Town of Bridgewater

Budget & Finance Committee

November 22, 2022
6:15 PM
66 Central Square
Academy Building
Council Chamber - 2nd Floor

MEETING AGENDA

A. Call to Order

B. Approval of Meeting Minutes

C. Public Comment

D. Legislation Referred

- a) Order O-FY23-020: Town Clerk Election Stipend
- b) Order O-FY23-027: FY2023 Classification Tax Allocation - Adoption of Residential Factor
- c) Order O-FY23-031 Prior Fiscal Year Bill
- d) Order O-FY23-032: Veteran Tax Benefits
- e) Resolution R-FY23-003: FY2024 Budget Resolution

E. Public Comment

F. Adjournment of Meeting

Bridgewater Town Council

Introduced By:	Councilor Gallagher
Date Introduced:	9/27/2022
First Reading:	9/27/2022
Second Reading:	10/11/2022
Amendments Adopted:	
Third Reading:	
Date Adopted:	
Date Effective:	

Order O-FY23-020: Town Clerk Election Stipend

Review the current Town Clerk Salary and consider establishing a stipend for additional election work.

Committee Referrals and Dispositions:

Referral(s)	**Disposition(s)**
• Budget and Finance	• 10/11/22: Meeting prior to Town Council meeting.
• Finance Committee	• 10/5/22:

Attachments: None

VOICE VOTE - REQUIRES MAJORITY OF THOSE PRESENT AND VOTING

Bridgewater Town Council

Introduced By:	Town Manager
Date Introduced:	10/25/2022
First Reading:	10/25/2022
Second Reading:	
Amendments Adopted:	
Third Reading:	
Date Adopted:	
Date Effective:	

Order O-FY23-027: FY2023 Classification Tax Allocation - Adoption of Residential Factor

ORDERED that, pursuant to G.L. c. 40, § 56, the Town Council of the Town of Bridgewater, Massachusetts in Town Council assembled vote to adopt a residential factor of 1 for fiscal year 2023.

Explanation:
The Town Council shall annually first determine the percentages of the local tax levy to be borne by each class of real property, as defined in section two A of chapter fifty-nine and personal property for the next fiscal year. In determining such percentages, the Town Council, shall first adopt a residential factor. Said factor shall be an amount not less than the minimum residential factor determined by the Commissioner of Revenue in accordance with the provisions of section one A of chapter fifty-eight and shall be used by the Board of Assessors to determine the percentages of the local tax levy to be borne by each class of real and personal property.

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)

Attachments: 1. Town of Bridgewater Classification Hearing 2023

FIRST READING - NOT FOR ACTION

Town of Bridgewater

Classification Presentation and
Selection of Minimum
Residential Factor for Fiscal Year 2023
Bridgewater Board of Assessors
Scott Rubin, Chairman
Ronald Barron, Clerk
Milton Morris, Member

Presented by
Shelley McCauley, MMA, RMA
Chief Assessor

Introduction

The information contained in this report is intended to provide the Town Council with information necessary to conduct a public hearing on the classification options available under Massachusetts General Law. The classification process allows the council to consider several options that will be explained further along in this handout. Additionally, the decision of the Town Council for each of the options must be submitted to the Department of Revenue on form LA 5.

Further attached are some additional exhibits A-H which may be helpful.

Classification Hearing

Before the tax rate can be set, the Town Council must hold a public hearing each year to consider the tax rate options available to the municipality under property tax classification. **These tax levy-shifting tools will not change the overall tax levy or money that will be raised through property taxes; they allow the town to shift portions of the tax levy between classes of property and/or between property owners within certain property classes.** The hearing is held after the assessors have determined final values, classified all properties, and reported this information to the DOR. These values set the parameters for the options the municipality may adopt.

This public hearing shall comply with the requirements of the “Open Meeting Law,” and any local charter, by-law, or ordinance provisions. In addition, local officials must provide notice of the hearing to all taxpayers by a comprehensive public information release in a newspaper of general circulation in the community, as well as in any other appropriate news media. This release should provide information regarding the policy decisions available and should indicate how interested taxpayers may present oral or written information on their views.

When providing notice and when conducting the public hearing, local officials shall further the legislative intent to provide an open forum for the discussion of local property tax policy.

The assessors provide the council with the information necessary to make classifications decisions. This information should show the impact on the tax rate of the available tax policy options. The assessors are not required to make recommendations, although they may choose to do so if asked.

The Town Council conducts the classification hearing and vote on the available tax rate options. The vote may be taken at the hearing or a later meeting.

TAX POLICY DECISIONS

Municipalities have several options in distributing the tax levy among taxpayers under property tax classification. Use of these options results in multiple tax rates for different property classes because they change the components used to calculate the rate, i.e., the assessed valuation of or the amount of the tax levy being paid, by the class. ***The total tax levy remains the same***.

Single or Split Tax Rate

Municipalities must decide whether to:
1. Tax all classes of property at their full and fair cash valuation share of the tax levy, which results in a single tax rate
2. Reduce the share of the tax levy paid by the residential and open space property owners and shift those taxes to commercial, industrial, and personal property taxpayers, which results in a split tax rate.

Classification Exemption Options

Municipalities may also consider whether to allow:
1. An open space discount
2. A residential exemption
3. A small commercial exemption

    1. An Open Space Discount of not less than 25% applied to the full and fair cash value of the entire open space class. This discount shifts the tax burden to the residential class and was adopted by only one community in FY2021.

    2. A Residential Exemption of not more than 35% of the average assessed value of all class one, residential, parcels applied to residential parcels that are the principal residence of the property taxpayer. This exemption shifts the tax burden within the residential class only and was adopted by fifteen communities in FY2021.

    3. A Small Commercial Exemption of not more than 10% applied to class three, commercial, parcels that are (1) occupied as of January 1 by a business with an average annual employment of no more than ten during the previous calendar year and (2) have a valuation of less than one million dollars. This exemption shifts the tax burden within the commercial class, adds to the tax burden of the industrial class and was adopted by fourteen communities in FY2021.

Adopting any of these options will not affect the calculation of the residential factor.

