based on vendor demos and Task Force evaluations, a vendor has been selected that meets the current, and future, needs of Norwood. Further, the recommended ERP software vendor has expansive experience with training, implementation and support throughout implementation and once fully functional.

6. Which ERP applications does the Town need?

ERP applications work to support cash disbursements through payroll and accounts payable, accounts receivable, and financial reporting through the general ledger. The ERP solution recommended will streamline all applications through total integration, allowing data to be shared within departments; the ERP solution recommended offers options for online access. Those ERP systems not recommended are not fully integrated and did not offer online solutions.

7. What is the timeframe for an ERP implementation?

Planning for implementation will begin immediately by identifying an implementation team from General Government, Schools and the software vendor. The General Ledger, Purchasing, Receivables and Payables Systems are expected to go live beginning July 1, 2019. The Town should be 80-90% fully functioning on a new system within two years of the start. Subsequent integrated modules will complete the project. Clear timelines and expectation will be implemented by the team to avoid delays.

8. What happens to data from our old system?

During implementation, data from the legacy system will be converted to the new ERP system for historical purposes. It is recommended that the Town convert three years of historical data into the new system. Anything older than three years will be stored in the legacy system. If needed, this historical data can be extracted from the legacy system at a later date. Records required to be retained permanently will be printed for storage and future access.

9. How will success be measured?

Once fully implemented, the return on investment will be immediate as evidence by streamlining daily processes, allowing staff to focus on other areas like revenue collections. Over the long-term, the recommended ERP system will generate significant improvements for the Town. For example, through online functionality, residents may access Real Estate tax accounts to determine balances to pay. They will not need to call Town Hall. This will help to free up Town Hall staff to complete other tasks.

10. How much does it cost?

Purchase of various software modules and implementation will cost approximately $1.7 million. Annual licensing fees will be approximately $200,000 per year.