

Norwood Finance Commission



Budget Recommendations

Fiscal 2021

THE TOWN OF NORWOOD

FISCAL 2021 BUDGET PROPOSAL

(July 1, 2020 through June 30, 2021)

Comprehensive Index

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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 expensed prior to December 1, 2020.

| | |
|----------------------------|---------------------|
| 3 - EDUCATION TOTAL | \$52,736,691 |
|----------------------------|---------------------|

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.

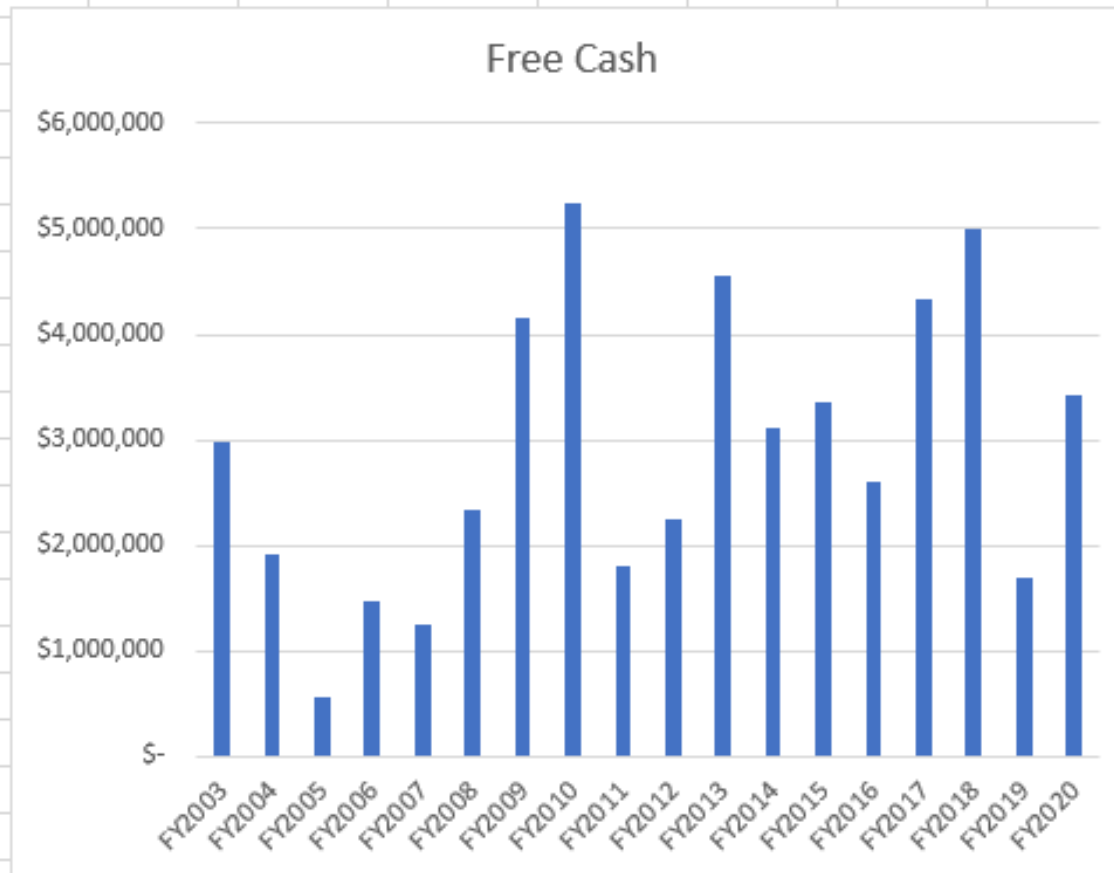
Massachusetts DOR recommends that Free Cash be used for one-time items such as Capital Improvement or for emergencies. DOR discourages cities and Towns from using it to plug a budget gap. We have eliminated the use of free cash to offset our budget for Fiscal 2021. This moves us to a more stable fundamental 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. |

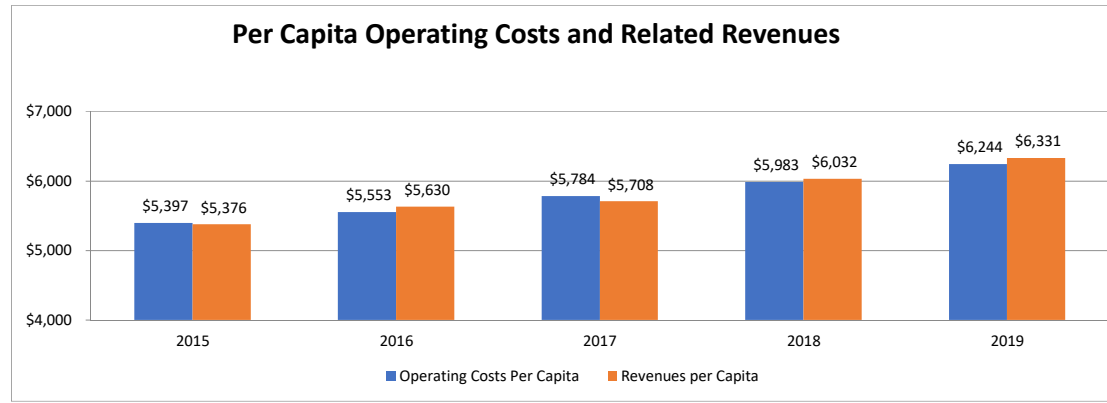
| Financial Policy Compliance Dashboard | | | |
|---------------------------------------|---|---------------|--|
| Financial Policy | Task | In Compliance | Notes |
| Investments | The Treasurer shall follow the policies of the Investments chapter of the Financial Policies. | ✓ | The Treasurer is following 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% (\$10,837,731/\$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. |

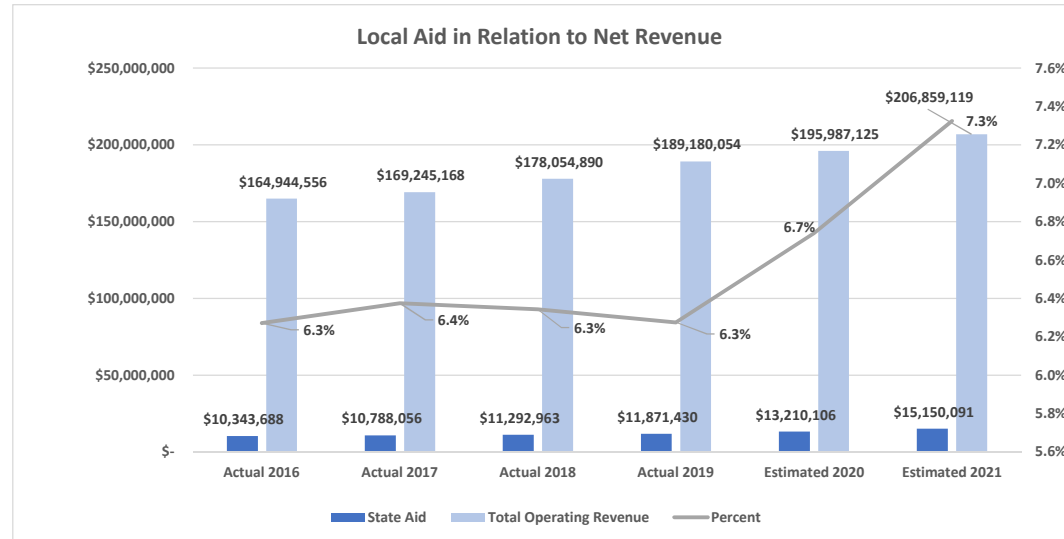
TOWN OF NORWOOD
IND 01 - PER CAPITA REVENUE AND OPERATING COSTS (INCLUDING UTILITIES)



| 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% | <u>\$ 157,132,059</u> | <u>\$ 161,561,616</u> | <u>\$ 168,679,350</u> | <u>\$ 174,978,885</u> | <u>\$ 183,130,635</u> | 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% | <u>\$ 156,504,414</u> | <u>\$ 163,812,227</u> | <u>\$ 166,473,668</u> | <u>\$ 176,411,399</u> | <u>\$ 185,677,032</u> | 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

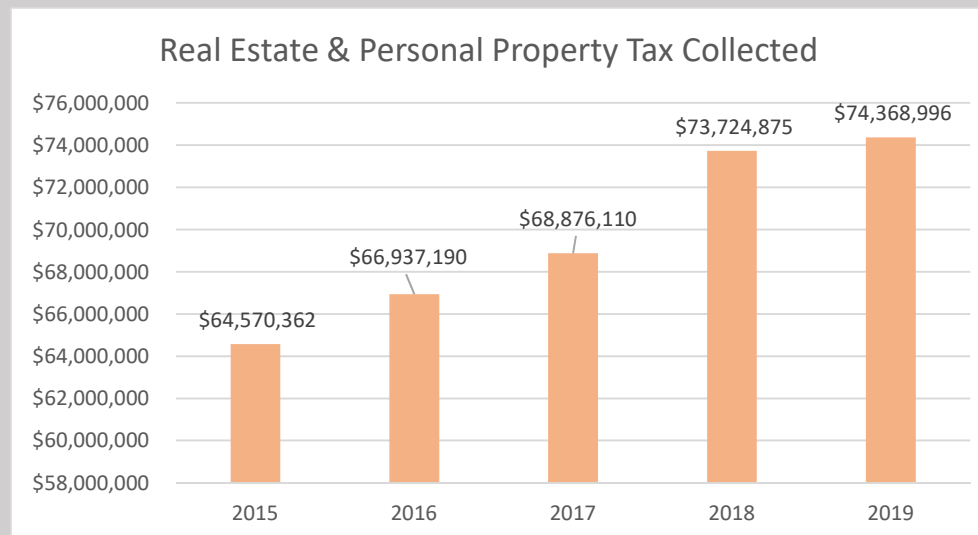
| TOTAL REVENUE SUMMARY | | | | | | |
|------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Receipt Description | Actual 2016 | Actual 2017 | Actual 2018 | Actual 2019 | Estimated 2020 | Estimated 2021 |
| Departmental 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 |
| 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.

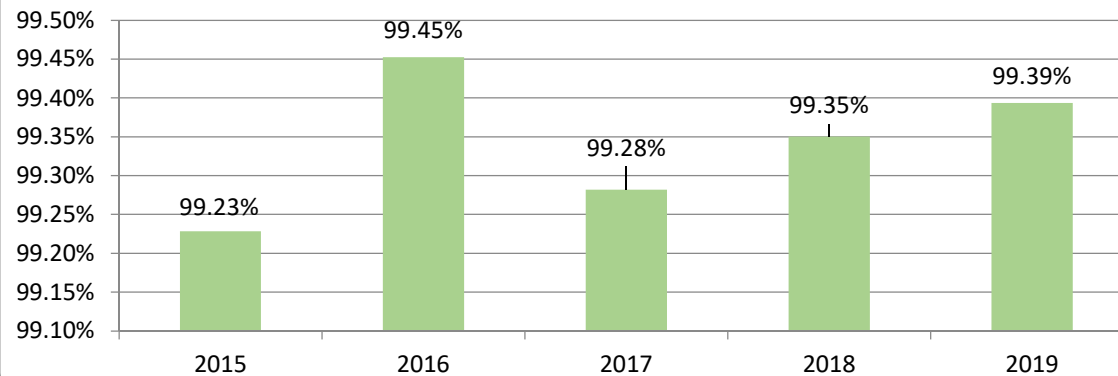
Trend is favorable as property taxes represent 72.9% of non-utility revenues
in the Fiscal 2021 budget.