At a minimum, the town council must determine a residential factor which will determine whether the town will have a split rate for its residential class and the commercial/industrial class. Technically the board does not have to take another vote, although it has the option to provide a separate open space discount under that statute, as well as a residential exemption under MGL c. 59, §5C or small commercial exemption under MGL c. 59, §5I. **If it fails to take a vote on any of the optional provisions, the tax percentage allocations will be calculated as if no open space discount, residential exemption, or small commercial exemption has been adopted.**

Selection of a residential factor:

When there is a shift in the percentage of total taxable value between the property classes (RO and CIP), it affects the total amount of taxes paid by each class. The higher the percentage of total taxable value for a property class, the higher the amount of taxes paid by that class. Conversely, the lower the percentage of total taxable value for a class of property, the lower the amount of taxes paid by that class. For communities with a single tax rate, the percentage of total taxable value is equal to the percentage of the total property taxes paid by that class. For communities with a split tax rate, the percentage of total property taxes paid is affected by the amount of the shift in the tax rate from the RO class to the CIP class. However, a shift in the percentage of total taxable value between the classes still results in a change to the percentage of the total property taxes paid by each class.

Town council must decide the percentages of the tax levy each class of real property and personal property will bear each year. To do so a residential factor is adopted. The residential factor governs the percentage of the tax levy to be paid by Class One: Residential and Class Two: Open Space properties. The difference is shifted to Class Three: Commercial, Class Four: Industrial and Personal properties. The adopted factor cannot be less than the minimum residential factor (MRF) calculated by the DOR. The MRF represents the maximum shift allowed in the tax levy for the year and establishes the parameters for local decision-making.

The residential factor commonly referred to as the “Split Tax Rate” allows the Town Council to adopt different residential factors which determines the tax rates: one for residential property owners and one for commercial, industrial, and personal property owners. If a factor of “1” was adopted, the tax rate would be the same for all classes ($12.84). This rate is determined by dividing the tax levy by the total value of all taxable property in Bridgewater and then multiplying that result by 1000.

Levy: 55,957,296/Value: 4,358,044,870= (0.01284) x 1000 = Tax Rate $12.84 (Estimated)

Historically, the Town of Bridgewater has always maintained a single tax rate.

The table below summarizes the tax rate impact at various shift intervals.

CIP SHIFT	RESIDENTIAL FACTOR	RESIDENTIAL %	CIP %	EST. RESIDENTIAL TAX RATE	CIP TAX RATE
1	1.00	87.0130	12.9870	12.84	12.84
1.10	.9851	85.7143	14.2857	12.65	14.12
1.25	.9627	83.7662	16.2338	12.36	16.05
1.50	**.9254**	**80.5195**	**19.4805**	**11.88**	**19.26**

(Bold print represents the maximum allowable shift capacity)

It is important to note that although the council is effectively choosing the CIP shift factor, it is technically selecting the Residential Factor in column two that is the result of selecting the CIP shift illustrated in the first column. The next two columns indicate the respective share of the tax burden resulting from the corresponding shift factor. The final two columns present the anticipated tax rates for each class.

For your information, the estimated average single-family home value for fiscal year 2023 is **$521,524**. In consideration of that value, the table below summarizes the anticipated FY 2023 average tax bill amounts at various shift intervals.

CIP SHIFT	RESIDENTIAL FACTOR	RESIDENTIAL PERCENTAGE	RESIDENTIAL TAX RATE	EST. FY23 TAX BILL	Shift in Tax Dollars
1	1.00	87.0130	12.84	6,696	0
1.10	.9851	85.7143	12.65	6,597	-99.00
1.25	.9627	83.7662	12.36	6,446	-250.00
1.50	**.9254**	**80.5195**	**11.88**	**6,196**	**-500.00**

(Bold print represents the maximum allowable shift available for FY (2023)

Additionally, the estimated average commercial valuation (used for business purposes) and not specifically included in another class for fiscal year 2023 is **$847,545** The table below summarizes the anticipated FY2023 average tax bill amounts at various shift intervals.

CIP SHIFT	RESIDENTIAL FACTOR	CIP PERCENTAGE	CIP TAX RATE	EST. FY23 TAX BILL	Shift in Tax Dollars
1	1.00	12.9870	12.84	10,883	0
1.10	.9851	14.2857	14.12	11,967	+1,084.00
1.25	.9627	16.2338	16.05	13,603	+2,720.00
1.50	**.9254**	**19.4805**	**19.26**	**16,324**	**+5,441.00**

(**Bold print represents the maximum allowable shift available for FY (2023)**

ASSESSMENT/CLASSIFICATION REPORT (LA-4)

MASSACHUSETTS DEPARTMENT OF REVENUE

DIVISION OF LOCAL SERVICES

BUREAU OF LOCAL ASSESSMENT

Bridgewater

TOWN

ASSESSMENT/CLASSIFICATION REPORT as of January 1, 2022

Fiscal Year 2023

Property Type	Parcel Count		Class1 Residential	Class2 Open Space	Class3 Commercial	Class4 Industrial	Class5 Pers Prop
101		5,700	2,972,687,400				
102		972	246,612,500				
MISC 103,109		29	38,264,000				
104		327	169,354,600				
105		62	36,078,700				
111-125		50	259,324,000				
130-32,106		745	43,648,700				
200-231		0		0			
300-393		309			261,891,300		
400-442		92				152,887,400	
450-452		4				11,674,610	
CH 61 LAND	4	9		0	19,860		
CH 61A LAND	17	23		0	185,780		
CH 61B LAND	5	18		0	1,009,720		
012-043		47	26,093,410	0	14,781,660	3,632,220	
501		125					12,969,370
502		126					8,133,830
503		0					0
504		4					91,733,100
505		2					5,552,700
506		0					0
508		4					1,510,010
550-552		0					0
TOTALS		***8,674***	***3,792,063,310***	***0***	***277,888,320***	***168,194,230***	***119,899,010***
Real and Personal Property Total Value							4,358,044,870
Exempt Parcel Count & Value						589	502,319,200

For CH 61, 61A and 61B Land: enter the mixed use parcel count in the left-hand box, and enter the 100% Chapter land parcel count in the right-hand box.

Signatures

Board of Assessors

Shelley McCauley, Chief Assessor , Bridgewater , smccauley@bridgewaterma.org 508-697-0928 | 11/2/2022 8:35 AM

Comment: I have authorization to sign on behalf of the Board of Assessors

SHIFTING THE TAX BURDEN

An amendment to the Massachusetts Constitution endorsed by the electorate in 1978 resulted in the Classification Act. This Act requires municipalities to classify real property into one of four classes, according to use: residential, open space, commercial and industrial.

