

Town of Norfolk  
FY06 Operating Budget

Preserving our Town

# **TOTAL OMNIBUS BUDGET:**

**Level Service Recommendation -  
Contingent on Operating budget override  
\$26,118,572**

**Reduced Service – Balanced Budget  
\$24,959,771**

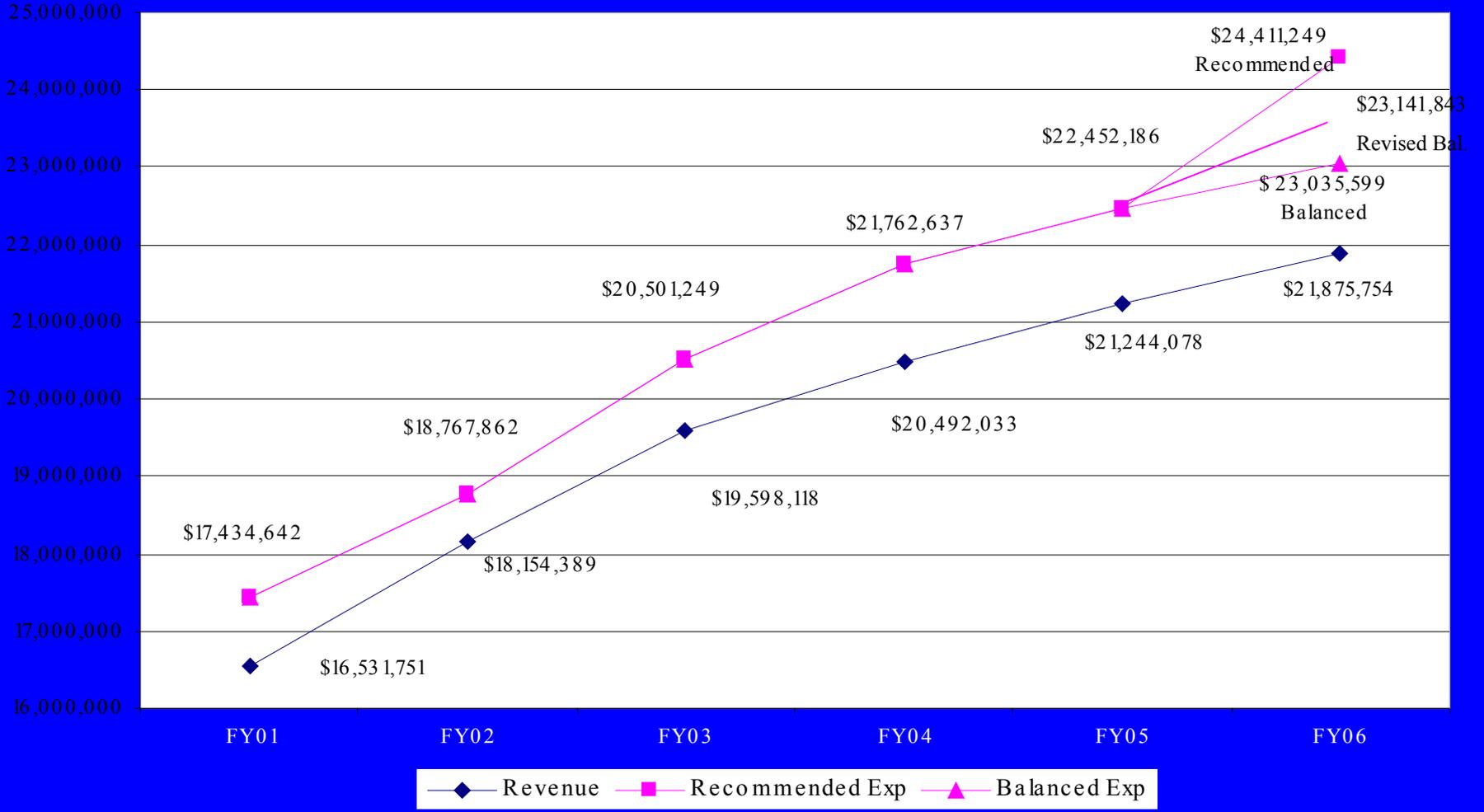
# Recommended Budget is supported by:

- Department Heads
- Board of Selectmen
- Advisory Board
- Norfolk School Committee

# Budget Goals

- Maintain Level Services
- Protect our assets
  - People
  - Equipment
  - Brick & Mortar
- Reduce Expenses
- Build Reserves

