



# TOWN OF NORFOLK

## SELECT BOARD

ONE LIBERTY LANE  
NORFOLK, MASSACHUSETTS

Blythe C. Robinson  
Town Administrator

(508) 440-2855  
(508) 541-3366 FAX

**In accordance with the Governor's Order Suspending Certain Provisions of the Open Meeting Law, G. L. c. 30A, § 20, relating to the 2020 novel Coronavirus outbreak emergency, the October 6, 2020 7:00 PM public meeting of the Norfolk Select Board shall be physically closed to the public to avoid group congregation.**

**Alternative public access to this meeting shall be done via Zoom online video conferencing. This application will allow users to view the meeting and provide comments during allocated windows as outlined in the Board's Public Comment Policy. To join, follow the web link or call the dial-in number listed below under the start time/Call to Order. The meeting will be recorded for future rebroadcast by Norfolk Community Television. For more information on getting connected and using the video conference features, please visit**

**<http://www.norfolk.ma.us/assets/files/news/resident-zoom-guide.pdf>**

**7:00 p.m. Call Meeting to Order**

**Zoom Meeting Link: <https://zoom.us/j/3560716045>**

**Zoom Meeting Call-In: 1-929-205-6099 (Meeting ID 3560716045)**

**Alternative to Zoom - NCTV live stream of all Town meetings on their YouTube Channel Link: [www.youtube.com/norfolkable](http://www.youtube.com/norfolkable)**

- 1. COVID-19 Updates**
- 2. Public Comment**

### **Action Items**

- 3. Please vote on the Board's intention to lay out Silver Fox Road for acceptance at the November 17<sup>th</sup> Fall Town Meeting**
- 4. Please consider approving and issuing a written decision and order that a dog owned by Melissa Mitchell is a dangerous dog**
- 5. Please consider approval of additional dates for Zelus Beer Company for pop up beer and Food events on Town Hill on Sundays through November 1<sup>st</sup>**
- 6. Please consider approval to transfer the Common Victualler License for Aroma Italiano Pizza & Roast Beef**
- 7. Please consider approval of various Select Board policies & procedures**

**8. Please consider making appointments to various Town Boards & Committees**

**Discussion Items**

- 9. Please discuss a draft of the warrant for the November 17, 2020 special town meeting**
- 10. Please discuss the proposed Five-Year Capital Improvement Program**
- 11. Hosting a local restaurant roundtable discussion to review operational limitations heading into fall & winter and ways for the Town to partner with these businesses and support them**
- 12. Please discuss website posting of Board correspondence**
- 13. Town Administrator Updates**

**Report of Warrants**

**14. The following warrants have been signed:**

- **09/11/2020 05P21 & 05PS21 \$780,558.31**
- **09/15/2020 11V21 \$248,178.51**
- **09/22/2020 12VS21 \$72,266.52**
- **09/22/2020 12V21 \$145,662.32**
- **09/25/2020 06P21 & 06PS21 \$808,164.00**
- **09/29/2020 13V21 \$597,888.93**

**Approve Minutes**

- 15. Please consider approval of the minutes**

**Any other unanticipated business that may come before the Board**

**ADJOURNMENT**

  
\_\_\_\_\_  
**Blythe C. Robinson, Town Administrator**



# TOWN OF NORFOLK

## SELECT BOARD

ONE LIBERTY LANE  
NORFOLK, MASSACHUSETTS

Blythe C. Robinson  
Town Administrator

(508) 440-2855  
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October 1, 2020

MEMO TO: Select Board

From: Blythe C. Robinson, Town Administrator *BER*

RE: **Agenda Background – October 6, 2020**

Below please find background material on each of the items on the agenda as well as draft motions that you can consider where action is required.

1. COVID-19 Updates
2. Public Comment
3. Please vote on the Board's intention to lay out Silver Fox Road for acceptance at the November 17<sup>th</sup> Fall Town Meeting

At the fall 2019 special town meeting the voters approved an article that enabled the Town to accept a number of streets as public ways, including Silver Fox Road. Once approved the Town had 120 days from the date of that meeting to complete the process. Unfortunately, due to an issue with the title, that process wasn't completed within that period. It has now been resolved, so we must repeat the process to accept the road, which is why it is on your agenda tonight. As you may recall, the next step is for the Board to vote its intention to lay out the road, and refer the matter to the Planning Board so that they may issue a report within 45 days. The Planning Board intends to do that at its next meeting, after which the Select Board can hear any public input on the matter at the October 20<sup>th</sup> meeting.

**MOVE** that the Board vote, on its own initiative and based upon the recommendation of Public Works Director Blair Crane, and Town Planner, Richard J. McCarthy; it intends to lay out a Town way at Silver Fox Road (Sandy Knoll Estates II). It is the opinion of the Select Board that common convenience and necessity require the laying out of Town way at this location.

In order to comply with the provisions of Chapter 82 of the Massachusetts General Laws, and to provide for a full and proper public discourse on this matter, the Select Board has also voted that notice of this intention be served upon the owners of the lands that will be acquired for this purpose, and on abutters thereto. This notice shall state the intentions of the Select Board,

and announce that the Select Board will meet on October 20, 2020 in accordance with the Governor's Order Suspending Certain Provisions of the Open Meeting Law, G. L. c. 30A, § 20, relating to the 2020 novel Coronavirus outbreak emergency, this public meeting may be physically closed to the public to avoid group congregation (alternative public access to this meeting would be done via Zoom online video conferencing) to hear all persons interested in the laying out of these Town ways. Please check posted meeting agenda for meeting location details. Further, the Select Board voted in accordance with Chapter 82 of the Massachusetts General Laws to forward Silver Fox Road (Sandy Knoll Estates II) to the Norfolk Planning Board for a recommendation on street acceptance.

4. Please consider approving and issuing a written decision and order that a dog owned by Melissa Mitchell is a dangerous dog

At its last meeting the Board reached a decision that Annabelle, the dog owned by Ms. Mitchell is a dangerous dog, and several requirements were imposed so as to protect the public going forward. The Board is required to issue a written decision as a result of the process, and a copy is included in your packet. At the last meeting the minutes reflected that the Board would take up this written decision at its next meeting which is tonight. It has been reviewed by Town Counsel and it is his opinion that it is complete and accurately reflects the dog hearing process, discussion on the matter and outcome. Thus, we recommend that the Board review and ratify the decision.

**MOVE** that the Board approve the issuance of the written decision and order that a dog named Annabelle owned by Melissa Mitchell be designated as a dangerous dog.

5. Please consider approval of additional dates for Zelus Beer Company for pop up beer and food events on Town Hill on Sundays through November 1<sup>st</sup>.

At the last meeting the Board approved the request from Zelus Beer to hold two events on Town Hill between September 20<sup>th</sup> and October 4<sup>th</sup> and depending on how those went, the Board would consider approval for additional events starting October 11<sup>th</sup> through November 1<sup>st</sup>. Zelus held an event on September 20<sup>th</sup> which appeared to be well attended and resulted in no concerns or complaints. Thus, they are on your agenda seeking approval for up to four more dates, understanding that October 18<sup>th</sup> might be unavailable if the Garden Club ceremony is held that day (rain date from Oct. 17<sup>th</sup>), and that on November 1<sup>st</sup> it will be dark earlier than 7 PM due to daylight savings time.

**MOVE** that the Board vote to approve the use of Town Hill on Sundays beginning October 11<sup>th</sup> through November 1<sup>st</sup> to Zelus Beer Company, and further, to issue one-day beer and wine licenses for each Sunday during this period, with the possible exception of October 18<sup>th</sup>.

6. Please consider approval to transfer the Common Victualler License for Aroma Italiano Pizza & Roast Beef

Included in your packet is an application from Beshai Wissa who has recently purchased Aroma Italiano Pizza & Roast Beef who is requesting transfer of the Common Victualler license from the previous owner. The business is in good standing,

the application paperwork is in order, and no concerns have been raised from any of the department heads. We would note that as part of the transfer a request is made to expand the hours of operation. Their current license had been for Monday – Friday 10 AM – 10 PM and they are now requesting seven days a week from 6:00 AM – 10:00 PM. We would note that their website indicates they've been open on the weekend as well. Regardless, we recommend approval of this request.

MOVE that the Board approve a transfer of the Common Victualler License for Aroma Italiano Pizza and Roast Beef to Beshau Wissa and approve the expansion of hours to seven days a week from 6:00 AM – 10:00 PM.

7. Please consider approval of various Select Board policies & procedures

At the Board's September 1<sup>st</sup> meeting we presented six policies that either needed to be updated or that we recommend for adoption. The Board discussed those after which they were sent to all employees and boards which would be impacted by the changes. We have not received any concerns or comments, and thus recommend that the Board act to adopt them at this meeting. For your reference, copies are included in your packet.

**MOVE** that the Board vote to approve the following policies:

- Anti-Discrimination and Anti-Harassment Including Sexual Harassment Policy
- Code of Conduct Policy for Town Boards and Committees
- Employee Safety Policy
- Equal Employment Opportunity Policy
- Fraud and Theft Prevention Policy
- Video Monitoring Policy

8. Please consider making appointments to various Town Boards & Committees

Since the last time this topic was taken up this summer we've received one application each from residents interested in serving on the Cultural Council and the Council on Aging. The Cultural Council is supposed to have a minimum of five members and due to resignations, they do not, thus they recommend Ms. deCamargo's appointment. The Council on Aging currently has two vacancies and they recommend Ms. Cohen's appointment.

Besides that, some adjustments need to be made in the membership status of persons serving on the Historical Commission which requires your approval. In the past there has been some lack of clarity as to who appoints alternate members as well as how those members can participate. As we understand it, the Historical Commission has in the past self-appointed alternate members, one of which served as the Commission's official appointments to the Design Review Board. A review of State law indicates that it is the Select Board who appoints both full and alternate members to the Historical Commission, and only full members may then be the delegates to these other boards. Thus, before you Tuesday night is to elevate Michelle Maheu to full member (so she may continue to be delegate to DRB), and add Sam Ziegler to the Historical Commission as a full member who will then take over from Betsy Whitney as the CPC

delegate. We've also scripted a motion so the continuing alternate members can be official in that capacity.

**MOVE** that the Board approve the following appointments:

- Luiza deCamargo to the Cultural Council for a three-year term expiring June 30, 2023
- Dawn Cohen to the Council on Aging for a three-year term expiring June 30, 2022
- Michelle Maheu from Alternate Member to Full Member of the Historical Commission for a one-year term ending June 30, 2021
- Sam Ziegler to the Historical Commission as a full member for a two-year term ending June 30, 2022
- Gail Sullivan and Marcia Johnston from full members of the Historical Commission to alternate members
- Thelma Ravinski, Donna Jones and Kathy Lang continuing as Historical Commission alternate members

9. Please discuss a draft of the warrant for the November 17, 2020 special town meeting

A draft of the warrant for the fall STM is included in your packet for review. It is short compared to previous years, with the majority of the articles addressing financial matters (transfers, capital expenditures), an article for committee reports, a CPC article to acquire land, and a road acceptance. No citizen petitions have been submitted. The location for the meeting has not yet been determined, which is why it is highlighted in yellow. Also included in your packet are drafts of the proposed transfers and capital expenditures. These have been developed by Todd Lindmark and myself and we will both be at the meeting to discuss them with you. Our premise this fall was for transfers to be limited only within the existing budget or additional state funds realized since the budget was passed in June. The capital expenditures are also minimal, to those we believe are most critical at this time.

10. Please discuss the proposed Five-Year Capital Improvement Program

It is with pleasure that included in your packet is a proposed five-year capital improvement program. I want to thank Todd Lindmark and all of the department heads for the time and effort they have put into helping us develop this document, which is a step forward from the list we created last fall. The goal of this document is to begin a conversation about the Town's capital assets, the priorities for how and when projects move forward, roads are repaired, and equipment is replaced. This all needs to be considered within a tax rate that our residents are willing to support. Todd and I would like to review the document in general at the meeting, and then plan with you and others, how we move forward to discuss next steps.

11. Hosting a local restaurant roundtable discussion to review operational limitations heading into fall & winter and ways for the Town to partner with these businesses and support them

The Chair has put this item on the agenda so that the Boar can discuss whether or not to host a roundtable with the Town's restaurant owners to review the limitations they

face during the pandemic to operate in the coming fall and winter months, and what we as a town may be able to do to support them.

12. Please discuss website posting of board correspondence

This item will be appearing on the agendas going forward so that when correspondence comes up that the Board might want to post it can be discussed. For this meeting packet there were no items to consider.

13. Town Administrator Updates

This item is on the agenda in case there are any informational updates on topics in front of the Town that may be of interest to the Board or to the viewing public.

14. The following warrants have been signed:

- 09/11/2020 05P21 & 05PS21 \$780,558.31
- 09/15/2020 11V21 \$248,178.51
- 09/22/2020 12VS21 \$72,266.52
- 09/22/2020 12V21 \$145,662.32
- 09/25/2020 06P21 & 06PS21 \$808,164.00
- 09/29/2020 13V21 \$597,888.93

**MOVE** that the Board approve six (6) warrants for the period September 11, 2020 – September 29, 2020 as printed on the agenda for this meeting.

15. Please consider approval of the minutes

**MOVE** that the Board vote to approve the minutes of the July 27 and September 15, 2020 regular meetings.

## **VOTE OF INTENTION TO LAY OUT A TOWN WAY**

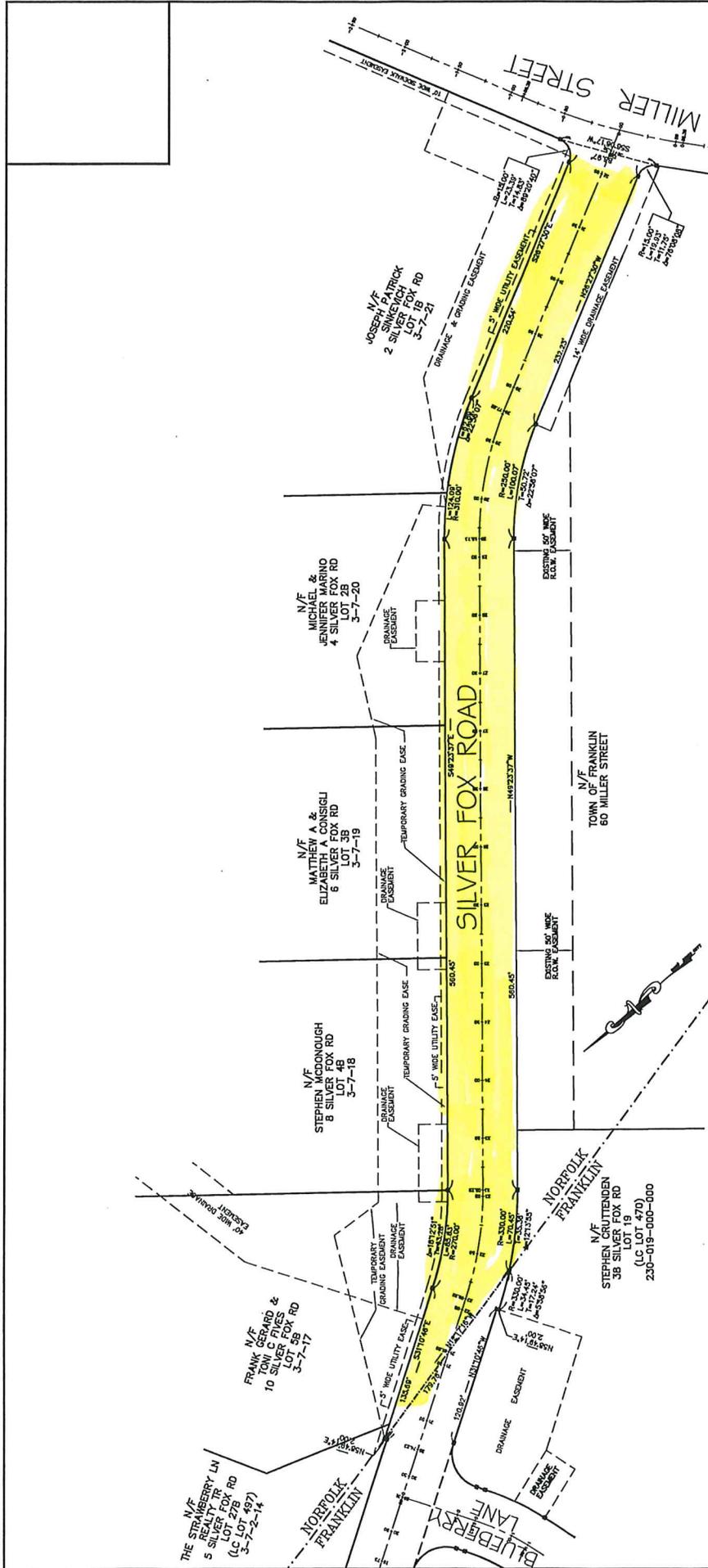
This is to certify that on the 6th day of October 2020, the Select Board of the Town of Norfolk has voted, on its own initiative and based upon the recommendation of the Department of Public Works Superintendent, Blair Crane, and Town Planner, Richard J. McCarthy, it intends to lay out a Town way at Silver Fox Road (Sandy Knoll Estates II). It is the opinion of the Select Board that common convenience and necessity require the laying out of Town way at this location.

In order to comply with the provisions of Chapter 82 of the Massachusetts General Laws, and to provide for a full and proper public discourse on this matter, the Select Board has also voted that notice of this intention be served upon the owners of the lands that will be acquired for this purpose, and on abutters thereto. This notice shall state the intentions of the Select Board, and announce that the Select Board will meet on October 20, 2020 in accordance with the Governor's Order Suspending Certain Provisions of the Open Meeting Law, G. L. c. 30A, § 20, relating to the 2020 novel Coronavirus outbreak emergency, this public meeting may be physically closed to the public to avoid group congregation (alternative public access to this meeting would be done via Zoom online video conferencing) to hear all persons interested in the laying out of these Town ways. Please check posted meeting agenda for meeting location details. Further, the Select Board voted in accordance with Chapter 82 of the Massachusetts General Laws to forward Silver Fox Road (Sandy Knoll Estates II) to the Norfolk Planning Board for a recommendation on street acceptance.

Signed,

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Blythe Robinson, Town Administrator



I HEREBY CERTIFY THAT SILVER FOX ROAD HAS BEEN LAYED OUT AND ALL THE MARKERS, BOUNDS, AND MONUMENTS HAVE BEEN SET AS SHOWN ON THIS PLAN.

THIS SURVEY AND PLAN WERE PREPARED IN ACCORDANCE WITH THE PROFESSIONAL STANDARDS FOR THE PRACTICE OF LAND SURVEYING IN THE COMMONWEALTH OF MASSACHUSETTS.

THE CERTIFICATIONS SHOWN HERE ARE INTENDED TO BE A CERTIFICATION TO TITLE OR OWNERSHIP OF PROPERTY SHOWN.

I CERTIFY THAT THE PREPARATION OF THIS PLAN CONFORMS WITH THE REQUIREMENTS OF THE REGISTERED PROFESSIONAL LAND SURVEYORS OF THE COMMONWEALTH OF MASSACHUSETTS.

JOYCE E. HASTINGS, P.L.S.  
DATE \_\_\_\_\_

THE PROPERTY LINES SHOWN ARE LINES DEDUCED FROM EXISTING OWNERSHIP, AND THE LINES OF STREETS AND ALLEYS SHOWN ARE PROPOSED LINES FOR NEW LOTS OR WAYS ALREADY ESTABLISHED, AND NO NEW LINES FOR DIVISION OF EXISTING OWNERSHIP OR NEW WAYS ARE SHOWN.

JOYCE E. HASTINGS, P.L.S.  
DATE \_\_\_\_\_

ACCEPTANCE PLAN  
"SANDY KNOLL ESTATES"  
SILVER FOX ROAD  
STATION 21+61.89 TO STATION 32+14.39  
NORFOLK, MA

FEB. 19, 2019

SCALE: HORIZ. 1"=40'

PREPARED FOR  
MAPLEWOOD CORP.  
45 SILVER FOX ROAD  
FRANKLIN, MASSACHUSETTS

GLM ENGINEERING  
CONSULTANTS, INC.  
19 EXCHANGE STREET  
HOLLISTON, MASSACHUSETTS 01746  
(609)468-1100 FAX(609)428-7160

JOB NO: 4088 RD-ASL.DWG  
SHEET 1 of 1

DEED REFERENCE:  
NORFOLK COUNTY OF DEEDS  
FILE WITH CERTIFICATE NO. 185415  
BOOK 1926A, PAGE 570

PLAN REFERENCE:  
NORFOLK COUNTY OF DEEDS  
LAND COURT PLAN  
8816 X  
8816 Y  
8816 Z

GRAPHIC SCALE



Town of Norfolk

**DECISION AND ORDER FROM DANGEROUS DOG HEARING PURSUANT TO G.L.  
C. 140, § 157**

**Melissa Mitchell, 90 Boardman Street, Norfolk, MA**

**October 6, 2020**

**INTRODUCTION**

This matter concerns allegations of nuisance or dangerousness of a 10 to 11-year-old dog named Annabelle who resides with her owner Melissa Mitchell (“Ms. Mitchell”), her son, and her mother, Mary-Anne Rampino (“Ms. Rampino”), at 90 Boardman Street, Norfolk, MA.

On June 13, 2020, Animal Control Officer (“ACO”) Hilary Cohen responded to 90 Boardman Street for a reported dog bite. The parents of the victim, a minor child, identified Annabelle as the attacking dog. On June 30, 2020, Brian Beachkofski, the father of the victim, filed a written complaint (the “Complaint”) requesting “a dangerous dog hearing” under G.L. c. 140, § 157 “based on [Annabelle] attacking people and pets multiple times.”

Pursuant to Massachusetts G.L. c.140, §157, the Select Board scheduled a public hearing (the “Hearing”) on July 14, 2020 in connection with the Complaint. Due to the unavailability of Attorney Jeremy Cohen who was retained to represent owner Ms. Mitchell, and at Attorney Cohen’s request, the Hearing was rescheduled for July 27, 2020 at 7:00 PM by remote Zoom meeting. Ms. Mitchell received notice of the Hearing. The parents of the injured minor child also received notice for the Hearing. Additional public notification was made in the posting of the Board’s agenda meeting packet posted on the Town’s website.

**EVIDENCE**

The following documents were accepted into evidence and made part of the record:

**Exhibit #1:** Outline of procedures for dangerous dog hearing.

**Exhibit #2:** Notice of the Hearing sent to owner Melissa Mitchell which included:

- Written request for the hearing by Brian Beachkofski
- Copy of Massachusetts G.L. c.140, §157
- Police Report (Incident #2020000005716) filed by Animal Control Officer Hilary Cohen regarding the incident on June 13, 2020 at 90 Boardman Street including pictures
- Letter to Melissa Mitchell from the Animal Control Officer notifying her of the restraining order placed on Annabelle.

- Police Report (Incident # 2017000005435) filed by Animal Control Officer Hilary Cohen regarding for an incident on July 6, 2017 regarding the Beachkofski's dog Indigo bit by Annabelle
- Copy of the Town's general bylaws, Article XIII – Animal Regulations

**Exhibit #3:** Supplemental police report (Incident # 2020000007192)

**Exhibit #4:** Beachkofski's minor child's account of the incident with Annabelle.

**Exhibit #5:** Letter from Kelley Bollen Consulting, LLC citing her opinion of the incident.

**Exhibit #6:** Emails from Attorney Jeremy Cohen and materials submitted by Attorney Cohen including:

- Email from Animal Inspector Chris Wider to Town Counsel Peter Mello
- 330 CMR – Prevention of the spread of rabies
- Various sections of Massachusetts General laws regarding dogs & quarantine
- Picture of Annabelle

**Exhibit #7:** Letter from owner Melissa Mitchell

**Exhibit #8:** Statement from Steven Connolly, owner of The Dog House

**Exhibit #9:** Character references for Annabelle from Mary Smith, Loreto Gobbi, and Aprille Mitchell with additional pictures of Annabelle

**Exhibit #10:** Report from James W. Crosby, M.S. Canine Aggression Consulting, LLC regarding his opinion of Annabelle.

**Exhibit #11:** Additional pictures of the wound site and doctor's notes submitted by Brian Beachkofski

**Exhibit #12:** Police Report (Incident #2020000007441) documenting a dog bite incident involving the minor child of a resident who lives at 96 Boardman Street and Annabelle in 2018

**Exhibit #13:** Veterinary bills for Beachkofski's dog Indigo as a result of the 2017 incident

**Exhibit #14:** Copies of the Select Board meeting minutes from July 27, 2020 and September 15, 2020.

**Exhibit #15:** Copies of video footage of the Hearing sessions of July 27, 2020 and September 15, 2020.

## **WITNESSES**

**Witnesses who appeared and testified under oath:**

Ms. Hilary Cohen  
Mr. Brian Beachkofski  
Ms. Sarah Durand  
Ms. Melissa Mitchell  
Ms. Kelley Bollen  
Mr. James Crosby

Members of the public, as identified in the above-referenced Meeting Minutes at Exhibit 14, also addressed the Board.

The Hearing commenced on July 27, 2020 at approximately 7:00 PM and was recessed at approximately 11:30 PM. The Hearing resumed on September 15, 2020 at approximately 7:00 PM and concluded at approximately 11:00 p.m. that same day, at which point the Select Board commenced deliberations. Minutes of both of these meetings are attached as Exhibit 14.

### **FINDING OF FACTS**

On the basis of evidence before us, we the Select Board of the Town of Norfolk make the following Findings of Fact, among others set forth below in other sections of this decision and order:

1. Annabelle is a 10 or 11-year-old female dog owned and residing with Melissa Mitchell at 90 Boardman Street.
2. On June 13, 2020 at approximately 5:44 pm, Annabelle was put outdoors on a tether in her owners' yard at 90 Boardman Street by the owner's mother Mary-Anne Rampino.
3. Two minor children were playing in the yard within the area in which Annabelle was tethered. The minor children included the son of the owner and the Beachkofski's minor child. According to Ms. Mitchell's testimony, both children have played in this yard together for over a year prior to the incident.
4. Annabelle bit the Beachkofski's minor child in the back of the right calf one time and released, causing physical injuries requiring medical attention and stitches to repair the wound.
5. The owner's mother, Ms. Rampino, provided first aid to the minor child and after a period of about 45 minutes, took the child home to the parents who live at 94 Boardman Street.
6. The parents of the minor child took the child to the hospital emergency room for medical care.
7. Ms. Cohen notified the Town's Animal Inspector Christopher Wider so that a quarantine order could be issued. Mr. Wider issued a 10-day quarantine notice.
8. Ms. Mitchell does not dispute that Annabelle bit the minor child.

9. There was testimony of a prior incident involving Annabelle occurring in 2017, in which Annabelle also bit the Beachkofski's dog, Indigo when both were involved in a situation chasing a rabbit. The Select Board also received a police report documenting a situation in which Annabelle bit another minor child who resides at 96 Boardman Street in 2018.
10. Testimony was received from Animal Control Office Hilary Cohen regarding both the 2017 and 2020 police reports concerning the bites by Annabelle of Mr. Beachkofski's minor child, and that of their dog Indigo.
11. A report and testimony were received from Kelley Bollen, a Certified Animal Behavior Consultant with a Master's Degree in Animal Behavior, in which Ms. Bollen articulated her opinion that she considers the bite by Annabelle of the minor child to be a level 4 bite on Dunbar's Dog Bite Scale, and she considers Annabelle to be dangerous.
12. A letter was received from Steven Connolly, owner of The Dog House, reporting that at the request of Ms. Mitchell he observed Annabelle for over an hour and did not find any triggers and does not believe she is a "vicious" dog.
13. Letters were received by family and acquaintances of Ms. Mitchell in support of Annabelle.
14. Testimony by Ms. Mitchell that she was very sorry about the situation and the remedies she has put in place to avert such actions in the future. Further testimony about the incident with the dog Indigo in 2017. Ms. Mitchell stated that she had no recollection about Annabelle biting a minor child from 96 Boardman Street.
15. Testimony received from James Crosby, whom Ms. Mitchell presented as an expert on dog behavior, on behalf of Annabelle, indicating that he does not believe Annabelle is a nuisance or dangerous, and that he considers the bite to be a level #3 bite from a dog reacting to a child she did not recognize in her yard.