Cities and towns that are certified as assessing property at full and fair cash value may elect to shift the tax burden among the major property classes within certain limits established by law. The adoption of different rates does not change the total property tax levy; it determines the share of the total levy to be borne by each class.

The share of the levy raised by the commercial and industrial classes and personal property may be increased 50% if the residential and open space classes raise at least 65% of what they would have raised without the shift. The "minimum residential factor" established by the Commissioner of Revenue is used to make certain that the shift of the tax burden complies with the Classification Act. If the minimum residential factor would be less than .650000, the community cannot make the maximum shift and must use a CIP factor less than 1.50.

Chapter 200 of the Acts of 1988 provides relief for those communities in which the maximum shift results in a residential share which is larger than that of the prior year. For those communities, the limits have been raised. They may increase the CIP share of the levy by 75% if the residential class would not be reduced to less than 50% of its share. However, this new residential share cannot be less than the residential share in any year since the community's values were first certified at full and fair cash value.

When there is a shift in the percentage of total taxable value between the property classes (RO and CIP), it affects the total amount of taxes paid by each class. The higher the percentage of total taxable value for a property class, the higher the amount of taxes paid by that class. Conversely, the lower the percentage of total taxable value for a class of property, the lower the amount of taxes paid by that class. For communities with a single tax rate, the percentage of total taxable value is equal to the percentage of the total property taxes paid by that class. For communities with a split tax rate, the percentage of total property taxes paid is affected by the amount of the shift in the tax rate from the RO class to the CIP class. However, a shift in the percentage of total taxable value between the classes still results in a change to the percentage of the total property taxes paid by each class.

The following pages illustrate the minimum residential factor computation for FY 2023:

MASSACHUSETTS DEPARTMENT OF REVENUE

DIVISION OF LOCAL SERVICES

BUREAU OF LOCAL ASSESSMENT

Bridgewater

TOWN

SHIFTING THE TAX RATE

Fiscal Year 2023

I. CALCULATION OF THE MINIMUM RESIDENTIAL FACTOR - 150% Shift (formerly shown on the LA-7)

The Minimum Residential Factor is used to make sure the shift of the tax burden complies with the law (M.G.L. c. 58, § 1A). Residential and Open Space taxpayers must pay at least 65% of their full and fair cash value share of the levy. Commercial/Industrial/Personal Property taxpayers cannot pay more than 150% of their full and fair cash value share of the levy. If the calculated Minimum Residential Factor is less than 65%, a community cannot make the maximum shift and must use a Commercial/Industrial/Personal Property factor less than 150%.

A Class	B Full and Fair Cash Valuation	C Percentage Share	D Combined Res/OS, CIP
1. Residential	3,792,063,310	87.0130%	87.0130%
2. Open Space	0	0.0000%	
3. Commercial	277,888,320	6.3764%	12.9870%
4. Industrial	168,194,230	3.8594%	
5. Personal Property	119,899,010	2.7512%	
TOTALS	***4,358,044,870***	***100.0000%***	

The "Percentage Share" is based on the "Full and Fair Cash Valuation" of each class, which is affected by the level of assessment for each class. The level of assessment can range between 90% and 110%. This alone can cause a shift if the level of assessment for Residential and Open Space is different than the level of assessment for Commercial, Industrial and Personal Property.

Maximum Share of Levy for Commercial/Industrial/Personal Property: 150% * 12.9870% (Lines 3C + 4C + 5C) = *19.4805%* (Max % Share)

This calculation shows the maximum % share of the levy allowed for the full and fair cash value of the combined Commercial, Industrial and Personal Property classes (150% of the combined shares.) NOTE: Shift impact is reduced as the Max % Share decreases.

Minimum Share of Levy for Residential and Open Space: 100% - 19.4805% (Max % Share) = *80.5195%* (Min % Share)

This calculation shows the minimum % share of the levy allowed for the full and fair cash value of the combined Residential and Open Space Property classes. This is computed by subtracting the Maximum Share for Industrial/Commercial/Personal Property from 100%.

Minimum Residential Factor (MRF): 80.5195% (Min % Share) / 87.0130% (Lines 1C + 2C) = *92.5373%* (Minimum Residential Factor)

This calculates the Minimum Residential Factor: divide the minimum % share for Residential and Open Space by the actual % share for Residential and Open Space.

MINIMUM RESIDENTIAL FACTOR: *92.5373%* Chapter 58, Section 1A mandates a minimum residential factor of not less than 65 percent

When the Minimum Residential Factor is multiplied by % share of the Residential and Open space full and fair cash value, it reduces the Residential and Open Space share to its Minimum % Share of the Levy as calculated above.

SHIFTING THE TAX RATE

SHIFTING THE TAX RATE

Fiscal Year 2023

II. CALCULATION OF THE LOWEST POSSIBLE RESIDENTIAL FACTOR - 175% Shift (Chapter 200)

Chapter 200 of the Acts of 1988 amended M.G.L. c. 58, § 1A to allow cities and towns to give Residential property taxpayers greater tax relief by adopting a shift of the property tax burden from Residential taxpayers to the Commercial, Industrial and Personal Property taxpayers, provided certain parameters are not exceeded. Chapter 200 allows a shift of up to 75% (also known as a 175% shift) and lowers the percentage that Residential and Open Space taxpayers must raise to 50%. By expanding the shift, the tax levy on Commercial, Industrial and Personal Property taxpayers increases and the tax Levy on Residential and Open Space taxpayers decreases.

The first Section (Steps 1, 2 & 3) determines whether Residential taxpayers would raise a greater percentage of the property tax levy this fiscal year than they raised last fiscal year, if the town voted the existing law's maximum shift of 150% onto Commercial/Industrial/Personal Property taxpayers.

1. Last year's chosen RESIDENTIAL percentage* (Residential only, does not include Open Space)	87.2028%
This is last year's chosen residential percentage (RES%), not including Open Space, from form LA-5 (under the "SHIFT PERCENTS" section). (Note: The residential share in the fiscal year prior to a community's first property value certification may be used if the assessors can document that it was lower than the prior year's LA5 RES%.)	
2. This year's Minimum Residential Factor using a 150% shift to CIP (from LA-7).	92.5373%
This is the "Minimum Residential Factor (MRF)" calculation in Section I above.	
3. Minimum residential share (R) in current year using 150% Shift to CIP.	80.5195%
This is the "Minimum Share of Levy for Residential" calculation in Section I above.	