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

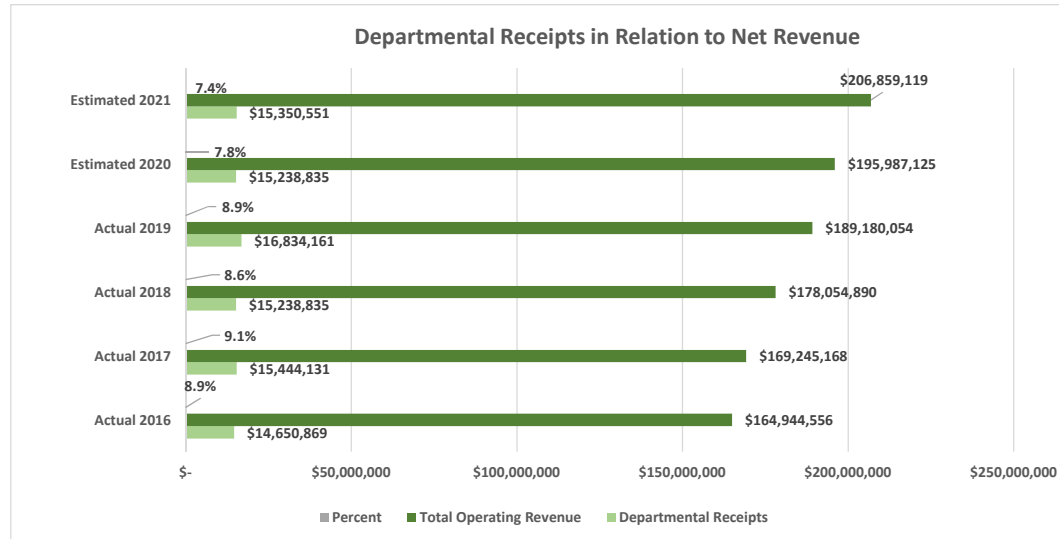
**IND 07 - COLLECTED PROPERTY TAXES AS A
PERCENTAGE OF NET TAX LEVY**



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

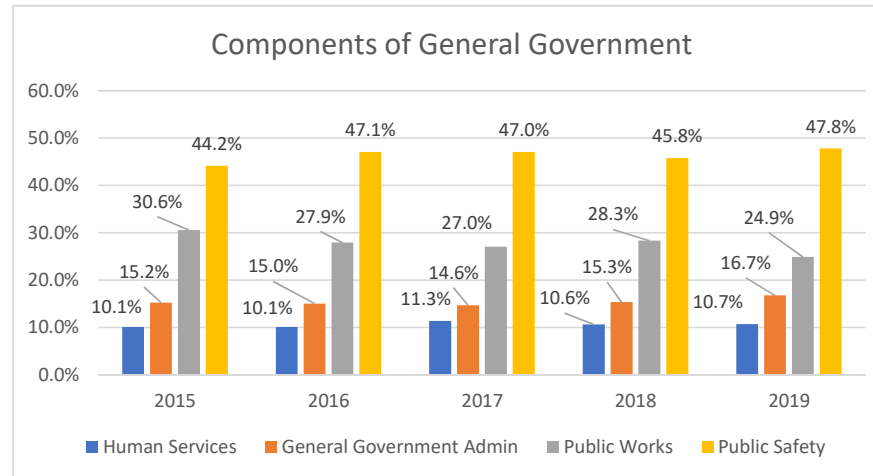


TOWN OF NORWOOD
TOTAL REVENUE SUMMARY

| 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 |
| 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 | Human Services | General Government Admin | Public Works | Public Safety | Total General Government |
|-------------|----------------|--------------------------|--------------|---------------|--------------------------|
| 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 | Human Services | General Government Admin | Public Works | Public Safety | Total General Government |
|-------------|----------------|--------------------------|--------------|---------------|--------------------------|
| 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)

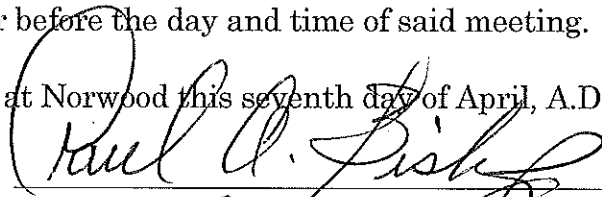
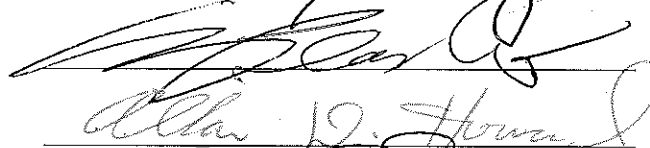
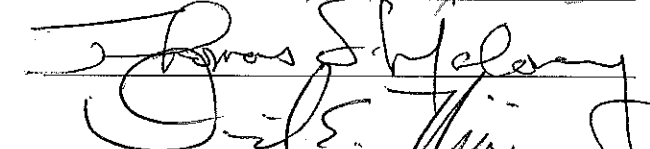
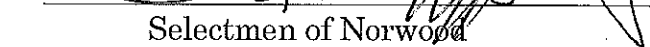
ARTICLE 8. To see what sum of money the Town will vote to **transfer and** appropriate from the Community Preservation Fund - Administrative Reserve account, established pursuant to M.G.L. Chapter 44B, for administrative and operating expenses, or take any other action in the matter.

(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 Mazzucco, 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**

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

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 | | | | | |
| 0001-SALARIES | | | | | |
| 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 |
| 0002-OPERATING EXPENSES | | | | | |
| 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 | | | | | |
| 0001-SALARIES | | | | | |
| 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 |
| 0002-OPERATING EXPENSES | | | | | |
| 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 | | | | | |
| 0001-SALARIES | | | | | |
| 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 |
| 0002-OPERATING EXPENSES | | | | | |
| 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 | | | | | |
| 0001-SALARIES | | | | | |
| 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 |
| 0002-OPERATING EXPENSES | | | | | |
| 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 | | | | | |
| 0001-SALARIES | | | | | |
| 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 |
| 0002-OPERATING EXPENSES | | | | | |
| 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 | | | | | |
| 0001-SALARIES | | | | | |
| 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 |
| 0002-OPERATING EXPENSES | | | | | |
| 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 |
| 0006-CAPITAL EXPENSES | | | | | |
| 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 | | | | | |
| 0001-SALARIES | | | | | |
| 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 |
| 0002-OPERATING EXPENSES | | | | | |
| 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 | | | | | |
| 0001-SALARIES | | | | | |
| 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 |
| 0002-OPERATING EXPENSES | | | | | |
| 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 | | | | | |
| 0001-SALARIES | | | | | |
| 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 |
| 0002-OPERATING EXPENSES | | | | | |
| 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 | | | | | |
| 0002-OPERATING EXPENSES | | | | | |
| 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 |
| 0006-CAPITAL EXPENSES | | | | | |
| 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 | | | | | |
| 0001-SALARIES | | | | | |
| 324 | 012931-513100: OVERTIME | - | 1,560 | 10,200 | 10,200 |
| | 0001-SALARIES TOTAL | - | 1,560 | 10,200 | 10,200 |
| 0002-OPERATING EXPENSES | | | | | |
| 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 | | | | | |
| 0001-SALARIES | | | | | |
| 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 |
| 0002-OPERATING EXPENSES | | | | | |
| 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 | | | | | |
| 0001-SALARIES | | | | | |
| 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 |
| 0002-OPERATING EXPENSES | | | | | |
| 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 | | | | | |
| 0002-OPERATING EXPENSES | | | | | |
| 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 |
| 0006-CAPITAL EXPENSES | | | | | |
| 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 | | | | | |
| 0001-SALARIES | | | | | |
| 393 | 014231-513100: OVERTIME | 201,748 | 165,068 | 150,000 | 150,000 |
| | 0001-SALARIES TOTAL | 201,748 | 165,068 | 150,000 | 150,000 |
| 0002-OPERATING EXPENSES | | | | | |
| 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 | | | | | |
| 0002-OPERATING EXPENSES | | | | | |
| 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 | | | | | |
| 0002-OPERATING EXPENSES | | | | | |
| 430 | 014502-523001: WATER MAINT-HIRED EQ | 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 | | | | | |
| 0001-SALARIES | | | | | |
| 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 |
| 0002-OPERATING EXPENSES | | | | | |
| 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 |
| 0006-CAPITAL EXPENSES | | | | | |
| 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 | | | | | |
| 0001-SALARIES | | | | | |
| 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 |
| 0002-OPERATING EXPENSES | | | | | |
| 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 |
| 0006-CAPITAL EXPENSES | | | | | |
| 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 | | | | | |
| 0002-OPERATING EXPENSES | | | | | |
| 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 |
| 0006-CAPITAL EXPENSES | | | | | |
| 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 | | | | | |
| 0001-SALARIES | | | | | |
| 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 |
| 0002-OPERATING EXPENSES | | | | | |
| 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 |
| 0006-CAPITAL EXPENSES | | | | | |
| 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 | | | | | |
| 0001-SALARIES | | | | | |
| 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 |
| 0002-OPERATING EXPENSES | | | | | |
| 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 | | | | | |
| 0001-SALARIES | | | | | |
| 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 |
| 0002-OPERATING EXPENSES | | | | | |
| 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 | | | | | |
| 0001-SALARIES | | | | | |
| 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 |
| 0002-OPERATING EXPENSES | | | | | |
| 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 | | | | | |
| 0002-OPERATING EXPENSES | | | | | |
| 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 | | | | |
| | 0006-CAPITAL EXPENSES | | | | |
| 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 | | | | |
| | 0002-OPERATING EXPENSES | | | | |
| 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 | - |

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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 |

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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 | | | | | |
| <i>2330-PARAPROFESSIONALS</i> | | | | | |
| 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 |
| <i>2340-LIBRARIANS/MEDIA CENTER DIR</i> | | | | | |
| 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 |
| <i>2356-COSTS-STAFF TO PROF DEV</i> | | | | | |
| 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 |
| <i>2358-OUTSIDE PROF DEV FOR STAFF</i> | | | | | |
| 921 | 31162358-530714: CONTRACT-TEACHER EXPENSES | - | - | - | 9,000 |
| | 2358-OUTSIDE PROF DEV FOR STAFF TOTAL | - | - | - | 9,000 |
| <i>2410-TEXTBOOKS, RELATED SOFTWARE</i> | | | | | |
| 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 |
| <i>2415-OTHER INSTRUCTIONAL MATLS</i> | | | | | |
| 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 |
| <i>2430-GENERAL CLASSROOM SUPPLIES</i> | | | | | |
| 925 | 31432430-551200: INSTRUCTIONAL SUPPLIES | - | - | - | 14,960 |
| | 2430-GENERAL CLASSROOM SUPPLIES TOTAL | - | - | - | 14,960 |
| <i>2455-INSTRUCTIONAL SOFTWARE</i> | | | | | |
| 926 | 31432455-551200: INSTRUCTIONAL SUPPLIES | - | - | 600 | - |
| | 2455-INSTRUCTIONAL SOFTWARE TOTAL | - | - | 600 | - |

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| 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

| Line | Accounts & Descriptions | FY2018 Actual | FY2019 Actual | FY2020 Budget | FY2021 Request |
|--|--|--------------------|--------------------|--------------------|--------------------|
| 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 | | | | | |
| <i>2210-SCHOOL LEADERSHIP</i> | | | | | |
| 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 |
| <i>2250-ADMIN TECHNOLOGY (SCH LEV)</i> | | | | | |
| 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 |
| <i>2305-TEACHERS, CLASSROOM</i> | | | | | |
| 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 |
| <i>2320-MEDICAL/ THERAPEUTIC SERV</i> | | | | | |
| 1032 | 33502320-511100: SAL-PROF F/T | - | - | 87,057 | 94,563 |
| | 2320-MEDICAL/ THERAPEUTIC SERV TOTAL | - | - | 87,057 | 94,563 |
| <i>2324-SUBSTITUTES, LONG TERM</i> | | | | | |
| 1033 | 33422324-511900: SAL-WAGES P/T | 24,835 | 23,719 | - | - |
| | 2324-SUBSTITUTES, LONG TERM TOTAL | 24,835 | 23,719 | - | - |
| <i>2325-SUB TEACHERS, SHORT TERM</i> | | | | | |
| 1034 | 33422325-511900: SAL-WAGES P/T | - | - | 40,359 | 45,000 |
| | 2325-SUB TEACHERS, SHORT TERM TOTAL | - | - | 40,359 | 45,000 |
| <i>2330-PARAPROFESSIONALS</i> | | | | | |
| 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 | | | | | |
| 330-CALLAHAN SCHOOL | | | | | |
| 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 | | | | | |
| 340-CLEVELAND SCHOOL | | | | | |
| 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 |
| 2800-PSYCHOLOGICAL SERVICES | | | | | |
| 1107 | 34502800-511100: SAL-PROF F/T | - | - | 12,749 | 13,283 |
| | 2800-PSYCHOLOGICAL SERVICES TOTAL | - | - | 12,749 | 13,283 |
| 3400-FOOD SERVICES | | | | | |
| 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 |
| 4110-CUSTODIAL SERVICES | | | | | |
| 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 |
| 4120-HEATING OF BUILDINGS | | | | | |
| 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 |
| 4130-UTILITY SERVICES | | | | | |
| 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 |
| 4220-MAINTENANCE OF BUILDINGS | | | | | |
| 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 | | | | | |
| 350-OLDHAM SCHOOL | | | | | |
| 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 |

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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 | | | | | |
| 4110-CUSTODIAL SERVICES | | | | | |
| 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 |
| 4120-HEATING OF BUILDINGS | | | | | |
| 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 |
| 4130-UTILITY SERVICES | | | | | |
| 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 |
| 4220-MAINTENANCE OF BUILDINGS | | | | | |
| 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 |
| 4225-BUILDING SECURITY SYSTEM | | | | | |
| 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 | | | | | |
| 0002-OPERATING EXPENSES | | | | | |
| 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 | | | | | |
| 0001-SALARIES | | | | | |
| 1554 | 084401-512600: SAL-ALLOCATED TO SEWER | - | - | - | 343,377 |
| | 0001-SALARIES TOTAL | - | - | - | 343,377 |
| 0002-OPERATING EXPENSES | | | | | |
| 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 | 8,579,969 | Overview |
| Subtotal Dept. Receipts: | 101,528,686 | Overview |