### **DISCUSSION**

This Hearing was requested and conducted under Massachusetts G.L. c.140, §157, which authorizes the Select Board as the hearing authority to (a) investigate a dog attack and, following a hearing, to determine if a dog is a nuisance or dangerous dog, and (b) if said dog is deemed a nuisance or dangerous dog, to then recommend remedial action.

G.L. c. 140, § 136A defines as follows the words "attack," "dangerous dog" and "nuisance dog," as such terms and phrases are used in G.L. c. 140, § 157:

"Attack", aggressive physical contact initiated by an animal.

...

"Dangerous dog", a dog that either: (i) without justification, attacks a person or domestic animal causing physical injury or death; or (ii) behaves in a manner that a reasonable person would believe poses an unjustified imminent threat of physical injury or death to a person or to a domestic or owned animal.

"Nuisance dog", a dog that: (i) by excessive barking or other disturbance, is a source of annoyance to a sick person residing in the vicinity; or (ii) by excessive barking, causing damage or other interference, a reasonable person would find such behavior disruptive to one's quiet and peaceful enjoyment; or (iii) has threatened or attacked livestock, a domestic animal or a person, but such threat or attack was not a grossly disproportionate reaction under all the circumstances.

G.L. c. 140, § 136A. In addition, G.L. c. 140, § 157 provides, in relevant part, that:

no dog shall be deemed dangerous: . . . (iii) if the dog was reacting to another animal or to a person and the dog's reaction was not grossly disproportionate to any of the following circumstances:

- (1) the dog was protecting or defending itself, its offspring, another domestic animal or a person from attack or assault;
- (2) the person who was attacked or threatened by the dog was committing a crime upon the person or property of the owner or keeper of the dog;
- (3) the person attacked or threatened by the dog was engaged in teasing, tormenting, battering, assaulting, injuring or otherwise provoking the dog; or
- (4) at the time of the attack or threat, the person or animal that was attacked or threatened by the dog had breached an enclosure or structure in which the dog was kept apart from the public and such person or animal was not authorized by the owner of the premises to be within such enclosure including, but not limited to, a gated, fenced-in area if the gate was closed, whether locked or unlocked; provided, however, that if a person is under the age of 7, it shall be a rebuttable presumption that such person was not committing a crime, provoking the dog or trespassing.

G.L. c. 140, § 157.

Pursuant to these definitions and standards, the Select Board finds that Annabelle is a "dangerous dog." There is no reasonable dispute that the underlying bite constituted an "aggressive physical contact initiated by an animal," and thus an "attack" under G.L. c. 140, § 136A. Nor is there any dispute that the attack caused injury to the child in question. In fact, Mr. Beachkofski and Ms. Bollen presented materials and testimony, which the Board credits, reflecting that the bite resulted in "missing tissue," "the doctor needed to 'cut out the portion of [the child's] fat that was protruding from the wound,'" and "there was edipose tissue (subcutaneous fat) protruding from the wound." See Exhibit 5, p. 1. Photographic evidence submitted to the Board further depicts the injury. In addition, the Board finds that Annabelle's attack was unjustified and not reasonably provoked, particularly insofar as – as noted above – the bitten child was a companion of the child residing at the property, had previously visited the property on multiple occasions over the course of more than one year and was known to Annabelle. Accordingly, the

circumstances of the bite fully satisfy the plain terms of the definition of “dangerous dog” under Section 136A. See G.L. c. 140, § 136A (defining “dangerous dog” as, in part, a dog that “without justification, attacks a person or domestic animal causing physical injury or death”). The Board further concludes that for these and other reasons demonstrated throughout the record in this matter, Annabelle has demonstrated behavior “that a reasonable person would believe poses an unjustified imminent threat of physical injury or death to a person or to a domestic or owned animal,” and therefore she likewise fulfills the second definition of “dangerous dog” under Section 136A.

For example, testimony was also received regarding an incident on July 6, 2017 in which Annabelle bit the Beachkofski’s dog Indigo, and a reported incident in 2018 in which Annabelle bit a minor child residing at 96 Boardman Street. There is strong evidence of a propensity to unprovoked attacks on children and pets. Both attacks of children resulted in injuries.

In addition, Ms. Bollen opined explicitly that “Annabelle is a potential danger to humans, particularly children,” see Exhibit 5, p. 1, and further advised that she believes that the underlying bite is a “level 4 bite” on the Dunbar scale, which Ms. Bollen explained as a designation reflecting that the biting dog “has insufficient bite inhibition and is very dangerous” and “is likely to cause an equivalent amount of damage WHEN it bites again (which it most probably will).” Id. At the Hearing, Ms. Bollen further reiterated and reinforced her opinion that Annabelle is dangerous and likely would have inflicted an even deeper bite if not tethered, and recommended several measures be taken to avoid further incidents.

While Mr. Crosby refuted Ms. Bollen’s assessment of the Dunbar Scale designation, the Board credits Ms. Bollen’s submission and testimony in this regard. Moreover, the Board concludes that in the circumstances of this matter, and given the nature of the bite and resulting injury, among other factors, Annabelle is a “dangerous dog” regardless of which designation might be assigned to the underlying bite under the Dunbar Scale.

In deeming Annabelle a “dangerous dog,” the Board has considered and expressly rejects the application of any of the exceptions set forth in G.L. c. 140, § 157(a). In particular, by their express terms each of the scenarios enumerated therein are wholly inapplicable insofar as the bitten child was not attacking or assaulting anyone, was not engaged in any crime, teasing, tormenting, battering, assaulting, injuring or otherwise provoking Annabelle, and had not gained unauthorized access or breached any enclosure or structure. Furthermore, even if at the time of the salient events Annabelle might reasonably be construed to have been “reacting to” the child in question, in chasing and biting the child Annabelle did, indeed, react in a “grossly disproportionate” manner. Although Ms. Mitchell and her representatives asserted that the bitten child was adorned in a hat and face covering pursuant to COVID-19 protocols, the Board concludes that such circumstances do not reasonably suffice to constitute provocation, especially in view of the fact that the child was not undertaking to engage with Annabelle and was known to Annabelle as a relatively long-term prior visitor to the property who was a companion of the child residing at the property. Moreover, the effect of Ms. Mitchell’s distinction in this regard also is limited to the extent that the child residing at the property also wore a mask.

The Select Board discussed these facts at length at the conclusion of the Hearing and individually arrived at the conclusion that Annabelle should be deemed a dangerous dog and that measures be put in place to protect the public from any further incidents.

### **RECOMMENDED DISPOSITION**

Based upon the foregoing facts and evidence, among other supporting grounds set forth in the voluminous record, the Select Board finds and deems that canine Annabelle is a dangerous dog, as defined by Massachusetts G.L. c.140, §157. The propensity of Annabelle to attack, even if she is confined in her yard by a tether where she can still be reached by children who may unknowingly enter the area within which she is capable of moving, demands implementation of solutions that best assure that Annabelle is properly secured.

Therefore, in accordance with G.L. c. 140, § 157(c)(i), (iii), (iv) and (v) (and, to the extent applicable or required, G.L. c. 140, § 157(c)(ii)), the Norfolk Select Board orders that the Mitchell canine, Annabelle:

1. When not confined inside the home, must be at all times confined to a fenced area accessible only from the home, and that all fencing remains secure and subject to inspection by the Animal Control Officer or her agent. On or before 30 days from the date of this Finding and Disposition, Ms. Mitchell shall provide visual documentation that the fencing is in place at 90 Boardman Street. In the event that a Court of competent jurisdiction determines that this condition is unavailable under G.L. c. 140, § 157(c)(i), Annabelle shall be “confined to the premises of the keeper of the dog” pursuant to G.L. c. 140, § 157(c)(ii), by means of a securely enclosed and locked pen or dog run area with a roof and other features required thereunder.
2. When Annabelle is removed from the premise of 90 Boardman Street, Norfolk, that the dog shall be securely and humanely muzzled using a basket muzzle, and restrained with a chain or other tethering device having a minimum tensile strength of 300 pounds and not exceeding 3 feet in length. The owner or keeper of the canine must at all times be present with and retain close supervision of Annabelle.
3. Ms. Melissa Mitchell shall provide proof of insurance to the Animal Control Officer within thirty (30) days of this Finding and Disposition in an amount not less than \$100,000, insuring the owners against any claim, loss, damage or injury to person, domestic animals or property whether intentional or unintentional.
4. That Ms. Mitchell provide to the Animal Control Officer information by which Annabelle maybe identified through her lifetime, including but not limited to photographs, video’s, veterinary examination, tattooing, microchip implantations or any combination of such methods of identification.
5. Any violations of this disposition will be considered in violation of an order as defined in Massachusetts G.L. c.140, §157 (h).

Per the Order of the Select Board:

Date:

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Kevin Kalkut, Chair

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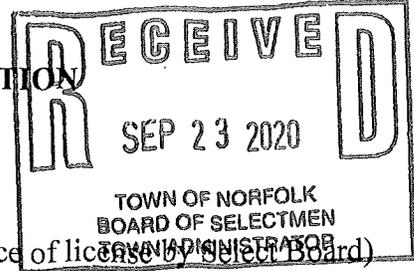
Carolyn Van Tine, Vice Chair

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Anita Mecklenburg, Clerk



TOWN OF NORFOLK  
COMMON VICTUALLER APPLICATION  
M.G.L. CHAPTER 140



(\$25.00 fee payable to Town of Norfolk will be due upon issuance of license by Select Board)

NEW:  RENEWAL: \_\_\_\_\_ TRANSFER: \_\_\_\_\_ DATE: 09/02/2020

Name of Applicant: Beshari Wissa Email Address: aromapizza@gmail.com

Home Address of Applicant: 135 Meditranian dr Weymouth MA 02188

Phone Number of Applicant: 646 286 2592

Name of Business: Aroma italiano pizza & Roast Beef

Address of Business: 17 Pine Street Norfolk MA

Type of Business: 508 384 2922 Restaurant pizza & Roast Beef

Phone Number of Business: 508 384 2922

Name of Manager (if different than Applicant): \_\_\_\_\_

Address of Manager: 185 Meditranian dr <sup>APT #31</sup> Weymouth MA 02188

Days/Hours of Operation: all week 6 AM - 10 PM

Social Security Number of Manager or Applicant: \_\_\_\_\_  
(needed for IRS purposes)

Federal Identification Number (if Business is in the name of Corporation): 85 191 7585

I, the undersigned, state that the information provided in this application, and its associated attachments, is true and accurate to the best of my knowledge.

Beshari Wissa 09-16-2020  
Signature of Applicant (Duly Authorized to Represent the Concern) Date

**\*Attach sketch and layout of interior of building with application.**

**\*\*NOTE TO THOSE APPLYING FOR A NEW OR TRANSFER LICENSE: PLEASE CONTACT THE BOARD OF HEALTH AND BUILDING DEPARTMENT FOR LICENSE REQUIREMENTS BEFORE SUBMITTING THIS APPLICATION TO THE SELECT BOARD'S OFFICE.**

For Office Use Only: Select Board Fee Paid: \_\_\_\_\_ Amount: \_\_\_\_\_

I certify under the penalties of perjury that I, to my best knowledge and belief, have filed all state tax returns and paid all state taxes required under the law.

Belmont MESA

\*Signature of Individual of Corporate  
Name (Mandatory)

By: Corporate Officer  
(Mandatory, if applicable)

85 191 7585

\*\*Social Security Number (Voluntary) or  
Federal Identification Number

\* This license will not be issued unless this certificate clause is signed by the applicant.

\*\* Your social security number will be furnished to the Massachusetts Department of Revenue to determine whether you have met tax filing or tax payment obligations. Licensees who fail to correct their non-filing or delinquency WILL BE SUBJECT TO LICENSE SUSPENSION OR REVOCATION. This request is made under the authority of Massachusetts General Laws, Chapter 62C, Section 49A (a).

09-16-2020

Date

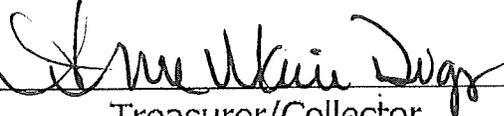
## GOOD STANDING APPROVAL

Address of Property/Vendor: 17 Pine Street Norfolk MA 02056

Owner of  
Property/Vendor: Bedouj Wissa

Type of  
Permit: Common Vic License (To serve food)

The above applicant is applying for a permit/license and has no outstanding debt on record from the Treasurer/Collector's Office:

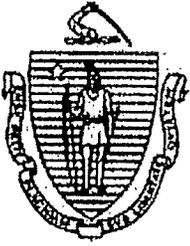
Approval:   
Treasurer/Collector

Date: 9/24/2020

The above applicant is applying for a permit/license and has no outstanding debt on record from the Building Office:

Approval:   
Building Commissioner

Date: 9-30-20



The Commonwealth of Massachusetts

Department of Industrial Accidents

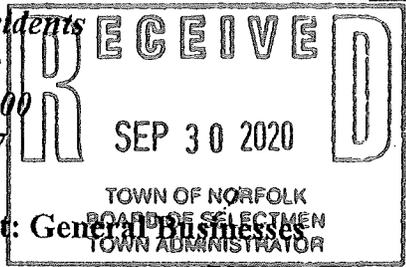
Office of Investigations

1 Congress Street, Suite 100

Boston, MA 02114-2017

www.mass.gov/dia

Print Form



Workers' Compensation Insurance Affidavit: General Businesses

Applicant Information

Please Print Legibly

Business/Organization Name: Marymina Inc

Address: 17 Pine St

City/State/Zip: Norfolk Phone #: 508 364 2921

Are you an employer? Check the appropriate box:

- 1.  I am an employer with 5 employees (full and/or part-time).\*
- 2.  I am a sole proprietor or partnership and have no employees working for me in any capacity. [No workers' comp. insurance required]
- 3.  We are a corporation and its officers have exercised their right of exemption per c. 152, §1(4), and we have no employees. [No workers' comp. insurance required]\*\*
- 4.  We are a non-profit organization, staffed by volunteers, with no employees. [No workers' comp. insurance req.]

Business Type (required):

- 5.  Retail
- 6.  Restaurant/Bar/Eating Establishment
- 7.  Office and/or Sales (incl. real estate, auto, etc.)
- 8.  Non-profit
- 9.  Entertainment
- 10.  Manufacturing
- 11.  Health Care
- 12.  Other \_\_\_\_\_

\*Any applicant that checks box #1 must also fill out the section below showing their workers' compensation policy information.

\*\*If the corporate officers have exempted themselves, but the corporation has other employees, a workers' compensation policy is required and such an organization should check box #1.

I am an employer that is providing workers' compensation insurance for my employees. Below is the policy information.

Insurance Company Name: American Zurich Insurance Company

Insurer's Address: PO Box 5600

City/State/Zip: Hartford CT 06102 5600

Policy # or Self-ins. Lic. # 001026441 Expiration Date: 9-25-2021

Attach a copy of the workers' compensation policy declaration page (showing the policy number and expiration date).

Failure to secure coverage as required under Section 25A of MGL c. 152 can lead to the imposition of criminal penalties of a fine up to \$1,500.00 and/or one-year imprisonment, as well as civil penalties in the form of a STOP WORK ORDER and a fine of up to \$250.00 a day against the violator. Be advised that a copy of this statement may be forwarded to the Office of Investigations of the DIA for insurance coverage verification.

I do hereby certify, under the pains and penalties of perjury that the information provided above is true and correct.

Signature: Beshaw Wissa Date: 09-26-2020

Phone #:

Official use only. Do not write in this area, to be completed by city or town official.

City or Town: Permit/License #

Issuing Authority (circle one):

- 1. Board of Health 2. Building Department 3. City/Town Clerk 4. Licensing Board 5. Selectmen's Office
- 6. Other \_\_\_\_\_

Contact Person: Phone #:



Town of Norfolk

Nancy Langlois &lt;nlanglois@norfolk.ma.us&gt;

---

**Re: New Owner/License for Aroma Italian Pizza & Roast Beef, 17 Pine Street**

1 message

---

**Charles Stone** <cstone@norfolk.ma.us>

Tue, Sep 29, 2020 at 6:55 PM

To: Nancy Langlois &lt;nlanglois@norfolk.ma.us&gt;

Cc: Bob Bullock &lt;bbullock@norfolk.ma.us&gt;, Erron Kinney &lt;ekinney@norfolk.ma.us&gt;

I have no comments.

CS

On Mon, Sep 28, 2020 at 6:12 PM Nancy Langlois &lt;nlanglois@norfolk.ma.us&gt; wrote:

Good Afternoon,

Attached is a Common Vic application completed by Beshau Wissa, who is the new owner of the above-named restaurant. Mr. Wissa is requesting to transfer the license. He will also be managing the restaurant. He has completed most of the necessary paperwork and is working with the Building Department to file an F-11. As a note, this establishment is not licensed to serve alcohol.

Could you please provide your comments and/or concerns. The license transfer is currently scheduled to be considered by the Select Board at their October 6th meeting.

If you have any questions, please do not hesitate to contact me.

Thank you for your assistance.

Regards,

Nancy

--

**Nancy A. Langlois**

Executive Assistant

Town of Norfolk

One Liberty Lane

Norfolk, MA 02056

(508) 440-2801

--  
Charles H. Stone Jr.

Chief of Police

Norfolk, Mass

FBINAA 165

508-520-4288



Town of Norfolk

Nancy Langlois &lt;nlanglois@norfolk.ma.us&gt;

---

**Re: New Owner/License for Aroma Italian Pizza & Roast Beef, 17 Pine Street**1 message

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**Erron Kinney** <ekinney@norfolk.ma.us>  
To: Nancy Langlois <nlanglois@norfolk.ma.us>  
Cc: Judith Lizardi <jlizardi@norfolk.ma.us>

Thu, Oct 1, 2020 at 11:37 AM

FD has no comments or concerns

On Thu, Oct 1, 2020 at 11:35 AM Nancy Langlois &lt;nlanglois@norfolk.ma.us&gt; wrote:

Good Morning Chief Kinney,

We would like to include your input on the subject application for a transfer of a common vic license in the Select Board's packet being prepared today.

Your earliest possible response to this email would be greatly appreciated.

Thank you,

Nancy

----- Forwarded message -----

From: **Nancy Langlois** <nlanglois@norfolk.ma.us>

Date: Mon, Sep 28, 2020 at 6:12 PM

Subject: New Owner/License for Aroma Italian Pizza &amp; Roast Beef, 17 Pine Street

To: Charles Stone &lt;cstone@norfolk.ma.us&gt;, Erron Kinney &lt;ekinney@norfolk.ma.us&gt;, Bob Bullock &lt;bbullock@norfolk.ma.us&gt;

Good Afternoon,

Attached is a Common Vic application completed by Beshau Wissa, who is the new owner of the above-named restaurant. Mr. Wissa is requesting to transfer the license. He will also be managing the restaurant. He has completed most of the necessary paperwork and is working with the Building Department to file an F-11. As a note, this establishment is not licensed to serve alcohol.

Could you please provide your comments and/or concerns. The license transfer is currently scheduled to be considered by the Select Board at their October 6th meeting.

If you have any questions, please do not hesitate to contact me.

Thank you for your assistance.

Regards,

Nancy

--

**Nancy A. Langlois**

Executive Assistant

Town of Norfolk

## ***DRAFT-POLICY UPDATE***

### **Anti-Discrimination and Anti-Harassment Including Sexual Harassment Policy**

#### **I. INTRODUCTION**

It is the goal of the Town to promote a workplace that is free of unlawful discrimination and harassment of any type, including sexual harassment. Harassment, which consists of unwelcome conduct, whether verbal or physical, that is based on a characteristic protected by law, such as race, color, religious creed, national origin, ancestry, sex/gender, gender identity, age, criminal record (inquiries only), handicap (disability), mental illness, retaliation, sexual harassment, sexual orientation, genetics, pregnancy and pregnancy-related conditions, active military status, or other bases prohibited under state or federal anti-discrimination statutes, will not be tolerated. The Town will not tolerate harassing conduct that affects employment conditions, that interferes unreasonably with an individual's performance, or that creates an intimidating, hostile, or offensive work environment.

This policy applies to all employment practices and employment programs sponsored by the Town. This policy shall apply, but not be limited to, the areas of:

- Recruitment,
- Selection,
- Compensation and benefits,
- Professional development and training,
- Reasonable accommodation for disabilities or religious practices,
- Promotion,
- Transfer,
- Termination,
- Layoff, and
- Other terms and conditions of employment.

This policy may apply to discrimination (including harassment) that occurs between co-workers that takes place outside the

## ***DRAFT-POLICY UPDATE***

workplace (including, but not limited to, online conduct or conduct utilizing the internet or other electronic media). When the conduct complained of occurs outside of the workplace, the Town may consider the following and other factors in assessing whether the conduct constitutes conduct in violation of this policy:

- Whether the event at which the conduct occurred is linked to the workplace in any way, such as at a Town-sponsored function;
- Whether the conduct occurred during work hours;
- The severity of the alleged outside-of-work conduct;
- The work relationship of the complainant and alleged harasser, which includes whether the alleged harasser is a supervisor and whether the alleged harasser and complainant come into contact with one another on the job;
- Whether the conduct adversely affected the terms and conditions of the complainant's employment or impacted the complainant's work environment.

Because the Town takes allegations of harassment seriously, we will respond promptly to complaints of harassment. Where it is determined that inappropriate conduct has occurred, we will act promptly to eliminate the conduct and impose such corrective action as is necessary, including disciplinary action where appropriate.

Please note that while this policy sets forth our goals of promoting a workplace that is free of harassment as defined above, the policy is not designed or intended to limit our authority to discipline or take remedial action for workplace conduct which we deem unacceptable, regardless of whether that conduct satisfies the definition of harassment.

## **II. DEFINITIONS**

“Harassment” means unwelcome conduct, whether verbal or physical, that is pervasive and severe and is based on a characteristic protected by law. Harassment includes, but is not limited to:

## *DRAFT-POLICY UPDATE*

1. Display or circulation of written materials or pictures that are degrading to a person or group as previously described; and/or
2. Verbal abuse, slurs, derogatory comments, or insults about, directed at, or made in the presence of an individual or group as previously described.

“Sexual harassment” means unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual’s employment;
2. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or
3. Such conduct has the purpose or effect of unreasonably interfering with an individual’s work performance or creating an intimidating, hostile, or offensive working environment.

Under this definition, for example, direct or implied requests by a supervisor for sexual favors in exchange for actual or promised job benefits such as favorable reviews, salary increases, promotions, increased benefits, or continued employment constitutes sexual harassment.

The definition of sexual harassment is broad. In addition to the above examples, other unwelcome sexually oriented conduct that has the effect, whether intended or not, of creating a work environment that is hostile, offensive, intimidating, or humiliating to all workers may also constitute sexual harassment.

## ***DRAFT-POLICY UPDATE***

While it is not possible to list all those additional circumstances that may constitute sexual harassment, the following are some examples of conduct which, if unwelcome, may constitute sexual harassment depending upon the totality of the circumstances including the severity of the conduct and its pervasiveness:

- Unwelcome sexual advances – whether they involve physical touching or not;
- Sexual epithets, jokes, written or oral references to sexual conduct, gossip regarding one’s sex life; comment on an individual’s body, comment about an individual’s sexual activity, deficiencies, or prowess;
- Displaying sexually suggestive objects, pictures, cartoons;
- Unwelcome leering, whistling, brushing against the body, sexual gestures, suggestive or insulting comments;
- Inquiries into one’s sexual experiences; and,
- Discussion of one’s sexual activities.

All employees should take special note that, as stated above, retaliation against an individual for having complained about sexual harassment, and retaliation against individuals for cooperating with an investigation of a sexual harassment complaint will not be tolerated by the Town.

### **III. EXAMPLES OF PROHIBITED DISCRIMINATORY BEHAVIOR**

It is not possible to list all the circumstances that may constitute discrimination in violation of this policy. Discrimination may take many forms, including both verbal and nonverbal behaviors. Prohibited behavior includes, but is not limited to, the following behaviors connected to someone's membership in one or more groups protected by law as noted in the first paragraph above: slurs or other derogatory comments; sharing demeaning pictures, cartoons, or jokes; demeaning gestures; and, any conduct constituting sexual harassment.

## ***DRAFT-POLICY UPDATE***

### **IV. COMPLAINT PROCEDURES**

All employees, managers, and supervisors of the Town share responsibility for avoiding, discouraging, and reporting any form of discriminatory harassment. The primary responsibility for ensuring proper investigation and resolution of harassment complaints rests with the Human Resources Director or their designee, who will administer the policy and procedures described herein.

If an employee believes that they have been subjected to discrimination and/or harassment, the employee has the right to file a complaint with the Town. This may be done in writing or orally. In addition, residents, visitors, applicants, vendors, contractors, their agents and employees, or other third parties who believe they have been subjected to discrimination and/or harassment may also file a complaint with the Town using the procedures described herein. Furthermore, employees may also file a complaint if they have been subjected to harassment from residents, visitors, applicants, vendors, contractors, their agents and employees, or any other third parties in the workplace, while performing work-related duties, or during other work-related activities.

Prompt reporting of harassment is in the best interest of our Town and is essential to a fair, timely, and thorough investigation.

Accordingly, complaints should be filed as soon as possible following the incident(s) at issue. If you would like to file a complaint you may do so by contacting the Human Resources Director. The Human Resources Director will also be available to discuss any concerns you may have and to provide information to you about this policy on harassment and the complaint process.

### **V. COMPLAINT INVESTIGATION**

When we receive a complaint, we will promptly investigate the allegation in a fair and expeditious manner to determine whether there has been a violation of our policy. The investigation will be conducted in such a way as to maintain confidentiality to the extent practicable under the circumstances, but confidentiality cannot be guaranteed. The investigation may include private interviews with

## ***DRAFT-POLICY UPDATE***

the person filing the complaint and with witnesses. We may also interview the person alleged to have committed harassment. The complainant, the person alleged to have committed harassment, and all witnesses are required to fully cooperate with all aspects of an investigation. When we have completed our investigation, we will inform the person filing the complaint and the person alleged to have committed harassment that the investigation has been completed. Notwithstanding any provision of this policy, we reserve the right to investigate and act on our own initiative in response to conduct which may constitute harassment or otherwise be inappropriate, regardless of whether an actual complaint has been filed.

### **VI. DISCIPLINARY ACTION**

If it is determined that inappropriate conduct has been committed by one of our employees, we will take such action as is appropriate under the circumstances. Such action may range from counseling to termination from employment, or may include such other forms of disciplinary action as we deem appropriate under the circumstances.

### **VII. STATE AND FEDERAL REMEDIES**

In addition to the above, if you believe you have been subjected to discriminatory harassment of any type, including sexual harassment, you may file a formal complaint with either or both government agencies set forth below. Using our complaint process does not prohibit you from filing a complaint with these agencies. Each of the agencies requires that claims be filed within 300 days from the alleged incident or when the complainant became aware of the incident.