If #1 is greater than #3, STOP!
You may shift only up to 150% to Commercial/Industrial/Personal Property, and line #2 remains your Minimum Residential Factor. You must stop here, because continuing would cause the Residential taxpayers to pay more this year than they did last year.

If #3 is greater than #1, go on., continue the shift calculations. Steps 7, 8 and 9 determine whether or not Residential & Open Space taxpayers would raise a smaller percentage of the property tax levy this fiscal year than they have ever raised since the community's first certification of values, assuming the town voted a 175% shift onto Commercial/Industrial/Personal Property taxpayers as allowed by Chapter 200.

4. Calculate a Residential Factor using a 175% shift to CIP.	________
This Residential Factor is the result of repeating the calculations in Steps 1 through 3 above using a shift of 175% instead of 150%. Residential and Open Space taxpayers must raise a minimum of 50%	
5. Multiply this new Residential Factor by this year's residential percentage.	________
This calculation multiplies the factor in step 4 above by the combined Residential/Open Space % Share from the grid at the top.	
6. What is the Lowest Historical Residential Percentage since the first certification.	________
This is the "Historic Low % " shown on the LA-5 Options & Certification form.	

If #5 is greater than #6, STOP!
You may shift up to 175% to the Commercial/Industrial/Personal Property taxpayers and step 4 is the Lowest Residential Factor.

If #6 is greater than #5, go on.
This section determines the maximum shift allowed by law, and the lowest residential factor allowable to achieve the maximum shift. These calculations will not appear if the 175% shift is not allowed according to the calculations above (If #5 is greater than #6).

7A. Take the lowest historical residential percentage (6 above).	________
The residential share in the year before first certification may be used if assessors document it was lower.	
7B. Divide 7A by the current combined residential/open space percentage share (Residential & Open Space % from the grid above).	________
7C. The result is the lowest residential factor allowable (it may not be less than 50%).	________

CALCULATION OPTIONS

CLASS	VALUE	%	
Residential	3,792,063,310	87.0130	**R & O %**
Open Space	0	0.0000	87.0130
Commercial	277,888,320	6.3764	
Industrial	168,194,230	3.8594	**C I P %**
Personal Property	119,899,010	2.7512	12.9870
Total	4,358,044,870	100.0000	

ENTER A LEVY (ESTIMATED IF NECESSARY)

Levy	55,957,296
Single Tax Rate	12.84

ENTER CIP SHIFT RANGE

Shift Range	1.00	1.50
Shift Increment %		5.00
Max Shift Allowed		1.50

Note: This table should be used for planning purposes only. Actual calculations may differ slightly due to rounding. For actual calculations, complete Recap.

		Share Percentages					Levy Amounts					Estimated Tax Rate			
CIP Shift	Res Factor	Res SP	Comm SP	Ind SP	PP SP	Total SP	Res LA	Comm LA	Ind LA	PP LA	Total LA	Res ET	Comm ET	Ind ET	PP ET
1.0000	1.0000	87.0130	6.3764	3.8594	2.7512	100	48,690,122	3,568,061	2,159,616	1,539,497	55,957,296	12.84	12.84	12.84	12.84
1.0500	0.9925	86.3636	6.6952	4.0524	2.8888	100	48,326,762	3,746,464	2,267,597	1,616,472	55,957,294	12.74	13.48	13.48	13.48
1.1000	0.9851	85.7143	7.0140	4.2453	3.0263	100	47,963,401	3,924,867	2,375,577	1,693,447	55,957,293	12.65	14.12	14.12	14.12
1.1500	0.9776	85.0649	7.3329	4.4383	3.1639	100	47,600,041	4,103,270	2,483,558	1,770,422	55,957,291	12.55	14.77	14.77	14.77
1.2000	0.9701	84.4156	7.6517	4.6313	3.3014	100	47,236,680	4,281,673	2,591,539	1,847,397	55,957,289	12.46	15.41	15.41	15.41
1.2500	0.9627	83.7662	7.9705	4.8243	3.4390	100	46,873,320	4,460,076	2,699,520	1,924,371	55,957,288	12.36	16.05	16.05	16.05
1.3000	0.9552	83.1169	8.2893	5.0172	3.5766	100	46,509,960	4,638,479	2,807,501	2,001,346	55,957,286	12.27	16.69	16.69	16.69
1.3500	0.9478	82.4675	8.6081	5.2102	3.7141	100	46,146,599	4,816,882	2,915,481	2,078,321	55,957,284	12.17	17.33	17.33	17.33
1.4000	0.9403	81.8182	8.9270	5.4032	3.8517	100	45,783,239	4,995,285	3,023,462	2,155,296	55,957,283	12.07	17.98	17.98	17.98
1.4500	0.9328	81.1688	9.2458	5.5961	3.9892	100	45,419,879	5,173,688	3,131,443	2,232,271	55,957,281	11.98	18.62	18.62	18.62
1.5000	0.9254	80.5195	9.5646	5.7891	4.1268	100	45,056,518	5,352,092	3,239,424	2,309,246	55,957,279	11.88	19.26	19.26	19.26

EXHIBIT A

The following table shows the number of cities and towns (including any "city known as the town of" as recognized by the Massachusetts Secretary of State) that either have or have not shifted the property tax burden for the last three fiscal years.

	FY2019	FY2020	FY2021
No Shift - Cities	14	15	15
No Shift - Towns	227	228	226
Subtotal - No Shift Cities and Towns	241	243	241
Shift - Cities	44	43	43
Shift - Towns	66	65	65
Subtotal - Shift Cities and Towns	110	108	108
Total	351	351	349

Most cities and towns are legally allowed to shift up to 150% of the R/O property tax burden; several cannot shift even to that extent due to their high percentage of CIP value, while others are legally allowed to shift up to 175%. This is commonly known as the CIP shift. For cities and towns that adopted a shift in the last three fiscal years, the below table shows how many did so by percentage group. Notice about half shifted greater than 150%.

	2019		2020		2021	
Shift %	Cities	Towns	Cities	Towns	Cities	Towns
< or = 110	2	6	1	6	1	6
> 110 to 120	1	7	1	5	1	6
> 120 to 130	0	9	0	12	0	9
> 130 to 140	1	8	1	4	1	8
> 140 to 150	3	6	3	9	3	7
> 150 to 160	5	8	4	7	2	8
> 160 to 174	13	11	13	11	16	10
> 174 to 175	19	11	20	11	19	11
Total	44	66	43	65	43	65

The next table reveals that for all cities and towns the statewide property tax burden for R/O and CIP over the last three fiscal years has not changed significantly. It also reveals that the median percentage shift has increased slightly over this time from 158.88 to 161.9%.