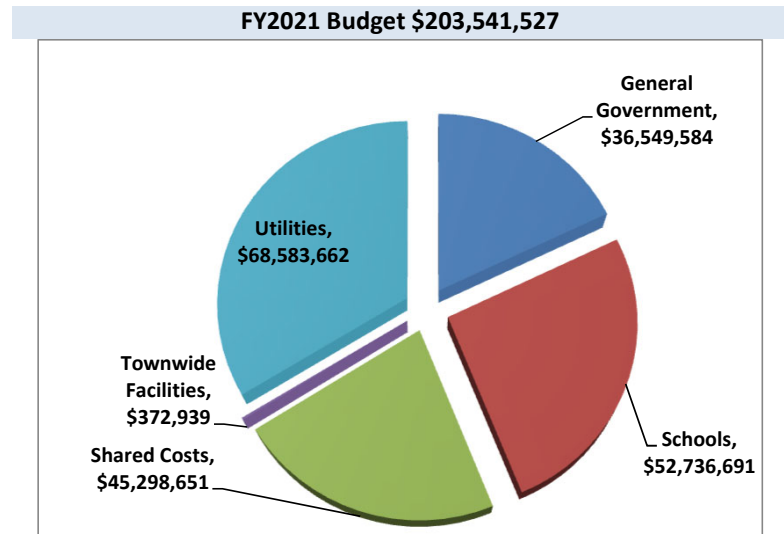
| Recommended Expenditures | See Section 7-2 |
|---|------------------------------|
| * Total Town and Utility Budget Expenditures | \$ 205,782,459 |
| * Assessments by State (Cherry Sheet Offsets) | 36,660 |
| * Overlay for Abatements - Annual | 1,040,000 |
| Total Recommended Expenditures | <u>\$ 206,859,119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

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 | 670,000 | |
| Subtotal Offsets: | 2,195,000 | |

Total Estimated Receipts and Offsets **\$ 206,859,119**



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) | 1,702,465 | 1,775,053 | 1,867,722 | 2,083,102 |
| | OVERRIDE | | | 5,950,000 | - |
| 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 |

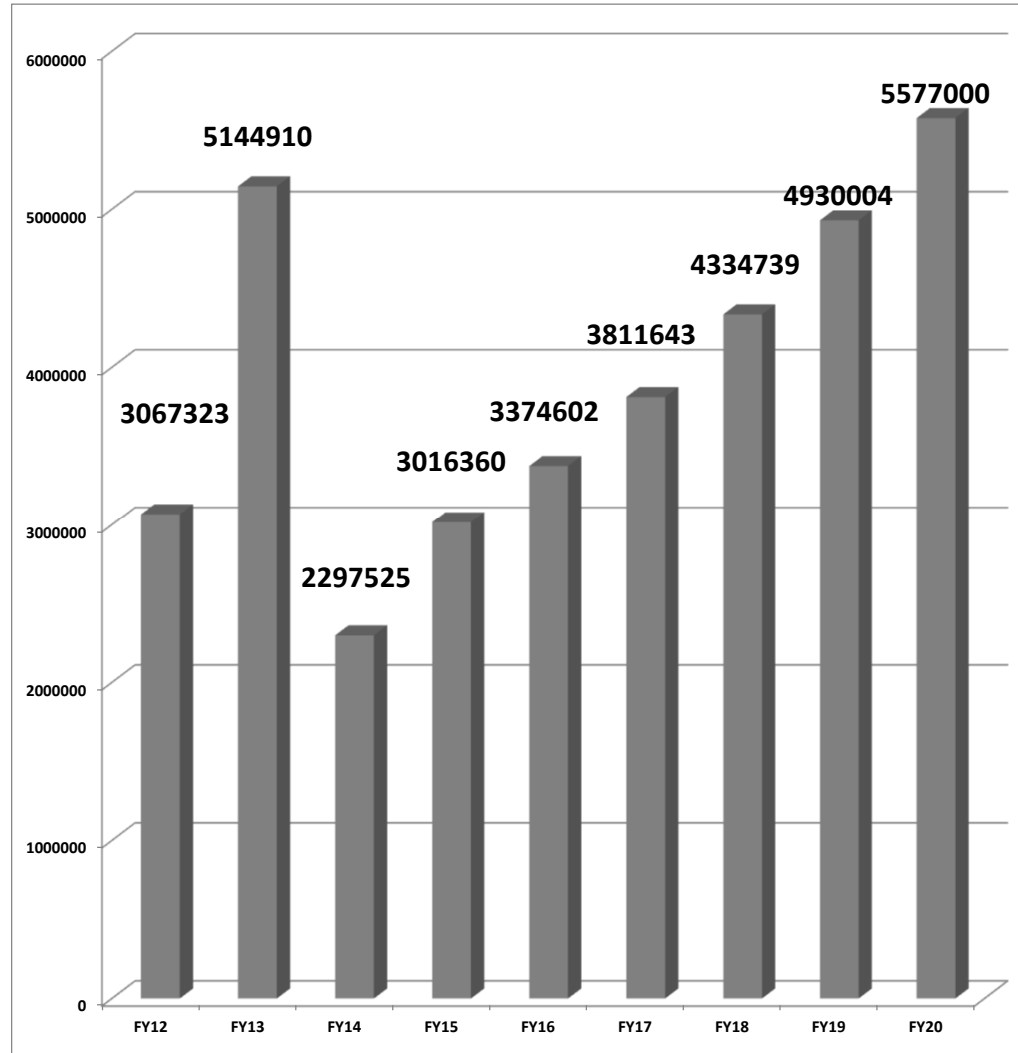
| B. BUDGET REQUESTS: | | FY2018 Budget Recap | FY2019 Budget Recap | FY2020 Budget Recap | FY2021 Proposed Budget |
|----------------------------|-----------------------------------|---------------------|---------------------|---------------------|------------------------|
| 28 | GENERAL GOV'T BUDGET | 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 |

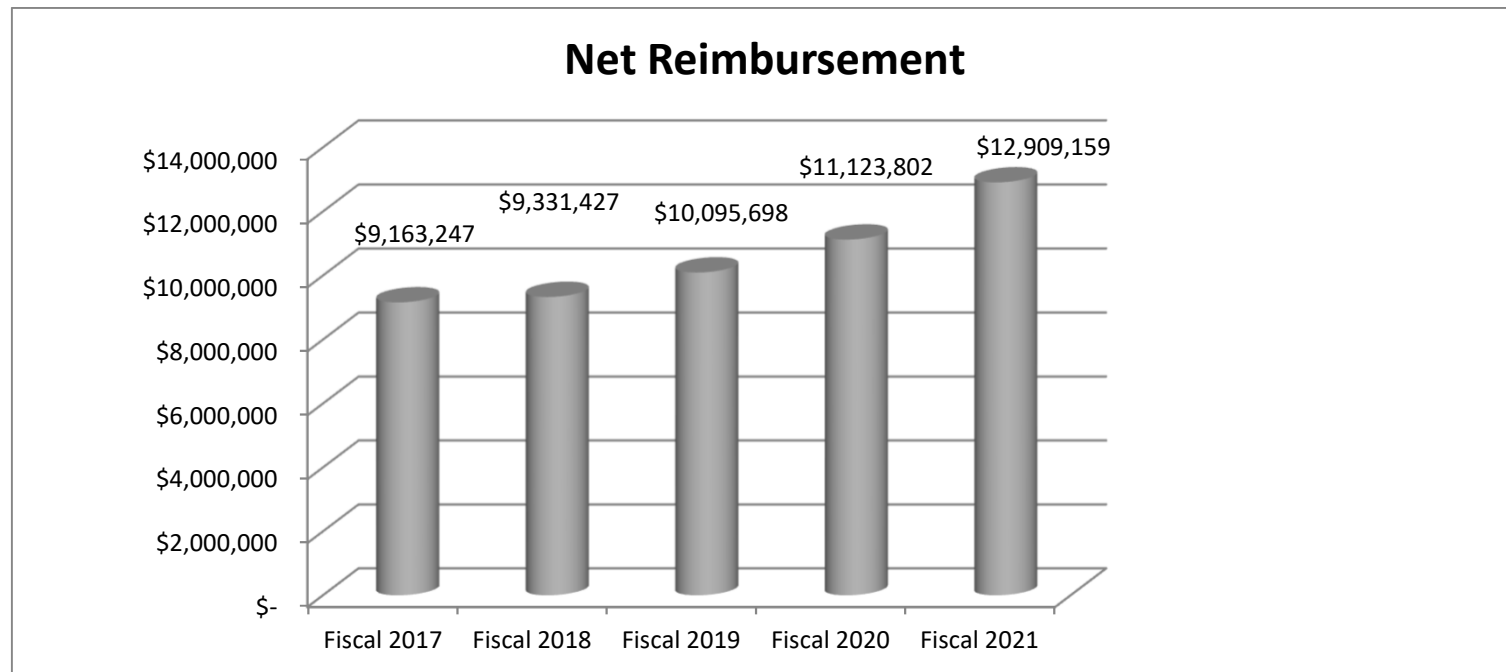
TOWN OF NORWOOD HISTORY OF STABILIZATION FUND BALANCES AT THE END OF THE FISCAL YEAR



| 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 |

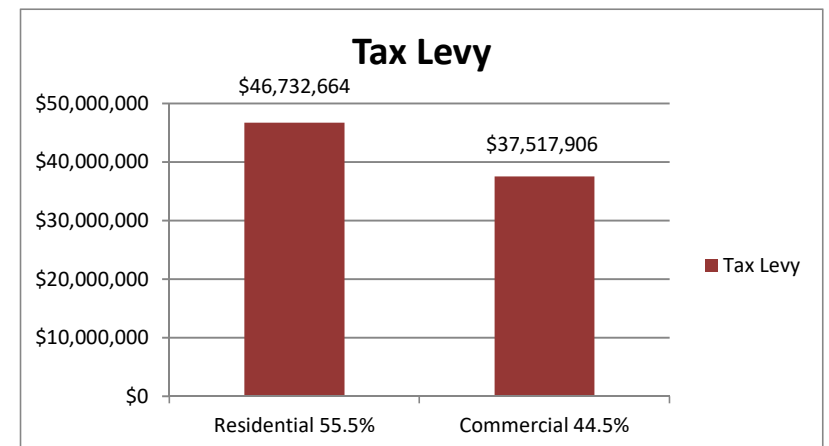
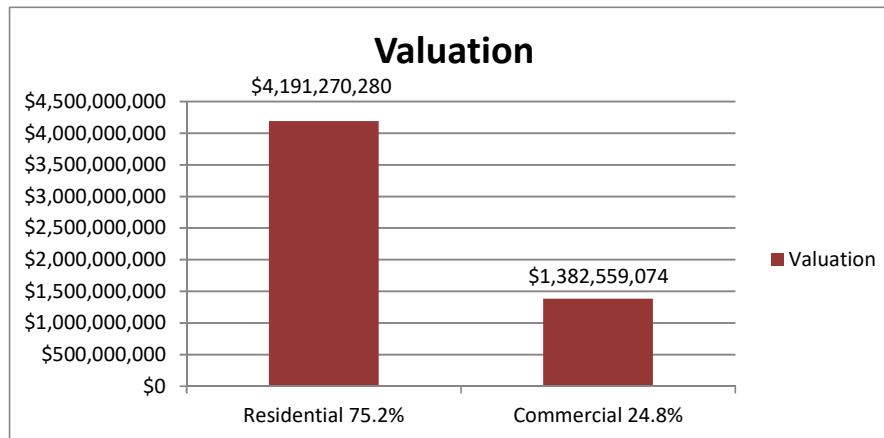
| | Source of NEW GROWTH TAX LEVY: | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 |
|----|--------------------------------|------------|------------|------------|--------------|--------------|------------|--------------|
| 7 | Residential New Growth | \$ 146,145 | \$ 160,185 | \$ 41,781 | \$ 350,319 | \$ 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 | 1,980,191 | 1,984,321 | 2,052,507 | 1,951,481 | 1,882,085 | 1,812,705 |
| 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 | 9,247,394 | 10,233,749 | 9,442,496 | 9,294,281 | 4,391,769 | 4,246,281 |
| 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 | 4,583,449 | 4,455,320 | 5,384,664 | 5,471,296 | 6,190,589 | 6,969,723 |
| Prop 2 1/2 Excluded Debt | 1,844,111 | 1,778,146 | 1,731,886 | 1,683,254 | 1,634,289 | 1,587,364 |
| 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 | <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> |

**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 |

PRINCIPAL OUTSIDE THE DEBT LIMIT

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 & Teleco | 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 (I) | 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 |
| <u>General Interest Covered by Tax Levv</u> | | <u>691,909</u> | <u>580,742</u> | <u>489,044</u> | <u>415,685</u> | <u>362,884</u> | <u>321,825</u> |
| TOTAL INSIDE DEBT INTEREST | | 1,381,195 | 1,212,486 | 1,043,330 | 893,337 | 764,739 | 647,753 |
| <u>INTEREST OUSIDE THE DEBT LIMIT</u> | | | | | | | |
| 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 & Telec | 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 | 276.3 | 276.3 | 275.3 | 278.9 | 278.9 | 281.1 | 279.6 | 280.6 | 282.2 |
| | 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 | 46.0 | 48.0 | 48.0 | 48.0 | 48.0 | 48.0 | 48.0 | 48.0 | 53.0 |
| | Total General Government | 322.3 | 324.3 | 323.3 | 326.9 | 326.9 | 329.1 | 327.6 | 328.6 | 335.2 |
| | 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) | | | | | | | | | 332.2 |
| | 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 | | | | | | | | | 335.2 |