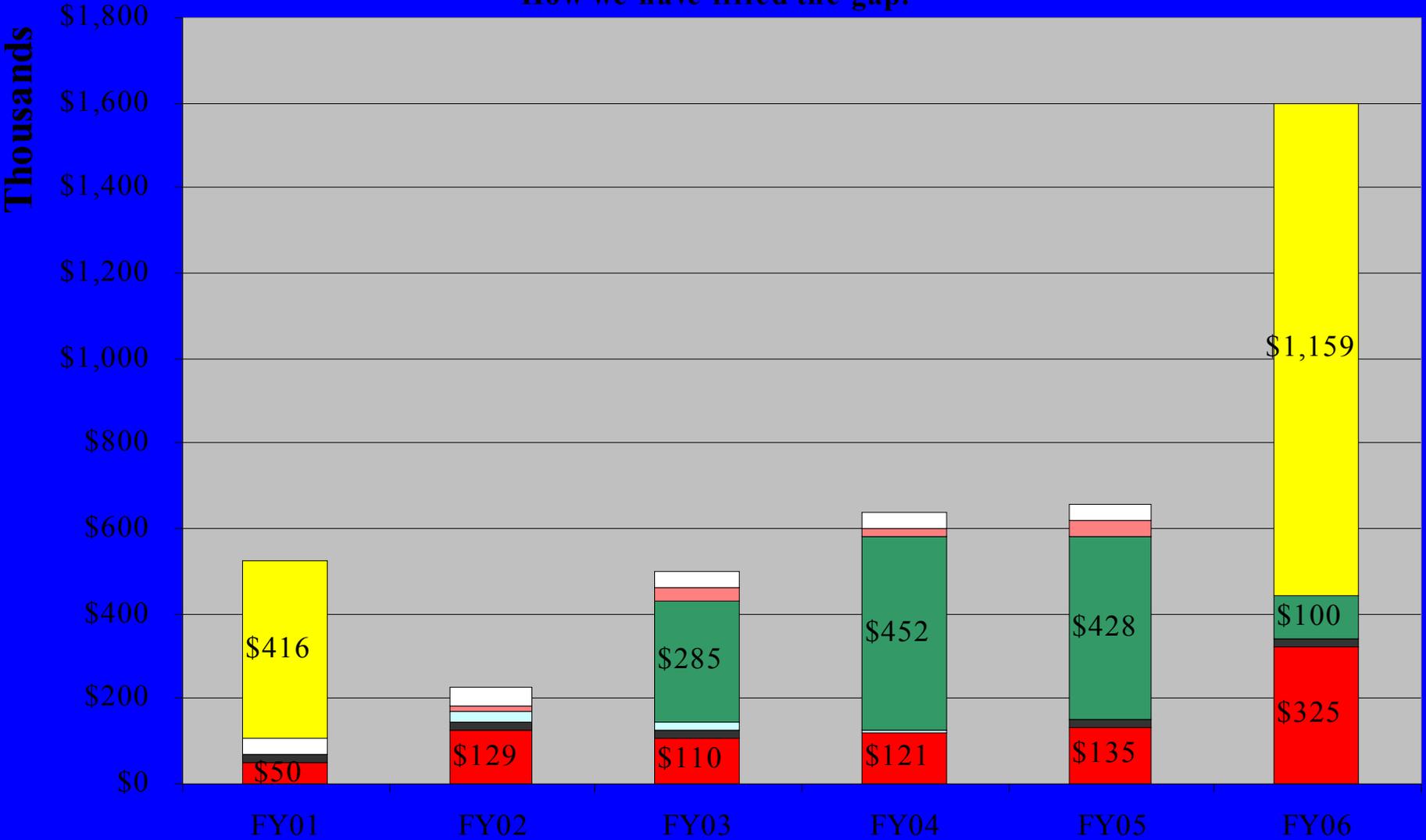
## Budgeted Revenues & Expenses (Net of Excluded Revenue and Debt Service)