**The United States Equal Employment Opportunity Commission**  
**("EEOC")**

One Congress Street, 10<sup>th</sup> Floor, Boston, MA 02114  
(617) 565-3200

***DRAFT-POLICY UPDATE***

**The Massachusetts Commission Against Discrimination**  
**("MCAD")**

Boston Office:

One Ashburton Place, Room 601, Boston, MA 02108

(617) 727-3990

Springfield Office:

436 Dwight Street, Room 220, Springfield, MA 01103

(413) 739-2145

Worcester Office:

484 Main Street, Room 320, Worcester, MA 01641

(508) 799-6379

***DRAFT-POLICY UPDATE***

**Anti-Discrimination and Anti-Harassment  
Including Sexual Harassment Policy  
Acknowledgement Form**

This acknowledges that I have received and reviewed the Town's Anti-Discrimination and Anti-Harassment Including Sexual Harassment Policy. By signing this form, I agree to abide by the Policy and any Guidelines promulgated thereunder, and I agree to review periodically any changes or modifications. I recognize that the law and associated Policy regarding discrimination and harassment are continually evolving. Therefore, I understand that my regular review of this Policy, as it may be amended, is required.

Print Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

*To be included in employee's personnel file.*

*Policy Update Proposed 9/14/20*

# ***DRAFT-NEW POLICY***

## **Code of Conduct Policy for Town Committees, Boards, Commissions, Councils, and Trusts**

### **I. PURPOSE**

The intent of this policy is to establish clear guidelines to serve as the standard for achieving and maintaining a high level of public confidence, trust, and professional respect with regard to how the Town and its officials conduct business. This policy is intended to define and create a centralized policy with regard to standards of conduct.

### **II. APPLICABILITY**

This policy and all its sections shall apply to the Select Board and to the committees, boards, commissions, councils, trusts, presiding officers, public officials, and other representatives of the Town appointed by the Select Board and those appointed by the Town Administrator.

- The term “Board” shall apply to the Town’s Select Board.
- The term “member” shall apply to those appointed by the Select Board or the Town Administrator.
- The term “official” shall apply to a Select Board member or a member appointed by the Select Board or the Town Administrator.
- The term “appointing authority” shall apply to the Select Board or the Town Administrator.
- The term “committee” shall apply to those committees, boards, commissions, councils, and trusts appointed by the Select Board or the Town Administrator.
- All committee members, board members, commission members, council members, trust members, presiding officers, public officials, and other representatives of the Town appointed by the Select Board or the Town Administrator, and other officials mentioned in this guideline are subject to this policy.

## *DRAFT-NEW POLICY*

### III. CODE OF CONDUCT

These obligations and commitments shall be assumed by all members of the Board and other officials defined in the Applicability section:

#### A. Conduct Generally and in Relation to the Community

- Be well informed concerning the local and state duties of a committee member.
- Remember that you represent the Town of Norfolk at all times.
- Accept your position as a means of unselfish public service, not to benefit personally, professionally, or financially from your committee position.
- Recognize that the chief function of local government at all times is to serve the best interests of all of the people.
- Demonstrate respect for the public that you serve.
- Safeguard confidential information.
- Seek no favor and believe that personal aggrandizement or profit secured by holding these positions is dishonest and/or unlawful.
- Conduct yourself so as to maintain public confidence in our local government.
- Conduct official business in such a manner as to give the clear impression that you cannot be improperly influenced in the performance of your official duties.
- Unless specifically exempted (e.g. executive session), conduct the business of the public in a manner that promotes open and transparent government and maintain full compliance with the Open Meeting Law.
- Comply as fully as possible with all Town policies, including, without limitation, the following:
  - Equal Employment Opportunity Policy,
  - Anti-Discrimination and Anti-Harassment Including Sexual Harassment Policy,
  - Anti-Bullying Policy,
  - Electronic Communication Policy,
  - Fraud and Theft Prevention Policy.
- Comply as fully as possible with all applicable laws, including, without limitation, the following:

## ***DRAFT-NEW POLICY***

- The Open Meeting Law,
- Procurement Laws,
- The Ethics/Conflict of Interest Statute (G.L. c.268A).

### **B. Conduct in Relation to Your Fellow Committee Members**

- Treat all members of the committee with respect despite differences of opinion; keeping in mind that professional respect does not preclude honest differences of opinion, but requires respect within those differences.
- Recognize your responsibility to attend all meetings to assure a quorum and promptly notify the chairperson should you for any reason be unable or unwilling to continue to serve. Formal notice to resign from a committee requires written notification to the Town Clerk.
- Recognize that action at official legal meetings is binding and that you alone cannot bind the committee outside of such meetings.
- Refrain from making statements or promises as to how you will vote on quasi-judicial matters that will come before the committee until you have had an opportunity to hear the pros and cons of the issue during a public meeting.
- Uphold the intent of executive session and respect the privileged communication that exists in executive session.
- Make decisions only after all facts on a question have been presented and discussed.

### **C. Conduct in Relation to the Town Administrator**

- Recognize and support the administrative chain of command and refuse to act on complaints as an individual outside the administration.
- Give the Town Administrator full responsibility for discharging their disposition and/or solutions.
- Refrain from giving orders or directions to the Town Administrator for action as an individual committee or Board member.
- Refrain from giving instructions to or requesting assistance from Town department heads or employees, but rather channel

## ***DRAFT-NEW POLICY***

all such activities through the committee or Board who will refer it to the Town Administrator.

- Refrain from providing information to the Town Administrator that you would not be willing to share with other committee or Board members.

### **D. Conduct in Relation to Town Staff**

- Treat all Town staff as professionals and respect the abilities, experience, and dignity of each individual.
- Direct questions of Town staff and/or requests for additional background information through the Town Administrator.
- Never publicly criticize an individual employee or a department. Concerns about staff performance should only be made to the Town Administrator through private communication.
- Insure that all requests for staff support go through the Town Administrator's office.

## **IV. DISTRIBUTION AND EDUCATION**

- The Town Administrator shall provide a copy of this policy to all members as defined in the Applicability section upon its issuance.
- The Town Clerk shall provide a copy of this policy to all members as defined in the Applicability section upon the subsequent appointment or re-appointment of any member when they are sworn in.
- The Town Clerk shall distribute educational materials from the Attorney Generals Office on the Open Meeting Law to members of all committees and record signed receipts.
- The Town Clerk shall distribute State educational materials to all committee members and officials on the Conflict of Interest Law and record compliance with State mandated on-line training.
- Upon issuance of this policy, the Town Administrator shall have each member sign an acknowledgement form that they have read this policy and will comply with all requirements set forth in this policy; this form shall be available for public view. In the event that any member declines to sign the form, that fact shall be noted by the Town Administrator on the form.

## *DRAFT-NEW POLICY*

- The Town Clerk upon the subsequent appointment or re-appointment of any member when they are sworn in shall have each member sign an acknowledgement form that they have read this policy and will comply with all requirements set forth in this policy. In the event that any member declines to sign the form, that fact shall be noted by the Town Clerk on the form. This form shall be sent to the Town Administrator and be available for public view.

### **V. ENFORCEMENT**

#### **A. Generally**

In addition to any other remedies or enforcement options available under the law, the Board or other committees subject to this policy may vote to censure any member who violates any provision of this Code of Conduct or remove them from that committee in a case of a serious violation of law or Town policies.

The appointing authority may also decline to reappoint any member appointed by the appointing authority if the member fails to adhere to the provisions of this Code of Conduct.

#### **B. Violations by Members of the Select Board**

If any member of the Board is accused of violating the Town's Anti-Discrimination and Anti-Harassment Including Sexual Harassment Policy, the Town Administrator shall have the right and duty to refer the matter for investigation to a disinterested outside firm or individual qualified to investigate the alleged conduct.

The Town Administrator shall not be obliged to obtain an authorizing vote from the Board for such action; this Code of Conduct shall be sufficient authority. The firm or individual to whom the matter is referred shall promptly investigate the matter and report back findings of fact and recommendations to the Town Administrator. The Town Administrator shall share the reported findings and recommendations with the Board. The

## *DRAFT-NEW POLICY*

Board shall then take such action as is authorized by law and as it deems fit in response to the matter.

If any member of the Board is accused of violating any other provision of this Code of Conduct, the Board may take such action as is authorized by law and as it deems fit, or the Board may vote upon request of the Town Administrator or on its own to refer the matter to a disinterested outside firm or individual qualified to investigate the alleged conduct. This firm or individual shall promptly investigate the matter and report back findings of fact and recommendations to the Town Administrator. The Town Administrator shall share the reported findings and recommendations with the Board. The Board shall then take such action as is authorized by law and as it deems fit in response to the matter.

Any complaint against a Board member must be in writing to the Town Administrator. In all cases, the Town Administrator shall have the authority to choose the disinterested outside firm or individual qualified to investigate the alleged conduct.

These remedies shall be in addition to, and not in substitution for, any other remedies that may be available by law.

*Policy Proposed 9/14/20*

***DRAFT-NEW POLICY***

**Code of Conduct Policy  
for  
Town Committees, Boards, Commissions, Councils, and Trusts  
Acknowledgement Form**

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This acknowledges that I have received and reviewed the Code of Conduct Policy for Town Committees, Boards, Commissions, Councils, and Trusts. By signing this form, I agree to abide by this Policy and any Guidelines promulgated thereunder, and I agree to review periodically any changes or modifications. Therefore, I understand that my regular review of this Policy, as it may be amended, is required.

Print Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

***Policy Update Proposed 9/10/20***

# ***DRAFT-NEW POLICY***

## **Employee Safety Policy**

The Town will provide a safe place to work, the proper hazard control measures, and a work environment conducive to safe and healthful practices and policies. It is the Town's intent to create an environment in which employees are:

- safety conscious for themselves and their fellow workers,
- trained and aware of the Town's safety and health program,
- empowered to maintain an effective safety program.

Each manager and supervisor in the Town has a responsibility for the safety and health of all employees assigned to them. In cases where employees are at a high risk, the department manager may find it prudent to have a departmental safety committee. Each employee has a personal responsibility for accident and incident prevention; not only for themselves, but for co-workers, as well. No operation, process, or activity is successful unless it is also safe. No employee is required to work at a job that is not safe. Our goal is to recognize, evaluate, and control hazards to prevent accidents from occurring

### **I. POLICY STATEMENT**

The Town of Norfolk values the health and safety of every employee and intends to provide a safe and healthful workplace. The Town recognizes and commits to the following:

- That preventing accidents and protecting our employees from undue risk of harm are guiding principles.
- That our employees' safety and health are critical considerations in all operational decisions.
- That safe working conditions and methods are of prime importance in all Town departments and work settings.
- That we comply with all safety laws and regulations.
- That we welcome feedback from all Town employees on matters of occupational safety and health.
- That we require employees to follow all safety rules, take no unnecessary chances, use all safety guards and equipment, and make safety an integral part of their daily work lives.

## ***DRAFT-NEW POLICY***

### **A. Safety Committee**

The Town's Safety Committee will include managers from departments where hazards are most likely to exist.

### **B. Seat Belts**

All Town employees are required to wear seat belts while operating or riding in any vehicle while on Town business. This applies to Town and personally owned vehicles, as well as the vehicles owned by others. In addition, passengers in vehicles operated by Town employees while on Town business are required to wear seat belts. Employees found to be violating this policy may be subject to disciplinary action.

### **C. Safety Gear**

Employees may be required to wear safety gear, i.e. vests while directing traffic, helmets, protective eye wear, chaps while using chainsaws, etc., in the regular performance of their duties.

### **D. Driver License Requirement**

As part of the requirements for certain Town positions, employees may be required to hold a valid driver's license valid for the type(s) of vehicle(s) operated. If an employee's license is revoked, suspended or lost, or is in any other way not current, valid, and in the employee's possession, the employee shall promptly notify his/her department head and will be minimally immediately relieved of driving duties.

### **E. Unusual Weather Conditions**

During times of inclement weather or natural disaster, it is essential that the Town continue to provide vital public services. Therefore, it is expected that employees make every reasonable effort to report to work without endangering their personal safety. Public Works, Public Safety, and other employees specifically tasked with providing essential municipal services during inclement weather or natural disaster are normally expected to report to work as scheduled, except in the case of illness or a bona fide emergency.

## ***DRAFT-NEW POLICY***

### **Equal Employment Opportunity Policy**

The Town of Norfolk is committed to the principles of Equal Employment Opportunity and shall comply with all federal and state laws that have been or shall be enacted for the purposes of eliminating discrimination in all phases of the employment process and the provision of services and programs.

The Equal Employment Opportunity Policy of the Town is: It shall be the policy of the Town of Norfolk to guarantee equal opportunity to all qualified applicants and to all employees with respect to initial appointment, advancement, compensation, and general working conditions without regard to age, race, color, religious affiliation, gender, gender identity, ethnicity, military or veteran status, national origin, sexual orientation, disability, pregnancy, childbirth or related condition, or genetic information.

Under the laws enforced by EEOC, it is illegal to discriminate against someone (applicant or employee) because of that person's race, color, religion, sex (including gender identity, sexual orientation, and pregnancy), national origin, age (40 or older), ethnicity, disability or genetic information. It is also illegal to retaliate against a person because he or she complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit. The law forbids discrimination in every aspect of employment.

The Town actively seeks ways to ensure equal opportunity for all individuals and is committed to respond promptly to any complaints of violations. The Human Resources Director is the Equal Employment Opportunity representative of the Town. The Human Resources Director is responsible for compliance and shall inform employees of actions they need to take in order to comply.

All department heads, chairpersons, and employees are expected to cooperate fully in complying with and implementing the Equal Employment Opportunity Policy. Any employee may meet with the Human Resources Director to discuss an Equal Employment Opportunity

## ***DRAFT-NEW POLICY***

Policy concern. Communication with the complainant's department head and an informal attempt to resolve the complaint is encouraged prior to filing a formal complaint, but the department head may not deny or delay the initiation of a complaint.

Formal Equal Employment Opportunity complaints are to be pursued in accordance with the following procedure and timeframes, unless the Town and complainant mutually agree to extend:

STEP 1 - An employee must file a complaint with the Human Resources Director within sixty (60) calendar days of the alleged discrimination.

STEP 2 - The Human Resources Director or an arbiter selected by the Human Resources Director will review and investigate a complaint and render a decision on it within ten (10) working days from the receipt of the complaint.

STEP 3 - If the complainant is not satisfied with the decision of the Human Resources Director or the arbiter, then within ten (10) working days the complaint should be forwarded to the Town Administrator.

STEP 4 - The Town Administrator will conduct an investigation and will render a decision to the complainant on their findings within thirty (30) working days.

STEP 5 - If the complainant is not satisfied with the decision of the Town Administrator, the complainant may pursue the case with the:

**The United States Equal Employment Opportunity Commission**  
**("EEOC")**

One Congress Street, 10<sup>th</sup> Floor, Boston, MA 02114  
(617) 565-3200

***DRAFT-NEW POLICY***

**The Massachusetts Commission Against Discrimination**  
**("MCAD")**

Boston Office:

One Ashburton Place, Room 601, Boston, MA 02108  
(617) 727-3990

Springfield Office:

436 Dwight Street, Room 220, Springfield, MA 01103  
(413) 739-2145

Worcester Office:

484 Main Street, Room 320, Worcester, MA 01641  
(508) 799-6379

***Policy Proposed 9/14/20***

# ***DRAFT-NEW POLICY***

## **Fraud and Theft Prevention Policy**

### **I. PURPOSE**

To prevent and detect fraud and theft, assign responsibility for implementing appropriate controls to prevent and detect fraud and theft, establish the appropriate reporting mechanisms to be used for notification of known or suspected fraud and theft, and establish the consequences for fraud and theft by employees.

### **II. APPLIES TO**

All Town of Norfolk employees.

### **III. POLICY STATEMENT**

#### **A. Scope of Policy**

Town of Norfolk employees must comply with applicable state and federal law, and Town policies.

As a municipality, the Town has a fiduciary responsibility to conserve, preserve, and efficiently use all Town resources.

This policy applies to any known or suspected fraud or theft involving employees.

#### **B. Prevention and Detection of Fraud and Theft**

Town employees shall not perpetrate, engage in, or otherwise facilitate the act of committing fraud and theft.

Managers are responsible for knowing the types of improprieties that might occur within their areas of responsibility and for identifying and assessing any irregularities. Town employees are responsible for the prevention and detection of fraud and theft that might occur within the scope of their work assignments and for reporting any known or suspected fraud and theft.

## ***DRAFT-NEW POLICY***

### **C. Reporting Known or Suspected Fraud and Theft**

Employees are responsible for immediately reporting known or suspected incidents of fraud, including theft and misappropriation of Town assets, to either their manager or the Town Administrator.

Any employee who has knowledge of fraud or theft of Town assets by any person or organization, including another employee, and does not report it may be subject to disciplinary action, up to and including termination of employment.

If the initial notification is to the department manager, the manager will notify the Town Administrator. If the known or suspected fraud is by the Town Administrator, the manager will notify the Chair of the Select Board.

### **D. Investigation of Reports of Known or Suspected Fraud and Theft**

The Town Administrator or the Chair of the Select Board will investigate the alleged fraud or theft. They will involve the Norfolk Police Department as appropriate.

Any employee who suspects fraudulent activity should not attempt to personally conduct an investigation related to the activity. If the employee elects to notify the department manager first, then the manager must immediately notify the Town Administrator or the Chair of the Select Board as appropriate before taking any other action.

Concerns about work performance and workplace behavior that are unrelated to fraudulent activity should be resolved by department management and Human Resources. If there are any questions about what constitutes fraud and theft the Town Administrator or Chair of the Select Board should be contacted as appropriate.

## ***DRAFT-NEW POLICY***

Reports and investigations of allegations of fraud and theft ordinarily will be kept confidential to the reasonable extent possible under law and consistent with the need to conduct an adequate investigation and take corrective action.

### **IV. CONSEQUENCES:**

If officials conclude that an employee has engaged in fraud or theft, appropriate disciplinary action will be pursued, up to and including termination of employment, in accordance with applicable personnel policies for employees. In addition, employees engaging in fraud or theft will be required to pay restitution.

Employees of the Town of Norfolk who engage in fraudulent activity or theft are not acting within the scope of their employment and should not expect protection for their acts.

The Town of Norfolk may pursue legal action based on the merits of the case in consultation with the Chief of Police.

Ordinarily, the submission of a resignation by an employee accused or suspected of fraud or theft will not preclude later disciplinary action, including restitution and legal action.

### **V. UNION RIGHTS**

Nothing in the policy in any way circumvents any Town union's documented grievance process rights in their contracts.

***Policy Proposed 9/14/20***

# ***DRAFT-NEW POLICY***

## **Video Monitoring Policy**

### **I. PURPOSE**

In order for public locations and facilities under the Town's jurisdiction to be safe and secure, the use of electronic systems for routine video monitoring may be necessary. The purpose of this policy is to ensure that their use is consistent with federal and state law, and reasonably balances privacy concerns with personal safety and responsible stewardship of publicly-owned assets.

### **II. SCOPE**

This policy applies to systems that enable continuous or periodic routine video monitoring on a sustained basis for the following purposes:

- To deter theft, vandalism, unauthorized entry, and assist in identifying individuals who damage Town facilities or property.
- To assist law enforcement agencies in investigating criminal activity.
- To promote a safer environment by deterring acts of violence or aggression.

This policy does not apply to monitoring used by the police during the course of an investigation and authorized by the Chief of Police or the courts where necessary. The Norfolk Schools and Public Library facilities are also excluded from this policy.

### **III. POLICIES AND PROCEDURES**

#### **A. Installation approval**

Placement of video monitoring equipment at Town facilities or buildings, public parks, open space areas, or other public locations requires approval by the Town Administrator or the Chief of Police for the Police Station. The Facilities Department can update or replace current equipment as needed.

## *DRAFT-NEW POLICY*

### **B. Approval criteria**

When seeking Town Administrator's approval, department heads will address the following issues and concerns in supporting their request:

- Objectives for implementing the system.
  - Use of equipment, including:
    - Location of video cameras.
    - Location of reception equipment.
    - Personnel authorized to operate the system.
    - Times when monitoring will be in effect (and staffed, if applicable).
    - Other deterrence or detection measures that were considered, and why video monitoring is the best solution.
    - Any specific, verifiable reports of incidents of crime or significant safety concerns that have occurred in the location to be placed under video monitoring.
    - Possible effects of the proposed video monitoring system on personal privacy, if any, and how they will be mitigated.
    - Appropriate consultation with stakeholders, including in some cases the public; or reasons why this is not necessary.
    - Signage strategy advising the public that video monitoring is occurring.
    - Approach to installing and maintaining the system.
    - Fiscal impact and availability of funding.
    - Location and direction of video monitoring equipment.

### **C. Other criteria**

- Video cameras will not be placed in areas where a reasonable expectation of privacy is standard, such as inside changing rooms or restrooms.
- Video cameras located internally will not be directed to look through windows to areas outside the building, unless necessary

## ***DRAFT-NEW POLICY***

to protect external assets, provide for the personal safety of individuals, or deter criminal activity from occurring.

- Video cameras will not be directed to look into adjacent, non-Town-owned buildings.
- Placement of video cameras will also take into consideration physical limitations such as availability of power, cell reception, and reasonable mounting facilities.

### **D. Notification procedures**

- The Select Board and affected Town employees will be notified in advance, in writing or via e-mail, of the placement of any video monitoring system in a Town-owned facility or building.
- Clearly written signs will be prominently displayed at the perimeter of video monitoring areas advising the public that video monitoring is occurring.
- On a case-by-case basis, as approved by the Town Administrator and/or the Chief of Police, a decision may be made to eliminate public signage or employee notification in order to support crime prevention or investigative activities.

### **E. Responsibility for oversight of video monitoring systems**

The Town Administrator is responsible for overall oversight of all video monitoring systems and for implementation of this policy except for the Police Station and police activities.

### **F. Intended use of video monitoring information.**

Any information obtained from video monitoring systems will only be used for the purposes set forth in this policy.

### **G. Retention and destruction of routine video monitoring records**

- Video that is recorded is not kept for permanent records and is over written periodically by new video.
- In the event that records are evidence in any investigation, claim filed, or any pending litigation, they will be preserved until the investigation, claim or pending litigation is resolved as according to the Massachusetts Record Retention Guidelines. Destruction of

## ***DRAFT-NEW POLICY***

these requires the written consent of the Town Administrator, in consultation with the Town Attorney.

### **H. Placement and viewing of video monitors and reception equipment**

Authorized employees who are viewing the video should do so in a manner that is not visible to the public or other employees not authorized to view videos.

### **I. Access and use of recorded information**

- Only those personnel authorized by the Town Administrator will have access to information acquired through routine video monitoring.
- Access to real time or recorded imagery is authorized to designated staff upon report of suspicious behavior, including but not limited to policy violations, criminal activity, damage, destruction or theft of Town of Norfolk property or assets, or other activity that may be disruptive to Town operations.
- Recorded imagery will not be distributed to anyone without the permission of the Town Administrator or the Police as part of an investigation.
- Recorded information will never be sold, and will not be publicly viewed or distributed in any other manner, except as provided for by this policy and applicable federal and state law.

### **J. Implementation**

Once this policy has been approved, the Town Administrator will review and approve the list of authorized users. All employees will be notified of this policy and approved users will receive training on this policy and the proper use of video monitoring.

*Policy Proposed 9/14/20*

**Luiza de Oliveira Camargo**  
lodecamargo@gmail.com / 859-806-2125

**Experience**

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**Development Officer, Foundations and Government Relations**

*May 2019 to present*

Museum of Fine Arts, Boston - Boston, Massachusetts

- Develop and manage a portfolio of foundation and government prospects for museum programs and projects. Write, edit, and review proposals and reports, and ensure timely submissions
- Submitted 45 letters of inquiry and proposals in FY20 soliciting \$4.5M dollars; closed \$225,000; proposals still pending, including a \$3M endowed fund solicitation
- Develop and maintain collaborative relationships with Museum program staff and other key internal stakeholders
- Oversee the stewardship of grants and other forms of support received from foundations and government organizations. Ensure that all submissions and reporting requirements are met in a timely manner and are of exceptionally high quality, with a focus on proper fiscal management, personnel activity reports, and reimbursement requests for Federal grant awards

**Assistant Director of Development**

*May 2018 to May 2019*

Wellesley Centers for Women - Wellesley, Massachusetts

- Managed the Annual Fund (closed FY19 with \$316,000 in unrestricted gifts) including developing and writing content, strategy, and implementation for direct mail and digital appeals
- Oversaw and coordinated operations and logistics, including optimal production schedules, segmenting and preparing detailed data files. Managed vendor relations with print house
- Analyzed and monitored appeal response rates, giving trends, and donor data to make informed decisions about current and future strategies; prepared and presented reports on results
- Managed donor recognition programs and proactively recommend opportunities for improvement, including programs for new, lapsed, frequent, leadership and planned giving. Managed donor recognition in the annual Honor Roll of Donors and oversaw the stewardship reporting process for both endowed and special gift funds

**Associate Curator**

*June 2016 to April 2018*

**Assistant Curator**

*February 2015 to June 2016*

Society of Arts & Crafts – Boston, Massachusetts

- Curated four to six contemporary craft exhibitions a year
- Engaged with visitors in the gallery; secured gallery sales
- Developed and executed associated programs for public education
- Wrote grants and secured funding for exhibitions and public programs, including paid internships and in-kind donations
- Arranged and processed all incoming and outgoing art shipments for exhibitions to maintain inventory control and safety of artworks
- Maintained and adhered to exhibitions budget, sales goals, and contracted help
- Supervised exhibitions interns; managed volunteer program for CraftBoston craft shows
- Experience with Salesforce database, Shopify point of sales and reporting system FormStack
- Served on Development and Education Committees alongside the Board of Trustees

**Curatorial Assistant***July 2013 to January 2015*

Asheville Art Museum – Asheville, North Carolina

- Curated four exhibitions focusing on American decorative arts and contemporary crafts
- Project managed outgoing and incoming traveling exhibitions
- Prepared loan contracts, object receipt forms, condition reports. Used proprietary collections management database
- Handled objects, exhibition design, installation
- Coordinated Collector's Circle Donor Society and participated in Collections Committee
- Supervised interns, trained docents
- Gave gallery tours for all exhibitions and public lectures

**Membership Customer Services Liaison***March 2012 to July 2013***Membership Correspondent***September 2010 to March 2012*

United States Holocaust Memorial Museum – Washington, DC

- Corresponded with donors and members, current and potential, through email, telephone and handwritten letters. Met their various needs through follow-up with different departments
- Performed data set-up and reconciling for mailings
- Managed Tribute Donation Program including data management and fulfillment
- Managed Museum's call center, membership and visitor hotline
- Assisted with direct mail and digital engagement campaigns to raise \$10 million dollars annually
- Partnered with Major Gifts and Planned Giving departments to meet institutional goals
- Experience with constituent management databases; worked with TeamApproach software
- Participated in the Museum's 20<sup>th</sup> Anniversary events across the country; represented Membership Department

**Lead Consultant***August 2007 to May 2009***Peer Consultant***August 2005 to May 2007*

University Writing Center, University of North Carolina Asheville

- Mentored and trained peer consultants in best practices to assist students in discussing, organizing, and revising their written work
- Worked alongside students to review and edit papers for argument strength, clarity, and mechanical concerns
- Mastered grammar and writing across disciplines and subject matter
- Conducted and published original research, presented at national conferences

**Education**

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**The Smithsonian Associates in partnership with the Corcoran College of Art + Design – Washington, DC** Master of Arts; History of Decorative Arts**The University of North Carolina – Asheville, North Carolina** Bachelor of Arts; major in sociology with a concentration in anthropology, minor in religious studies

## Volunteerism

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### Career Tia

April 2020 to present

#### Forefront

- Mentor Latinx students and early-in-career professionals
- Review resumes, cover letters, and application materials; help practice interview skills; assist in looking for and securing promising career opportunities

## Community Engagement

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June 2020	Host, Network of Arts Administrators of Color Social “Spirituality, Community, and Art”
April 2020	Host, <i>The Artist’s Way</i> Bookclub and Creative Cluster
Mar. 2020	Guest Writer, Jewelry Edition #5 traveling exhibition and publication
Feb. 2019	Juror, “40th Annual Contemporary Crafts Exhibition,” Mesa Arts Center, AZ
June 2018	Equity in the Arts Focus Group, Arts Connect International, MA
May 2018	Society of North American Goldsmiths Exhibitions Committee, Portland, OR
Nov. 2017	Massachusetts College of Art and Design Senior Seminar Career presentation
May 2017	Society of North American Goldsmiths Exhibitions Committee, New Orleans, LA
Dec. 2016	Massachusetts College of Art and Design visiting critic - Ceramics
May 2016	Massachusetts College of Art and Design visiting critic - Ceramics
April 2016	Tennessee Arts Commission Fellowship Panel
May 2016	Society of North American Goldsmiths Exhibitions Committee, Asheville, NC
Feb. 2016	Juried for the All Student Show, Massachusetts College of Art and Design
Nov. 2015	Framingham State University Senior Seminar presentation
Oct. 2015	Make/Speak - Committee member
Sept. 2015	Massachusetts College of Art and Design Senior Seminar Career presentation
Sept. 2015	Maine Arts Committee Fellowship Panelist
July 2015	Juror, Brother Thomas Fellowship, The Boston Foundation
May 2015	Massachusetts College of Art and Design visiting critic - Jewelry, Ceramics

## Languages

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Brazilian Portuguese – native language	Spanish – intermediate reading, writing, conversation
English – native language	French – intermediate reading, writing, conversation

## Skills

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- > Clear and effective communication, oral and written. Ease with public speaking and presentations
- > Ability to multitask, yet focus clearly on single tasks without distraction
- > Ability to prioritize and respond to deadlines, time management for short and long-term goals
- > Quickly learn new technology. Logic, especially in relational databases, comes easy to me
- > Strong people skills, strong work ethic. I’m kind, dependable, and diplomatic
- > Take initiative and find leadership natural. Team player, take direction, feedback, and criticism well
- > Love puzzles, problem solving, crosswords, long-form journalism, baking, quilting



# TOWN OF NORFOLK



## Request for Committee Appointment

Norfolk residents interested in serving on a Town Board, Committee, Commission or Group should complete this form in its entirety and submit to:

*Town of Norfolk Select Board, One Liberty Lane, Norfolk MA 02056*

The information received will be given to the applicable officials.