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 | 5.0 | 5.0 | 5.0 | 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 | 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)

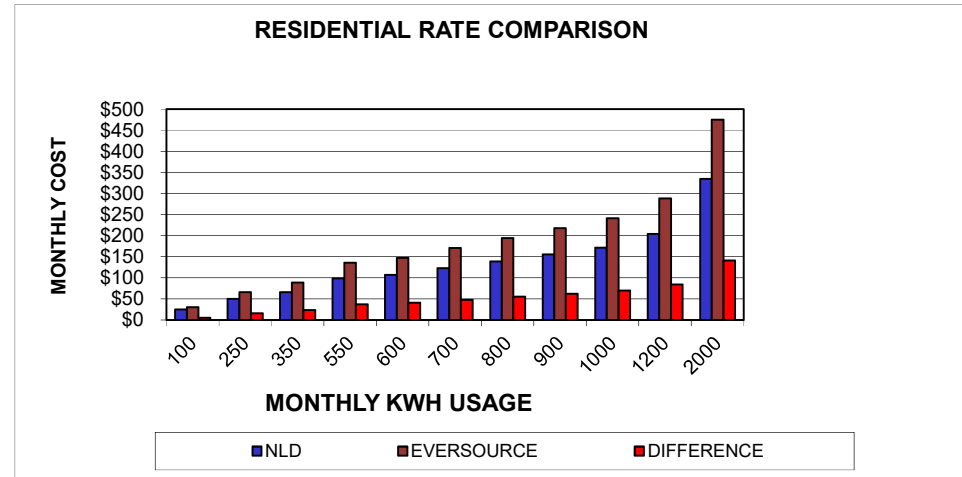
**TOWN OF NORWOOD FY21 BUDGETS
HISTORICAL ANALYSIS OF ELECTRIC DEPT
RECEIPTS VERSUS EXPENDITURES ANALYSIS**

| 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)

| | ACTUAL HISTORICAL RESULTS | | | | | |
|--------------------|----------------------------------|---------------------------|-----------------------------|---------------------------|------------------------------|-----------------------------------|
| YEAR | CABLE EXPENSE | CABLE INTEREST | TOTAL CABLE EXP. | TOTAL RECEIPTS | OPERATING RESULTS | RECEIPTS AS % OF COSTS |
| 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

\$ (50,493)

\$ (67,325)

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 |
| | | | Interest Expense - Bond | <u>69,805</u> | <u>- 91,675</u> |
| | | | TOTAL EXPENSES | <u>3,244,093</u> | <u>3,322,891</u> |
| GROSS PROFIT | 4,516,173 | 4,282,630 | 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 | 0.00 | 0.00 | -41,846.56 | 0.00 | 41,846.56 | 100.0% | |
| 40164 437100 | | REV-COA REV LUNCH / FOOD | | | | | | |
| | 0.00 | 0.00 | 0.00 | -23,119.00 | 0.00 | 23,119.00 | 100.0% | |
| 40164 438800 | | REV-COA EXERCISE / CLASSES | | | | | | |
| | 0.00 | 0.00 | 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 | | REV-COA REV LUNCH / FOOD EXP | | | | | | |
| | 0.00 | 23,119.00 | 23,119.00 | 18,317.91 | 0.00 | 4,801.09 | 79.2% | |
| 40165 559400 | | REV-COA PROGRAMS EXPENSE | | | | | | |
| | 0.00 | 41,846.56 | 41,846.56 | 50,357.51 | 0.00 | -8,510.95 | 120.3% | |
| 40165 559500 | | REV-COA EXERCISE - OTHER CLASS | | | | | | |
| | 0.00 | 28,702.00 | 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 | 0.00 | 0.00 | -36,943.39 | 0.00 | 36,943.39 | 100.0% | |
| 40164 437100 | | REV-COA REV LUNCH / FOOD | | | | | | |
| | 0.00 | 0.00 | 0.00 | -9,193.00 | 0.00 | 9,193.00 | 100.0% | |
| 40164 438800 | | REV-COA EXERCISE / CLASSES | | | | | | |
| | 0.00 | 0.00 | 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 | | OTHER SAL-WAGES F/T | | | | | | |
| | 0.00 | 0.00 | 0.00 | 1,686.50 | 0.00 | -1,686.50 | 100.0% | |
| 40165 549000 | | REV-COA REV LUNCH / FOOD EXP | | | | | | |
| | 0.00 | 9,193.00 | 9,193.00 | 15,927.10 | 1,590.00 | -8,324.10 | 190.5% | |
| 40165 559400 | | REV-COA PROGRAMS EXPENSE | | | | | | |
| | 0.00 | 36,943.39 | 36,943.39 | 43,696.77 | 2,538.17 | -9,291.55 | 125.2% | |
| 40165 559500 | | REV-COA EXERCISE - OTHER CLASS | | | | | | |
| | 0.00 | 13,568.00 | 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 | | |



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 | 6 Months |
|---------------------------|---------------------|---------------------|
| | Ended | Ended |
| | <u>6/30/2019</u> | <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 FEE | 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-OFCD 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 |
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| 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 formen 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.

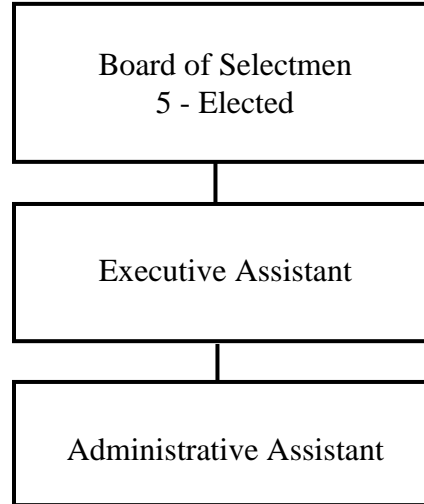
The Selectmen convene the Annual Town Meeting in May and any Special Town Meetings that may be required and prepare warrants for Town Meeting consideration. The Selectmen call elections.

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.



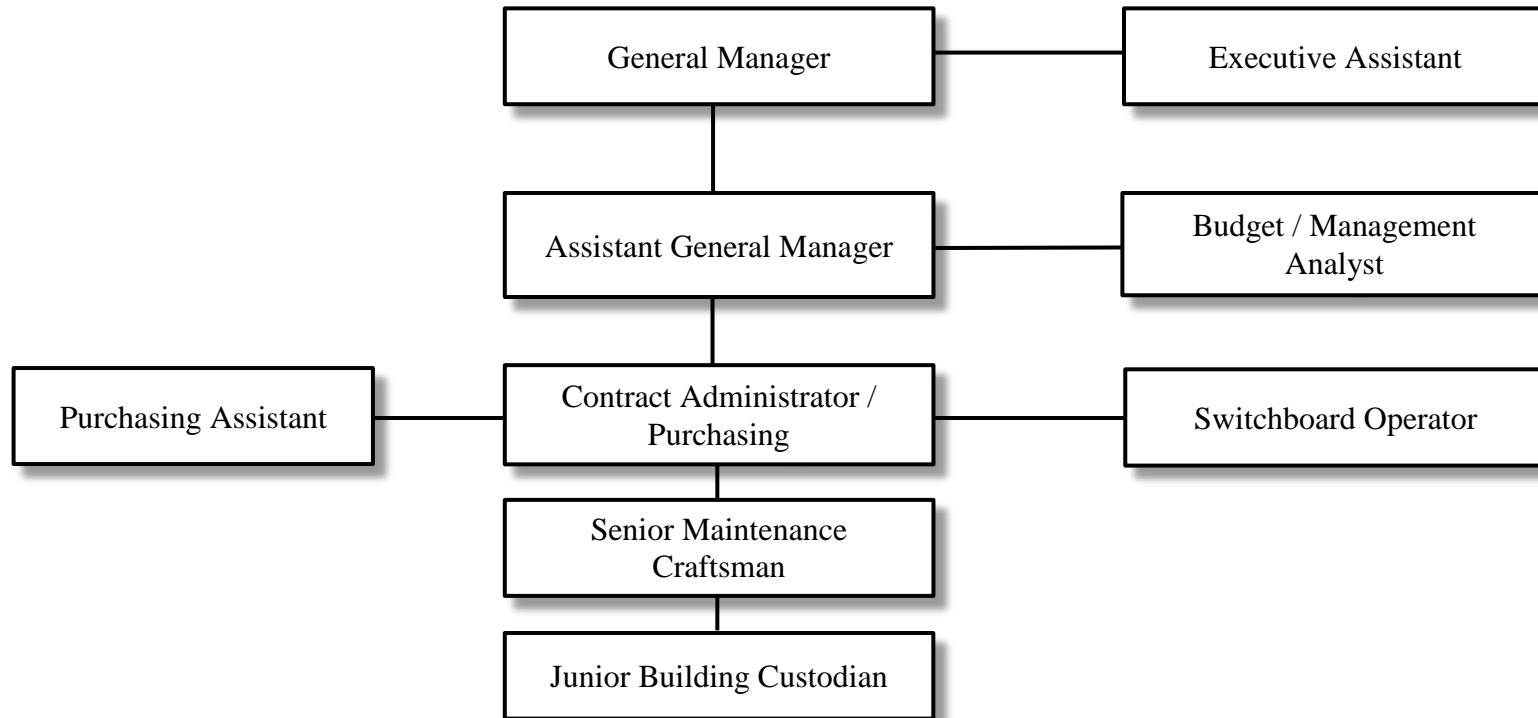
The TOWN OF NORWOOD

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.

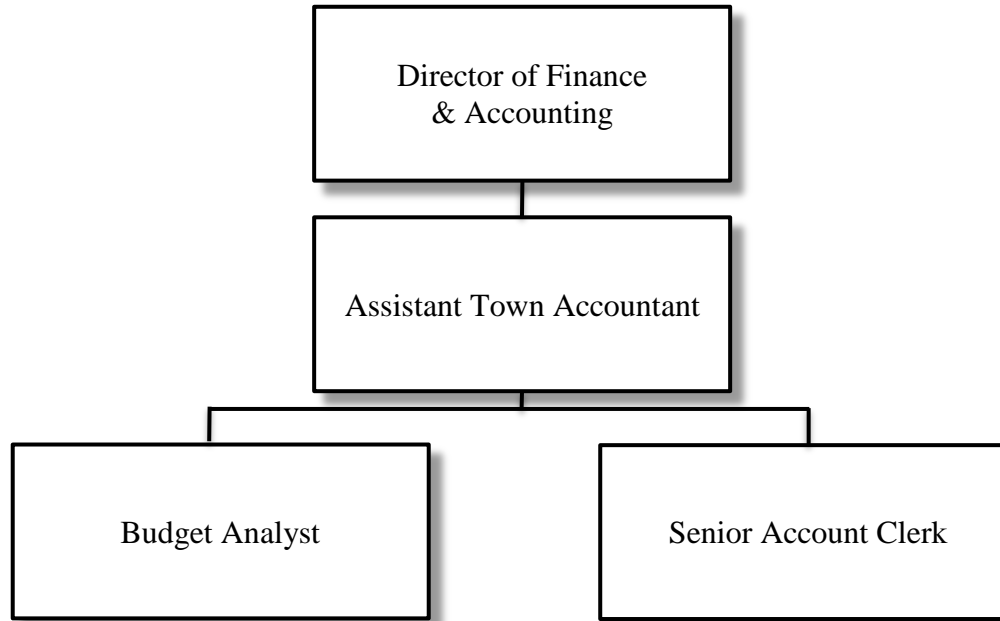
Monitors expenditures of all town funds; examines all vouchers, department bills and payrolls for appropriateness of expenditure and for accuracy and availability of funds before payment by Treasurer; reconciles Treasurer's cash balance with General Ledger cash balance; reconciles cash balances of all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



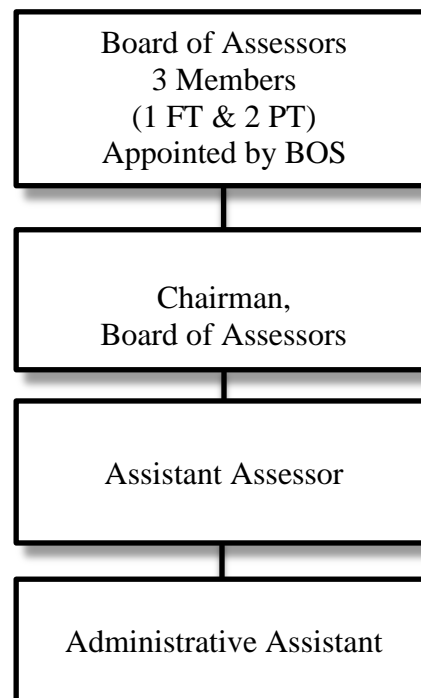
The TOWN OF NORWOOD

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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