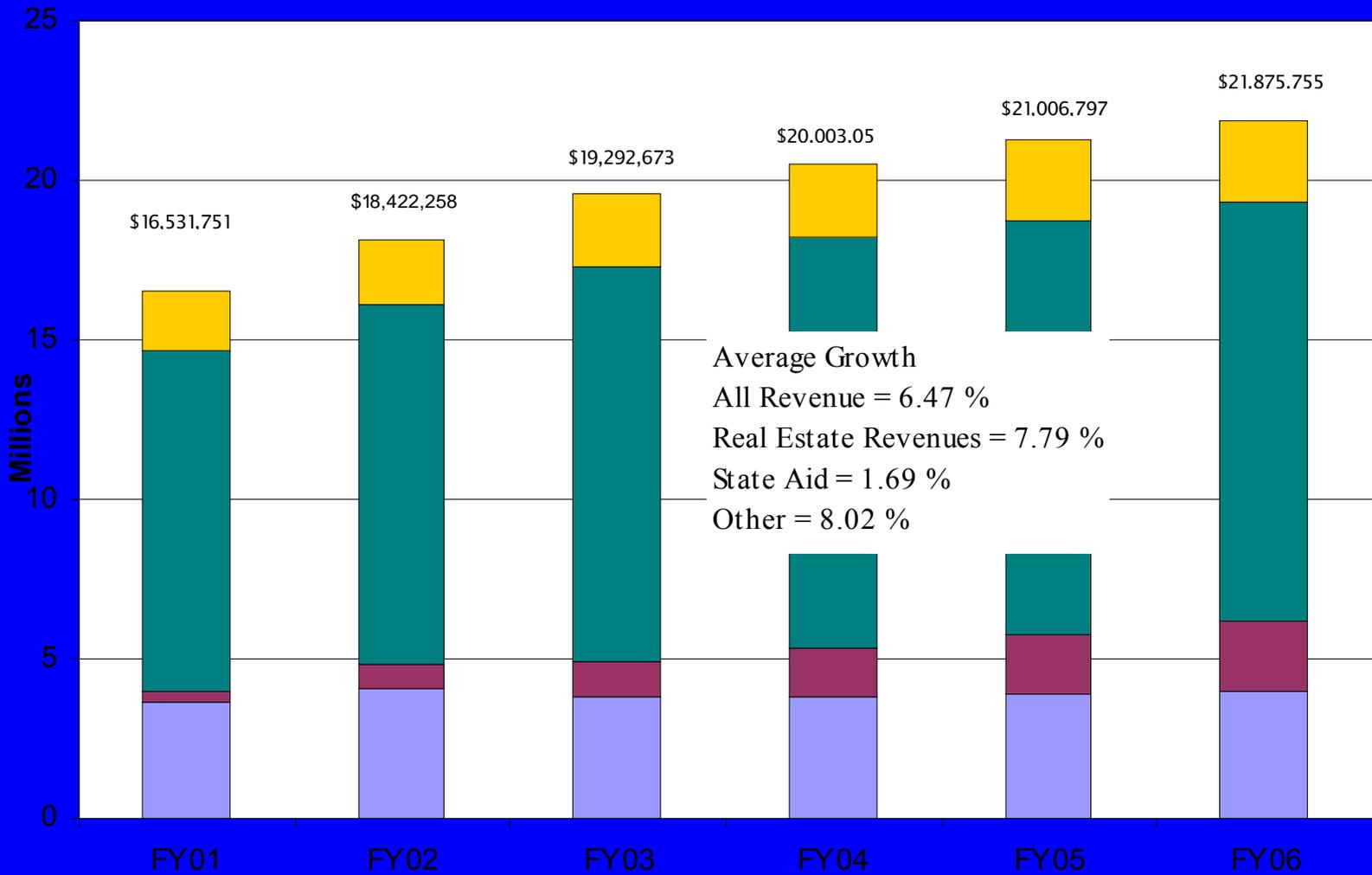
**Town of Norfolk**  
**Budgeted - Net of School Building Assistance and Excluded Revenue and Debt Service**  
**Expenses vs. Revenues**



## Other Sources of Revenue How we have filled the gap!



**Norfolk Budgeted Revenue FY01 - FY06**  
**(Does not include Excluded Revenue)**



State Aid    New Growth    Real Estate Taxes    Local Revenue

# Recent General Operating Overrides

June 2001	Road Program	\$ 300,000
June 2000	Police	\$ 92,158
June 2000	Library	\$ 35,170
June 2000	Teachers	\$ 184,079
June 2000	World Language	\$ 104,544
July 1997	Elem School	\$ 156,448
May 1997	Senior Center Design	\$ 50,000
May 1997	Equip Ladder Truck	\$ 11,000

# Overrides (continued)

June 1992 Elem School Budget	\$ 144,462
June 1991 KP Operating Budget	\$ 174,793

# New Facilities

2001	Library Expansion
2001	KP Schools
1998	HOD Addition
1998	Senior Center
1991	HOD Construction
	Pond Street Fields
	Town Hall

# Increased Operational Costs

Facilities Budgets			
		Balanced	Recommended
Building	2001	2006	2006
Library	\$ 20,060	\$ 50,000	\$ 91,150
Senior Center	\$ 8,000	\$ 32,693	\$ 50,050
Town Hall	\$ 87,300	\$ 144,000	\$ 156,675
Old Town Hall	\$ 4,500	\$ 17,000	\$ 22,550
Police/Fire Station	\$ 36,985	\$ 60,000	\$ 84,675
Total	\$ 156,845	\$ 303,693	\$ 405,100