Name: Dawn B Cohen  
 (First) (M.I.) (Last) (Suffix)

Address: 17 Barnstable Road

Telephone: (H) 508 528-7443 (W) \_\_\_\_\_ (Cell) 508 527-1234

E-Mail Address: PUMPKINPATCH98@AOL.COM

Are you a Norfolk Registered Voter  Yes  No (circle one)

1. Please list the Boards, Committees, Commissions or Groups you are interested in:

Council on Aging Board

2. Please describe your interest in serving for the above Boards, Committees, Commissions or Group: As a 30+ year resident of Norfolk and someone who is approaching 60, I think now is a great time to get involved with the Council on Aging.

3. Do you presently serve on any Town Boards or Committees, etc? Yes  No  (circle one)

4. Please list positions you previously held in Town Government (with committee name and approximate dates served). This may be applicable to both Norfolk or other towns:

N/A

5. Please list your past/present education and/or special training:

BA, Economics, 15 years of Customer Service experience

6. Please list the amount of time available for a Town Board or Committee, etc:

Negotiable

7. Please state any other comments you would like to add (attach resume if desired):

Signature

9/1/20  
Date



# TOWN OF NORFOLK

## Request for Committee Appointment

Norfolk residents interested in serving on a Town Board, Committee, Commission or Group should complete this form in its entirety and submit to:

*Town of Norfolk Select Board, One Liberty Lane, Norfolk MA 02056*

The information received will be given to the applicable officials.

Name: Michelle (First) Maheu (Last) (Suffix)  
Address: 12 Hampton Rd.  
Telephone: (H) \_\_\_\_\_ (W) \_\_\_\_\_ (Cell) 617-510-7682  
E-Mail Address: maheu.home@gmail.com  
Are you a Norfolk Registered Voter  Yes  No (circle one)

1. Please list the Boards, Committees, Commissions or Groups you are interested in:

Design Review Board; rep for Historic Commission

2. Please describe your interest in serving for the above Boards, Committees, Commissions or Group:

Interested in preserving and promoting our Town's history, aesthetics and development.

3. Do you presently serve on any Town Boards or Committees, etc?  Yes  No (circle one)

4. Please list positions you previously held in Town Government (with committee name and approximate dates served). This may be applicable to both Norfolk or other towns:

Planning Board 2012 - 2018

PRB + Hist. Comm. 2018 - current

5. Please list your past/present education and/or special training:

Bach. of Architecture; licensed Architect in state of MA; 30 years experience in planning + design.

6. Please list the amount of time available for a Town Board or Committee, etc:

available evenings and weekends.

7. Please state any other comments you would like to add (attach resume if desired):

I would love the opportunity to continue serving Norfolk! Thanks for your consideration.

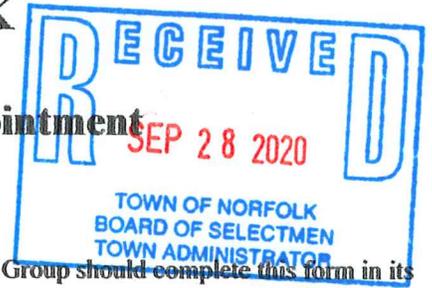
Michelle Maheu  
Signature

9/14/20  
Date



# TOWN OF NORFOLK

## Request for Committee Appointment



Norfolk residents interested in serving on a Town Board, Committee, Commission or Group should complete this form in its entirety and submit to:

*Town of Norfolk Select Board, One Liberty Lane, Norfolk MA 02056*

The information received will be given to the applicable officials.

Name: SAMUEL C. ZEIGLER  
(First) (M.I.) (Last) (Suffix)

Address: 241 MAIN ST

Telephone: (H) 508 528 8747 (W) \_\_\_\_\_ (Cell) 508 561 6248

E-Mail Address: SAM@SZRESTORATION.COM

Are you a Norfolk Registered Voter  Yes  No (circle one)

1. Please list the Boards, Committees, Commissions or Groups you are interested in:

HISTORICAL COMMISSION / CPC REPRESENTATIVE

2. Please describe your interest in serving for the above Boards, Committees, Commissions or Group:

TO PRESERVE THE HISTORY AND COMMUNITY

3. Do you presently serve on any Town Boards or Committees, etc? Yes   No (circle one)

4. Please list positions you previously held in Town Government (with committee name and approximate dates served). This may be applicable to both Norfolk or other towns:

5. Please list your past/present education and/or special training:

BUILDING RESTORATION

6. Please list the amount of time available for a Town Board or Committee, etc:

FLEXIBLE

7. Please state any other comments you would like to add (attach resume if desired):

Signature

S. Zeigler

Date

9/23/20

**NOVEMBER 17, 2020 SPECIAL TOWN MEETING WARRANT**

**NORFOLK, ss.**

**To either Constable in the Town of Norfolk, in said County:**

**GREETINGS:**

You are required in the name of the Commonwealth of Massachusetts to notify and warn the inhabitants of Norfolk, qualified to vote in Town affairs residing in Precincts 1, 2, and 3, to meet on Tuesday, November 17, 2020 at 7:00 p.m. at the **Freeman Kennedy Elementary School, 70 Boardman Street, Norfolk, MA 02056**, for a Special Town Meeting, then and there to act on the following articles, *viz*:

**ARTICLE 1**

**Submitted by the Select Board**

To see if the Town will vote to raise and appropriate or transfer from any available source of funds, a sum of money to be added to departmental budgets and appropriations for the fiscal year ending on June 30, 2021; or take any other action relative thereto.

**Town Administrator's Comments**

Article 1 is the Transfer article and asks for authorization to adjust budgets for the current fiscal year.

**The Advisory Committee recommends \_\_\_\_\_.**

**ARTICLE 2**

**Submitted by the Select Board**

To see if the Town will vote to raise and appropriate or transfer from any available source of funds, a sum of money to pay unpaid bills of a prior year pursuant to Massachusetts General Laws Chapter 44, Section 64; or take any other action relative thereto.

**Town Administrator's Comments**

Article 2 is the request to authorize paying bills from a prior fiscal year. At the time the warrant was executed, none are anticipated.

**There are no unpaid bills at this time.**

**The Advisory Committee recommends \_\_\_\_\_.**

**ARTICLE 3**

**Submitted by the Select Board**

To see if the Town will vote to raise and appropriate, including appropriations from any available source of funds, or borrow a sum of money to supplement the budget for the Norfolk School Department, or, take any other action relative thereto.

**Town Administrator's Comments**

Article 3 would provide additional funding for the Norfolk School budget beyond what was approved at the spring town meeting. State aid for FY21 is higher than budgeted, enabling the Town to restore budget reductions made before this information was known.

**ARTICLE 4**

**Submitted by the Select Board**

To see if the Town will vote to raise and appropriate, transfer from available funds, or borrow a sum of money for purchase of a highway plow truck; a grounds utility truck, and roadway and pavement management plan projects, including all expenses incidental and related, and further, to authorize the Treasurer, with the approval of the Board of Selectmen, to borrow such sum pursuant to M.G.L. Chapter 44, §7 or 8 or any other enabling authority and issue bonds or notes therefor; and that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with M.G.L. Chapter 44, §20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount; or, to take any other action relative thereto.

**Town Administrator's Comments**

Article 4 is intended to request authorization to purchase capital items through debt funding. The Town is seeking authorization purchase a replacement large truck used for snow plowing, a utility truck used by the DPW Grounds division, and funds for other roadway repairs as identified by the Town’s pavement management plan.

**The Advisory Committee recommends \_\_\_\_\_.**

**ARTICLE 5**

**Submitted by the Select Board**

To see if the Town will vote to raise and appropriate or transfer from any available source of funds a sum of money to fund capital and other expense items; or take any other action relative thereto.

**Town Administrator's Comments**

Article 5 is intended to request authorization to purchase capital items through cash funding.

**The Advisory Committee recommends \_\_\_\_\_.**

**ARTICLE 6**

**Submitted by the Select Board**

To see if the Town will vote to appoint any committee, or hear or act on the report of any committee or town officer, or instruct any committee or town officer; or take any other action relative thereto.

**Town Administrator's Comments**

Article 6 provides the opportunity for Town Officials to provide status updates and for residents to ask questions.

**This Article does not require a recommendation from the Advisory Committee.**

**ARTICLE 7**

**Submitted by Community Preservation Committee**

To see if the Town will vote (a) authorize the Select Board to acquire, by gift, purchase, or otherwise, a parcel of land containing approximately 43 acres, identified as Assessors Map 19, Block 72, parcel 3, for active and passive recreation, open space, as such terms are defined in G.L. c. 44B, Section 1, forest and water supply protection, management and conservation, environmental education and research and public access purposes, and to enter into such agreements with the Commonwealth by and through the Division of Capital Asset Management and/or other appropriate agency of the Commonwealth in accordance with the provisions of Chapter 148 of the Acts of 2020 as are necessary for such acquisition, to convey said land to the Town, and if so required to approve such disposition under Article 97 of the Amendments of the Massachusetts Constitution; to be within the custody of the Recreation Commission for active recreation purposes, and of the Conservation Commission for open space and passive recreation purposes. These lands of the Commonwealth are described within the “Proposed Use Boundary Line” Blocks I, II, III, and IV, shown on a plan entitled “Land Use Plan of Land in Norfolk, MA & Walpole, MA” prepared for the Commonwealth of Massachusetts Department of Corrections and the Executive Office of Energy and Environmental Affairs, prepared by Northeast Survey Consultants, and dated February 24, 2012. The exact boundaries of the parcel, containing approximately 43 acres, shall be determined by the Commissioner of Capital Asset Management and Maintenance in consultation with the Commissioner of Corrections by a survey which shall be reviewed and approved by the Secretary of Energy and Environmental Affairs and the Town of Norfolk; and

(b) vote to appropriate and transfer a total of \$100,000 from the Community Preservation Fund, Open Space Reserves for said purchase at \$17,200 and any costs and fees incidental thereto, to be offset by the allocation of \$4,000 in funds previously allocated for 5 acres at the fall 2018 special town meeting, as the 43 acres is inclusive of the previously approved 5 acres; and

(c) authorize the Select Board and/or such other boards as may be appropriate to file on behalf of the Town any and all applications for funds in any way connected with the scope of this acquisition, and

(d) further authorize the Select Board, Recreation Commission, and/or Conservation Commission to convey restrictions in the portions of the parcels to be acquired by the Town for open space, and passive and active recreational purposes; or take any other action relative thereto.

**Community Preservation Committee’s Comments**  
Article 7 is intended to provide funds to acquire 43 acres of land that abuts the Pond Street Recreation Complex from the State Department of Corrections for various purposes including open space and future recreational facilities. State legislation to enable the land to be transferred to the Town was approved earlier this year.

**The Advisory Committee recommends \_\_\_\_\_.**

**ARTICLE 8**

**Submitted by the Select Board**

To see if the Town will vote to accept Silver Fox Road as a public way as laid out by the Select Board; or take any other action relative thereto.

**Town Administrator's Comments**

Article 8 would accept this street as a public way, which transfers ownership and responsibility for maintenance to the Town of Norfolk. This was approved at the fall 2019 special town meeting but the acceptance was not completed within the required 120 days following that vote, which is why it is on this warrant for consideration again.

**The Advisory Committee recommends \_\_\_\_\_.**

Hereof, fail not, but make due return of this warrant, with your doings thereon to the Town Clerk, on or before the hour of said meeting. Given under our hands and seal of the Town of Norfolk on the twentieth day of October, 2020 A.D.

NORFOLK SELECT BOARD

\_\_\_\_\_  
Kevin Kalkut, Chairman

\_\_\_\_\_  
Carolyn Van Tine, Vice Chair

\_\_\_\_\_  
Anita Mecklenburg, Clerk

A true copy, attest:  
Town of Norfolk  
Norfolk, ss

By virtue of this Warrant, I have notified and warned the legal voters of the Town of Norfolk aforesaid to meet at the time and place and for the purposes specified in said Warrant, by posting true and attested copies thereof in the Town Hall, and in at least one public place in each of the three (3) precincts, not less than fourteen (14) days at least before the date of said meeting.

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Constable

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Date



# **PROPOSED CAPITAL IMPROVEMENT PLAN**

**FY2021 – FY2025  
Town of Norfolk**

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## INTRODUCTION

The Town of Norfolk's \$58M all funds five-year Capital Improvement Plan (CIP) for FY2021-FY2025 will make much needed investments in equipment, facilities, schools, public safety, roads, information technology, recreation, and water projects. The \$58M capital plan includes 91 separate requests, of which nearly \$41M in projects proposed to be funded through municipal fund debt, \$9.3M in pay as you go projects, nearly \$4.8M in enterprise fund projects, and almost \$2M in State grants, largely through Chapter 90 road funding.

This year's planning process will assist the Town in continuing to make necessary capital improvements, and to plan for financing and implementing its future needs.

The amount requested from all departments grew from \$50M to \$58M this year. There are three primary drivers to this increase from last year's request. Those include:

- Pond Street Expansion project – this project alone accounts for one-half of the growth in the overall CIP from FY20. With the legislation passed this spring to acquire 43 acres of land from the State to expand this recreation complex, the Recreation Commission has revised the estimate to build the infrastructure from \$6.0M to \$10.0M dollars.
- Replacement of Transite Water Pipe – the DPW has identified a need to replace 18 miles of aging transite pipe over a twenty-year period. The increase over FY20 for the five years of the CIP equals \$3.5M.
- Replacement of Fire Ladder #1 – in the FY20 CIP plan Ladder #1 was proposed for a refurbishment in FY22 at a cost of \$350,000. Chief Kinney, citing the trucks age and years of service indicates that the truck is 4 years beyond its useful life and should be replaced with a more versatile truck called a "quint". If purchased new it is estimated to cost \$1.3M in FY22.

Although costs have grown, the Town has made progress in upgrading its infrastructure in recent years. Specifically, the design and construction of a new Police Station that also houses the Metacomet Regional Communications Center, the replacement of the H. Olive Day School roof and the replacement of the Lawrence Street Bridge. In addition, with limited resources the Town has funded police cars and other vehicles, and adopted a five-year replacement schedule for desktop computers.

The challenge going forward is to set priorities and determine how these projects will be paid for within a tax structure that the voters are willing to support. Despite the projects accomplished in recent years, the Town has two significant building projects to plan for and a proposal to expand the Pond Street complex once it completes acquisition of additional land. The Freeman Kennedy School requires expansion to accommodate growing K-6 enrollment, and the Fire Station is woefully inadequate to meet today's fire and EMS needs. Furthermore, with limited resources the Town has not been able to repairs its roads to an acceptable level, replace equipment such as police cars and DPW vehicles in a consistent rotation, and keep up with capital projects to maintain its buildings. Delays in all of these areas causes the Town to spend additional dollars to make more significant repairs of its roads as the deteriorate, and expend more operational dollars to keep equipment in service beyond its useful life. These are not abnormal issues in many towns and cities in this economic climate. The goal is that we work collaboratively to determine a pathway to address these challenges for the future.

Amongst all of this there is good news to share. The Town recently became designated as a "Green Community." The initial grant of \$145,000 and future competitive grants will assist to complete some of these projects that will improve efficiency and lower cost. The Town continues its participation in the Community Preservation Act program which will help offset some of the projects identified for Recreation. These funds will also provide the

Town with resources to complete two of the proposed planning studies. The Town has applied for funding from the State MSBA program to obtain a grant to pay for a portion of the Freeman Kennedy School project. If invited into this program, the Town would be eligible for approximately 50% of the eligible costs.

In the current fiscal year, the Town's exempt debt stands at almost \$2.8M. A significant portion of this includes borrowing for school projects and public safety buildings. The Towns' debt load does not begin to drop materially until FY24 when the Library construction debt has been retired, and then after FY25 when Norfolk's share of debt for the King Philip School district is paid off. In order to maintain a stable tax rate, balance will need to be struck between necessary timing of the capital projects funded by debt, and the voter approval to assume that expense. From a strictly financial viewpoint, these new projects would wait until the debt load lessens before approving new initiatives.

By looking forward across multiple years in this capital improvement plan, Town officials will be able to carefully schedule projects, identify the source of the funding and cost of the project, and the impact on the operating budget and tax rate. At the same time, department heads will be able to plan in advance for upgrades of equipment and infrastructure so as to reduce emergency repairs and purchases, which inevitably drive up costs. Departments will also be able to plan for multi-year projects such as the design and construction of a major roadway project or a new building, while being kept on task by being included in the CIP.

### **What is a capital budget?**

A capital budget is distinct from an operating budget in that the items included in a capital budget are typically large or infrequent expenses, such as construction of a new building or acquisition of a new dump truck, whereas an operating budget includes recurring expenses or are modest in magnitude, such as supplies or vehicle maintenance. A capital budget identifies the array of resources to be used to fund a series of capital projects. In many instances, municipalities establish minimum dollar thresholds for projects to be included in a CIP.

The Massachusetts Association of Town Finance Committees defines capital projects as "major, non-recurring expenditures, for one of the following purposes:

- acquisition of land for a public purpose;
- construction of a new facility or external expansion or major rehabilitation of an existing one. (Examples of such town facilities include public buildings, water and sewer lines, roads and playing fields);
- purchase of vehicles or major equipment items;
- planning, feasibility, engineering or design study related to a capital project or to a capital improvement program consisting of individual projects;
- equipment for public improvements when they are first constructed such as furniture, office equipment, or playground equipment;
- major equipment which is expensive and has a relatively long life such as a fire apparatus, DPW trucks, and construction equipment.

### **What is a capital plan? Why prepare one?**

According to the Massachusetts Department of Revenue (DOR), a capital improvement program (CIP) is a blueprint for planning a community's capital expenditure and "*one of most important responsibilities of local government officials.*" It coordinates community planning, financial capacity and physical development. A CIP is composed of two parts – a capital program and a capital budget. The capital program is a community planning

and fiscal management tool that spans five to ten years. The capital program identifies capital items, which are typically defined as tangible assets or projects that cost more than a certain threshold (e.g. \$20,000) and that have a minimum useful life (such as five years), provides a planning schedule and offers financing options. The capital budget is the upcoming year's spending plan for capital items that is presented to the legislative body (Town Meeting) for approval. Putting together multiple years of capital spending into a plan, instead of looking at each year in isolation, has multiple benefits including:

- impacts on the operating budget can be minimized through thoughtful debt management;
- high-cost repairs and emergency acquisitions can be reduced by implementing regular vehicle and equipment replacement schedules, and by undertaking major facilities improvements, such as replacing roofs, before a problem becomes chronic and more costly damage occurs;
- large scale, ambitious public improvements can be phased over multiple years;
- critical parcels of land can be purchased before costs increase;
- costly mistakes created by lack of coordination – (such as paving a street one year and then cutting into it the next year to install a sewer line – can be avoided); and,
- methodical progress can be made toward meeting community goals.

This plan includes projects that have been identified as costing more than \$20,000 and having a useful life of more than five years. There are some items that might be considered capital in nature because they meet one of those thresholds but not both, and thus they are not included in this plan. Examples of that include replacement of police tasers and replacement of road signs. Both will be proposed in the operating budget for those departments beginning in FY22. The other exception to this threshold is the inclusion of two projects that ideally would be included in the operating budget because the life span of the equipment is typically less than five years. Examples of this are the replacement of police cars and computers. Due to the limitations of operational budget growth from year to year of 2.5% plus new growth, police cars and computers have for a number of years been funded as a capital expenditure at the fall town meeting. This plan continues that trend until such time that the Town could budget them as operating expenses.

## **ABOUT THE TOWN OF NORFOLK**

Within the Town of Norfolk's 15 square miles can be found many significant infrastructure systems that must be maintained each year, including school facilities, municipal buildings, roadways and sidewalks, parks and open space and our water and sewer systems. In addition, the many vehicles and pieces of equipment used by Town staff to perform their duties must also be maintained and replaced over time.

The maintenance of Norfolk's infrastructure systems is critically important to the health and safety of the town's approximately 12,003 residents (U.S. Census Bureau 2019). Town officials face a significant challenge as they strive to keep these systems and equipment in good working condition while using the public resources available to them wisely and with the greatest impact. Of concern to residents is the tax rate and perception that the average tax bill is high in this community relative to our neighbors. The Town will need to find a balance continuing to offer the level of everyday services residents have come to expect within the operating budget while at the same time invest in maintaining and replacing capital items, all within an affordable tax rate.

### **School Facilities**

The Town of Norfolk operates a K-6 elementary school district comprised of the H. Olive Day School and the Freeman Kennedy School. The Town is also a member of the King Philip Regional School District which encompasses the towns of Norfolk, Wrentham and Plainville, with the Middle School located in Norfolk and the High School located in Wrentham.

The Town includes capital projects for the elementary school district; however capital planning for the regional district is carried out at the district level and therefore falls outside of the scope of this plan.

A major component of this capital plan is the expansion of the Freeman Kennedy school. The school was opened in 2012 and was designed to meet the Town's elementary school population for grades 3-6 at that time. In the ensuing years Norfolk's population has grown, and this school has reached the point where overcrowding has become a significant concern. Rooms in both the H. Olive Day School and Freeman Kennedy have had to be converted to instructional space to address this problem, hampering school operations. A study completed in 2017 projected that the district could expect 250 more students in the ensuing five years. The growth in enrollment for pre-school programming has been the most significant, and in the most recent year 35 families were on the waiting list.

In the years after the school opened, a preliminary design was developed that confirms how the building may be expanded to meet this demand. The capital plan includes \$20.0M for the completion of that design and its construction. The Town has applied to the Massachusetts School Building Authority to be considered for matching funding to carry out this project which could cover almost 50% of the cost, the balance of which would be the obligation of the Town.

The capital plan also includes a significant investment in the H. Olive Day School. This older building received a full roof replacement in 2019, however given its age it requires planning for an additional \$1.12M for various system upgrades, equipment replacements and parking lot improvements over the next five years.

### **Town Facilities**

The Town manages a series of buildings and building complexes that serve a multitude of purposes from Town Hall and the Norfolk Library located in the Town's Center, to the Police Station, Fire Station, DPW Facility and

Council on Aging. The average building age is approximately 37 years, not including the ‘Old Town Hall’ which is no longer operational. Each of these facilities must be maintained on a regular basis to ensure the safety and effectiveness of the working environment, while meeting the needs of our residents for the services delivered. There a number of projects proposed to increase energy efficiency. The Town was designated a Green Community in 2020, enabling it to access funds to help achieve these projects with an overall goal of reducing energy usage by the Town by 20% over five years.

An important project in this plan is the future replacement of the Fire Station located at 117 Main Street. Built in 1966, the building originally housed both the Police and Fire departments, however when the new police station opened on Sharon Avenue in 2019, the Fire Department is now the sole occupant. The building has a number of deficiencies including insufficient space to house its vehicles and equipment, lack of appropriate office and meeting space, and no sleeping quarters for its firefighter paramedics in the building who work 24-hour shifts. The Town maintains a small house trailer on the site for this purpose. This project is estimated to cost \$8.0M, of which \$3.0M remains available from a bond issue of \$14M in 2016 that was originally meant to fund the construction of both buildings.

NORFOLK TOWN FACILITIES				
Location	Sq. Ft.	Year Built	Age	Location
Town Hall	22,000	1998	22	1 Liberty Lane
Norfolk Library	24,000	1950/1985/2005	15	139 Main Street
Council on Aging	6,243	2002	18	28 Medway Branch
DPW Facility	15,000	1977	43	33 Medway Branch
Fire Station	9,555	1966/1982	38	117 Main Street
Norfolk Police/MECC	32,800	2018	2	14 Sharon Avenue
H. Olive Day School	83,505	1993/2001	19	232 Main Street
Freeman Kennedy School	96,410	2012	8	70 Boardman
Old Town Hall	2,500	1922	98	100 Main Street

## Recreation

The mission of Norfolk Recreation is to build community health, spirit, and opportunity by providing quality recreational programming and activities to Norfolk residents. Recreation also oversees and manages the allocation and maintenance of the two field complexes in Norfolk totaling 25 acres and one additional playground/community garden site. The Commission is led by five elected members, supported by a Director and Assistant.

The Department offers a diverse range of activities for ages 6 months through adults year-round. Programs include sport instruction, youth field hockey and basketball leagues, exercise, music, drama, art, and STEM programs. In 2019, the Department had over 4,000 registrations for programs. The Department also administers and manages permits and fees associated with their programs and facilities. For example, in 2019, \$73,000 was collected for field use from 16 organizations representing over 2300 users.

The Recreation Commission also makes important planning decisions related to capital improvements. For example, for many years the Commission has sought to acquire State-owned land abutting the Pond Street Recreation Complex for the expansion of this facility. The legislation to allow for this sale to the Town was approved by the State this year, and there is an article on the upcoming special town meeting warrant to finance

the cost of this transaction using CPC funds. As mentioned in the introduction to this report, the Commission estimates that to complete the build out of this site to its full potential is likely to cost approximately \$10.0M dollars, based upon a similar project recently approved and now being constructed in Walpole. Although CPC funds can likely cover some of the cost, discussion will be needed as to the priority of this project along with the expansion of Freeman Kennedy School and replacement of the Fire Station.

A sample of locally owned/managed parks and open spaces is provided below to illustrate the scope of the Parks & Recreation Department’s responsibilities.