Percentages of Property Tax Burden						
	On a Non-Shifted Basis			On a Shifted Basis		
	FY2019	FY2020	FY2021	FY2019	FY2020	FY2021
RO	81.82	81.85	81.73	71.64	71.91	72.04
CIP	18.18	18.15	18.27	28.36	28.09	27.96
Total	100.00	100.00	100.00	100.00	100.00	100.00
			Median Shift Percent	158.8%	161.3%	161.9%

EXHIBIT B

FISCAL YEAR 2022 TAX RATES
FOR THE
TOWN OF BRIDGEWATER
AND
NEIGHBORING COMMUNITIES

COMMUNITY	RESIDENTIAL TAX RATE	CIP TAX RATE	AVG SF RES VALUE	AVG SF RES TAX BILL
BRIDGEWATER	14.32	14.32	457,581	$6,553
E BRIDGWATER	15.60	15.60	420,622	$6,562
HALIFAX	16.01	16.01	411,564	$6,589
MIDDLEBOROUGH	15.38	16.33	369,155	$5,678
RAYNHAM	14.83	20.29	428,307	$6,352
W BRIDGEWATER	16.22	29.06	382,152	$6,199

FISCAL YEAR 2022 TAX SHIFT
FOR THE
TOWN OF BRIDGEWATER
AND
NEIGHBORING COMMUNITIES

COMMUNITY	MAXIMUM ALLOWABLE SHIFT	FISCAL YEAR 2022 ACTUAL SHIFT	% OF TOTAL VALUE RES	% OF TOTAL VALUE CIP
BRIDGEWATER	1.50	1.00	87.20	12.80
E BRIDGEWATER	1.50	1.00	89.46	10.54
HALIFAX	1.50	1.00	90.42	9.58
MIDDLEBOROUGH	1.50	1.05	81.69	18.31
RAYNHAM	1.50	1.26	76.71	23.29
W BRIDGEWATER	1.50	1.44	69.18	30.82

EXHIBIT C

FISCAL YEAR 2023 TAX RATES
FOR THE
TOWN OF BRIDGEWATER
AND
NEIGHBORING COMMUNITIES

COMMUNITY	RESIDENTIAL TAX RATE	CIP TAX RATE	AVG SF RES VALUE	AVG SF RES TAX BILL
BRIDGEWATER	12.84 (EST)	12.84 (EST)	521.524	$6,696(EST)
E BRIDGWATER	14.45	14.45	472,023	$6,821
HALIFAX	14.88	14.88	458,202	$6,818
MIDDLEBOROUGH	14.24	15.10	431,739	$6,148
RAYNHAM				
W BRIDGEWATER				

FISCAL YEAR 2023 TAX SHIFT
FOR THE
TOWN OF BRIDGEWATER
AND
NEIGHBORING COMMUNITIES

COMMUNITY	MAXIMUM ALLOWABLE SHIFT	FISCAL YEAR 2023 ACTUAL SHIFT	% OF TOTAL VALUE RES	% OF TOTAL VALUE CIP
BRIDGEWATER	1.50	1.00	87.01	12.99
E BRIDGEWATER	1.50	1.00	89.93	10.17
HALIFAX	1.50	1.00	91.50	8.50
MIDDLEBOROUGH	1.50	1.05	82.47	17.53
RAYNHAM	1.50			
W BRIDGEWATER	1.50			

EXHIBIT D

TERM	DEFINITIONS
Levy	The property tax levy is the revenue a community can raise through real and personal property taxes.
Levy Limit	The maximum a community can levy each year equal to last year's levy plus 2.5% plus new growth plus override / exclusion if applicable.
Levy Ceiling	Equal to 2.5% of the total full and fair cash value of all taxable real and personal property in the community.
New Growth	Increase in the tax base due to new construction, parcel subdivisions, condominium conversions and property renovations but not due to revaluation. It is calculated by multiplying the increased assessed valuation by the prior year's tax rate for the appropriate class of property.
Override	A permanent increase to a community's levy limit.
Override Capacity	The difference between a community's levy ceiling and its levy limit. It is the maximum amount by which a community may override its levy limit.
Debt Exclusion	A temporary increase over the levy limit for the payment of a specific debt service item over a specific period.
Capital Outlay Expenditure	A temporary exclusion for the purpose of raising funds for capital project costs.
Excess Levy Capacity	The difference between the actual levy and the levy limit.

EXHIBIT E

Frequently Asked Questions

1. What is the levy limit?
The levy limit is the maximum amount a community can raise through property taxes in any given year. The levy limit is based on the previous year's limit plus allowable increases. These allowable increases include the annual 2½ percent increase, new growth, and overrides. The levy limit will always be below or at most equal to, the levy ceiling of 2½ percent of the total full and fair cash value of the community's taxable real and personal property. A community may also levy above the levy limit or ceiling through an exclusion.
2. What is the difference between an override and a debt exclusion or capital outlay exclusion?
An override is a voted increase in the levy limit. An override cannot increase a community's levy limit above the community's levy ceiling. The levy ceiling is equal to 2½ percent of the full and fair cash value of all taxable property in the community. When an override is passed the levy limit for the year is calculated by including the amount of the override. The override results in a permanent increase in the levy limit of the community. Overrides require a majority vote of approval by the electorate. A community can also assess taxes more than its levy limit or levy ceiling for the payment of certain capital projects and for the payment of specified debt service costs called exclusions. An exclusion for the purpose of raising funds for debt service costs is referred to as a debt exclusion, and an exclusion for the purpose of raising funds for capital project costs is referred to as a capital outlay expenditure exclusion. Both exclusions require voter approval with extremely limited exceptions. Unlike overrides, exclusions do not become part of the base upon which the levy limit is calculated for future years.
3.What is an Underride?
Proposition 2**1⁄2** allows a community to reduce its levy limit by passing an **underride**. When an underride is passed, the levy limit for the year is calculated by subtracting the amount of the underride. The underride results in a permanent decrease in the levy limit of a community because it reduces the base upon which levy limits are calculated for future years.
A majority vote of a community’s selectmen, or town or city council (with the mayor’s approval if required by law) allows an underride question to be placed on the ballot. An underride question may also be placed on the ballot by the people using a local initiative procedure if one is provided by law. Underride questions must state a dollar amount and require a majority vote of approval by the electorate.
4. What determines a community's tax rate?
A tax rate is set after three important factors are determined: the community's levy limit, the amount needed to be raised by taxation, and property assessments reflecting full and fair market value are finalized. The actual rate formula is the total levy divided by the total property value multiplied by 1,000.
5. When and why do tax rates increase?
Tax Rates can increase when (1) there is an increase in the actual amount needed to be raised by taxes, (2) property assessments decrease (market values decline), (3) overrides or exclusions are passed, (4) new growth is added, (5) unused levy capacity from the previous year is used in the current year, (6) decreases are made in the prior year tax base through the abatement process.