# Facilities Management

Building	FY05	Balanced	Override	recommended
Town Hall	\$148,300	\$144,000	\$12,675	\$156,675
Senior Center	\$36,493	\$32,693	\$17,357	\$50,050
Old Town Hall		\$17,000	\$5,550	\$22,550
P/F Station	\$52,765	\$60,000	\$24,765	\$84,765
<u>Library</u>	<u>\$27,100</u>	<u>\$50,000</u>	<u>\$41,150</u>	<u>\$91,150</u>
Total	\$264,658	\$303,693	\$101,497	\$405,190

# Police Department Staff

<u>Budget Year</u>	<u>Population</u>	<u>Officers</u>	<u>Fed Guidelines</u>
1995	8,356	17	17.5
2001	9,050	17	19.0
2005	9,419	17	19.7

# Police Impacts

- Extra Help Cut – no investigations beyond regular shifts, limited severe storm coverage
- School and Church traffic control will be discontinued
- No departmental meetings / reduced in-service training
- Veteran's Day & Memorial Day – details historically covered in Police budget, now must be paid details
- Santa's Parade and Little League parades – will require paid detail

# Police Impacts (cont)

- Large town meeting events – limited details
- Road races will be covered by paid details
- Dare Program cut after gift fund depleted
- Discontinue Metro-LEC, Triad, RAD Kids and Mutual Aid detective work
- Minimum staffing on all shifts (detective coverage in uniform)
- Change to reactive instead of proactive including elimination of radar at hot spots

# Police Impacts (cont)

- Significant Training Cuts
  - Defib, Breathalyzer, Pamet incident, Management training, baton, asp, pr-24, firearms, specialized detective training
- Court Overtime reduced – all cases not considered major cases will be dismissed if not handled by the court prosecutor
- Reduced hours for Admin staff

# Fire Impacts

- Directly impacts ability to bring officers in to cover with first emergency
- Fire Services Stop after Fire Fighters (Paramedic / EMT) leave the station
- Staff cuts in FY07 depending on override

	1994	2001 (*)	2004
staffing level	26	25	18
career staff	3	8	10
fire/ems incident	831	1,127	1,182
ems incidents	451	632	719
als ems (**)	212	316	354

(\*) year department initiated 24 hour/day, 7 days/week staffing with 2 firefighter/ems

(\*\*) paramedic service implemented February, 2005

2004 response modes	2005 response modes	projected for 2006
ambulance calls - 3	still alarms (ambulance calls) - 8	still alarms (ambulance calls) - 13
company alarm - 8	company alarm - 5	company alarm - 4
general alarms - 22	general alarms - 20	general alarm - 16

# DPW - Impact

- Non-Essential services will be cut
- Only Essential services that relate to public safety and town liability will be addressed
- The BOS & BPW will need to review services to prioritize limited capacity
- Increased service requests such as Library, Town Hill, Town Center landscaping will not be serviced.

# DEPARTMENT OF PUBLIC WORKS

## Service Level Increases 1994 – 2004

### HIGHWAY DIVISION:

- Oversee all construction and reconstruction projects utilizing town, state and federal funding (including the Road Program)
- Maintenance and repair of the increased 2.25 miles of roadway
- Review and oversee, as requested, subdivision construction and acceptance
- Review and approve permitting for street excavations
- Review and approve septic design for new construction and repairs as it pertains to right of way
- Maintenance of the town wide drainage system, which has increased by 262 drainage structures and 16,454 LF of piping
- Maintenance, removal and replacement of roadside and municipal property trees

# DEPARTMENT OF PUBLIC WORKS

## Service Level Increases 1994 – 2004

### **Municipal:**

- H. Olive Day School
- Town Hill
- Town Hall
- Senior Center
- Town Center
- Library

### **Recreation:**

- Maintenance and repair of field space at the Freeman/Centennial Complex
- Pond Street Complex
- Kid's Place
- Overall increase in the service level the Division performs for maintenance, repair and overseeing projects

# DEPARTMENT OF PUBLIC WORKS

## Service Level Increases 1994 – 2004

### **Cemeteries:**

- Veterans Memorials – Norfolk and Pondville Cemeteries
- Veterans Memorials and dedicated areas town wide.