EXAMPLES OF LOCALLY OWNED/MANAGED PARKS & OPEN SPACE FACILITIES IN NORFOLK			
Facility	Size (Acres)	Street	Activities
Pond Street Complex	9	Pond Street	Soccer fields, 2 baseball fields, 2 tennis courts, 1 basketball court, pavilion, walking trail, skate park, playground and sand volleyball
Freeman Kennedy Fields	16	70 Boardman Street	7 Baseball fields/softball fields, 1 regulation soccer field, 2 practice soccer fields, football field, basketball court, small playground
Kids Place - Rockwood St. Playground	5	Rockwood Road	Fenced area with grass play area, playground with structures designed primarily for children under 6 years, community garden, potential for future trails

## Roadways

A network of approximately 90.46 miles of public roadway transects the Town of Norfolk. This includes approximately 74.18 miles of Town-owned roadway and 1.4 miles of State roadway managed by MassDOT. There are 10.8 miles of privately-owned roadways which are open to the public to use, but not considered for expenditure of public monies.

Roads are typically classified into three categories:

1. **Local streets** comprise approximately 60.94 miles of the roads in Norfolk. These roads provide access to residential properties and generally have lower speed limits.
2. **Collector roads** make up about 12.8 miles of the Town’s network. These roads primarily collect traffic from local streets and funnel it to arterial streets and vice versa.
3. **Arterial roadways** comprise around 16.72 miles of roads in the Town. These roads are designed for mobility, carrying traffic at greater speeds over longer distance than other roads. These streets are typically numbered. These roadways may be maintained by the State and function as part of a regional highway system.

The Town maintains a pavement management program that identifies the condition index of each road which in turn is used to determine what type of repair is required to maintain that road to an acceptable level, and the total cost to the Town to do so. On a scale of 0 – 100 the Town’s current index is 67.55, which is below what most communities find acceptable in terms of quality. The DPW has identified that in order to raise the rating into a

range of 70, the Town needs to significantly increase its commitment to road repair. As an example, in order to maintain its rating and not have roads deteriorate further, the Town needs to commit just over \$1.0M per year, however in recent years the Town has only been able to allocate its State Chapter 90 funding which has consistently been about \$400,000. The CIP recommends that the Town add at least \$600,000 per year to its budget to maintain the existing standard.

## Vehicles and Equipment

The Town’s vehicle inventory includes a total of approximately 83 pieces of rolling stock of which 67 are vehicles, and the balance are trailers and other utility items. The equipment ranges in age from as old as 40 years to brand new. Some of the older pieces of equipment in Norfolk’s inventory includes a 1980 DPW K3500, a 1974 homemade trailer used by DPW, and a 1989 tanker truck used by the Fire Department. Newer vehicles include a 2019 Transfer Station Rolloff Truck, a 2018 Ambulance, and several 2018 Ford Interceptor/Explorers used by the Police Department.

### 2020 Town of Norfolk Vehicle Listing

<u>Department</u>	<u>Model</u>	<u>Make</u>	<u>Year</u>	<u>Type</u>
<i>ADMIN</i>	FOCUS SEDAN	FORD	2013	L
<i>ANIMAL CONTROL</i>	F150 PICKUP	FORD	2014	L
<i>COA</i>	STARCRAFT ALLSTAR	FORD	2016	M
<i>DPW</i>	K3500	CHEVROLET	1980	L
<i>DPW</i>	RANGER	FORD	2004	L
<i>DPW</i>	TRUCK	STERLING	2007	H
<i>DPW</i>	TRUCK	STERLING	2007	H
<i>DPW</i>	F550 DUMP TRUCK	FORD	2008	H
<i>DPW</i>	CROWN VICTORIA	FORD	2008	L
<i>FACILITIES</i>	CROWN VICTORIA	FORD	2011	L
<i>WATER</i>	F250 SUPERCAB	FORD	2013	M
<i>DPW</i>	F250 SUPERCAB	FORD	2013	M
<i>DPW</i>	F250 SUPERCAB	FORD	2013	M
<i>DPW</i>	INTERNATIONAL - DUMP TRUCK	INTERNATIONAL	2015	H
<i>DPW</i>	F-250	FORD	2016	L
<i>WATER</i>	F-250	FORD	2017	M
<i>DPW</i>	2017 - F-550 S/D	FORD	2017	H
<i>FIRE</i>	GMC - 2500-GAL TANKER	GMC	1989	H
<i>FIRE</i>	EMERGENCY - HURRICANE FIRE TRUCK		1996	H
<i>FIRE</i>	E ONE - TYPHOON PUMPER		2005	H
<i>FIRE</i>	AMBULANCE	INTERNATIONAL	2006	M
<i>FIRE</i>	F550 BRUSH TRUCK	FORD	2007	H
<i>FIRE</i>	EXPEDITION	FORD	2007	L
<i>FIRE</i>	E ONE - FIRE TRUCK		2007	H
<i>FIRE</i>	EXPEDITION	FORD	2015	L
<i>FIRE</i>	F-550 AMBULANCE	FORD	2016	M
<i>HIGHWAY</i>	L-8000	FORD	1990	H
<i>HIGHWAY</i>	F450 DUMP TRUCK	FORD	1997	M
<i>HIGHWAY</i>	DUMP TRUCK	FORD	1997	H
<i>HIGHWAY</i>	DUMP TRUCK	FORD	1997	H

<u>Department</u>	<u>Model</u>	<u>Make</u>	<u>Year</u>	<u>Type</u>
HIGHWAY	FORD - F350 DUMP TRUCK	FORD	1999	H
HIGHWAY	F-250 PICKUP	FORD	1999	L
HIGHWAY	F-550 TRUCK	FORD	2005	M
HIGHWAY	2500 SILVERADO	CHEVROLET	2005	L
POLICE	CROWN VICTORIA	FORD	2008	L
POLICE	CROWN VICTORIA	FORD	2010	L
POLICE	CROWN VICTORIA	FORD	2011	L
POLICE	EXPLORER	FORD	2013	L
POLICE	EXPLORER	FORD	2013	L
POLICE	EXPLORER	FORD	2013	L
POLICE	INTERCEPTOR	FORD	2014	L
POLICE	TAURUS	FORD	2014	L
POLICE	EXPLORER	FORD	2014	L
POLICE	MOTORCYCLE	HARLEY DAVIDSON	2014	L
POLICE	MOTORCYCLE	HARLEY DAVIDSON	2014	L
POLICE	INTERCEPTOR	FORD	2015	L
POLICE	EXPLORER	FORD	2016	L
POLICE	EXPLORER	FORD	2016	L
POLICE	INTERCEPTOR	FORD	2017	L
POLICE	EXPLORER	FORD	2018	L
POLICE	EXPLORER	FORD	2018	L
RECREATION	EXPLORER	FORD	2014	L
SCHOOL	E-150 VAN	FORD	2010	L
FACILITIES	CROWN VICTORIA	FORD	2007	L
WASTE MGMT.	TRUCK	STERLING	2006	H
FACILITIES	F350 PICKUP	FORD	1994	L
WATER	F250 PICKUP	FORD	2004	L
DPW	F250 PICKUP	FORD	2018	M
DPW	DUMP TRUCK	INTERNATIONAL	2016	H
BUILDING	ESCAPE	FORD	2018	L
FACILITIES	TRANSIT	FORD	2018	SB60
WATER	F-550	FORD	2018	M
FIRE	F-550 AMBULANCE	FORD	2019	M
FIRE	F-550	FORD	2018	M
FACILITIES	CROWN VICTORIA	FORD	2005	L
POLICE	M1025	HUMMER	1992	L
POLICE	M998	HUMMER	1992	L

**2020 Town of Norfolk Boat Listing**

<u>Department</u>	<u>Model</u>	<u>Type</u>	<u>Year</u>	<u>Type</u>
FIRE DEPT.	ZODIAC	Rigid Inflatable	2013	L
FIRE DEPT.	MIRROCRAFT	Flat Bottom	2014	L

## POSSIBLE FUNDING SOURCES

There are a number of ways to finance municipal capital improvement projects. Some of the most common methods are:

### Local Resources

- **Municipal Indebtedness:** The most commonly used method of financing large capital projects is general obligation bonds (aka, “GO Bonds”). They are issued for a period of time ranging from 5 to 30 years, during which time principal and interest payments are made. Making payments over time has the advantage of allowing the capital expenditures to be amortized over the life of the project. Funding sources used to pay back the debt can include:
  - **Bonds funded within the tax limits of Proposition 2½:** Debt service for these bonds must be paid within the tax levy limitations of proposition 2½. Funds used for this debt must be carefully planned in order to not impact the annual operating budget.
  - **Bonds funded outside the tax limits of Proposition 2½:** Debt service for these bonds is paid by increasing local property taxes in an amount needed to pay the annual debt service. Known as a Debt Exclusion or Exempt Debt, this type of funding requires approval by 2/3 vote of the local appropriating authority (e.g., town meeting) and approval of majority of voters participating in a ballot vote. Prior to the vote, the impact on the tax rate must be determined so voters can understand the financial implications.<sup>1</sup>
  - **Bonds funded with Enterprise Funds:** Debt service for these bonds is typically paid by user fees, such as water and sewer revenue. Depending upon the type of project, interest costs may be subsidized by the Commonwealth and at times partial grant funds may be available (see below). Enterprise funds do not affect the general operating budget unless general funds are needed to subsidize revenues from the enterprise. Prior to the issuance of debt, the projects must be analyzed for their impact on rates.
- **Capital Outlay / Pay As You Go:** Pay as You Go capital projects are funded with current revenues (typically tax levy or free cash) and unexpended balances in previously approved projects. The entire cost is paid off within one year so no borrowing takes place. Projects funded with current revenues are customarily lower in cost than those funded by general obligation bonds because there are no interest costs. However, funds to be used for this purpose must be carefully planned in order to not impact the annual operating budget. For this reason, Pay as You Go capital projects are typically lower in value than projects funded by borrowing.
- **Capital Outlay / Expenditure Exclusion:** Expenditure Exclusion projects are similar to Pay as You Go, above, except taxes are raised outside the limits of Proposition 2 ½ and are added to the tax levy only during the year in which the project is being funded. As with a Debt Exclusion, Expenditure Exclusion funding requires approval by 2/3 vote of the local appropriating authority (Town Meeting) and approval of majority of voters participating in a ballot vote. Prior to the vote, the impact on the tax rate must be determined so voters can understand the financial implications. Capital outlay expenditures may be authorized for any municipal purpose for which the town would be authorized to borrow money.

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<sup>1</sup> A debt exclusion is different from a property tax override in that a debt exclusion is only in place until the incurred debt has been paid off. An override becomes a permanent part of the levy limit base.

- **Capital Stabilization Fund:** Local officials can set aside money in a stabilization fund – outside of the general fund - to pay for all or a portion of future capital projects. A majority vote of town meeting is required to appropriate money into this fund. A 2/3 vote of town meeting is required to appropriate money out of this fund.
- **Sale of Surplus Real Property:** Pursuant to Massachusetts General Laws, when real estate is sold, the proceeds must first be used to pay any debt incurred in the purchase of the property. If no debt is outstanding, the funds “may be used for any purpose or purposes for which the town, town or district is authorized to incur debt for a period of five years or more...except that the proceeds of a sale in excess of five hundred dollars of any park land by a town, town, or district shall be used only by said town, town, or district for acquisition of land for park purposes or for capital improvements to park land” (MGL Chapter 44, Sec. 63).
- **Enterprise Retained Earnings** Enterprise operations, such as water, and sewer, are able to maintain an operating surplus that can be utilized for future enterprise fund costs. These funds can be used to stabilize the user rates, apply to annual budget needs, and/or invest in capital replacement and expansion.
- **Free Cash:** Free Cash is the difference between annual revenues and expenditures and is certified by the Commonwealth each year. After certification, free cash is available for appropriation for any municipal purpose, including capital projects.
- **Town of Norfolk Public, Educational, and Government (PEG) Access TV Channel Special Revenue Fund:** The Town, as an issuing authority for the cable television license pursuant to State law (MGL C166A). The Town directs the revenues from the licensee to Norfolk Community Television to support cable-related expenditures.
- **Special Purpose Funds:** Communities also have established numerous “Special Purpose Accounts” for which the use is restricted for a specific purpose, some of which may be investment in department facilities and equipment. There are numerous state statutes that govern the establishment and use of these separate accounts. Examples include ambulance funds, recreation funds, the sale of cemetery lots and off-street parking fees accounts.
- **Community Preservation Act Funds:** The CPA allows a community to establish a fund to support open space, historic preservation, outdoor recreation, and community housing. Monies for the fund come from a percentage surcharge on residents of the Town and matching dollars from the State.

## **Federal, State, and Private Grants and Loans**

Special revenue sources include grants or loans from federal, state, or private sources. Examples include:

- **Massachusetts Chapter 90 Roadway Funds:** Each year, the Massachusetts Department of Transportation (MassDOT) allocates funds to cities and towns for roadway construction, maintenance, or improvement. Funds may also be used for other work incidental to roadway work, such as the construction of a garage to house related vehicles, or the purchase of related vehicles, equipment, and tools. Chapter 90 is a 100% reimbursable program. Funding is accomplished through the issuance of transportation bonds and apportioned to municipalities based on three factors: 1) accepted road miles, 2) population, and 3) total employment within the municipal borders. A road mile is the most heavily weighted factor at 58.33%; the others are each weighted at 20.83%. A total of \$200 million is available in FY2021. Norfolk’s portion of these funds is \$396,465.

- **Massachusetts Department of Environmental Protection's State Revolving Fund (SRF) Loan Program:** The Clean Water State Revolving Fund (CWSRF) provides financing for sewer and drainage projects intended to reduce sewer overflows and the Drinking Water State Revolving Loan Fund (DWSRF) provides financing to improve the quality of the drinking water system. The CWSRF and DWSRF programs typically offer a mix of low or no interest loans and grant funds. Repayment does not begin until two years after the monies have been borrowed.

Many state departments also offer annual grant opportunities that are available to municipalities typically through a competitive application process. State grant programs including, but not limited to: Green Community grants (project to improve sustainability), Parkland Acquisitions and Renovations for Communities grants (PARC), Community Compact Grants, the MassWorks Infrastructure Program as well as other various public safety and emergency management grants.

## **CAPITAL PLANNING PROCESS (FY2021-FY2025)**

The Town of Norfolk has developed this plan with input from all of the affected departments. The Town Administrator and Finance Director (the project team) met with all Town department heads to explain the process to be followed and discuss types of projects that would be eligible for funding in the capital plan. Departments were provided with the project request sheets asking them to describe their proposed project(s), the justification for why each project was needed, the priority placed on the project by the department, and the fiscal year or years in which the funds were needed. In addition, departments were asked to indicate if outside funds might be available to support the project and to anticipate the impact of the project on the Town's operating budget. In particular, departments were asked if any savings could be realized, for example, if the purchase of new equipment could reduce the cost of annual repairs. Department directors were encouraged to contemplate needs over multiple years and to be ambitious with their proposals. Particular attention was paid to equipment needs with a goal of developing a regular replacement schedule that would reduce, if not eliminate, emergency replacement and costly repairs.

The project team also worked with the Town's financial advisor and bond counsel to review the Town's current debt service profile and the revenues available that could be used for capital projects. Information gathered included official financial statements, bond rating agency reports, the debt schedule for existing debt, and present and proposed borrowings, among other sources.

### **Project Requests**

Overall, 91 project requests were submitted, totaling almost \$58M across all funds. Seven project requests exceeded \$1M for such things as buildings, road repairs, water system upgrades, recreation complex construction and a fire truck. This study did not physically inspect the infrastructure to validate the urgency for replacement of buildings, vehicles or equipment, but accepted the department head's submission and attempted to organize the projects based on their merits in such a way to facilitate decisions as to the proposed spending plan.

Departments with the highest total dollar value of project requests include Schools (\$21.8M), Fire Department (\$11.3M), Recreation (\$10.8M), DPW (\$6.7M), and the Water Enterprise Fund Projects (\$4.6M). The year with greatest dollar value of project requests was FY2023 (\$30.4M) primarily driven by the Freeman Kennedy School and Fire Station projects if they move forward in the same year.

Several of the projects did not meet the Town's adopted definition of a capital expenditure: most notably that the project must be greater than \$20,000 in cost, and have a life expectancy of greater than 5 years. Such items include replacement of police cars and computers due to their shorter than five year life span, and equipment such as police tasers and road signs which have a value below \$20,000. A draft of a proposed Capital Financing Policy is found in Appendix 5. Departments were advised that projects which were not deemed to be capital expenses could be submitted in future years as be valid needs funding in the annual operating budget.

### **Capital Planning Evaluation Criteria**

After reviewing each project request to determine if it was complete and CIP-eligible, the project team then evaluated the proposed projects based upon a series of criteria. The categories included:

- Preserve or enhance Town assets – Does the proposed project maintain or improve an existing facility? What is the anticipated useful life of the investment? Does the proposed project replace a piece of equipment needed to provide public services? Is the vehicle beyond its reasonable life? Is

the acquisition part of a scheduled replacement plan that will keep vehicles operational and preclude major repair costs?

- Increase efficiency and effectiveness of government – Does the project reduce operating costs (e.g., eliminate costly repairs) or increase the effectiveness of government? Does the project reduce potential legal liability (e.g. repair of a broken sidewalk) or threats to operations (e.g., replacement of a needed street sweeper before it breaks down completely)? Does it improve customer service or provide a new, needed service?
- Be a good steward of public resources – Does the project increase revenues? Are outside grant funds available to cover a portion or all of the cost?
- Specific impacts on operating budget – What types of ongoing savings might be realized from the project? Does the project increase operating costs?

### **Managing the Plan in Future Years**

Annually, it is anticipated that the capital plan will evolve by removing those projects that were funded in the current year, adding additional projects that are forecasted to be needed in the 5th year, and reassessing the scope, timing, and cost of other projects in the current plan. The project prioritization model is adaptable for future years as conditions or priorities of the Town change. In such a case, the evaluation criteria and/or weighting of categories can be adjusted to reflect the change.

It should be noted that the Town has now for several years been now obligated to meet the requirements of the EPA MS4 stormwater permit for which it has been required to spend \$50,000 annually in operating expenses to comply with the permit. Future discussion is recommended as to how the Town will continue to pay the increasing cost of this mandate. Some communities have taken the step of establishing a stormwater utility enterprise fund for this purpose. Such a utility would fund and maintain the Town's stormwater infrastructure.

As mentioned earlier, the goal of this proposed plan is to generate discussion in order to arrive at some consensus about the Town's priorities, methods of financing and commitment to its capital obligations for the future. As some projects such as building construction or fire truck replacements have a long lead time to complete, identifying when projects can be funded will be helpful to plan future operations. This would have the added benefit of planning ahead for whatever operational impact such projects will have on the Town's annual budget. A sample capital policy is included in this document for consideration as a way to move forward in the future to prioritize and plan for such expenditures.

## FY2021-FY2025 CIP PROJECT PLAN

A total of 91 projects are included in the FY21-FY25 capital improvement plan. These capital investments will continue Norfolk's commitment to maintaining and improving its facilities, equipment, and public infrastructure. The difficulty in implementing this plan is that the majority of the Town's annual revenues have been dedicated to operational costs and debt service, leaving limited funds to apply towards the Town's capital needs. This has been evident in the aging vehicle fleet, declining pavement condition of roads, and deferral of various building improvement projects. Of the twenty-nine (29) project requests for FY21, it is anticipated that only twenty (20) will be able to be funded either whole or in part, leaving nine to be deferred until a future year. Due to limited funds only about \$500K of the \$980K requested for roads may be funded, and it is not yet determined whether all of the proposed recreation projects will move forward as they are dependent upon revolving fund revenue and CPA funds. While water projects have been identified as a need, the intent at this time is to complete the Holbrook Street Wellfield project before determining a funding plan for the replacement of transite pipe.

### Total Spending by Funding Source

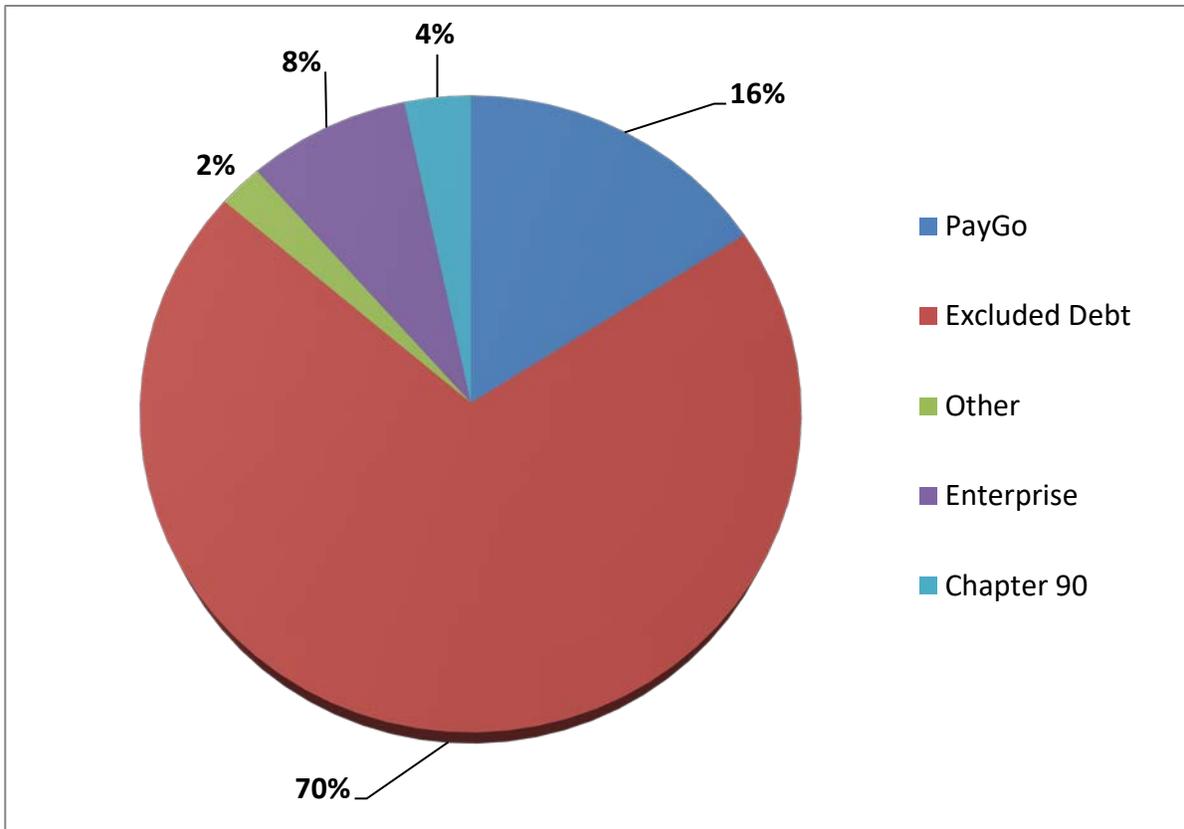
The summary of all expenditures by funding source is shown in the table below. In overview it is helpful to note the large commitment necessary to finance those seven projects which exceed \$1M in cost. These include:

- **Facilities:**
  - Design & expansion of the Freeman Kennedy School (est. \$20.0M) \*
  - Replacement of the Fire Station (\$8.0M) \*
  
- **Roadwork:**
  - Repair and replacement of various public ways (\$1.4M)
  
- **Fire:**
  - Replacement of Ladder #1 & Engine #1 with a Quint Vehicle (\$1.3M)
  
- **Water:**
  - Water main replacements (\$3.54M)
  - Water Main Looping Projects (\$1.03M)
  
- **Recreation**
  - Expansion of the Pond Street Recreation Complex (\$10.11M)

It is the Town's policy to seek voter approval for debt funding of projects outside the normal tax levy (i.e. excluded debt) for projects that exceed \$1M and do not have an alternate source of revenue. These projects are marked with an asterisk in the list above and include all the facilities projects. These projects account for almost three quarters (70%) of the total 5-year capital investment.

**Spending by Funding Source and Fiscal Year**

	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>Grand Total</b>
<b>PayGo</b>	1,536,419	2,291,394	2,335,214	1,501,946	1,653,269	9,318,242
<b>Excluded Debt</b>	800,000	3,300,000	26,050,000	3,315,000	7,598,500	41,063,500
<b>Other</b>	187,500	446,600	570,000	50,000	55,000	1,309,100
<b>Enterprise</b>	712,800	1,020,801	1,109,802	970,803	970,804	4,785,010
<b>Chapter 90</b>	396,465	390,000	390,000	390,000	390,000	1,956,465
<b>Grand Total</b>	<b>3,633,184</b>	<b>7,448,795</b>	<b>30,455,016</b>	<b>6,227,749</b>	<b>10,667,573</b>	<b>58,432,317</b>



### **Spending by Department and Fiscal Year**

As indicated by the table below, it is significant that almost 75% of the 5-year investment falls under the management of two departments: the Public Works Department (which manages DPW, Water, Sewer, and Transfer Station) with over \$38M (58%) in capital projects, and the Facilities Department, which manages all the Town buildings, with over \$11M (17%) of the total investment. This appears to be the result of aging infrastructure and equipment inventory.

<b>Town Department</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>Total</b>
<i>Council on Aging</i>	0	135,000	160,000	0	110,000	405,000
<i>Dept of Public Works</i>	1,291,500	1,527,500	1,395,000	1,320,740	1,172,740	6,707,480
<i>Dept of Public Works - Sewer</i>	0	50,000	90,000	0	0	140,000
<i>Dept of Public Works - Water</i>	712,800	970,801	1,019,802	970,803	970,804	4,645,010
<i>Fire Department</i>	981,000	1,398,000	8,058,000	18,000	868,000	11,323,000
<i>Freeman Kennedy School</i>	0	2,150,000	18,150,000	175,000	250,000	20,725,000
<i>H Olive Day School</i>	48,000	250,000	155,000	162,587	500,000	1,115,587
<i>Information Technology</i>	65,154	104,154	87,154	72,154	72,154	400,770
<i>Library Department</i>	94,000	84,000	124,000	29,000	4,000	335,000
<i>Maintenance Department</i>	0	0	65,000	0	0	65,000
<i>Police Department</i>	205,750	132,740	156,060	139,465	142,955	776,970
<i>Recreation Department</i>	167,500	446,600	550,000	3,340,000	6,353,500	10,857,600
<i>Town Clerks Office</i>	20,480	0	0	0	23,420	43,900
<i>Town Hall</i>	0	100,000	395,000	0	200,000	695,000
<i>Cemeteries</i>	0	0	50,000	0	0	50,000
<i>Planning</i>	47,000	100,000	0	0	0	147,000
	<b>3,633,184</b>	<b>7,448,795</b>	<b>30,455,016</b>	<b>6,227,749</b>	<b>10,667,573</b>	<b>58,432,317</b>

There are two significant strains on the overall plan. The first are the two near term building projects (Freeman Kennedy School expansion and Fire Station replacement which together are estimated to cost \$28.0M), as well as the fact that the Towns roads requires at least \$5M worth of investment to maintain their existing standard, which will put a strain on the funds available from the tax levy for other capital needs if it is a priority to be funded.

## **Complete Project Listing by Fiscal Year and Department**

A complete project listing by fiscal year and department can be found on the following pages.