6. Why is setting a timely tax rate important?

Until a tax rate is "set" or finalized, the community cannot send an actual property tax bill. By setting a timely tax rate the municipality can generate timely bills and improve the cash flow in the community. Also, if the community does not send out tax bills in a timely fashion, it can jeopardize its cash flow position. It may be forced to borrow, resulting in unnecessary debt service. If it bills semiannually and elects to send out an estimated preliminary bill, there are extra expenses generated from such bill processing.

7. Why and when do we hold a classification hearing?

A classification hearing is held annually to determine whether to shift some of the property tax burden from one class of property to another. A public hearing is called by the Town Council. It must be held after the assessors have finalized assessments for the year and before the tax rate can be set. Options presented include reallocating some of the tax obligation (l) from the Residential and Open Space classes to the Commercial, Industrial, Personal Property classes; (2) from Open Space to Residential; (3) within the Residential class, to non-domiciled owners, and (4) within the Commercial and Industrial classes, to more expensive properties with larger commercial businesses. Adopting one or more of these choices result in multiple tax rate(s) for the community.

8. Do the values have to be final before holding a classification hearing?

The Assessors must have finalized all assessments for the fiscal year before the Town Council can vote on allocating the tax burden. This is required so that the minimum and maximum allowable shifts can be accurately calculated, and the implication of the vote can be considered.

9. What does it mean to have a split tax rate?

All taxable property is categorized by the assessors into one of five classes according to use. These are: Residential (R), Open Space (O), Commercial (C), Industrial (I), Personal Property (P). The term “split” tax rate usually is used to refer to having two tax rates that shift some of the tax burden from Residential and Open Space to Commercial, Industrial and Personal Property classes. Under a single tax rate system, if residential and open space property assessments are 80% of total value, then 80% of tax levy would come from the R and O classes (and 20% from the CIP). By “splitting” the tax rate, the law allows a city or town to increase the levy share raised from the CIP as much as 50% to reduce the tax burden on R and O. In this example then, the maximum shift allowed would result in 30% of the taxes being paid by the CIP classes, and 70% by R and O.

10. How does a municipality determine the amounts to be budgeted for the overlay and estimated receipts on the Tax Recap?

The Assessors are responsible for determining the amount to be budgeted on the Tax Recap for the overlay. The amount of estimated receipts is determined by the official(s) responsible for estimating receipts for budget purposes. Both amounts should be set with a great deal of input from the other members of the financial team. The overlay is an amount raised to cover abatements and exemptions granted by the assessors. An overlay worksheet, the OL-1, must accompany the tax recap submission. This form summarizes a 3-year history of this account. A reasonable projection for next year can be based on this information. Additional issues to be addressed include such factors as changes in laws governing abatements and exemptions, changes in demographics, in the economy, in assessment systems, as well as the stability of real estate values. Money in the overlay account that is not/will not be needed may be declared surplus. Estimated receipts projections are usually based on the previous year's actual revenues as certified by the accountant. To this information is added the financial team’s knowledge of relevant changes which may occur in the next year, such as one-time settlements, a change in fee structures, the rescheduling of data releases from the registry of motor vehicles, etc.

11. What are "other amounts to be raised"?

These are amounts that must be raised on the tax rate recap to fund expenditures that can be made without appropriation or to cover deficits. They are listed on page two of the recap and include debt service payments, final court judgments, snow and ice removal deficits, state and county charges, Cherry Sheet offset items, overlay allowance for abatement and exemptions, prior years’ overlay deficits and revenue deficits.

12. If we do not levy to the limit do we lose that levy capacity?
No. If a community chooses not to levy to its capacity in one year, it does not lose the capacity to levy to the limit in future years. Before the tax rate is set, the full amount of the levy limit is always available to the community, regardless of how much it chose to use in previous years. Proposition 2½ allows a community to have excess levy capacity in one year (*i.e.*, not levy to its limit) and in the following year, to levy right up to the full amount of its new limit. This increase results in an overall levy increase greater than 2½ percent.

13. How is the average single-family residential tax bill calculated?
First, sum the assessed value of all the single-family property parcels in the municipality. Second, divide the result by the number of single-family parcels to obtain the average single-family value. Finally, multiply the average single-family value by the residential tax rate and divide the result by 1,000 to obtain the average single-family tax bill.

14. Why did my tax bill go up more than 2½ percent?
Once a community's levy limit has been established, the community then decides how much money to raise through taxation. Because Proposition 2½ regulates the levy limit rather than the actual amount levied; taxpayers' bills may increase more than 2½ percent in a given year. These increases often occur when in one year the community decides not to levy to its limit and then in the following year levies right up to its limit. Also, new growth, voted overrides and exclusions can all increase the amount levied. In addition, an individual tax bill may increase more than 2½ percent because of property revaluation. This increase may reflect an increased assessment due to new construction or a change in the real estate market that results in some properties increasing in value while others decrease.

EXHIBIT F

CLASSIFICATION CONSIDERATIONS

SOME ECONOMIC & POLITICAL ISSUES

- Consider the percentage of Commercial & Industrial (C & I) properties as compared to Residential (R)
- Will an increased tax burden on C & I significantly lower the R tax burden?
- What is the mix of C & I properties?
- How much is big business?
- How much is small business (mom & pop)?
- Are the businesses of the type that require extraordinary municipal services?
- Will it adversely affect small businesses & drive them out of the community?
- Would a small commercial exemption help?
- Will it slow big business development?
- Does business significantly contribute in a non-tax way to the community?
- Is the timing proper for the move to a multiple or single tax rate?
- Will a shift to the C & I maintain or increase the relative or historical share of the tax burden?
- Is it a matter of principle or economics?