### **Conservation Areas:**

- **Lind Farm Property**
- **Various conservation areas town wide as requested.**

# DEPARTMENT OF PUBLIC WORKS

## Staffing Comparison

FY-2001 – FY-2006

DIVISION	FY-2001	FY-2002	FY-003	FY-2004	FY-2005	FY-2006	Staffing Needed Today
Highway:							
Administration	3	3	3	3	3	3	3
Labor	8	8	8	8	8	7	11
Grounds Maintenance:							
Labor – Full-time	2	4	4	3	3	3	5
Part-time	1	0	0	0	0	0	0
Part-time Seasonal	1	0	0	0	0	0	0
Solid Waste:							
Full-time	3	3	3	3	3	3	3
Part-time	1	1	1	1	1	1	1

# Library Construction Funding Sources

- Town debt exclusion (12/00) \$3,000,000
- MA Library Grant \$2,057,218
- Land Donation (value) \$350,000
- Gifts & Fundraising \$250,000

# Building Size

23,000 sq. ft. addition /renovation

- accommodates Norfolk's "build-out" population of 15,000+
- Norm for building projects 1.5 sq ft - 3 sq ft for 20 year population projection
- Our library is 1.56 sq ft/capita

# Library Staffing Levels

- YEAR FTE
- 2001 8.3
- 2002 8.7 (added 2 pt. time pages)
- 2003 8.7
- 2004 8.6 (lost 1 page)
- 2005 8.4 (no pages)
- 2006 8.4
- MA Average in our population group is **8.9**

## Library

### Impact of “Recommended” FY’06 Budget

- ▶ Loss of 2 pages (20 hours/week) to re-shelve 175,000 – 200,000 books & other materials
- ▶ No staff training / continuing education
- ▶ Loss of 5 SAILS stations for Public Access
- ▶ Inadequate supplies & postage
- ▶ Reduction in software licenses & computer maintenance

# Library Impact in FY'07

- ▶ Forced to lay off staff
- ▶ Reduce hours open to public
- ▶ Reduce children's programs

# Library Impact in FY'07

- ► Appropriation falls below threshold for certification
- ► Library faces de-certification by Board of Library Commissioners
- ► Ineligible for MA grant-in-aid
- ► Ineligible for MBLC grants
- ► Reciprocal borrowing suspended

# THE BIG PICTURE

REVENUES  
(thousands)

INCREASE

\$1,168

# EXPENSES INCREASE (thousands)

Excluded debt	\$ 450
KP	\$ 382
Health Insurance	\$ 143
Norfolk Cnty Retirement	\$ 136
ALS (with offsetting rev)	\$ 233
Tri-County	\$ 43
Debt	<u>\$ 18</u>
	\$ 1,405

# THE PROBLEM

(thousands)

- REVENUES + \$1,168
- FIXED EXPENSES + \$1,405
- We have a deficit of \$ 237  
before we fund our departments

# Board of Selectmen Presentation

# 5 Year Averages

- Fixed Expenses 12.59 %
- Variable Expenses 4.94 %
  
- State Aid 1.69 %
- Real Estate Taxes (w/ new growth) 7.79 %
  
  
- Expenses 8.20 % Average Increase
- Revenues 6.47 % Average Increase

# 4 Sources of Income – FY06

Real Estate Taxes	68 % of Total – 2.5% Increase
State Aid	18 % of Total – Level Funded
Local Revenues	12 % of Total – Limited Growth
New Growth	2 % of Total – Variable

**REVENUE ISSUE**

**NOT AN EXPENSE ISSUE**

1.5 – 2 % GAP ON AVG EVERY YEAR

ON A LEVEL SERVICE BUDGET

SHARED PROBLEM

SHARED SOLUTION

# TACTICAL STRATEGY

- SUBSIDIZED BUDGET
- MASKED A TREND
- DIMINISHED RESERVES

- 85.4 % INCREASE IN POPULATION IN 20 YEARS
- 69 % OF POPULATION UNDER AGE 45

# THE FUTURE

- FIXED EXPENSES CONTINUE TO RISE
- LEVEL STATE AID
- 6% + GROWTH IN REVENUE
- NEW GROWTH ONLY MEANINGFUL VARIABLE

# Strategy

Anticipated 3 year expense growth (with or without  
override) = 8.2%

B B B

Business

Bedroom

Blend

- Commercial Development is not a silver bullet
- Planned Growth Blending Commercial and Residential development including
  - Affordable Housing
  - Restricted Age Development

## Example – Norfolk Commons

### Tax Revenue

– Stop & Shop	\$53k
– CVS	\$15k
– Remaining Business	<u>\$16k</u>
Total	\$84k

### Blended Residential & Commercial

– 33 Market Price Condominiums	\$195k
– 11 Affordable Housing Units	<u>\$ 17k</u>
Total	\$212k

# Additional B1 District Opportunities

Residential / Retail

\$1.2 Million Annual Tax Revenue

# Pipeline Opportunities

## Annual Revenue in Thousands

Village at River's Edge	\$ 812
Canterbury II	\$ 150
Pin Oaks	\$ 103
Canterbury III	\$ 30
Car Wash	<u>\$ 12</u>
Total	\$1,107

# Common Vision

- Strategic Growth
- Blend of Commercial & Residential
- Affordable & Restricted Age Housing
- Strategic Plan for Capital Projects
- Growth Opps – measured against demands on infrastructure
- Capital Project evaluations include incremental operating expenses