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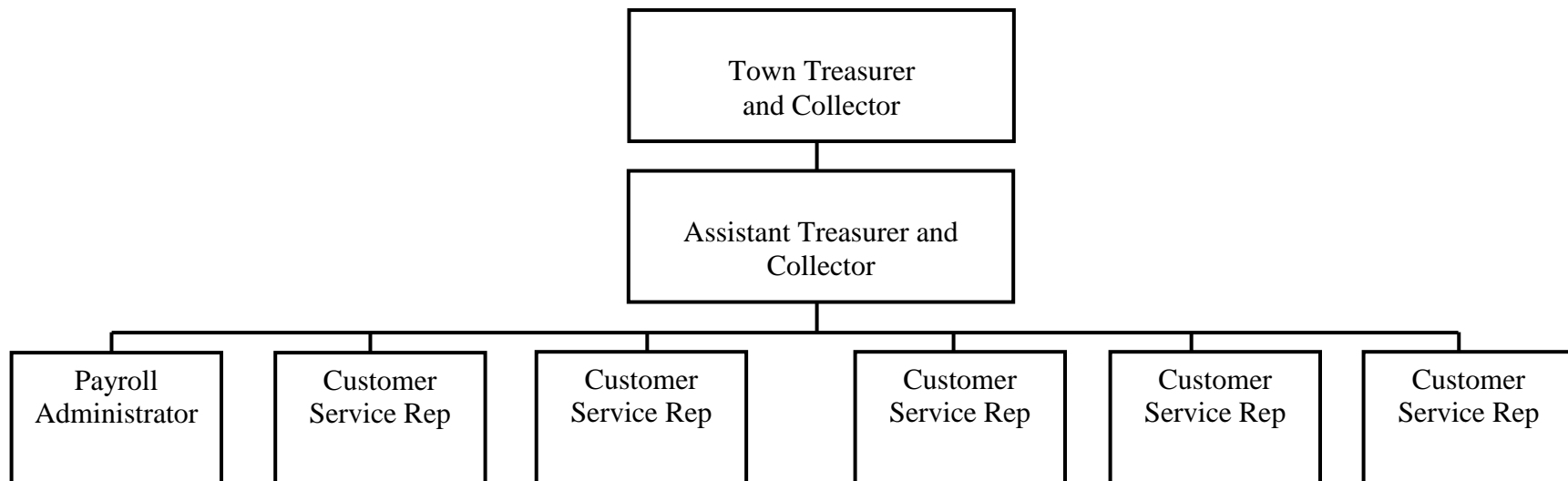
145 – Town Treasurer’s and Collector’s Office Departmental Statement

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

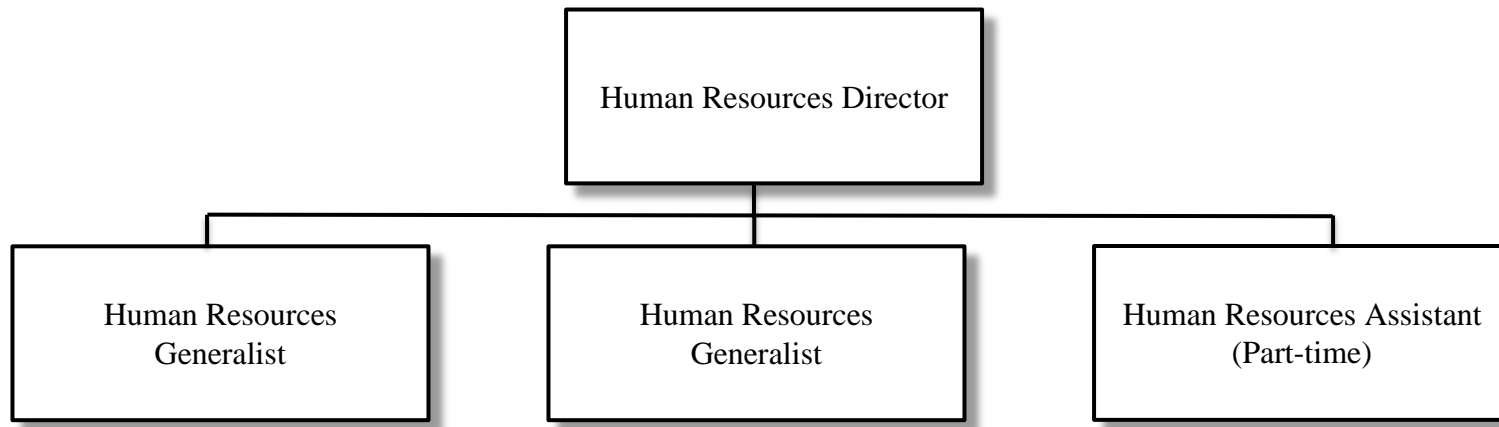
The Human Resources Department is a four-person team consisting of the Human Resources Director, two full-time Human Resources Generalists and one part-time Human Resources Assistant. The Department’s primary objectives are to provide quality, professional support to all employees and managers. The Human 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.



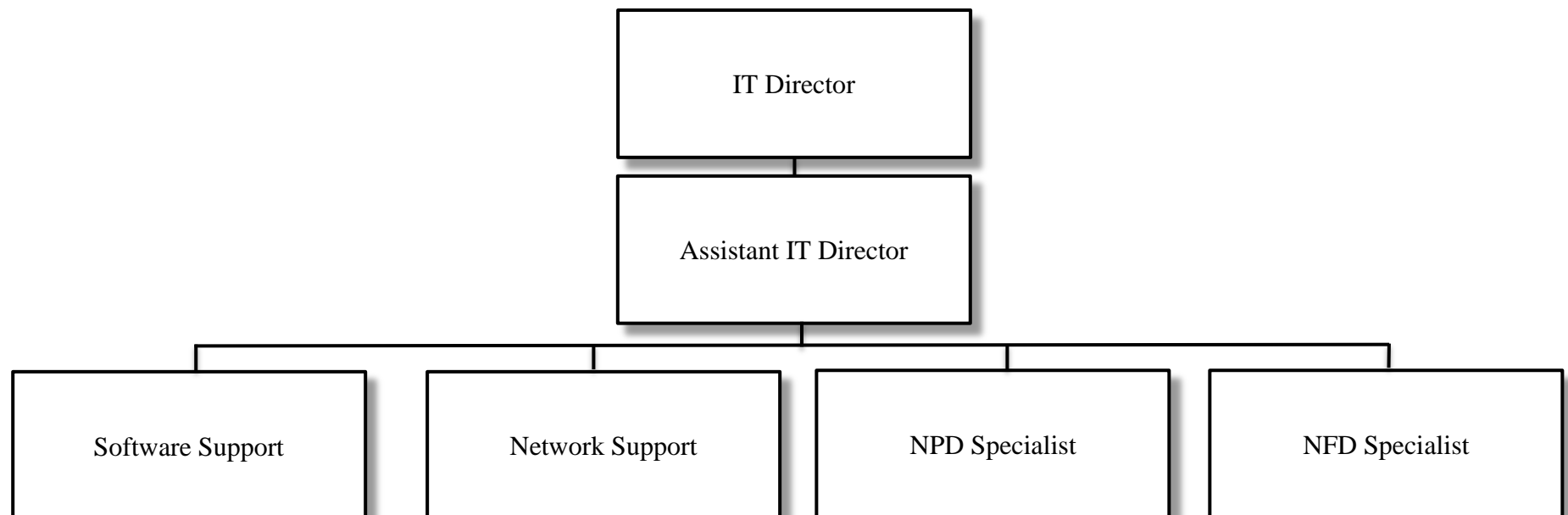
The TOWN OF NORWOOD

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

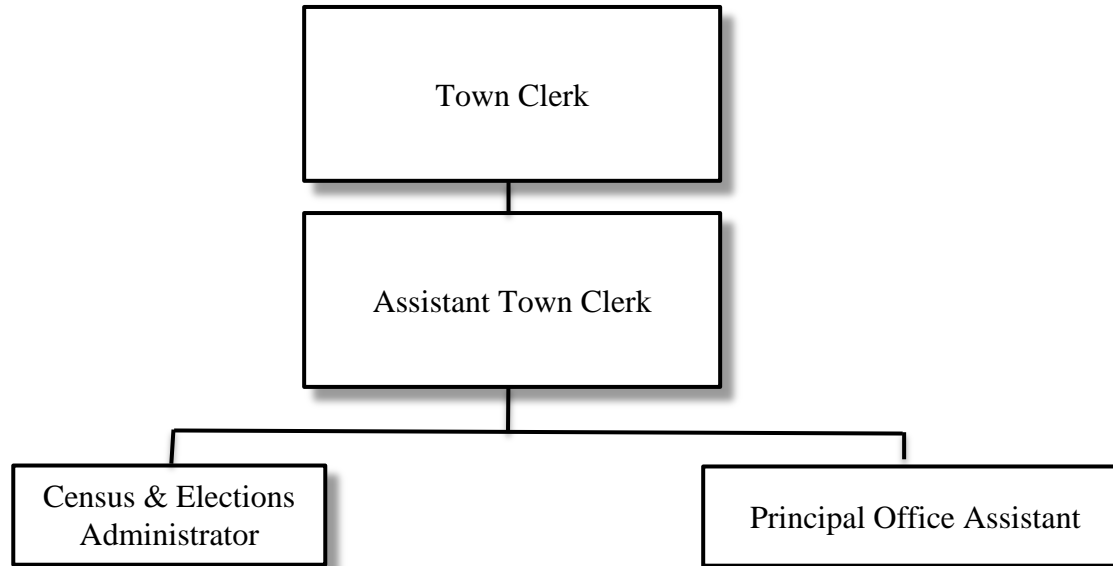
Commonwealth of Massachusetts

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.

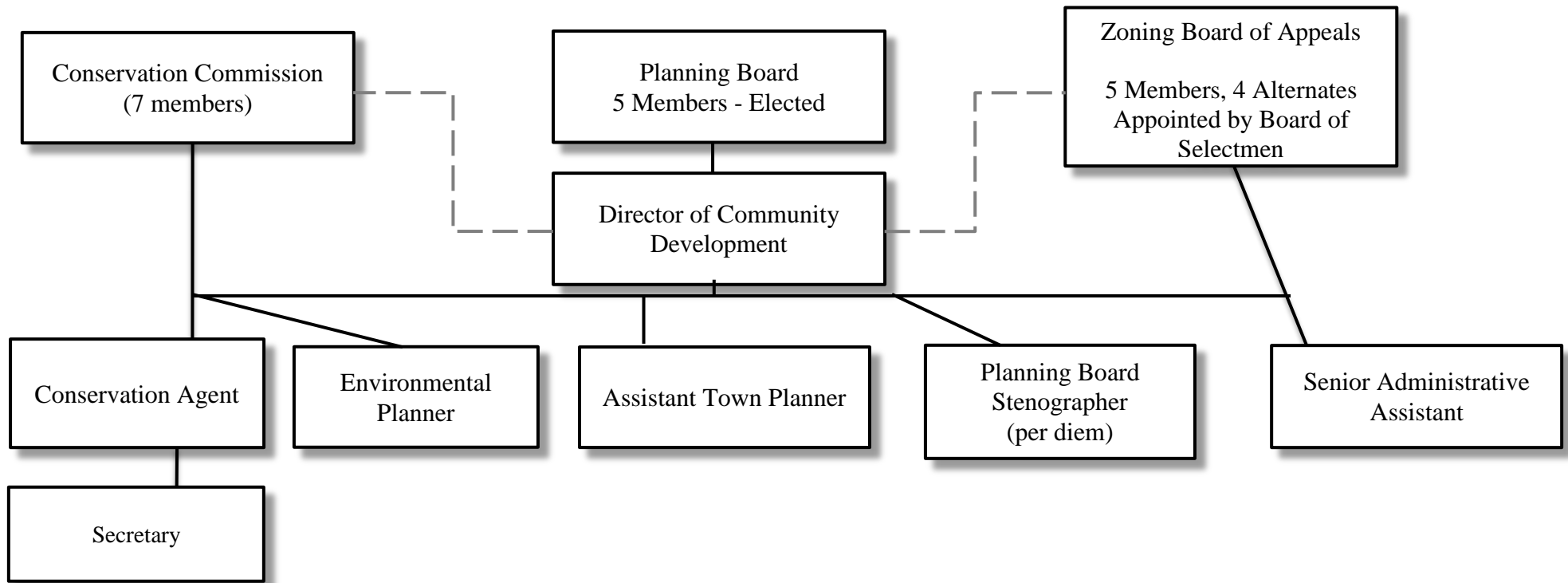
The function and responsibility of the Conservation Commission Office are as follows:

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



| 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

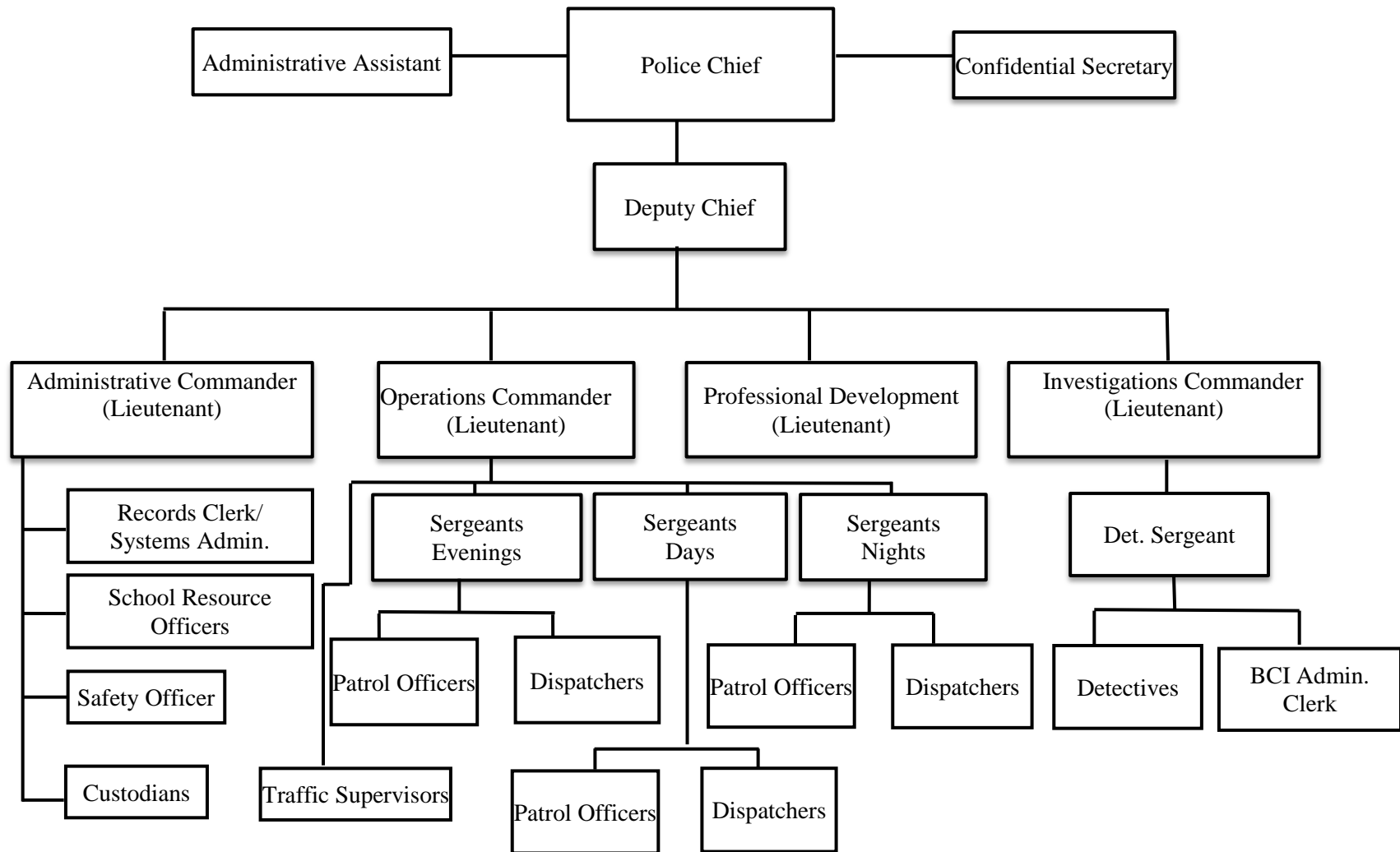
210 – Police Departmental Statement

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

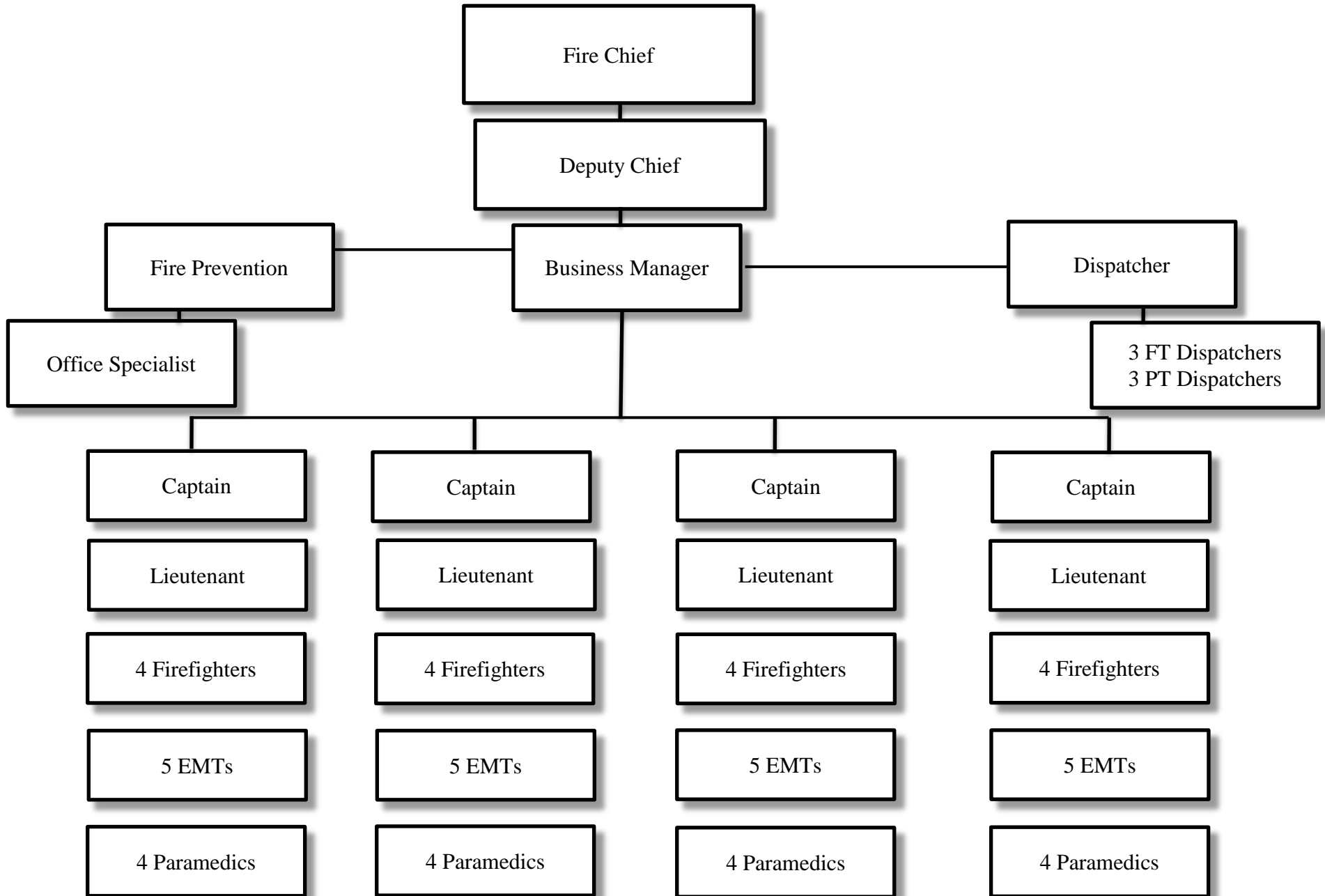
Commonwealth of Massachusetts

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

- 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 the 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

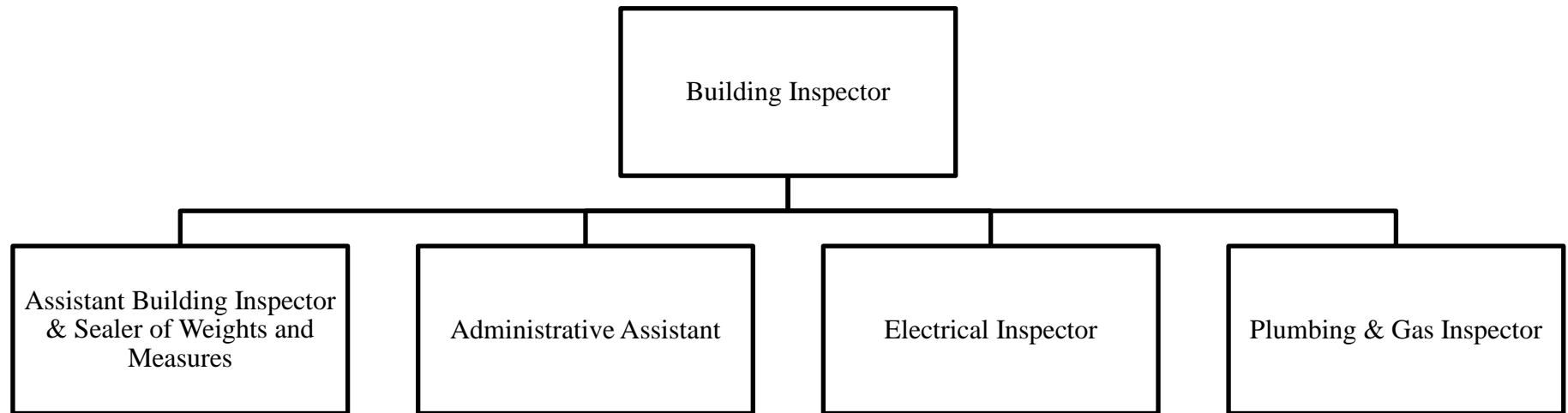
The Norwood Building Department enforces the Massachusetts State Building Code, including the Massachusetts Electrical Code and the Massachusetts Fuel Gas and Plumbing Code, the National Electric Code and the Massachusetts Department of Standards as well as the Town of Norwood Zoning By-Law, including 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.

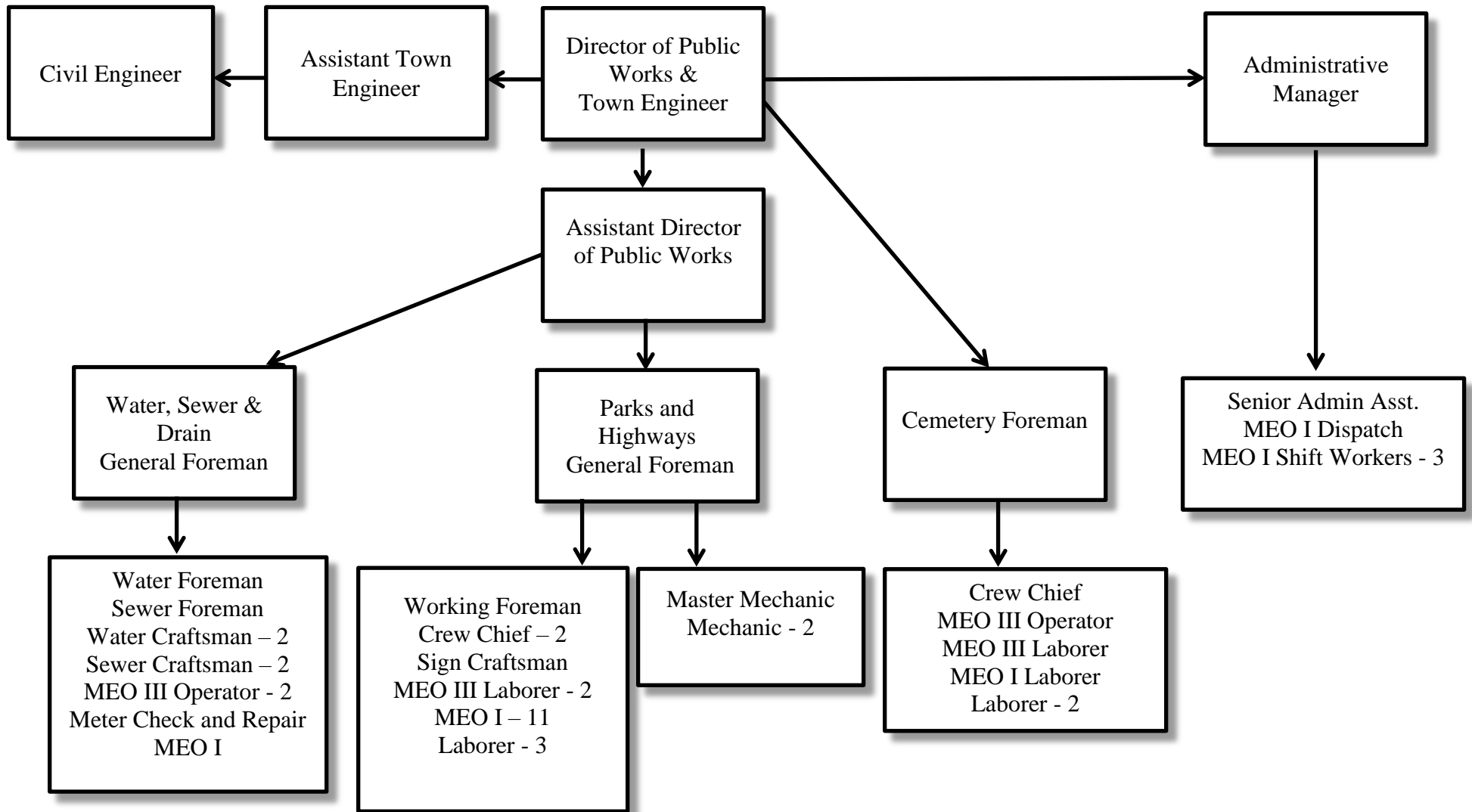
Solid Waste and Recycling: Manage the curbside solid waste and recycling program. Assist Board of Health with two Household Hazardous Waste Recycling Days at the Winter Street Recycling Center. Operates the Winter Street Recycling Center on a daily basis and provide disposal services for various items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