**COUNCIL ON AGING**

Project								
ID #	Project Title	Project Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	Kitchen Equip. Safety Valves	Equipment	1, 6		20,000.00			
	Exterior Repair & Painting	Maintenance	1, 6		85,000.00			
	Parking Lot Improvements	Construction	1, 3, 6		30,000.00	100,000.00		
	Parking Lot Lighting Upgrade	Maintenance	1, 6			40,000.00		
	Spray Foam Insulation	Equipment	1, 3, 6			20,000.00		
	Office Renovation	Construction	1, 6					110,000.00
<b>Summary</b>				0.00	135,000.00	160,000.00	0.00	110,000.00





**SEWER ENTERPRISE FUND**

Project								
ID #	Project Title	Project Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	WWTP	Upgrades/Maintenance	Sewer		50,000.00			
	WWTP	Long Term Repairs				90,000.00		
<b>Summary</b>				0.00	50,000.00	90,000.00	0.00	0.00

**WATER ENTERPRISE FUND**

Project								
ID #	Project Title	Project Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	Transit Pipe Replacement Program	Construction	8	712,800.00	712,801.00	712,802.00	712,803.00	712,804.00
	Water Main Looping Projects	Construction	8		258,000.00	258,000.00	258,000.00	258,000.00
	F-550 One-Ton Utility Truck Replacmnt	Equipment	8			49,000.00		
<b>Summary</b>				712,800.00	970,801.00	1,019,802.00	970,803.00	970,804.00

**FIRE DEPARTMENT**

<b>ID #</b>	<b>Project Title</b>	<b>Project Category</b>	<b>Funding Source</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
	Car 1 Replacement	Equipment	1, 6	68,000.00				
	Tanker 1/Engine 2 Replacement	Equipment	1, 2, 3	800,000.00				
	Replace Radio Equipment	Equipment	1, 6	30,000.00				
	Jaws of Life Replacement	Equipment	1, 6	65,000.00				
	PPE Replacement	Equipment	1, 6	18,000.00	18,000.00	18,000.00	18,000.00	18,000.00
	Ladder 1 Replacement	Equipment	2		1,300,000.00			
	Cardiac Monitor Replacement	Equipment	4		80,000.00			
	Automated CPR Device Replacement	Equipment	4			40,000.00		
	Engine 1 Replacement	Equipment	1, 2, 6					850,000.00
	Fire Station Replacement	Construction	2			8,000,000.00		
<b>Summary</b>				<b>981,000.00</b>	<b>1,398,000.00</b>	<b>8,058,000.00</b>	<b>18,000.00</b>	<b>868,000.00</b>

**SCHOOL DEPARTMENT - FREEMAN KENNEDY**

**Project**

ID #	Project Title	Project Category	Funding Source	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	FK Expansion - Design & Construction	Construction	2, 3		2,000,000.00	18,000,000.00		
	HVAC Recommissioning	Equipment	1, 6		25,000.00			
	Interior Painting	Maintenance	1, 6					50,000.00
	School Technology - both schools	Equipment	1, 6		125,000.00	150,000.00	175,000.00	200,000.00
<b>Sub-Total</b>				0.00	2,150,000.00	18,150,000.00	175,000.00	250,000.00

**SCHOOL DEPARTMENT - H. OLIVE DAY**

**Project**

<b>ID #</b>	<b>Project Title</b>	<b>Project Category</b>	<b>Funding Source</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
	Circulator Pump Replacement	Equipment	1, 6	28,000.00				
	Sewer Ejector Pump Rebuild	Equipment	1, 6	20,000.00				
	Building Mgmt System Upgrades	Equipment	1, 6		250,000.00			
	Air Handler Refurbishment	Equipment	1, 6			80,000.00		
	Parking Lot Light Replacement	Maintenance	1, 6			75,000.00		
	Parking Lot Repaving	Maintenance	1, 6				162,587.00	
	Interior Painting	Maintenance	1, 6					50,000.00
	Boiler & Burner Replacements	Maintenance	1, 2, 3, 6					450,000.00
<b>Summary</b>				<b>48,000.00</b>	<b>250,000.00</b>	<b>155,000.00</b>	<b>162,587.00</b>	<b>500,000.00</b>

**INFORMATION TECHNOLOGY**

**Project**

<b>ID #</b>	<b>Project Title</b>	<b>Project Category</b>	<b>Funding Source</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
	Desktop Replacements	Equipment	1, 3, 6	27,759.00	27,759.00	27,759.00	27,759.00	27,759.00
	Licensing/Printers/Switches	Equipment	1, 6	12,395.00	12,395.00	12,395.00	12,395.00	12,395.00
	Firewall Replacement	Equipment	1, 6		18,000.00			
	Servers, Switches & WiFi	Equipment	1, 6		21,000.00	22,000.00	32,000.00	32,000.00
	Phone System Replacement	Equipment	1, 6	25,000.00	25,000.00	25,000.00		
<b>Summary</b>				65,154.00	104,154.00	87,154.00	72,154.00	72,154.00











**TOWN HALL**

**Project**

<b>ID #</b>	<b>Project Title</b>	<b>Project Category</b>	<b>Funding Source</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
	Install Natural Gas Service	Construction	1, 3, 6		100,000.00			
	New Boiler/Circ Pumps/Overall Chiller	Equipment	1, 2, 3, 6			250,000.00		
	Install Emergency Generator	Equipment	1, 2, 3, 6			120,000.00		
	Electrical System Upgrade	Equipment	1, 6			25,000.00		
	Carpet Replacement	Maintenance	1, 6					25,000.00
	Interior Painting	Maintenance	1, 6					25,000.00
	Building Mgmt System Upgrade	Equipment	1, 3, 6					90,000.00
	Video Surveillance System Upgrade	Equipment	1, 6					60,000.00
<b>Summary</b>				<u>0.00</u>	<u>100,000.00</u>	<u>395,000.00</u>	<u>0.00</u>	<u>200,000.00</u>



## **APPENDICES**

Appendix 1: New Growth

Appendix 2: Free Cash and Stabilization

Appendix 3: 10-year Tax Levy History

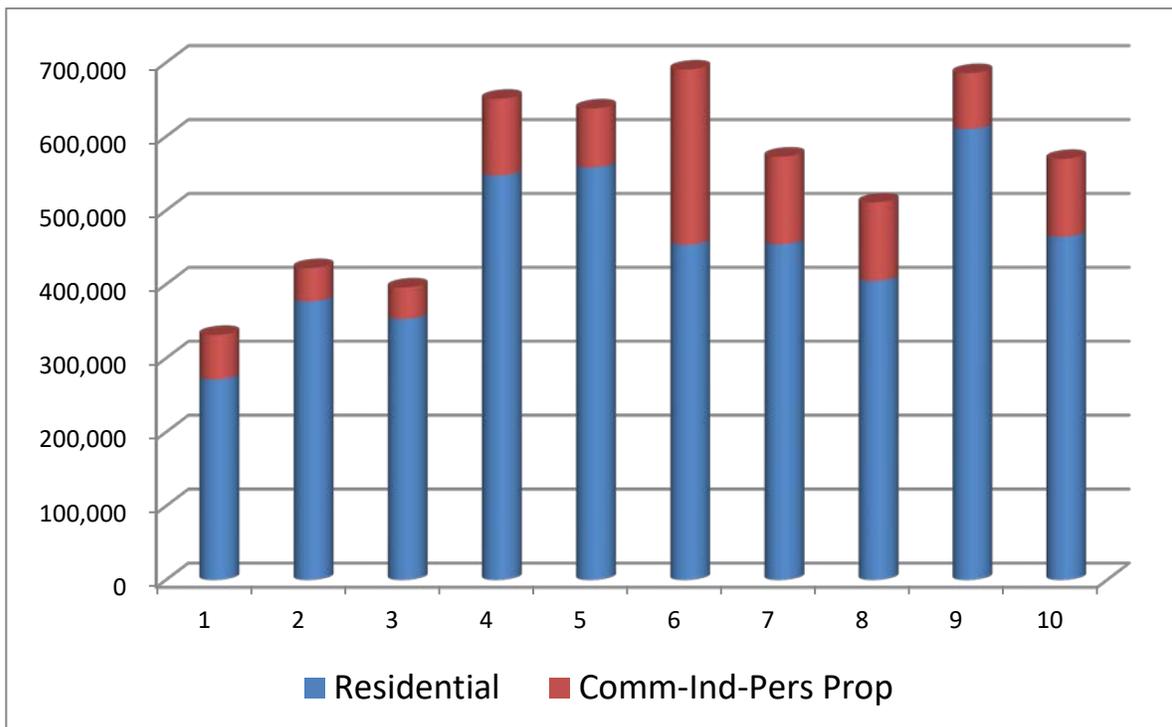
Appendix 4: Projected Debt

Appendix 5: DRAFT Capital Financing Policy

Appendix 6: Department Project Sheets

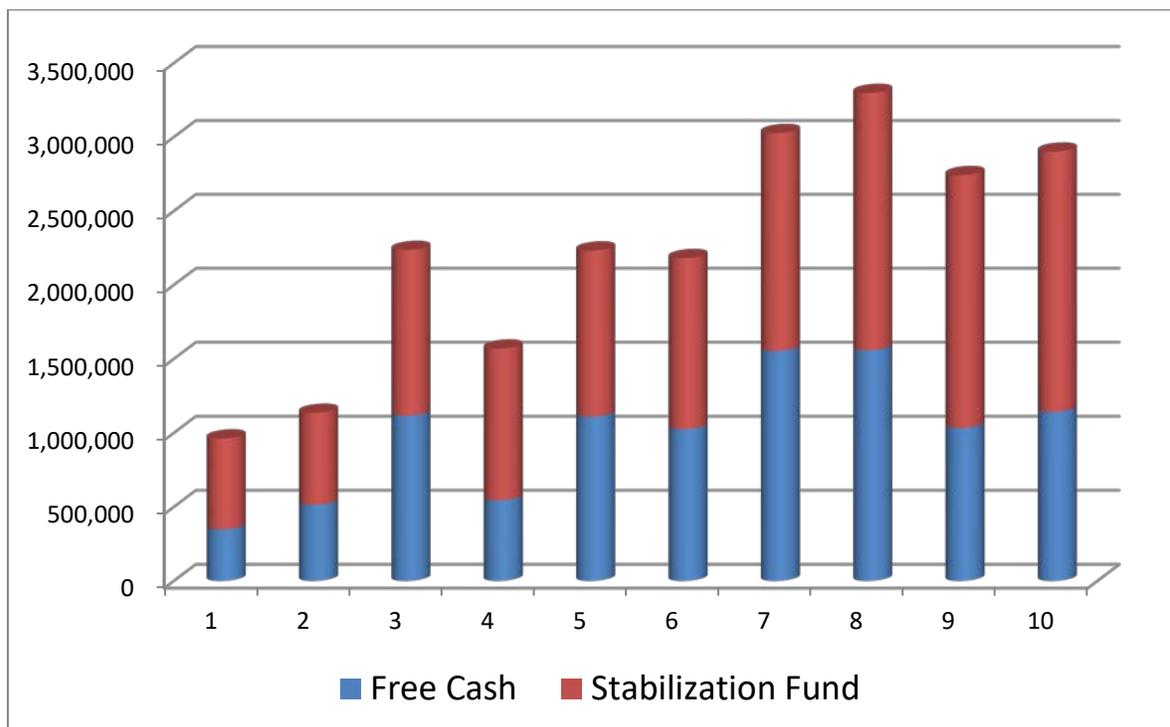
## NORFOLK NEW GROWTH HISTORY

Year	Residential New Growth	Comm Ind Per Prop New Growth	Total New Growth
<b>2011</b>	271,246	60,159	331,405
<b>2012</b>	376,787	45,018	421,805
<b>2013</b>	353,005	42,639	395,644
<b>2014</b>	546,976	103,919	650,895
<b>2015</b>	558,150	79,675	637,825
<b>2016</b>	453,481	237,056	690,537
<b>2017</b>	454,173	118,513	572,686
<b>2018</b>	404,462	106,267	510,729
<b>2019</b>	610,164	75,486	685,650
<b>2020</b>	464,339	105,181	569,520



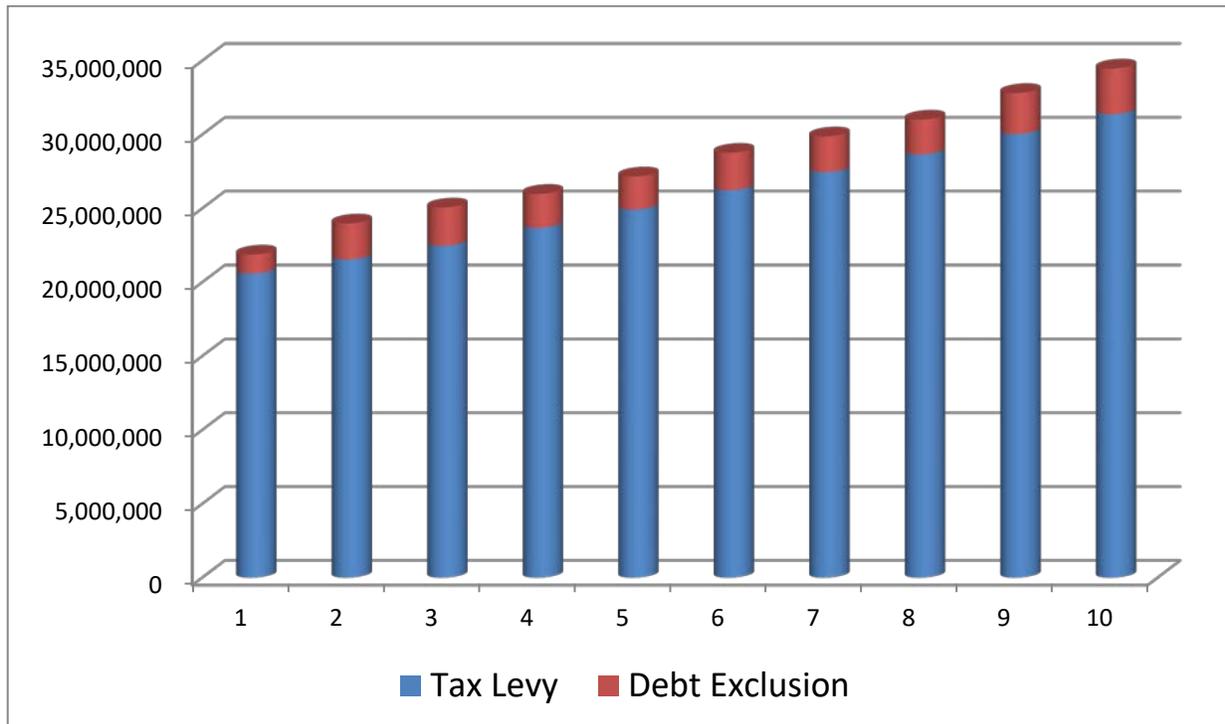
## NORFOLK FREE CASH & STABILIZATION

Year	Free Cash	Stabilization Fund	Total
<b>2011</b>	348,080	613,231	961,311
<b>2012</b>	514,087	621,093	1,135,180
<b>2013</b>	1,115,434	1,120,400	2,235,834
<b>2014</b>	544,064	1,024,937	1,569,001
<b>2015</b>	1,109,475	1,122,764	2,232,239
<b>2016</b>	1,025,126	1,155,422	2,180,548
<b>2017</b>	1,552,778	1,473,509	3,026,287
<b>2018</b>	1,557,070	1,740,777	3,297,847
<b>2019</b>	1,033,194	1,708,929	2,742,123
<b>2020</b>	1,142,024	1,758,975	2,900,999



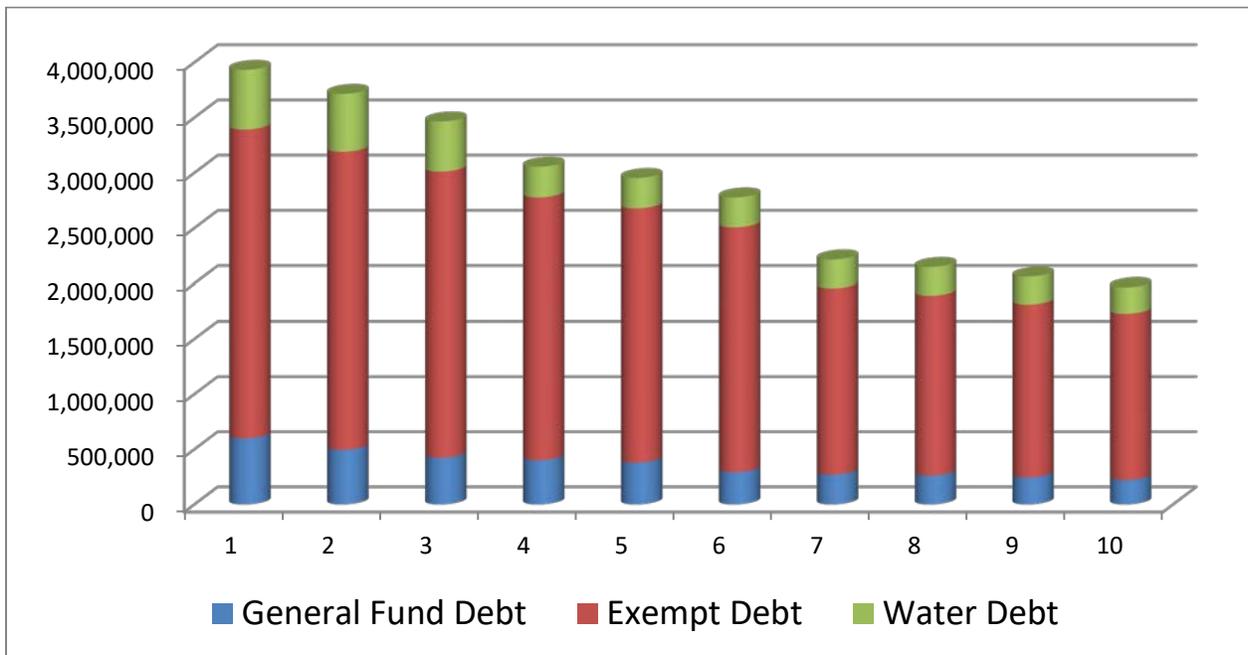
## NORFOLK TAX LEVY HISTORY

Year	Tax Levy	Debt Exclusion	Total Tax Levy
<b>2011</b>	20,592,256	1,281,580	21,873,836
<b>2012</b>	21,535,544	2,439,180	23,974,724
<b>2013</b>	22,468,838	2,589,841	25,058,679
<b>2014</b>	23,681,148	2,301,465	25,982,613
<b>2015</b>	24,915,995	2,244,175	27,160,170
<b>2016</b>	26,231,150	2,533,994	28,765,144
<b>2017</b>	27,451,825	2,420,301	29,872,126
<b>2018</b>	28,656,313	2,353,684	31,009,997
<b>2019</b>	30,032,346	2,777,192	32,809,538
<b>2020</b>	31,379,928	3,092,001	34,471,929



## NORFOLK PROJECTED DEBT SERVICE

Year	General Fund Debt	Exempt Debt	Water Debt	Total Debt Service
<b>2021</b>	598,007	2,794,151	539,388	3,931,546
<b>2022</b>	493,382	2,696,668	523,829	3,713,879
<b>2023</b>	422,994	2,587,847	453,239	3,464,080
<b>2024</b>	399,344	2,377,794	277,570	3,054,708
<b>2025</b>	377,908	2,300,059	274,430	2,952,397
<b>2026</b>	290,951	2,214,409	271,090	2,776,450
<b>2027</b>	269,625	1,687,239	258,155	2,215,019
<b>2028</b>	261,370	1,629,289	256,635	2,147,294
<b>2029</b>	244,315	1,566,269	250,160	2,060,744
<b>2030</b>	220,445	1,506,519	238,670	1,965,634



### **Financing Capital Improvements**

The tangible (capital) assets of the Town, in the form of public buildings, facilities and infrastructure, rolling stock and machinery, and equipment including technology are central to efficient operations and the services provided to residents. When well-maintained and enhanced, they add to the quality of life in the Town. Consequently, a program that maintains the condition and functionality of these assets; enhances their value and lifespan; and that advocates new investment as need arises is an important, ongoing responsibility of town government.

The Town is committed to establishing and maintaining a process for reviewing and prioritizing capital needs each year and into the future. This policy is intended to work in tandem with the bylaws of the Town. Therefore, it is the goal of the Town to establish and sustain a capital improvement program that:

- 1) defines what qualifies as a capital expenditure;
- 2) assigns responsibility for reviewing all capital expenditure requests from town departments, boards, committees and commissions and for making funding recommendations;
- 3) outlines a capital budget process calendar;
- 4) develops criteria, objective and otherwise, for evaluating and prioritizing annual and long-term capital needs;
- 5) considers the availability of Town resources, funding options, the Town's ability to pay for capital requests and potential property tax impacts;
- 6) establishes and maintains a long-term Capital Improvement Plan (CIP) projecting at least four (4) years into the future.

Accordingly,

- It is the policy of the Town that any purchase or acquisition of goods or services costing \$20,000 or more or has a useful life of five (5) years or greater qualifies as a capital expenditure.
- It shall be the responsibility of the Town Administrator to arrive at recommendations for all Capital expenditures and to present them to the Select Board and the Advisory Committee for the purpose of reaching consensus on the proposed expenditures.
- All capital projects must be justified as providing a basic service, improving or rehabilitating deteriorated facilities, reducing costs, promoting jobs, providing an essential benefit to a large population segment or as addressing a critical need in a section of the Town.

The Select Board will update and readopt annually a five-year capital improvement plan, including the upcoming annual capital improvement budget and a four-year projection of capital needs and expenditures which details the estimated cost, description and anticipated funding sources for capital projects.

The first year of the five-year capital improvement plan will be the basis of a formal fiscal year appropriation request during the annual budget process.

The criteria for determining if an item qualifies as a Capital is tangible assets and projects which (1) are purchased or undertaken at intervals of not less than three years; (2) have a useful life of at least five years; and (3) cost over twenty thousand dollars (\$20,000): Among the items properly classified as capital improvements are

- New public buildings, or additions to existing buildings, including land acquisition costs and equipment needed to furnish the new building or addition for the first time;
- Major alterations, renovations, or improvements to existing buildings that extend the useful life of the existing buildings by at least ten (10) years;
- Land acquisition and / or improvement, unrelated to a public building, but necessary for conservation or park and recreation purposes;
- Major equipment acquisition, replacement or refurbishment, including but not limited to vehicles, furnishings, and information technology systems' hardware and software or other items that combined in purpose together qualify it as a Capital Project;
- New construction or major improvements to Town's physical infrastructure, including streets, sidewalks, storm water drains and the water distribution system. Infrastructure improvements must extend the useful life of the infrastructure by at least ten (10) years to be appropriately classified as a capital improvement;
- A feasibility study, engineering design services, or consultant services which are ancillary to a future capital improvement project.

Guidelines for prioritizing capital projects (not necessarily in priority order):

- Imminent threat to health and safety of citizens, employees or property (e.g. police cruisers and radios, self-contained breathing apparatus for firefighters, mold abatement);
- Requirement of state or federal law (e.g. asbestos cleanup program mandated by federal law in 1986, removal of gas tanks, etc.);
- Maintenance and improvement of capital assets (e.g. major repairs of buildings, replacement of vehicles and equipment, park and play area renovations);
- Improvement of an overburdened situation (e.g. Town Hall renovations, cemetery expansion program);
- Improvement of the infrastructure (e.g. streets and sidewalks, water and sewer programs);
- Improvement/maintenance of productivity (e.g. equipment replacement, computer hardware / software);
- Newly identified need (e.g. recreation fields);
- Priority assigned by Department (Very High, High, Medium, Low);
- Consistency with and in furtherance of long-term planning objectives and debt policies of the Town.

All capital purchases are subject to the Capital Improvement Policies and Procedures regardless of their funding source. The capital program will be funded by a combination of property taxes and the special purpose Capital Stabilization fund of the Town, as well as other special purpose funds, and grant funds from the federal and state governments. The Town Administrator and Finance Director shall determine the most advantageous financing method for all new projects. The Town will use grants and other special funds to finance only those capital improvements that are consistent with the Capital Improvement Plan and priorities.

The annual budget should include a Capital Program that includes debt service obligations and cash-funded capital projects. This does not include capital projects funded via debt exclusions (debt excluded from Proposition 2 ½ limits).

*Note: Much of the Town government's wealth is invested in our capital plan i.e. buildings, fields, infrastructure, equipment, and vehicles. Long-term debt is an appropriate source of funding for certain types of projects, while current revenues should be used for those assets with a short useful life. This goal will provide for a source of funding that does not compete with the operating budget, but increases or decreases in relation to growth in the tax levy and growth in the community.*

All Town departments will maintain all their assets at a level adequate to protect the Town's capital investment and to minimize future maintenance and replacement costs. The Town will emphasize preventive maintenance as a cost-effective approach to infrastructure maintenance. Exhausted capital goods will be replaced as necessary. The annual operating cost of a proposed capital project, as well as debt service costs, will be identified before any long-term bonded capital project is recommended.

## **APPENDIX 6**

**Department Project Sheets**

**(These can be found on the following pages.)**

**Kitchen Equipment Safety Valves**

**Department:** Council on Aging

**Category:** Maintenance

**Description and Justification:**

The purpose of this project would be to install replacement safety valves on the gas and electrical appliances to replace original equipment that will be over 20 years old. This project will both reduce energy consumption and protect employees and the public from equipment failures.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE	1, 6	20,000.00		20,000.00			
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION							
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 20,000.00	\$ -	\$ 20,000.00	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- (1) OPERATING REVENUES
- (2) MUNICIPAL GO BONDS

- (3) MASS STATE AID/GRANT
- (4) TRUST FUNDS

- (5) CPA FUNDS
- (6) FREE CASH/OTHER

- (7) SEWER ENTERPRISE FUND FEES
- (8) WATER ENTERPRISE FUND FEES

**Project Title: Exterior Repair and Painting**

**Department:** Council on Aging

**Category: Maintenance**

**Description and Justification:**

The COA building is approx. 20 years old and has had minimal maintenance in that time. This project would pay for needed structural repairs and painting of the exterior to extend the building's useful life at a minimum. A portion of the exterior woodwork has rotted and needs repair. If the preference is to repair and paint the building the cost is about \$50,000. The cost included below would be to install vinyl siding over the building which would have a longer lifespan of about 30 years.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE	1, 6	85,000.00		85,000.00			
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION							
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 85,000.00	\$ -	\$ 85,000.00	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Parking Lot Improvements**

**Department:** Council on Aging

**Category:** Construction

**Description and Justification:**

The Senior Center parking lot is a safety hazard due to unpaved sections, cracked surfaces and non-existent striping. In addition, it is original to the construction of the building (approx. 20 yrs.) and over time has become inadequate as the population and use of the Center has grown. The purpose of the project is to repair and expand the parking lot so it can be safely used by the Center's clients. The project entails design, storm water drainage improvements, paving, line striping, directional and HP space signage.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE		-					
PLANNING/STUDY		-					
DESIGN	1, 3, 6	30,000.00		30,000.00			
CONSTRUCTION	1, 3, 6	100,000.00			100,000.00		
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER							
<b>TOTAL</b>		\$ 130,000.00	\$ -	\$ 30,000.00	\$ 100,000.00	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Parking Lot Lighting Upgrade**

**Department:** Council on Aging

**Category: Construction**

**Description and Justification:**

The parking lot lights are both inadequate and older technology which is costly to operate. The fixtures for these lights were upgraded in 2019, however the controls are original. This project would be completed in conjunction with the paving of the parking lot. Scope of the project would be to add new poles and lights to service the newly constructed parking area and upgrade controls for all of the lights.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE	1, 6	40,000.00			40,000.00		
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION							
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 40,000.00	\$ -	\$ -	\$ 40,000.00	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Spray Foam Insulation**

**Department:** Council on Aging

**Category: Maintenance**

**Description and Justification:**

The purpose of this project is to improve the overall insulation of the COA building to reduce heat loss, enhance freeze protection and contribute to inside temperatures remaining more constant. In winter portions of the building are difficult to maintain at a constant temperature. The project would entail the removal of existing insulation and replaced with spray foam insulation.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE	1, 3, 6	20,000.00			20,000.00		
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		<b>\$ 20,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000.00</b>	<b>\$ -</b>	<b>\$ -</b>

**SOURCE - FUNDING OPTIONS**

- (1) OPERATING REVENUES
- (2) MUNICIPAL GO BONDS

- (3) MASS STATE AID/GRANT
- (4) TRUST FUNDS

- (5) CPA FUNDS
- (6) FREE CASH/OTHER

- (7) SEWER ENTERPRISE FUND FEES
- (8) WATER ENTERPRISE FUND FEES

**Project Title: Office Renovation**

**Department:** Council on Aging

**Category: Construction**

**Description and Justification:**

The administrative space is inadequate for the needs of the department. The building was designed over 20 years ago with only two offices (one for the Director and one for health screenings - which contains a sink/vanity). Today, we have three staff, as well as volunteers (e.g. SHINE Counselors) who need private office space. We created a cubicle in the Library as a temporary fix, however, due to space and noise limitations, we are constantly juggling staff and program schedules. A more efficient long-term solution is required.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE		-					
PLANNING/STUDY		-					
DESIGN	1, 6	10,000.00					10,000.00
CONSTRUCTION	1, 6	100,000.00					100,000.00
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		<b>\$ 110,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 110,000.00</b>

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Road Construction**

**Department:** Public Works **Category:** Maintenance

**Description and Justification:**

The Town maintains 74.18 miles of accepted asphalt roadways. A recent evaluation of the status reveals that 48% of our asphalt roadways are in poor condition and that number is expected to grow larger as we currently spend less than \$500,000 a year now.