C C C

- Community Problem
- Community Opportunity
- Crossroads

Vehicle Replacement Program  
Presented by the  
Capital Outlay Committee

Norfolk Town Meeting  
May 2005

# Article 7 – Vehicle Stabilization Fund

- \$450,000 annual override
- Requires voter approval at special election
- Additional \$140 per year on median house value

# Agenda

- Background on the Fund
- Vehicle Replacement Program
  - Description
  - Benefits
  - Questions & Answers

# Fund Background

- New option for Town
- Excellent tool to manage Town's capital requirements
  - Integrated funding matches integrated plan
  - Dedicated funding for vehicle replacement
- Approved at last Town Meeting

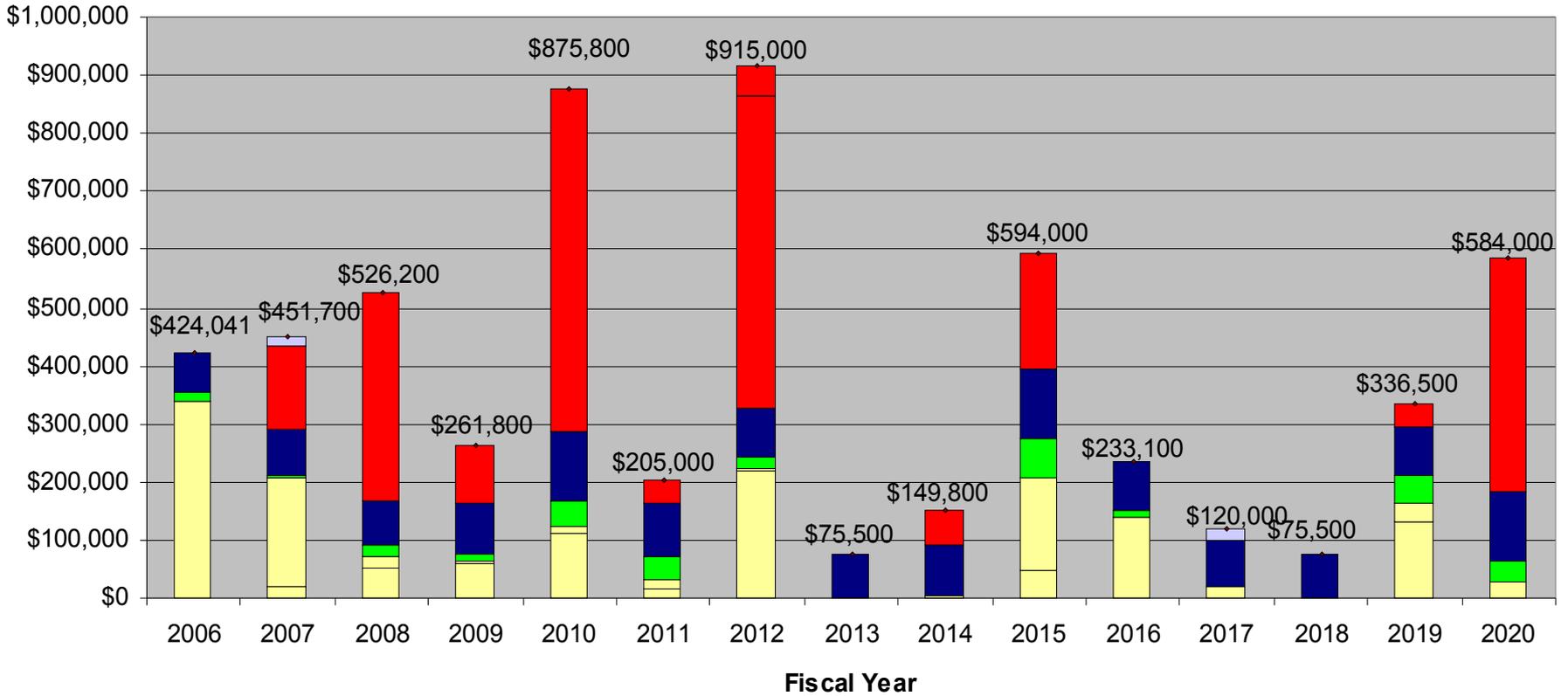
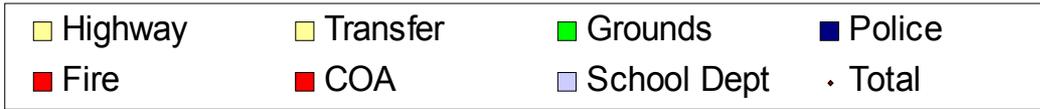
# Vehicle Replacement Program

- Integrated Town-wide plan
- Developed over last 3 years
- Accounts for all Town Departments
  