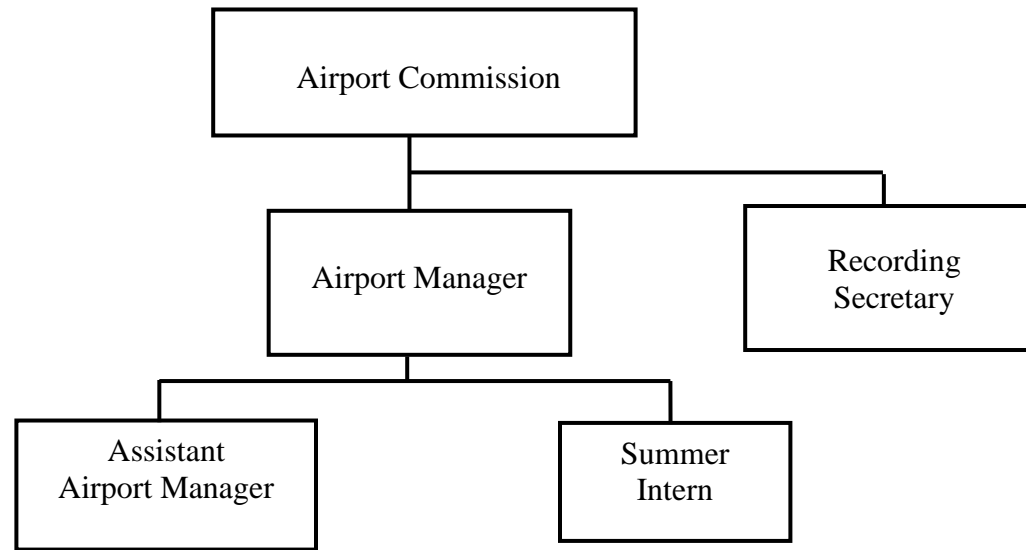
Commonwealth of Massachusetts

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.

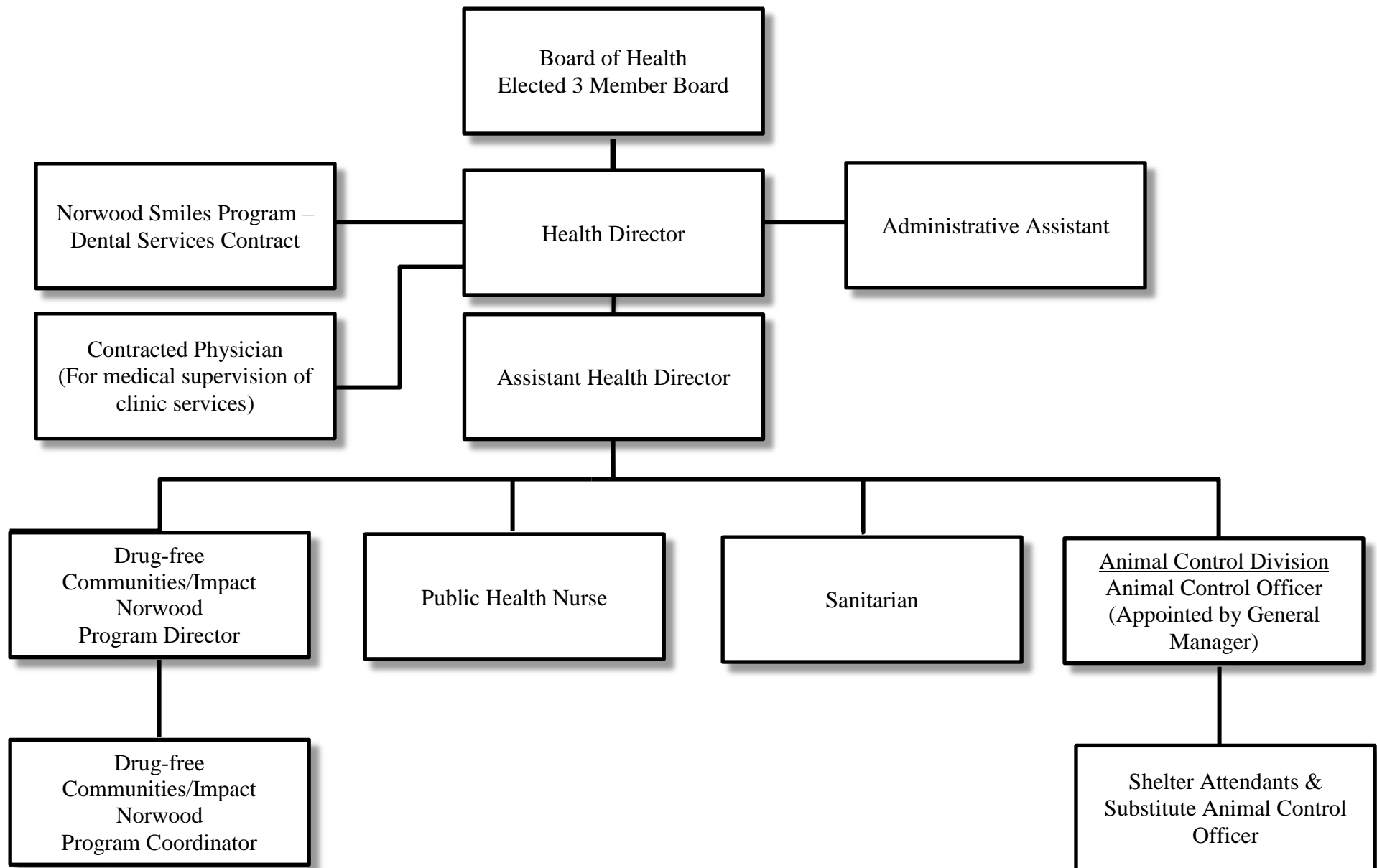
Grant Activities: Manage and coordinate the following grant programs: Federal Substance Abuse and Mental Health Services Administration, Drug-free Communities Program Grant, FDA grants to support adopting the FDA Retail Food Standards to meet national standards for food regulatory programs, Community 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

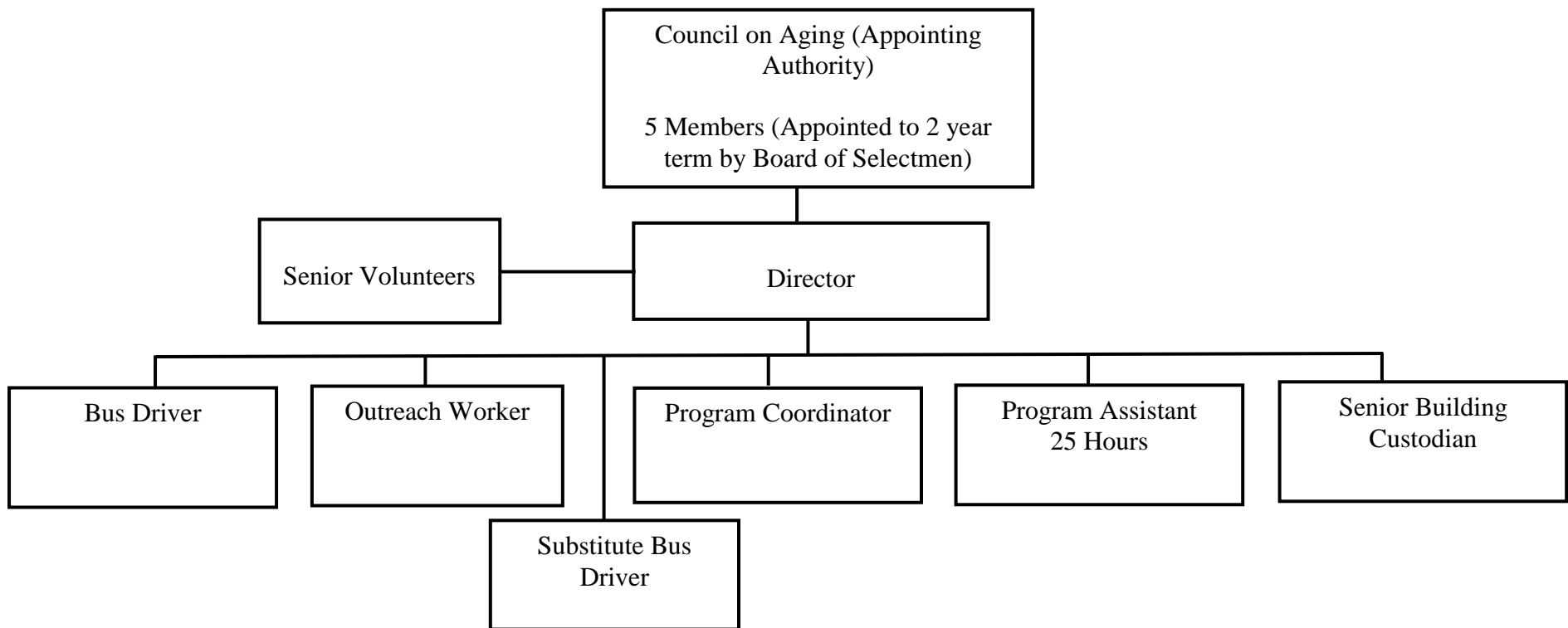
Commonwealth of Massachusetts

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.



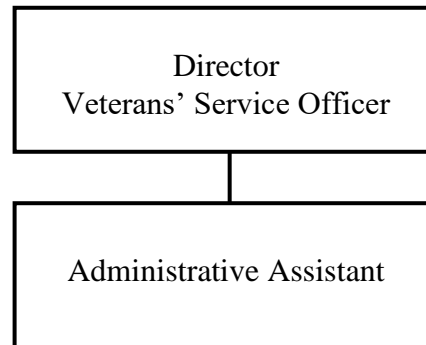
The TOWN OF NORWOOD

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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.



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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.

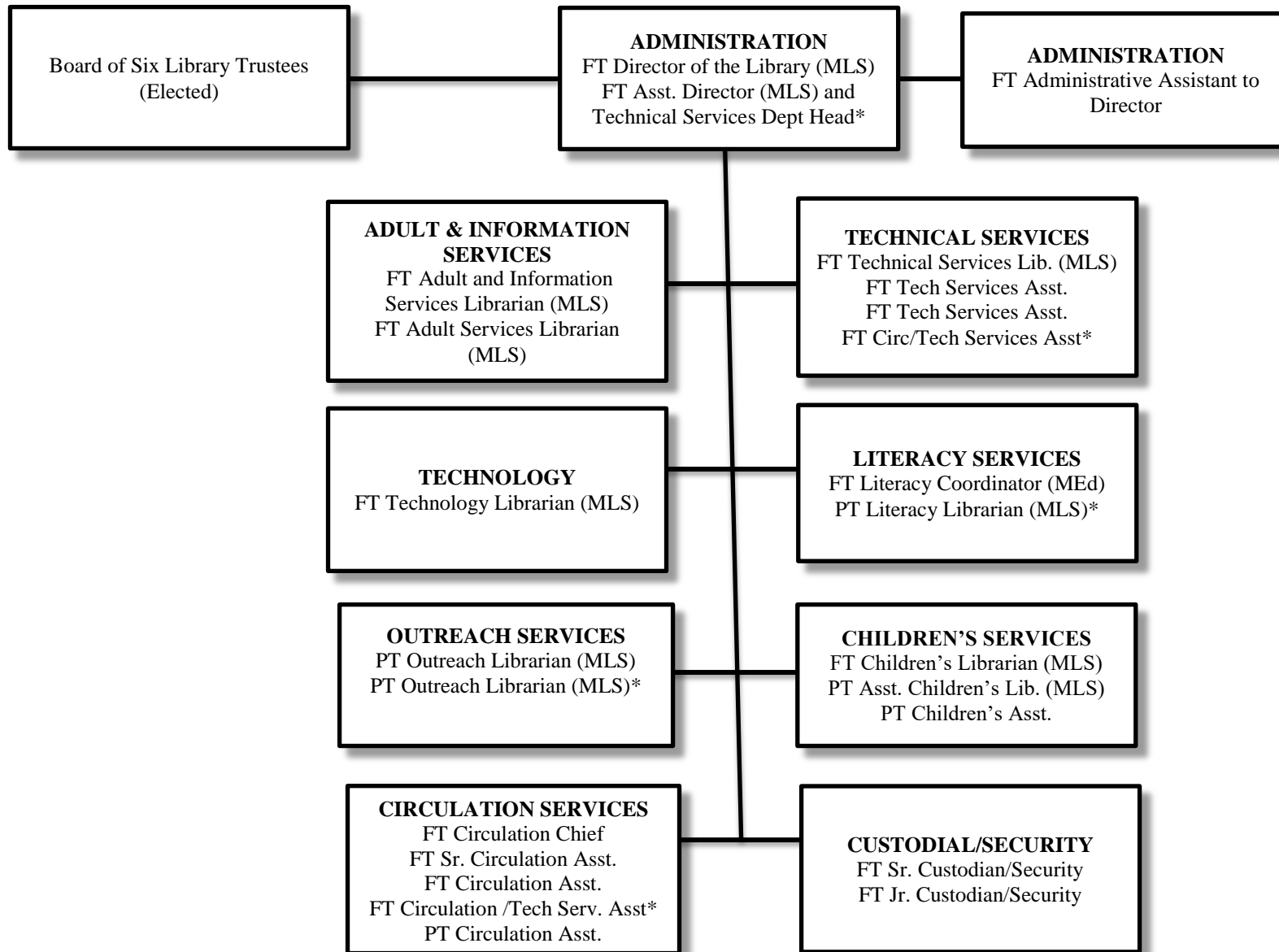
The Library submits a Long-Range Plan to the MBLC as required every five years and annual action updates each December 1. The latest Long-Range Plan 2016-2021 of the Morrill Memorial Library was submitted and approved in October 2015. The latest Action Plan was submitted and approved in December 2019. 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.