The projected funding is a combination of State Chapter 90 funds (\$396,465 annually) and Town funds either from operating revenues, free cash or borrowing.

**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT							
MAINTENANCE	1, 2, 3, 6	\$ 4,900,000.00	\$ 980,000.00	\$ 980,000.00	\$ 980,000.00	\$ 980,000.00	\$ 980,000.00
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION							
CONTINGENCY							
OTHER							
<b>TOTAL</b>		<b>\$ 4,900,000.00</b>	<b>\$ 980,000.00</b>				

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Dump Truck Replacements**

**Department:** Public Works

**Category:** Equipment

**Description and Justification:**

The Town currently maintains seven large (33,000 lb) trucks which are primarily used for winter plowing events and are equipped with 11 foot plows, sanders and systems to apply calcium chloride. The oldest of these vehicles is a 1990 truck that is 30 years old and in very poor condition requiring at least a transmission and brake system replacement. As this truck is imperative to have available for winter plowing it is strongly recommended to be replaced in FY21. The 1997 and 1998 versions of these trucks are recommended for replacement in FY22 and FY23 respectively.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 2, 6	\$ 630,000.00	\$ 210,000.00		\$ 210,000.00	\$ 210,000.00	
MAINTENANCE							
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION							
CONTINGENCY							
OTHER							
<b>TOTAL</b>		<b>\$ 630,000.00</b>	<b>\$ 210,000.00</b>	<b>\$ -</b>	<b>\$ 210,000.00</b>	<b>\$ 210,000.00</b>	<b>\$ -</b>

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Asphalt Hot Box**

**Department:** Public Works

**Category:** Equipment

**Description and Justification:**

The purpose of a hot box is to keep asphalt paving material heated to over 300 degrees as well as heating winter "cold patch" so that when applied it lasts longer than the cold material. The addition of this equipment to the Town's DPW would create several efficiencies. First, summer "hot patch" cools off from the time it is purchased to being applied, and as much as a ton per day must be thrown away. In winter, a more effective patch can be applied that will last longer if the material is heated.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 6	\$ 32,500.00	\$ 32,500.00				
MAINTENANCE							
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION							
CONTINGENCY							
OTHER							
<b>TOTAL</b>		<b>\$ 32,500.00</b>	<b>\$ 32,500.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: F-250 Utility Truck Replacement (1999)**

**Department:** Public Works **Category:** Equipment

**Description and Justification:**

This truck is 21 years old with over 108,000 miles and used daily by the grounds division to tow a trailer with equipment, as well as carry equipment for various repairs. During winter it is used as a plow vehicle. The truck is in very poor condition with significant rust both on the body, cab and frame supports. This truck will not currently pass a state safety inspection and is highly recommended for replacement given how heavily the department relies on it as a front line piece of equipment.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 6	\$ 49,000.00	\$ 49,000.00				
MAINTENANCE							
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION							
CONTINGENCY							
OTHER							
<b>TOTAL</b>		<b>\$ 49,000.00</b>	<b>\$ 49,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: OSHA Safety Compliance**

**Department:** Public Works

**Category:** Maintenance

**Description and Justification:**

Municipalities are no longer exempt from the rules of occupational safety. The Massachusetts Dept of Safety is now in charge of enforcing the occupational laws as written pertaining to worker safety in municipal settings.

The Town of Norfolk has multiple items and programs that will need to be put into place in the coming year to address these issues and to educate our employees on worker safety. This project will fund a study to identify and prioritize repairs, and pay for some of those repairs. Grant funds are anticipated to pay for this project.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE	3	20,000.00	20,000.00				
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 20,000.00	\$ 20,000.00	\$ -	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: F-450 Truck Replacement (1997)**

**Department:** Public Works **Category:** Equipment

**Description and Justification:**

This vehicle is a 1997 Ford dump / Utility truck with 95,505 miles. Currently this truck is used by the grounds division as a vehicle to haul materials for cemetery, parks, roadside and memorial operations as well as the daily use of hauling equipment. This truck is also used as a plow truck even though it is a rear wheel drive vehicle without 4 wheel drive capability. Currently, this vehicle passes inspection but is showing its age with rust in all areas and mechanical issues from 23 years of near daily usage.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 6	\$ 60,500.00		\$ 60,500.00			
MAINTENANCE							
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION							
CONTINGENCY							
OTHER							
<b>TOTAL</b>		\$ 60,500.00	\$ -	\$ 60,500.00	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Front End Loader (1994) Replacement with attachments**

**Department:** Public Works

**Category:** Equipment

**Description and Justification:**

The front end loader that the department uses now is 1994 Michigan L90 with over 15,000 hours currently on the hour meter. The Michigan equipment company is no longer in business so parts can be a challenge to acquire.

During snow events, this loader is either used as a machine to load salt trucks or as a piece of important plow equipment depending on the circumstances of the storm.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 6	\$ 220,000.00		\$ 220,000.00			
MAINTENANCE							
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION							
CONTINGENCY							
OTHER							
<b>TOTAL</b>		\$ 220,000.00	\$ -	\$ 220,000.00	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- (1) OPERATING REVENUES
- (2) MUNICIPAL GO BONDS

- (3) MASS STATE AID/GRANT
- (4) TRUST FUNDS

- (5) CPA FUNDS
- (6) FREE CASH/OTHER

- (7) SEWER ENTERPRISE FUND FEES
- (8) WATER ENTERPRISE FUND FEES

**Project Title: Boom Mower for front end loader**

**Department:** Public Works **Category: Equipment**

**Description and Justification:**

This is a roadside, over the guardrail, boom mower with a 60 degree rotary mowing deck. This would be an attachment for the new front end loader and would be used almost daily for mowing roadsides from July through November. Right now, this is a crucial function that costs the town hundreds of labor hours every year. This piece of equipment would cut the labor cost down by 75% annually and cover many more miles of highway over the current method of mowing and trimming brush by hand.

To buy a dedicated tractor/mower for this purpose would be over \$180,000



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 6	\$ 98,000.00		\$ 98,000.00			
MAINTENANCE							
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION							
CONTINGENCY							
OTHER							
<b>TOTAL</b>		\$ 98,000.00	\$ -	\$ 98,000.00	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Parking Lot Repaving**

**Department:** Public Works

**Category:** Maintenance

**Description and Justification:**

Current pavement on the DPW parking lot is deplorable and in drastic need of reclamation and grading as the pitch for much of it is non conducive to water drainage. The existing pavement was never designed to take the heavy truck traffic and heavy equipment used in todays operations and repairing this would take these issues into account.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE	1, 6	89,000.00		89,000.00			
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 89,000.00	\$ -	\$ 89,000.00	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Salt Shed Replacement 60 X 120**

**Department:** Public Works

**Category:** Construction

**Description and Justification:**

The current salt shed is used to keep our supply of winter road salt dry throughout the winter months. Currently this building is showing its age with rotted interior walls, broken floor and needed roof repairs. This building is likely approaching 30 years of age and not worthwhile to try to repair for the long term. The replacement would be of a "truss arch" design which would be far less expensive to purchase and maintain for 25-30 years as opposed to a conventional wood constructed building. It's design also enables loads of salt to be dumped directly into the shed whereas now it has to be dumped outside and moved a second time by staff into the building which is inefficient.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE		-					
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION	1, 6	140,000.00			140,000.00		
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 140,000.00	\$ -	\$ -	\$ 140,000.00	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: F-550 Dump Truck Replacements**

**Department:** Public Works **Category:** Equipment

**Description and Justification:**

The purpose of this project is to consistently replace these dump trucks when they reach their end of life. The Town maintains three of this size truck used in both the grounds and highway division for plowing, road maintenance, and a variety of other jobs. This project calls for the replacement of two trucks in FY24 & FY25 when the vehicles are well past their service life as they are both already showing significant rusting of the body along with along with numerous mechanical failures that make them costly to operate.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 6	\$ 173,480.00				\$ 85,740.00	87,740.00
MAINTENANCE		-					
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
		-					
<b>TOTAL</b>		\$ 173,480.00	\$ -	\$ -	\$ -	\$ 85,740.00	\$ 87,740.00

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Trough Drain Installation - Vehicle Maintenance**

**Department:** Public Works

**Category:** Construction

**Description and Justification:**

The vehicle maintenance area of the DPW facility has a trough drain that has outlived its useful life and is currently damaged and subject to clogging. This presents a potential danger to vehicles that are driven over the drain, as well as a safety concern. The drain is necessary in this location to contain spills of chemicals associated with vehicles and to remove surface water in the area. The existing drain would be removed, proper reinforcement installed as well as a new drain system.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE		-					
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION	1, 6	50,000.00		50,000.00			
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 50,000.00	\$ -	\$ 50,000.00	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Generator Upgrade**

**Department:** Public Works

**Category:** Equipment

**Description and Justification:**

The current generator was installed with the original building in 1979 and is now 43 years old. While it is operational it can't power the entire facility under load, and as the building was added onto after 1979, current code would not allow it to be replaced in its current location when it fails. This project calls for it to be replaced with a larger generator outside the building. A generator at this facility is critical due to the department needing to be operational when there are emergencies when power is lost (snow storms, hurricanes, etc).



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ 45,000.00			\$ 45,000.00		
MAINTENANCE							
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION							
CONTINGENCY							
OTHER							
<b>TOTAL</b>		\$ 45,000.00	\$ -	\$ -	\$ 45,000.00	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Furnace Replacement - Vehicle Storage Area**

**Department:** Public Works

**Category:** Maintenance

**Description and Justification:**

The existing furnace in the vehicle storage area is 43 years old and is no longer efficient or effective to maintaining temperatures in this area. The project includes removal of the old unit and replacement with a high efficiency unit, as well as associated plumbing and electrical work, and permits required.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE	1, 6	20,000.00			20,000.00		
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 20,000.00	\$ -	\$ -	\$ 20,000.00	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Vehicle Maintenance Area Overhead Door Replacement**

**Department:** Public Works

**Category:** Maintenance

**Description and Justification:**

There are 4 overhead doors in the vehicle maintenance area that are original to the building and no longer operate reliably. This project would remove the existing doors and replace them with newer doors. Newer doors would also have an higher energy efficiency rating, which would in turn lower operating costs.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE	1, 6	25,000.00				25,000.00	
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 25,000.00	\$ -	\$ -	\$ -	\$ 25,000.00	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Restroom Remodeling - Addition**

**Department:** Public Works

**Category:** Maintenance

**Description and Justification:**

The DPW facility has both a men's and women's restroom. The majority of staff in the department are male, utilizing that room with one urinal and one toilet, which is problematic especially during emergencies. This project would expand the restroom to add another toilet stall, and replace the existing fixtures at the same time. The result of this project is that it would better serve the employees who need it, and replace outdated fixtures with more efficient models.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE	1, 6	85,000.00					85,000.00
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 85,000.00	\$ -	\$ -	\$ -	\$ -	\$ 85,000.00

**SOURCE - FUNDING OPTIONS**

(1) OPERATING REVENUES  
(2) MUNICIPAL GO BONDS

(3) MASS STATE AID/GRANT  
(4) TRUST FUNDS

(5) CPA FUNDS  
(6) FREE CASH/OTHER

(7) SEWER ENTERPRISE FUND FEES  
(8) WATER ENTERPRISE FUND FEES

**Project Title: Complete Streets Engineering**

**Department:** Public Works

**Category:** Design

**Description and Justification:**

Several years ago the Town received approval for a "Complete Streets" prioritization plan. State grant funds are available to upgrade a street to this standard, however in order to obtain it, the Town must have a project engineered and "shovel ready". This project would pay for the engineering so that a project could be proposed.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE		-					
PLANNING/STUDY		-					
DESIGN	1, 6	30,000.00		30,000.00			
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 30,000.00	\$ -	\$ 30,000.00	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- (1) OPERATING REVENUES
- (2) MUNICIPAL GO BONDS

- (3) MASS STATE AID/GRANT
- (4) TRUST FUNDS

- (5) CPA FUNDS
- (6) FREE CASH/OTHER

- (7) SEWER ENTERPRISE FUND FEES
- (8) WATER ENTERPRISE FUND FEES

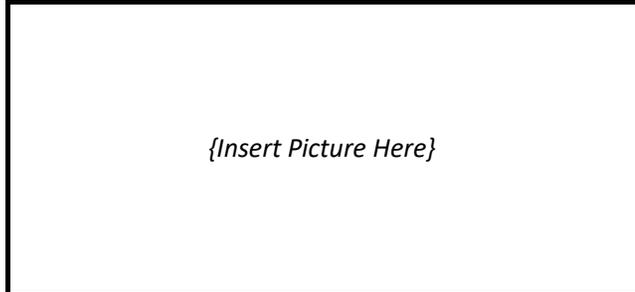
**Project Title: Fleet Maintenance System**

**Department:** Public Works

**Category:** Equipment

**Description and Justification:**

This project would enable the department to implement an electronic fleet management system to better track and account for the costs of maintaining its extensive fleet of cars, trucks and other equipment. Currently it maintains paper records which are inefficient. The result would be improved planning for scheduled maintenance and repairs analysis of the cost/benefit of when to replace vehicles, and the tracking of expenses.



**ESTIMATED COSTS**

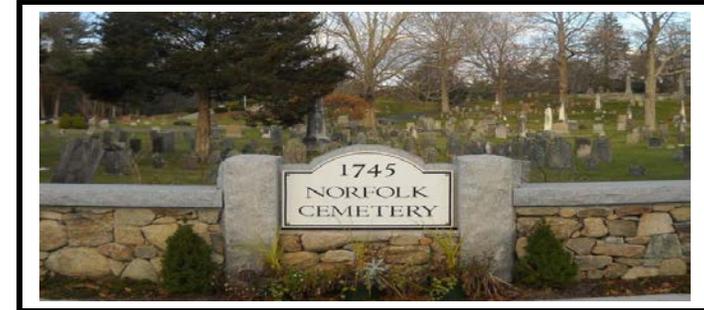
	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 6	\$ 40,000.00				\$ 20,000.00	\$ 20,000.00
MAINTENANCE							
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION							
CONTINGENCY							
OTHER							
<b>TOTAL</b>		\$ 40,000.00	\$ -	\$ -	\$ -	\$ 20,000.00	\$ 20,000.00

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Cemetery Mapping****Department:** DPW Cemeteries**Category: Equipment****Description and Justification:**

The Town's cemetery records are comprised of maps and excel files which make providing information to people about the locations of graves difficult. This project would enable the Town to develop a database for this information to make it more publicly accessible.

**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 6	\$ 30,000.00			\$ 30,000.00		
MAINTENANCE		-					
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 30,000.00	\$ -	\$ -	\$ 30,000.00	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

(1) OPERATING REVENUES  
 (2) MUNICIPAL GO BONDS

(3) MASS STATE AID/GRANT  
 (4) TRUST FUNDS

(5) CPA FUNDS  
 (6) FREE CASH/OTHER

(7) SEWER ENTERPRISE FUND FEES  
 (8) WATER ENTERPRISE FUND FEES

**Project Title: Cemetery Expansion Planning**

**Department:** DPW Cemeteries **Category:**

**Description and Justification:**

The Town operates two cemeteries - Norfolk and Pondville. The number of available graves is limited, so in order to enable the Town to have space for the burial of residents in the future, a study should be funded to plan for the acquisition of additional property. As of 9/11/2020, Norfolk Cemetery has 61 available lots and 145 Veterans lots. The Pondville Cemetery has 45 available lots and and 32 cremation lots remaining unsold. In 2019 the Town sold 43 lots and if that pace continues which would surely sell out both cemeteries within the next few years. Should the Town want to continue to have active cemeteries plans for expansion will be necessary.

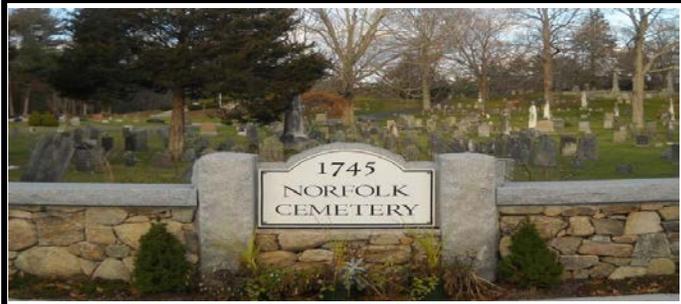
**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>		<i>FY 2022</i>	
EQUIPMENT						
MAINTENANCE		-				
PLANNING/STUDY	1, 6	20,000.00				20,000.00
DESIGN						
CONSTRUCTION						
LAND ACQUISITION		-				
CONTINGENCY		-				
OTHER		-				
<b>TOTAL</b>		<b>\$ 20,000.00</b>	<b>\$ -</b>		<b>\$ 20,000.00</b>	

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                   |
|------------------------|--------------------------|-------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS     |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTH |

: Planning/Study



<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
\$ -	\$ -	\$ -

IER (7) SEWER ENTERPRISE FUND FEES  
(8) WATER ENTERPRISE FUND FEES

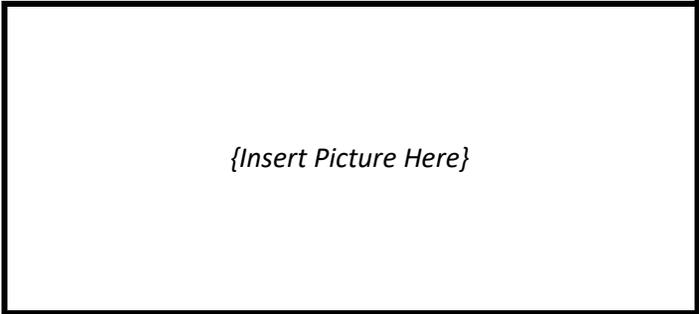
**Project Title: Upgrades/Maintenance**

**Department:** Sewer Enterprise Fund

**Category: Maintenance**

**Description and Justification:**

The work in FY22 includes upgrade and maintenance of existing infrastructure at the plant. Specifically, electrical panel replacement, a functionality assessment and various other components needing upgrade or replacement. The FY23 work is comprised of long term repairs and maintenance of items such as building gutter spouts, aerations blower replacement, system flushing and sewer manhole inspection and pump assessment and repairs as needed.  
 These cost estimates were obtained in May 2019



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE	7	140,000.00		50,000.00	90,000.00		
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 140,000.00	\$ -	\$ 50,000.00	\$ 90,000.00	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Transite Pipe Replacement Program**

**Department:** Water Enterprise Fund

**Category: Maintenance**

**Description and Justification:**

The Town currently has 18 miles of transite pipe that will need to be replaced in the coming years. The figure below is figured on an estimate of \$150 per lineal foot. If this project were spaced out over 20 years the total cost would be approximately \$14 million dollars.

This estimate does not include any other water department operations beyond transite replacements costs.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE	8	3,564,010.00	712,800.00	712,801.00	712,802.00	712,803.00	712,804.00
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 3,564,010.00	\$ 712,800.00	\$ 712,801.00	\$ 712,802.00	\$ 712,803.00	\$ 712,804.00

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Water Main Looping Projects**

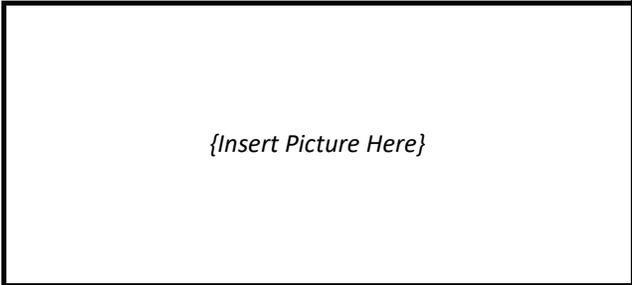
**Department:** Water Enterprise Fund

**Category: Construction**

**Description and Justification:**

A best practice for water systems is to have no dead end lines. This project would extend dead end water mains on various streets into looped sections that currently have this condition. Currently we have 8 projects noted including the installation of a 12 inch water main from Main Street down Seekonk Street to Noon Hill Avenue and another 12 inch water main from Main Street down Myrtle St to Miller street.

Total cost estimate to improve this aspect of the towns water system is \$5,160,000  
Divided over a 20 year span is equal to \$258,000 per year for the next 20 years.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE		-					
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION	8	1,032,000.00		258,000.00	258,000.00	258,000.00	258,000.00
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 1,032,000.00	\$ -	\$ 258,000.00	\$ 258,000.00	\$ 258,000.00	\$ 258,000.00

**SOURCE - FUNDING OPTIONS**

- (1) OPERATING REVENUES
- (2) MUNICIPAL GO BONDS

- (3) MASS STATE AID/GRANT
- (4) TRUST FUNDS

- (5) CPA FUNDS
- (6) FREE CASH/OTHER

- (7) SEWER ENTERPRISE FUND FEES
- (8) WATER ENTERPRISE FUND FEES

**Project Title: F-250 Utility Truck Replacement**

**Department:** Water Enterprise Fund

**Category:** Equipment

**Description and Justification:**

This truck known as W-3 is a 2007 vehicle in poor condition. The utility body has begun to break down and is unable to carry all of the equipment on it when needed. Ideally this truck would be replaced in FY23.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	8	\$ 49,000.00			\$ 49,000.00		
MAINTENANCE		-					
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 49,000.00	\$ -	\$ -	\$ 49,000.00	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- (1) OPERATING REVENUES
- (2) MUNICIPAL GO BONDS

- (3) MASS STATE AID/GRANT
- (4) TRUST FUNDS

- (5) CPA FUNDS
- (6) FREE CASH/OTHER

- (7) SEWER ENTERPRISE FUND FEES
- (8) WATER ENTERPRISE FUND FEES

**Project Title: 2015 Ford Expedition (Car 1)**

**Department:** Fire/EMS Department **Category: Equipment**

**Description and Justification:**

Car 1 has 48,000 Miles and is in fair cosmetic and operational condition. It was originally slated to be replaced in FY20, but was deferred to enable the new Fire Chief to select the best suited vehicle. The recommendation is that this vehicle be replaced with a similar vehicle and it be downcycled to replace Car#2. Car #2 is 13 years old with 154,788 miles on it and is in poor operational and cosmetic condition.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ 68,000.00	\$ 68,000.00				
MAINTENANCE		-					
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 68,000.00	\$ 68,000.00	\$ -	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Tanker 1/Engine 2 Replacement**

**Department:** Fire/EMS Department

**Category: Equipment**

**Description and Justification:**

Tanker 1 is a 1989 water tender that is now 31 years old with a total of 151,294 miles of service. It carries 2,500 gallons of water and is a critical and primary piece of equipment for areas of town outside our hydrant district. Engine 2 is a 2007 pumper and while the newest in the fleet it is in the poorest condition with recent service issues costing \$30,000 and being out of service for 4 months. It is recommended that both trucks be replaced with an engine/pumper combination at a cost of \$800,000. The department has applied for a federal AFG grant that would cover \$500,000 of the cost of the project.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 2, 3	\$ 800,000.00	\$ 800,000.00				
MAINTENANCE		-					
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 800,000.00	\$ 800,000.00	\$ -	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Portable Radios**

**Department:** Fire/EMS Department

**Category:** Equipment

**Description and Justification:**

The Fire department maintains 30 radios and 25 voice pagers assigned to its staff. This equipment is critical to enable the department to maintain constant contact with the regional dispatch center (the MECC) and our mutual aid partner towns by sending and receiving information critical emergency information. The majority of the radios are 11-15 years old, well past the expected service life of 7 years. These funds will enable the Town to replace 10 radios and 10 pagers in FY21.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 3	\$ 30,000.00	\$ 30,000.00				
MAINTENANCE		-					
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER							
<b>TOTAL</b>		\$ 30,000.00	\$ 30,000.00	\$ -	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Jaws of Life**

**Department:** Fire/EMS Department **Category: Equipment**

**Description and Justification:**

This equipment is used primarily to extricate persons from vehicles after an accident. They are also used for technical rescue and assisting firefighters to gain egress from various dangerous situations. The Town carries these tools on three different emergency vehicles. These tools are over 15 years old and past their service life, and parts and service for the tools is becoming difficult to obtain. Newer technology is now electric/hydraulic and more powerful and effective to enable rescues that are both quicker and safer.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 6	\$ 65,000.00	\$ 65,000.00				
MAINTENANCE		-					
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 65,000.00	\$ 65,000.00	\$ -	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: PPE Replacement**

**Department:** Fire/EMS Department

**Category:** Equipment

**Description and Justification:**

PPE stands for personal protective equipment and refers to turnout gear for a firefighter. The Town provides one set of turnout gear (coat, pants, etc) for each firefighter which according to NFPA standards should be replaced every 10 years. The Town needs to replace four sets each year to maintain this standard.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ 90,000.00	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00
MAINTENANCE		-					
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 90,000.00	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00

**SOURCE - FUNDING OPTIONS**

- (1) OPERATING REVENUES
- (2) MUNICIPAL GO BONDS

- (3) MASS STATE AID/GRANT
- (4) TRUST FUNDS

- (5) CPA FUNDS
- (6) FREE CASH/OTHER

- (7) SEWER ENTERPRISE FUND FEES
- (8) WATER ENTERPRISE FUND FEES

**Project Title: 1996 Ladder Truck Replacement**

**Department:** Fire/EMS Department

**Category:** Equipment

**Description and Justification:**

Ladder 1 has been in service 24 years and has approximately 178,450 miles on it, though its gauge is inoperable so this a guess. It is four years past its recommended service life and has begun to deteriorate. It has a 110' aerial device and responds to all building fires and structural responses. Due to its antiquated technology and safety systems, refurbishment of this truck would be cost prohibitive with little return on investment. It is recommended that the Town replace this truck with a "Quint" which is a combination vehicle that serves a dual purpose of an engine and a ladder, which will be a more versatile vehicle for Norfolk



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	2	\$ 1,300,000.00		\$ 1,300,000.00			
MAINTENANCE		-					
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 1,300,000.00	\$ -	\$ 1,300,000.00	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Cardiac Monitor Replacement**

**Department:** Fire/EMS Department

**Category:** Equipment

**Description and Justification:**

The Town carries a Liefpak 15 cardiac defibrillator on each of its two ambulances used for patient assessment and therapy. The device allows medics to monitor various vital signs and transmit critical data to the receiving hospital. It is also used for CPR and is a very important device used on almost every EMS call. The Town's existing cardiac monitors will be at the end of their service life in 2022 and should be replaced. The funds for replacement will be taken from ambulance receipts.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	6	\$ 80,000.00		\$ 80,000.00			
MAINTENANCE		-					
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 80,000.00	\$ -	\$ 80,000.00	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- (1) OPERATING REVENUES
- (2) MUNICIPAL GO BONDS

- (3) MASS STATE AID/GRANT
- (4) TRUST FUNDS

- (5) CPA FUNDS
- (6) FREE CASH/OTHER

- (7) SEWER ENTERPRISE FUND FEES
- (8) WATER ENTERPRISE FUND FEES

**Project Title: Automated CPR Devices**

**Department:** Fire/EMS Department

**Category:** Equipment

**Description and Justification:**

The Town carries a LUCAS automated chest compression device on each of its two ambulances. This equipment maintains chest compressions on a patient while they are being transported to the hospital. The device improves provider safety, avoids medic fatigue over long durations of care and allows medics to perform other important patient care while also continuing CPR. The Town's two devices will be at the end of their service life in 2023 and should be replaced. The funding source for this equipment will likely be ambulance receipts.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	6	\$ 40,000.00			\$ 40,000.00		
MAINTENANCE		-					
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 40,000.00	\$ -	\$ -	\$ 40,000.00	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- (1) OPERATING REVENUES
- (2) MUNICIPAL GO BONDS

- (3) MASS STATE AID/GRANT
- (4) TRUST FUNDS

- (5) CPA FUNDS
- (6) FREE CASH/OTHER

- (7) SEWER ENTERPRISE FUND FEES
- (8) WATER ENTERPRISE FUND FEES

**Project Title: 2005 E-One Pumper Replacement**

**Department:** Fire/EMS Department

**Category:** Equipment

**Description and Justification:**

Engine 1 is a rescue pumper with low mileage (26,773) but high engine hours (2,668.7) which equates to 160,122 miles, so in total 186,895 miles of service. Ideally it would be replaced at 20 years of age in FY25 or at 200,000 miles. It is a primary response vehicle for the Town and has been a dependable workhorse of the fleet. It is first out for all motor vehicle accidents, hazardous condition/material responses and technical rescues. It also responds to all structural fires as the water supply engine or primary fire attack engine. Planning for its replacement in advance is crucial, as it can take 400 days to build a similar truck.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 2, 6	\$ 850,000.00					\$ 850,000.00
MAINTENANCE		-					
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 850,000.00	\$ -	\$ -	\$ -	\$ -	\$ 850,000.00

**SOURCE - FUNDING OPTIONS**

- (1) OPERATING REVENUES
- (2) MUNICIPAL GO BONDS

- (3) MASS STATE AID/GRANT
- (4) TRUST FUNDS

- (5) CPA FUNDS
- (6) FREE CASH/OTHER

- (7) SEWER ENTERPRISE FUND FEES
- (8) WATER ENTERPRISE FUND FEES

**Project Title: Fire Station Replacement**

**Department:** Fire/EMS Department **Category:** Construction

**Description and Justification:**

The Fire station is xxx years old and has exceeded its useful life. In addition it is inadequate in size to properly house today's apparatus, does not meet current safety and NPA standards and lacks property office space and living quarters for department personnel. Ideally the station can be replaced with a more modern structure meeting the Town's needs at the current location.