- Necessary expenditures
  - Efficient mechanism
  - Eliminate expensive backlog now

# Vehicle Replacement Program

- Approximately 20 % of town vehicles are beyond useful life
- Average annual vehicle expenditure over past 6 years approx. \$192,000 per year
- Insufficient to meet replacement requirements, backlog created

### Total Town of Norfolk Equipment Replacement Schedule



# Article 9.1 Vehicles

Department	Vehicle	Cost
DPW	L-8000	\$ 108,620
DPW	L-8000	\$ 108,620
DPW	Sweeper	\$ 122,825
DPW	Walker/Mower	\$ 12,600
Police	Cruiser	\$ 36,232
Police	Administrative Car	\$ 26,144
Police	Laptop	\$ 9,000
	TOTAL	\$ 424,041

# Benefits

- Centralize Purchasing
  - Established FY2006 savings at 6%
- Short Term vs. Long Term Funding
  - Substantial savings
- Maintenance savings
  - Estimated 10-15%
- Better trade-in values
- Save rental fees (replacement equipment)
  - \$20,000 required in 2005

# Real Life Example

## Purchase With Debt Funding

- Fire Truck - \$340,000
- Cost to fund debt - \$65,620  
(10 years)

*Actual Gross Cost \$405,620*

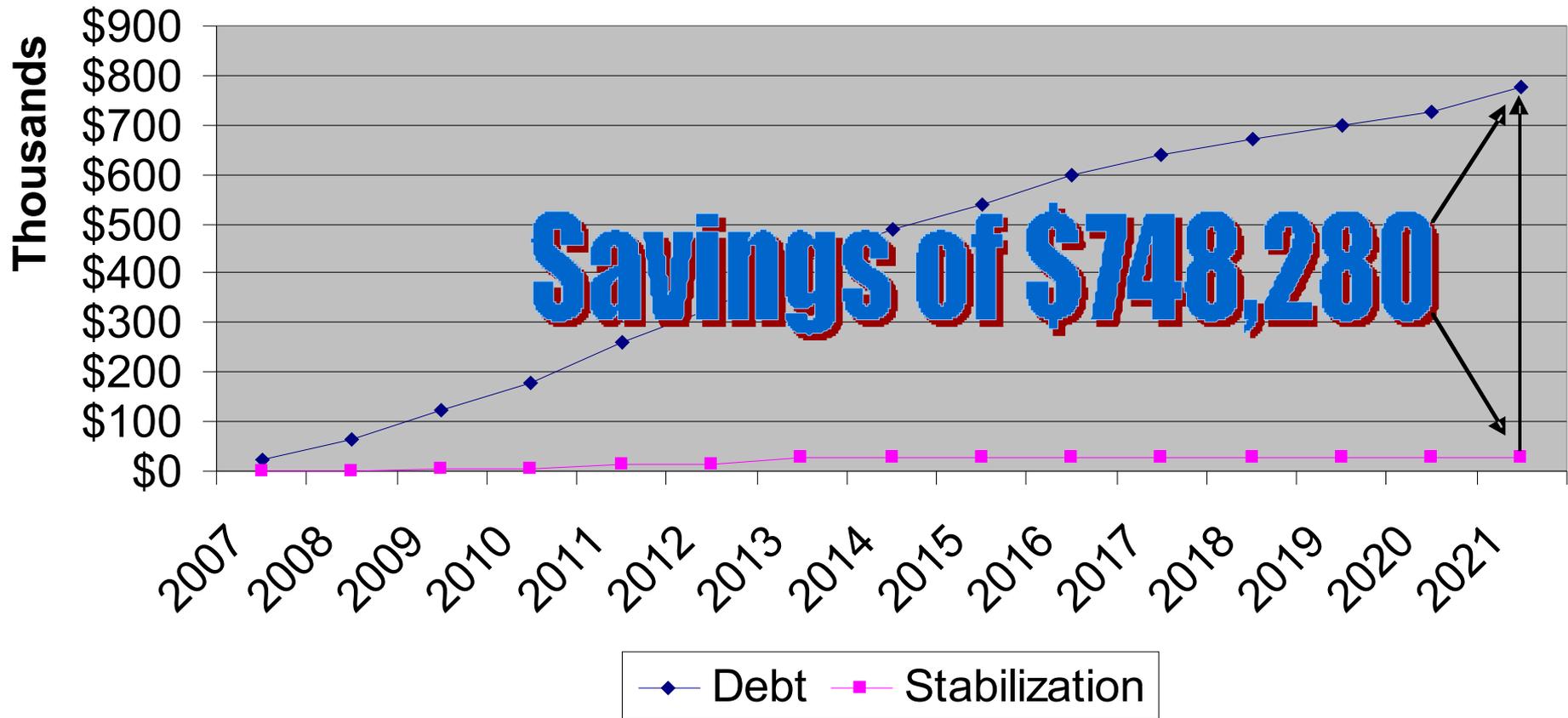
# Purchase With Stabilization Fund

\$ 340,000

A savings of

\$ 65,620

# Interest Expense Debt Funding vs. Stabilization Funding



# Benefits

- Favorable rating services review
  - Potential  $\frac{1}{4}$  to  $\frac{1}{2}$  point savings on future borrowing
- Assets provide services for ALL
  - Police
  - Fire, ALS
  - School
  - Department of Public Works
- Maintain safety standards