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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.

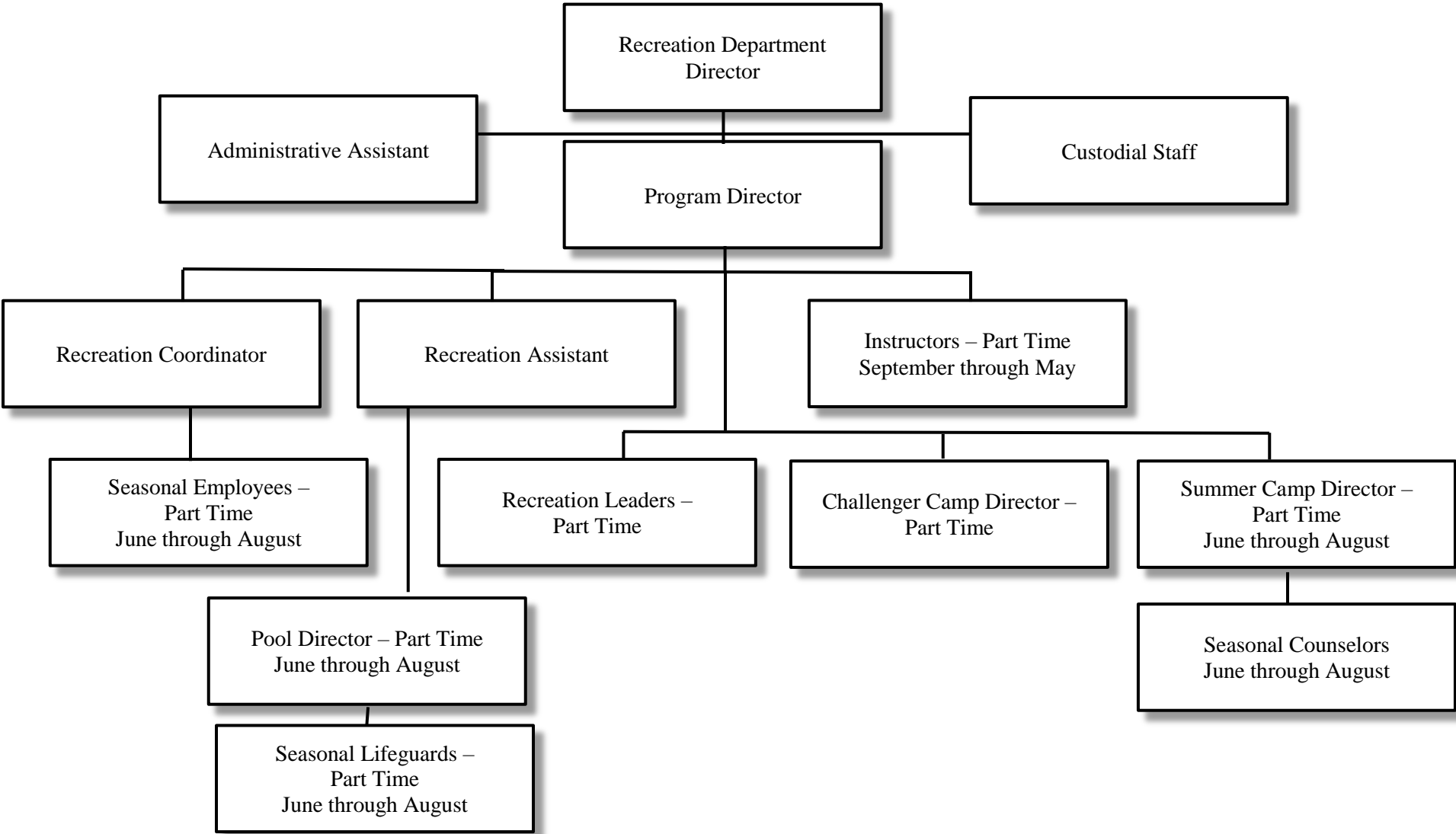
The Department offers a wealth of outdoor fun as well. The Norwood Recreation Department, along with the Department of Public Works, oversees the nine playgrounds in the Town of Norwood, along with basketball and tennis courts, and all athletic fields. Father McAleer Pool and Hawes Pool serve as summer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



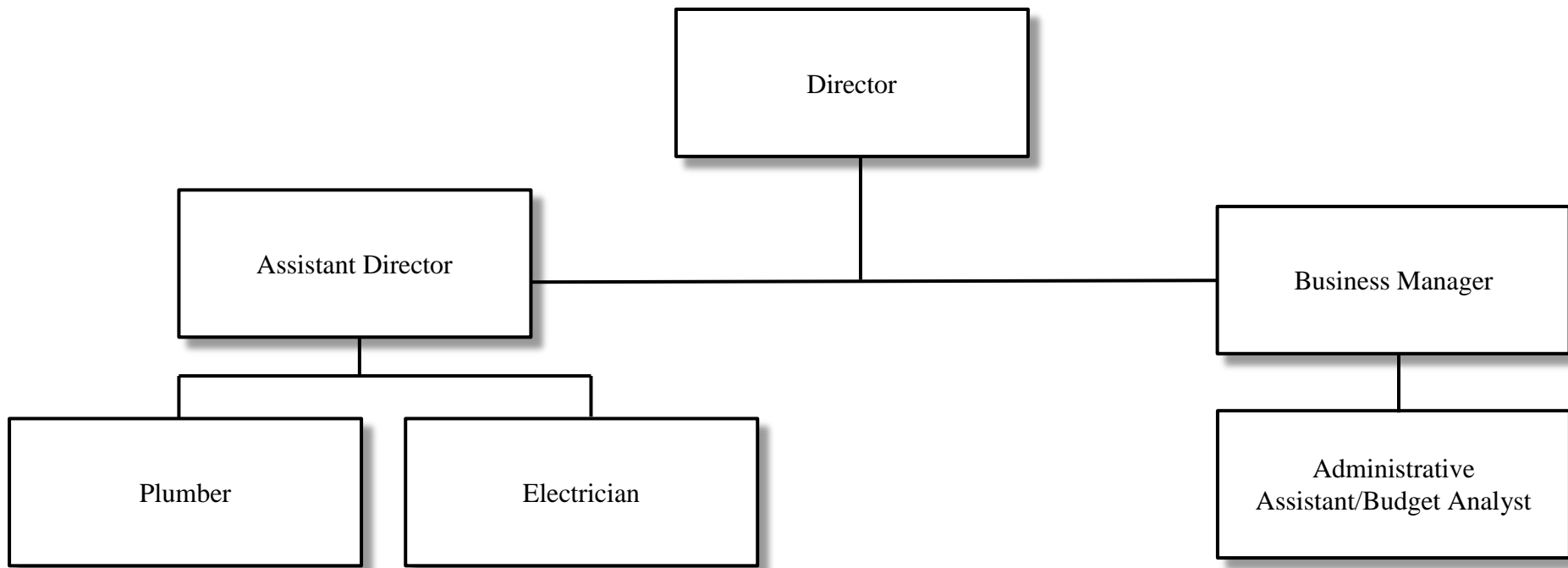
The TOWN OF NORWOOD

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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.



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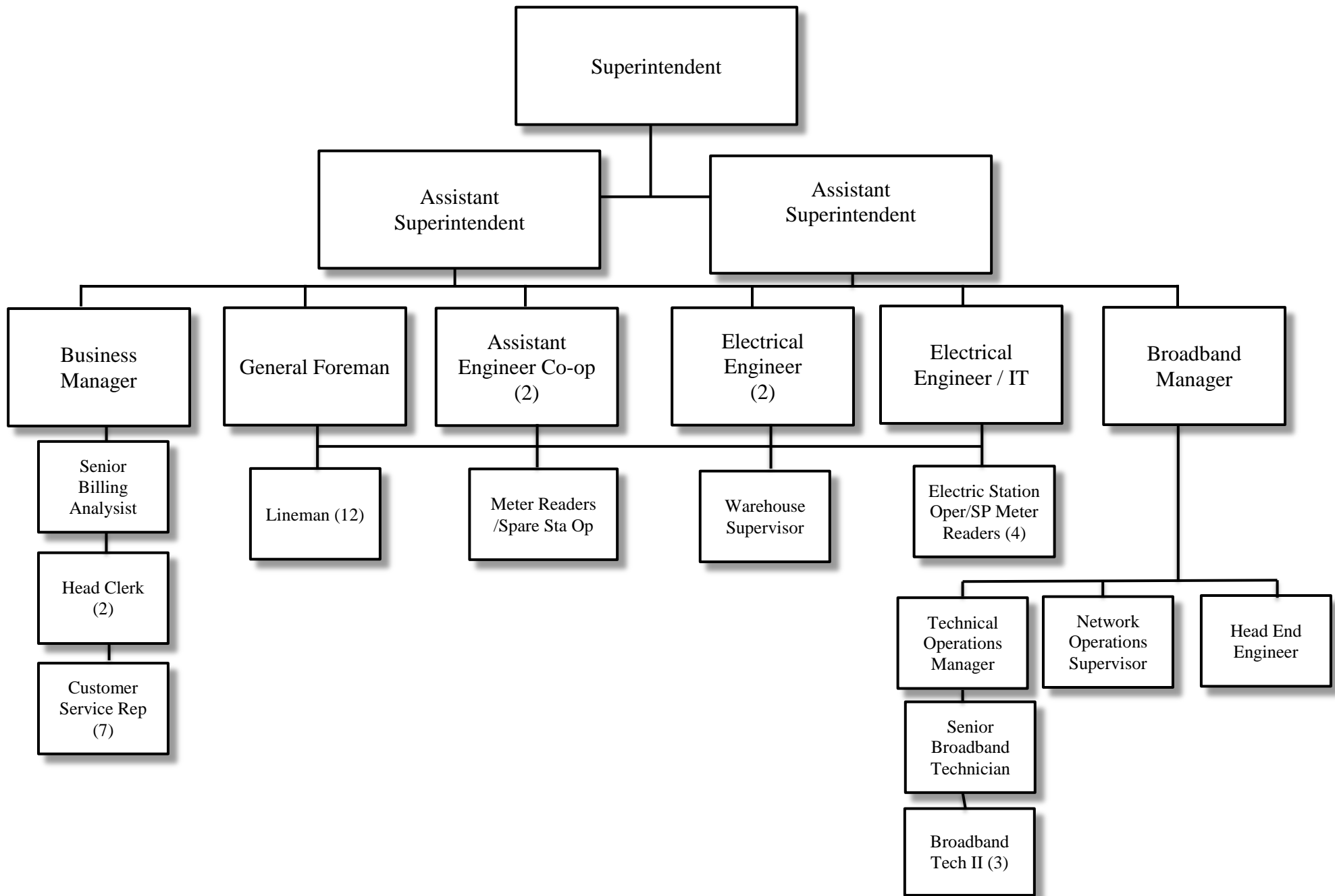
460 – Norwood Municipal Light Department

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)

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Town of Norwood

Board of Selectmen

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

Capital Outlay Committee

Thomas Maloney, Chair
Kevin Connolly, Vice-Chair
Charlotte Canelli
Robert Donnelly
Helen Abdallah Donohue
Myev Bodenhofer
David Hajjar
Matthew Lane
John Lydon
Timothy McDonough
Ernie Paciorkowski

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

Tony Mazzucco, General Manager
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: Pavement |
| DPW: Water and Sewer Division | 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 are 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 | 90 | |
| Design Services – Carillon Rehabilitation | | |
| Carillon Rehabilitation Including Framework | | |
| Design Services – Replacement of Genera | | |
| Renovate Town Hall Offices | 5,000 | |
| Replace Generator for Town Hall | 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-AL\$ | 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 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 | | | | | | Spare-Wheel Chair |
| 16 | 2019 | 500 | \$ 50,000.00 | Ford Transit Wheel Chair | | | | | | NEW |
| 17 | 2009 | 173,000 | \$ 50,000.00 | Ford Wheel Chair-E250 | | | | | | Spare-Wheel Chair |
| 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-MSD2020-21-01 | | \$45,000 | | | | | | |
| COA Sedan | V-MSD2021-21-01 | | \$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 |
| <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. | | | | | | | | |

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> | | | | | | | |