EXHIBIT G

Fiscal Year 2002-2023 Assessed Values by Class

	(1)	(2)	(3)	(4)	(5)		R&O	CIP
FY	Residential	Open Space	Commercial	Industrial	Personal Property	Total	(1 - 2) % of Total	(3 - 5) % of Total
2002	1,139,056,300		78,616,100	36,067,800	36,158,500	1,289,898,700	88.3	11.7
2003	1,719,516,968		102,274,632	43,588,000	40,319,500	1,905,699,100	90.2	9.8
2004	1,742,198,823		106,025,177	43,490,400	42,871,760	1,934,586,160	90.1	9.9
2005	2,156,061,454		109,806,966	44,678,500	43,449,480	2,353,996,400	91.6	8.4
2006	2,468,339,839		141,477,371	63,144,100	52,458,870	2,725,420,180	90.6	9.4
2007	2,510,492,784		143,423,216	65,632,700	49,229,650	2,768,778,350	90.7	9.3
2008	2,441,020,387		145,547,923	64,580,500	52,940,450	2,704,089,260	90.3	9.7
2009	2,313,353,326		169,143,214	71,301,600	62,870,630	2,616,668,770	88.4	11.6
2010	2,147,538,115		166,446,655	68,650,400	63,032,010	2,445,667,180	87.8	12.2
2011	2,052,517,912		161,736,288	67,150,600	60,063,170	2,341,467,970	87.7	12.3
2012	2,009,484,573		160,983,127	71,533,720	61,579,020	2,303,580,440	87.2	12.8
2013	1,969,013,554		169,266,776	69,297,020	61,643,120	2,269,220,470	86.7	13.3
2014	1,972,183,142		173,107,868	69,981,520	57,617,110	2,272,889,910	86.7	13.3
2015	2,034,310,900		177,749,900	69,625,820	87,307,870	2,368,994,490	85.8	14.2
2016	2,167,087,390		181,352,460	75,395,870	89,152,910	2,512,988,630	86.2	13.8
2017	2,285,434,313		194,316,077	79,820,790	89,816,300	2,649,387,480	86.3	13.7
2018	2,471,059,324		201,097,016	89,205,490	79,660,730	2,841,022,560	87.00	13.0
2019	2,649,643,687		213,100,253	95,495,870	84,540,520	3,042,780,330	87.08	12,92
2020	2,765,737,806		223,824,504	97,797,040	87,822,430	3,175,181,780	87.10	12.90
2021	2,909,882,084		226,594,926	110,099,230	90,590,660	3,337,166,900	87.20	12.80
2022	3,263,143,898		239,901,202	131,440,150	107,530,240	3,742,015,490	87.20	12.80
2023	3,792,063,310		277,888,320	168,194,230	119,899,010	4,358,044,870	87.01	12.99

EXHIBIT H

Fiscal Year 2000-2022 Average Single-Family Tax Bill

FY	Assessed Value	Parcels	Average Value	Tax Rate	Single Family Tax Bill	Hi-Lo Rank	% Average Value Change
2000	863,113,000	4,655	185,416	14.03	2,601	124	17.51%
2001	897,750,200	4,782	187,735	14.46	2,715	124	1.25%
2002	918,590,600	4,868	188,700	15.18	2,864	130	0.51%
2003	1,369,676,900	4,960	276,145	10.99	3,035	133	46.34%
2004	1,393,223,100	5,002	278,533	11.33	3,156	147	0.86%
2005	1,727,615,300	5,043	342,577	9.76	3,344	141	22.99%
2006	1,992,394,900	5,113	389,672	9.11	3,550	139	13.75%
2007	2,021,569,100	5,145	392,919	9.60	3,772	132	0.83%
2008	1,956,207,000	5,186	377,209	10.35	3,904	129	-4.00%
2009	1,836,718,200	5,187	354,100	11.34	4,015	130	-6.13%
2010	1,705,063,200	5,204	327,645	12.31	4,033	144	-7.47%
2011	1,634,016,200	5,209	313,691	14.42	4,523	110	-4.26%
2012	1,611,935.000	5,223	308,622	15.11	4,663	115	-1.62%
2013	1,581,040,800	5,235	302,014	15.83	4,781	116	-2.14%
2014	1,585,938,800	5,249	302,141	16.25	4,910	119	.04%
2015	1,642,724,000	5,292	310,416	16.24	5,041	122	2.74%
2016	1,725,475,400	5,316	324,582	15.54	5,044	136	4.56%
2017	1,808,330,800	5,335	338,956	15.61	5,291	132	4.43%
2018	1,955,963,500	5,394	362,618	15.19	5,508	133	6.98%
2019	2,101,227,900	5,447	385,759	14.83	5,721	131	6.38%
2020	2,191,056,300	5,516	397,218	14.73	5,851	134	2.97%
2021	2,298,412,100	5,563	413,161	14.48	5,983	131	4.01%
2022	2,578,011,400	5,634	457,581	14.32	6,553	126	10.75%
2023	2,972,687,400	5,700	521,524				13.97%

Bridgewater Town Council

Introduced By:	Town Manager
Date Introduced:	11/15/2022
First Reading:	11/15/2022
Second Reading:	
Amendments Adopted:	
Third Reading:	
Date Adopted:	
Date Effective:	

Order O-FY23-031 Prior Fiscal Year Bill

ORDERED, that the Town Council assembled vote to

Pursuant to Section 6-4 of the Town of Bridgewater Charter, that the Town Council of Bridgewater, Massachusetts in Town Council assembled vote to appropriate from Other One Time Stabilization Fund for a Prior Fiscal Year bill of $9,083.

Source of Funds	Account No.	GL Account Description	Amount	
OTHER ONE TIME STABILIZATION	80135-596100	TRANSFER TO GF	$	9,083.00
Total:			$	9,083.00
Use of Funds	**Account No.**	**GL Account Description**	**Amount**	
GF UNEMPLOYMENT	09135170-517005	UNEMPLOYMENT	$	9,083.00
Total			$	9,083.00

Explanation:
Prior Fiscal Year Bill from FY2022 for Unforeseen Unemployment chargeback of a disputed claim for a former employee. All attempts for appeal of this claim has been exhausted.

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
•	•

NOT FOR ACTION - FIRST READNIG

•	•

Attachments: None

Bridgewater Town Council

Introduced By:	Councilor Moore and Councilor Wood
Date Introduced:	11/15/2022
First Reading:	11/15/2022
Second Reading:	
Amendments Adopted:	
Third Reading:	
Date Adopted:	
Date Effective:	

Order O-FY23-032: Veteran Tax Benefits

Whereas, M.G.L. c. 59 §5 clauses 22 through 22F provide various abatements of real estate taxes for veterans, disabled veterans, and spouses of veterans killed in action.