# What Are the Protections?

- Capital Committee must review specific requests (as now)
- Town Meeting must approve expenditures (as now)
- Two-thirds vote required to appropriate funds (more restrictive than current process of simple majority)

# Description of Fund Life Cycle

- Annual review/adjustment of rolling 15-year plan
- Annual report at Town Meeting
- Annual request for approval to appropriate current FY spending
- Interest bearing account

# What Are the Next Steps?

Requesting (Tonight):

Appropriation of FY2006 Expenditure (from fund) contingent on override approval  
(\$424, 041)

Requesting (June 14)

Approval of override question on ballot  
(\$450,000)

Q&A

# **Article 8**

To see if the Town will vote to raise and appropriate a sum of money to the Stabilization Fund for sidewalks established under Article 15 of the Special Town Meeting of October 26, 2004; or take any other action relative thereto.

**Submitted by Board of Selectmen**

Road Safety  
Committee  
Presentation



**Norfolk Road Safety Committee  
1 Liberty Lane  
Norfolk, Massachusetts 02056**

**PEDESTRIAN PATHWAY INITIATIVE-2005**

**SAFETY HAS TO BE OUR  
#1 PRIORITY**

# Improving Pedestrian Pathways

## Overview

- **Need Stabilization Funding to make significant improvements to older existing roadways, linking Schools, Town Center, Recreation (connecting points).**
- **Addresses pedestrian safety, and health related issues (walk more/drive less).**
- **Priority to improve areas around Schools and Town Center, linking existing/isolated pathways to schools, town center and recreation areas (filling gaps).**
- **Implement with goals of maintaining our town's rural character and "scenic road" status, while improving both vehicle and pedestrian safety.**

## **Improving Pedestrian Pathways**

- **New pathways can “meander” around existing trees where possible and will be implemented with the use of more “rural” looking bituminous asphalt.**
- **Projects would be ADA compliant, supporting wheel chairs, strollers, etc, improving overall access to new pathways.**
- **Following the lead of recent road intersection projects, safety has been improved, rock walls have been moved/repared, new trees have been planted-thus improving safe pedestrian access while maintaining “Scenic Roadway” status.**
- **Maintenance of existing pathways is currently done by DPW. Residents are encouraged to report issues directly to DPW (significant brush clearing, any damage, etc.).**

# Improving Pedestrian Pathways

## Demographic Statistics

- Town encompasses roughly 15 square miles and has nearly doubled in population from 5,643 in 1980 to 10,460 in 2000.
- Norfolk's population has increased by 85.4% in 20 years (accompanied by related vehicle traffic) with just one new pathway along an existing road implemented in the same 20 year timeframe.
- 29% of population is between the age of 1 and 19 years
- 69% of population is between the age of 1 and 44 years
- Median Age is 37.4 years

## **Financial impact of Pathway Initiative**

- **The requested \$50,000 will add roughly \$0.04/\$1,000/year of assessed home value.**
- **The average assessed home value in Norfolk is approximately \$388,000.**
- **Tax implication for an assessed home of \$388,000 is \$15.52/year**
- **Tax implication for an assessed home of \$500,000 is \$20.00/year**
- **Tax implication for an assessed home of \$750,000 is \$30.00/year**

# **Improving Pedestrian Pathways**

## **Project Endorsement**

- **Support for this initiative has been significantly more positive than negative.**
- **Groups and individuals in support of this new pedestrian pathway initiative include: BOS, Planning Board, Conservation, Recreation, Schools, Scouts, Seniors, NCL, Road Safety and Residents.**
- **Rate of implementation will be based on approved funding.**
- **Future projects with continued and/or alternative funding could support additional links**
- **Key links and priorities appear in the maps shown.**

# TOWN OF NORFOLK

PEDESTRIAN WALKWAY PLAN

MEDFIELD

## Legend

Existing Pathway

In-Development

Proposed Links

HOD

Freeman

Pond St  
Rec  
Fields

KP-  
North

MEDWAY

FRANKLIN

WALPOLE

YRENTHAM

FOXBOROUGH