Whereas, residents who would otherwise receive real estate tax abatement available under M.G.L. c. 59 § 5 are disqualified if the resident becomes disabled to the extent they become subject to a conservatorship, guardianship, or other fiduciary; or the property is placed in certain types of trust. See Mass. DOR Local Finance Opinion LFO-2022-2. See also Kirby v. Board of Assessors of Medford, 350 Mass. 386 (1966).

Whereas, M.G.L. c 59, § 5 Clause 22G is a local option statute that permits real estate that is the domicile of applicants for exemption under Clauses 22, 22A, 22B, 22C, 22D, 22E and 22F to be eligible for such exemptions if the property is owned by a trustee, conservator or other fiduciary for the applicant's benefit. The veteran can receive an exemption if they meet all other eligibility requirements but does not need to possess a legal interest in the property.

Therefore, it is Ordered by the Town Council that the Town of Bridgewater hereby accepts and adopts the local option of M.G.L. c. 59 § 5 Clause 22G.

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
•	•

FIRST READING - NOT FOR ACTION

•	•
•	•

Attachments: None

Bridgewater Town Council

In Town Council, Tuesday, November 15, 2022

Council Resolution: R-FY23-003

Introduced By:	Councilor Wood
Date Introduced	November 15, 2022
First Reading:	November 15, 2022
Second Reading:	
Amendments Adopted:	
Date Adopted:	
Date Effective:	

FY2024 BUDGET RESOLUTION

WHEREAS: A methodical and disciplined approach to the operating budget is warranted.

RESOLVED: Pursuant to establishing guidelines and priorities for the Town Manager to develop the Annual Budget, the Town Council of Bridgewater, Massachusetts in Town Council assembled vote to adopt the following Policy Guidelines for the Town Manager to use in creating the FY 2024 Budget:

The Town Council is adopting these budget policy guidelines pursuant to Section 6-1 of the Bridgewater Home Rule Charter. Based on these guidelines, the Town Manager will develop budgetary goals and the Town Budget for Fiscal Year 2024.

Introduction
The following financial principles set forth the framework for our overall fiscal planning and management of the Town of Bridgewater's resources and are designed to ensure the Town's sound financial condition, now and in the future.

Sound Financial Condition is defined as:

- Cash Solvency - the ability to pay bills in a timely fashion
- Budgetary Solvency - the ability to annually balance the budget
- Long Term Solvency - the ability to pay for future costs
- Service Level Solvency - the ability to provide needed and desired services
- Reserve Solvency – the ability to adapt and respond to economic conditions
- Capital Solvency – the ability to assess, maintain, and replace our capital assets
- Bond Rating- maintain or improve current bond rating A2

To this end we will adhere to the following financial policies.

Financial Policies and Guidelines:
The Town will adopt a Multi-Year forecast for fiscal years 2024-2028 and a Capital Improvement Program, prior to the submission of the FY Town Manager's FY 2024 Budget. This will give the Town a broader more forwarding looking perspective to better understand the budgetary cost drivers and our revenue capacity. Projecting forward will allow us to foresee where a structural deficit may exist when building out our operating budget for the ensuing year.

The following will be applied in preparing the FY 2024 Budget.

1. The town will avoid budgetary practices that balance current expenditures at the expense of meeting future year's expenses, such as postponing maintenance and upkeep of our facilities and equipment.

2. Recurring operating costs will be funded by recurring sources of revenue. In addition, to budget prudently and plan for contingencies, the town sets the following reserve objectives for FY 2024:

    a. Unreserved Fund Balance (free cash) for FY 2023 (07/01/2024) will be targeted at 2% of the 2024 operating budget and used only for one-time expenditures such as capital improvements, capital equipment, unexpected or extraordinary expenses such as unbudgeted snow and ice removal expenses and/or to meet the stabilization reserve policy objectives.

    b. The Town will maintain a Stabilization Fund as its main financial reserve in the event of an emergency, unforeseen circumstances, or an extraordinary need. It shall be the goal of the town to achieve and maintain a balance in the Stabilization Fund equal to 10% of its operating budget.

3. Revenue:

    a. Revenue Estimating: the revenues will be estimated conservatively, using an objective analytical approach. The goal is to predict revenues as accurately as possible while erring on the side of caution.
    b. The Town will use methodologies established that best fit the accuracy of specific forecasting, in other words, different methods for different revenue types: Property Tax, Local Aid, Local Receipts, and Other Available Funds.
    c. Ambulance Receipts Reserved for Appropriation: A five-year forecast will be used to determine available funds to support, proportionately, the ensuing year's Fire Department operating budget and capital requirements for the Ambulance Fleet.
    d. For FY 2024 the projected revenue surplus shall be set at 2% of the 2024 operating budget. Revenue surpluses are essential to continue the annual funding of the Stabilization Fund at the 10% level, fund capital purchases of machinery, equipment, and vehicles, capital building improvements, infrastructure and engineering costs, unfunded sick leave buyback, and outstanding OPEB liability.

4. Expenditures:

    a. Estimating Major Cost Drivers: This compilation will address the increases necessary to fund the major budgetary cost drivers - salaries and benefits - which support our current service levels.

b. Maintenance of Capital Assets: The Town will compile a budget that will maintain capital assets and infrastructure to protect the Town's investment. The Town will compile a budget that will maintain our assets to protect the Town's investment, support and provide services, community, and economic development. Specifically:
   - Mach/Equip/Vehicles
   - Software
   - Infrastructure
   - Land & Land Improvement
   - Building & Building Improvements

c. New Programs or Initiatives: The Town will budget for new programs or initiatives only after fully funding existing major cost drivers and the maintenance of capital assets.

FY 2023 Town Manger's Budget Objectives

1. Continue the Town's efforts within all departments to obtain grant funding from federal, state, and other sources in order to offset capital expenditures and major initiatives.
2. Review cost implication of contracted services vs. staffing in various departments.
3. Continue to enhance the Town's website and use other technologies as cost effective means for delivering information and services, increasing public awareness, and encouraging public feedback.
4. Submit a budget which maintains the Towns current service level and a budget which will meet the Town Managers service priorities.

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
•	•