Approximately \$3.0M remains in funding from the appropriation for the police & fire station in 2016, to which additional funding will be needed to complete this building.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE		-					
PLANNING/STUDY		-					
DESIGN	2	-			800,000.00		
CONSTRUCTION	2	-			6,500,000.00		
LAND ACQUISITION		-					
CONTINGENCY	2	-			700,000.00		
OTHER		-					
<b>TOTAL</b>		\$ -	\$ -	\$ -	\$ 8,000,000.00	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Freeman Kennedy School Expansion**

**Department:** Norfolk Schools

**Category:** Construction

**Description and Justification:**

The Freeman Kennedy School opened in 2012 to accommodate 585 students. With the growth in Norfolk's population both schools are at capacity and requires an expansion to properly house current and future students. This project would finalize the design that has already been developed, and plan for construction the following year. Ideally the Town will be accepted into the State MSBA program would would cover approximately 50% of eligible costs. The MSBA puts a high priority on schools that have reached an overcrowded situation.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE		-					
PLANNING/STUDY		-					
DESIGN	2, 3	2,000,000.00		2,000,000.00			
CONSTRUCTION	2, 3	18,000,000.00			18,000,000.00		
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		<b>\$ 20,000,000.00</b>	<b>\$ -</b>	<b>\$ 2,000,000.00</b>	<b>\$ 18,000,000.00</b>	<b>\$ -</b>	<b>\$ -</b>

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Freeman Kennedy HVAC Recommissioning**

**Department:** Norfolk Schools

**Category: Maintenance**

**Description and Justification:**

The HVAC equipment at this school is original to its construction in 2012. In order to maintain efficiency and reliability, it should be ideally recommissioned every 5-10 years.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE	1, 6	25,000.00		25,000.00			
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		<b>\$ 25,000.00</b>	<b>\$ -</b>	<b>\$ 25,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Freeman Kennedy School Interior Painting**

**Department:** Norfolk Schools

**Category: Maintenance**

**Description and Justification:**

This project is intended for FY25 when this building will be 14 years old. In order to keep it in good condition it is recommended that the interior be repainted.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE	1, 6	50,000.00					50,000.00
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 50,000.00	\$ -	\$ -	\$ -	\$ -	\$ 50,000.00

**SOURCE - FUNDING OPTIONS**

- (1) OPERATING REVENUES
- (2) MUNICIPAL GO BONDS

- (3) MASS STATE AID/GRANT
- (4) TRUST FUNDS

- (5) CPA FUNDS
- (6) FREE CASH/OTHER

- (7) SEWER ENTERPRISE FUND FEES
- (8) WATER ENTERPRISE FUND FEES

**Project Title: School Technology Replacement Program**

**Department:** Norfolk Schools **Category: Equipment**

**Description and Justification:**

The Freeman Kennedy School opened in 2012, at which time all new technology was purchased. Most of that equipment is beyond its useful life. The HOD school is now over 25 years old and as required a steady stream of financial support for technology upgrades. Distance learning has driven the need for improved technology in both buildings. The school technology program is generally a five year replacement schedule. The inventory includes but is not limited to teacher laptops, student devices, district network/hardware/software and a variety of instructional support technology an security related technology.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 6	\$ 650,000.00		\$ 125,000.00	\$ 150,000.00	\$ 175,000.00	\$ 200,000.00
MAINTENANCE							
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		<b>\$ 650,000.00</b>	<b>\$ -</b>	<b>\$ 125,000.00</b>	<b>\$ 150,000.00</b>	<b>\$ 175,000.00</b>	<b>\$ 200,000.00</b>

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Olive Day School Circulator Pump Replacements**

**Department:** Norfolk Schools

**Category:** Maintenance

**Description and Justification:**

The circulator pumps at this school are 29 years old and in deteriorating condition. In order to ensure reliability, the pumps should be replaced.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT							
MAINTENANCE	1, 6	\$ 28,000.00	\$ 28,000.00				
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		<b>\$ 28,000.00</b>	<b>\$ 28,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

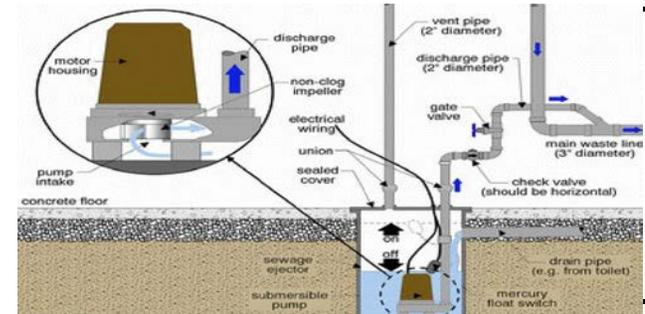
**Project Title: H. Olive Day School Sewer Ejector Pump Rebuild**

**Department:** Norfolk Schools

**Category:** Maintenance

**Description and Justification:**

The current condition of the sewer ejection pumps are unknown. The pumps are critical to the building operations. The plan is to clean, rebuild, and update/replace the float controls to prevent issues.



**ESTIMATED COSTS**

	Source	Total Cost	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
EQUIPMENT		\$ -					
MAINTENANCE	1, 6	20,000.00	20,000.00				
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		<b>\$ 20,000.00</b>	<b>\$ 20,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**SOURCE - FUNDING OPTIONS**

- (1) OPERATING REVENUES
- (2) MUNICIPAL GO BONDS
- (3) MASS STATE AID/GRANT
- (4) TRUST FUNDS
- (5) CPA FUNDS
- (6) FREE CASH/OTHER
- (7) SEWER ENTERPRISE FUND FEES
- (8) WATER ENTERPRISE FUND FEES

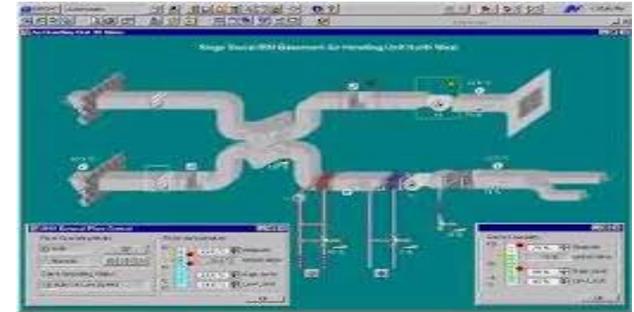
**Project Title:** H. Olive Day School Building Management System Upgrades

**Department:** Norfolk Schools

**Category:** Maintenance

**Description and Justification:**

The purpose of this project is to upgrade the controls to more modern and efficient equipment to ensure reliability and improve energy efficiency. In recent years the system has had mechanical failures, the equipment is outdated and no longer supported. State Green Communities Act grant funds are a possible funding source.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE	1, 2, 3,6	250,000.00		250,000.00			
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 250,000.00	\$ -	\$ 250,000.00	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- (1) OPERATING REVENUES
- (2) MUNICIPAL GO BONDS

- (3) MASS STATE AID/GRANT
- (4) TRUST FUNDS

- (5) CPA FUNDS
- (6) FREE CASH/OTHER

- (7) SEWER ENTERPRISE FUND FEES
- (8) WATER ENTERPRISE FUND FEES

**Project Title: H. Olive Day School Air Handler Refurbishment**

**Department:** Norfolk Schools

**Category:** Maintenance

**Description and Justification:**

The AHUs are 29 years old. The project would promote a healthier atmosphere in the building and prolong the life expectancy of the units. Refurbishment would include the inspection of plugged or corroded coils, old fan motors, and an aging damper system to replace or repair as needed. It would also include eliminating and controlling moisture within the units to ensure the absence of risks associated with corrosion, mold, or legionnaires disease. Significant cost savings to refurbish rather than to replace. Minimal equipment downtime with existing services would be kept intact. Refurbishing also allows the option for personalized solutions.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE	1, 6	80,000.00			80,000.00		
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 80,000.00	\$ -	\$ -	\$ 80,000.00	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: H. Olive Day School Parking Lot Light Replacement**

**Department:** Norfolk Schools **Category:** Maintenance

**Description and Justification:**

Provides lighting for safety and visual reference. The lighting would be brighter, use less energy, and last longer. All existing parking lot lighting would be replaced with LED lighting. Several damaged poles would be replaced. System would include energy management software to optimize lighting and energy consumption. State grants and rebates may be available to finance this project.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE	1, 3, 6	75,000.00			75,000.00		
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION							
CONTINGENCY							
OTHER							
<b>TOTAL</b>		\$ 75,000.00	\$ -	\$ -	\$ 75,000.00	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: H. Olive Day School Parking Lot Repaving**

**Department:** Norfolk Schools

**Category:** Maintenance

**Description and Justification:**

In FY24 the parking lot will be 31+ years old and in poor condition. The purpose of this project will be to mill and overlay the existing paved surfaces and repaint the parking lot lines, fire lanes and other areas where required.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE	1, 6	162,587.00				162,587.00	
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 162,587.00	\$ -	\$ -	\$ -	\$ 162,587.00	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: H. Olive Day School Interior Painting**

**Department:** Norfolk Schools

**Category:** Maintenance

**Description and Justification:**

This school is heavily used and has not been fully repainted in since original construction. NPS staff maintain the interior by repainting rooms and hallways where required. There are large areas such as the Cafe, Gym, Auditorium which are to large for internal staff to complete.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE	1, 6	50,000.00					50,000.00
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 50,000.00	\$ -	\$ -	\$ -	\$ -	\$ 50,000.00

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: H. Olive Day School Boiler & Burner Replacements**

**Department:** Norfolk Schools

**Category:** Maintenance

**Description and Justification:**

In FY25 it is anticipated that the boiler and burners in this building will be 33 years old and beyond their useful life. Due to the importance that they be reliable in order to maintain school operations, it is recommended that are they replaced. The project entails replacement of this equipment, along with any electrical and plumbing upgrades to support it. A possible source of funding is a State Green Communities Act competitive grant.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE	1, 2, 3, 6	450,000.00					450,000.00
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 450,000.00	\$ -	\$ -	\$ -	\$ -	\$ 450,000.00

**SOURCE - FUNDING OPTIONS**

(1) OPERATING REVENUES  
(2) MUNICIPAL GO BONDS

(3) MASS STATE AID/GRANT  
(4) TRUST FUNDS

(5) CPA FUNDS  
(6) FREE CASH/OTHER

(7) SEWER ENTERPRISE FUND FEES  
(8) WATER ENTERPRISE FUND FEES

**Project Title: Desktop Replacements****Department:** Information Technology**Category:** Equipment**Description and Justification:**

The Town maintains approximately 95 computers for employee use across all departments except schools and the Library. The funds requested cover the replacement of nineteen computers each year so that all units are on a five year replacement schedule. Each unit includes the base cost of the hardware plus licensing for needed programs depending on the department that the unit is assigned to, as well as a monitor.

**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 3, 6	\$ 138,795.00	\$ 27,759.00	\$ 27,759.00	\$ 27,759.00	\$ 27,759.00	\$ 27,759.00
MAINTENANCE							
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION							
CONTINGENCY							
OTHER							
<b>TOTAL</b>		\$ 138,795.00	\$ 27,759.00	\$ 27,759.00	\$ 27,759.00	\$ 27,759.00	\$ 27,759.00

**SOURCE - FUNDING OPTIONS**

(1) OPERATING REVENUES  
 (2) MUNICIPAL GO BONDS

(3) MASS STATE AID/GRANT  
 (4) TRUST FUNDS

(5) CPA FUNDS  
 (6) FREE CASH/OTHER

(7) SEWER ENTERPRISE FUND FEES  
 (8) WATER ENTERPRISE FUND FEES

**Project Title: Licenses/Printers/Switches**

**Department:** Information Technology

**Category: Technology**

**Description and Justification:**

The Town maintains licenses for its servers, as well as printers and desktop switches. This funding will ensure that this equipment and licenses are replaced on the same cycle as the Town's desktop computers (95 computers replacing them on a five year cycle or 19/year).



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 6	\$ 61,975.00	\$ 12,395.00	\$ 12,395.00	\$ 12,395.00	\$ 12,395.00	\$ 12,395.00
MAINTENANCE							
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION							
CONTINGENCY							
OTHER							
<b>TOTAL</b>		\$ 61,975.00	\$ 12,395.00	\$ 12,395.00	\$ 12,395.00	\$ 12,395.00	\$ 12,395.00

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Firewall Replacements**

**Department:** Information Technology

**Category: Equipment**

**Description and Justification:**

The Town maintains a piece of equipment called a firewall which is a security device to ensure protection of the Town's IT network from unauthorized access to its systems and data. This is a critical piece of equipment and should be replaced no more than every five years.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 6	\$ 18,000.00		\$ 18,000.00			
MAINTENANCE		-					
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 18,000.00	\$ -	\$ 18,000.00	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- (1) OPERATING REVENUES
- (2) MUNICIPAL GO BONDS

- (3) MASS STATE AID/GRANT
- (4) TRUST FUNDS

- (5) CPA FUNDS
- (6) FREE CASH/OTHER

- (7) SEWER ENTERPRISE FUND FEES
- (8) WATER ENTERPRISE FUND FEES

**Project Title: Servers, Switches & WiFi**

**Department:** Information Technology

**Category: Equipment**

**Description and Justification:**

The Town maintains various physical servers at both Town Hall and the Police Station for those systems that it hosts, as well as domain controllers, core switches and WiFi access points and switches to provide IT services throughout Town buildings. Some town software is also cloud based and not included in this item. The funds requested in FY22 would be used to replace the LaserFiche server and three new core switches for needed locations. The IT department continues to investigate cloud based solutions as an alternative to on premise hosting the various applications it requires.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 3, 6	\$ 107,000.00		\$ 21,000.00	\$ 22,000.00	\$ 32,000.00	\$ 32,000.00
MAINTENANCE							
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION							
CONTINGENCY							
OTHER							
<b>TOTAL</b>		\$ 107,000.00	\$ -	\$ 21,000.00	\$ 22,000.00	\$ 32,000.00	\$ 32,000.00

**SOURCE - FUNDING OPTIONS**

- (1) OPERATING REVENUES
- (2) MUNICIPAL GO BONDS

- (3) MASS STATE AID/GRANT
- (4) TRUST FUNDS

- (5) CPA FUNDS
- (6) FREE CASH/OTHER

- (7) SEWER ENTERPRISE FUND FEES
- (8) WATER ENTERPRISE FUND FEES

**Project Title: Phone System Replacement**

**Department:** Information Technology

**Category:** Equipment

**Description and Justification:**

The ShoreTel phone system was installed in 2009 and services the Town Hall, Library, DPW and COA buildings, with the main equipment housed at the Fire Station. The system components have reached end of life and it is not able to be upgraded. This project would replace the system hardware and software licenses. The hardware would be replaced in the first year, and the desktop phones in the two years following.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 6	\$ 75,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00		
MAINTENANCE							
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION							
CONTINGENCY							
OTHER							
<b>TOTAL</b>		\$ 75,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- (1) OPERATING REVENUES
- (2) MUNICIPAL GO BONDS

- (3) MASS STATE AID/GRANT
- (4) TRUST FUNDS

- (5) CPA FUNDS
- (6) FREE CASH/OTHER

- (7) SEWER ENTERPRISE FUND FEES
- (8) WATER ENTERPRISE FUND FEES

**Project Title: Exterior Painting**

**Department:** Library

**Category:** Maintenance

**Description and Justification:**

The exterior of the Library was last painted in 2004 and is approaching 20 years old. In order to maintain the exterior the building requires repair or replacement of any damaged siding and repainting of the building.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE		-					
PLANNING/STUDY	1, 6	75,000.00	75,000.00				
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 75,000.00	\$ 75,000.00	\$ -	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

(1) OPERATING REVENUES

(3) MASS STATE AID/GRANT

(5) CPA FUNDS

(7) SEWER ENTERPRISE FUND FEES

(2) MUNICIPAL GO BONDS

(4) TRUST FUNDS

(6) FREE CASH/OTHER

(8) WATER ENTERPRISE FUND FEES

**Project Title: Interior Painting**

**Department:** Library

**Category:** Maintenance

**Description and Justification:**

The purpose of this project is to repaint the majority of the interior of the Library. The Library was last painted in 2004. Ideally this project would be done at the same time as the exterior painting project to achieve the best price.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE	1, 6	15,000.00	15,000.00				
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION							
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 15,000.00	\$ 15,000.00	\$ -	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- (1) OPERATING REVENUES
- (2) MUNICIPAL GO BONDS

- (3) MASS STATE AID/GRANT
- (4) TRUST FUNDS

- (5) CPA FUNDS
- (6) FREE CASH/OTHER

- (7) SEWER ENTERPRISE FUND FEES
- (8) WATER ENTERPRISE FUND FEES

**Project Title: Carpet Replacement**

**Department:** Library

**Category:** Maintenance

**Description and Justification:**

The Library carpet is original to the building and due to high usage of the building is heavily worn in several areas. This project would entail removal of the existing carpet, repair of any sections of the sub floor if needed, and installation of new carpet.

Scope of this request is to do the main entrance, the public lobby and the Community Room areas only.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE	1, 6	30,000.00		30,000.00			
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION							
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 30,000.00	\$ -	\$ 30,000.00	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- (1) OPERATING REVENUES
- (2) MUNICIPAL GO BONDS

- (3) MASS STATE AID/GRANT
- (4) TRUST FUNDS

- (5) CPA FUNDS
- (6) FREE CASH/OTHER

- (7) SEWER ENTERPRISE FUND FEES
- (8) WATER ENTERPRISE FUND FEES

**Project Title: Building Management System Upgrades**

**Department:** Library **Category:** Maintenance

**Description and Justification:**

The Library's building management system is original to the building and has begun to have communications issues, false alarms and controller equipment that is no longer supported. Updated controls will remove these issues and enable lower energy consumption. The project entails upgrading controls to more efficient models and recommissioning the equipment to reduce energy usage. The network infrastructure will also need to be redesigned with updated software and graphics to support the system.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE	1, 6	50,000.00		50,000.00			
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 50,000.00	\$ -	\$ 50,000.00	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Fire Alarm Panel Replacement**

**Department:** Library

**Category:** Maintenance

**Description and Justification:**

The existing fire alarm panel is 17 years old. Due to its age there are increasing failure rates, false alarms and replacement parts are becoming difficult to acquire. The project involves review of the system by a fire protection engineer, removal of the existing system and installation of a new system. Ideally we will replace system with a non proprietary system.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE	1, 6	50,000.00			50,000.00		
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 50,000.00	\$ -	\$ -	\$ 50,000.00	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Video Surveillance Equipment**

**Department:** Library **Category:** Equipment

**Description and Justification:**

The purpose of this project would be to install video surveillance equipment both within the building and the parking lot. This would enable staff to monitor usage throughout the building, ascertain identities of persons if there is damage or theft in the building, as well as incidents that might occur in the parking lot. It should be noted that the Library is not only used by patrons, but the community room is rented by various groups. Additional information should issues occur in this space could be addressed by gathering video footage.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 6	\$ 70,000.00			\$ 70,000.00		
MAINTENANCE							
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION							
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 70,000.00	\$ -	\$ -	\$ 70,000.00	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Interior LED Lighting Upgrade**

**Department:** Library

**Category:** Maintenance

**Description and Justification:**

The purpose of this project is to reduce energy consumption at the Library and improve the quality of the light in the building. The existing fixtures would be removed & replaced with LED fixtures. This project would also result in fewer ballast and lamp replacements in the future. State Green Communities Act grant funds are a possible funding source.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE	1, 3, 6	25,000.00				25,000.00	
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION							
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 25,000.00	\$ -	\$ -	\$ -	\$ 25,000.00	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Computer Replacements**

**Department:** Library

**Category: Equipment**

**Description and Justification:**

The Library maintains a network of 44 computers for staff use, as well as use by the public. This item would enable the consistent replacement of all computers on a similar five year schedule as the Town seeks to maintain.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 6	\$ 20,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00
MAINTENANCE		-					
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION							
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		<b>\$ 20,000.00</b>	<b>\$ 4,000.00</b>				

**SOURCE - FUNDING OPTIONS**

- (1) OPERATING REVENUES
- (2) MUNICIPAL GO BONDS

- (3) MASS STATE AID/GRANT
- (4) TRUST FUNDS

- (5) CPA FUNDS
- (6) FREE CASH/OTHER

- (7) SEWER ENTERPRISE FUND FEES
- (8) WATER ENTERPRISE FUND FEES

**Project Title: F350 Truck Replacement**

**Department:** Facilities

**Category:** Equipment

**Description and Justification:**

A 2003 F-350 truck is assigned to the Facilities Department and is used for a variety of activities including transporting supplies, equipment and machinery and furniture between town and school buildings. It is also used for winter plowing. The vehicle has 94,000 miles on it and is deteriorating condition. This truck would be replaced with one of similar size, outfitted with a stake body, plow and lift gate.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 6	\$ 65,000.00			\$ 65,000.00		
MAINTENANCE		-					
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 65,000.00	\$ -	\$ -	\$ 65,000.00	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Police cruisers**

**Department: Police**

**Category: Equipment**

**Description and Justification:**

The department operates 16 police cruisers, 12 of which are marked, and four that are unmarked. Besides patrol, this number of vehicles is needed to provide cars for details, officers going to training or the academy, and downtime when vehicles need service.

This budget would fund 3 vehicles in FY21, and two vehicles annually, to maintain a reasonable amount of miles on each car, which limits repair costs to the Town. The costs includes cruisers and all equipment, prisoner transport cage, emergency lighting, radio, radar \ unit, computer, citation printer, etc. The price would rise in FY22 when hybrid vehicles become available.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 6	\$ 734,220.00	\$ 183,000.00	\$ 132,740.00	\$ 136,060.00	\$ 139,465.00	\$ 142,955.00
MAINTENANCE							
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION							
CONTNGENCY							
OTHER							
<b>TOTAL</b>		<b>\$ 734,220.00</b>	<b>\$ 183,000.00</b>	<b>\$ 132,740.00</b>	<b>\$ 136,060.00</b>	<b>\$ 139,465.00</b>	<b>\$ 142,955.00</b>

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Portable radios****Department:** Police**Category: Equipment****Description and Justification:**

The Town replaced 26 of the department's radios in FY20, and this request would enable the purchase of the remainder of these units. The cost includes 10 Harris XL-185P portable radios as well as a 3 year extended warranty and additional LI-ION battery, lapel speaker microphone with an emergency button, charger and engraving. These units are available under State contract for purchase. It is essential that officers have reliable radio contact to respond to all types of emergencies for their safety and the coordination of a response to an incident.

**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 6	\$ 22,750.00	\$ 22,750.00	\$ -	\$ -	\$ -	\$ -
MAINTENANCE							
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION							
CONTNGENCY							
OTHER							
<b>TOTAL</b>		\$ 22,750.00	\$ 22,750.00	0	0	0	0

**SOURCE - FUNDING OPTIONS**

(1) OPERATING REVENUES  
 (2) MUNICIPAL GO BONDS

(3) MASS STATE AID/GRANT  
 (4) TRUST FUNDS

(5) CPA FUNDS  
 (6) FREE CASH/OTHER

(7) SEWER ENTERPRISE FUND FEES  
 (8) WATER ENTERPRISE FUND FEES

**Project Title: Sidearm Replacement**

**Department: Police**

**Category: Equipment**

**Description and Justification:**

The department maintains 35 Smith & Wesson 45-caliber semi-automatic firearms with 4" barrels. These are 9mm weapons with 17 rounds in 3 magazines and one in the chamber. This would allow for an additional magazine for an officer's duty belt. This project would pay for the weapon and holster, and four spare units in case they are needed. The department's current weapons are 13 years old and have outlasted their useful life. These units are very rarely used in the line of duty, but are used regularly in firearms training and recertification, so subject to wear and tear and must be replaced.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 6	\$ 20,000.00			\$ 20,000.00		
MAINTENANCE							
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION							
CONTNGENCY							
OTHER							
<b>TOTAL</b>		\$ 20,000.00	\$ -	\$ -	\$ 20,000.00	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: H. Olive Day School Playground Safety Surface**

**Department:** Recreation

**Category:** Maintenance

**Description and Justification:**

Currently, three playgrounds have wood chips for surfacing. Wood chips are soft enough for to be used as surfacing, they are not wheelchair accessible, they wash out in heavy rain, and are kicked out of place easily making them a high maintenance product. They also freeze in the win making the surface harder and less safe & does not meet ASTM Stds. There is a new rubber matting system that, when installed on top of the wood chips, creates an accessible ADA surface that also is more resistant to freezing, increases the level of attenuation, and holds the chips in place thereby reducing maintenance all while providing a safer & accessible surface for all children. Recreation has already purchased 1300 sq. ft. Estimated at \$9 sq. ft



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	3, 5, 6	28,000.00	\$ 16,000.00	\$ 12,000.00			
MAINTENANCE							
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION	3, 5, 6	22,400.00	12,800.00	9,600.00			
LAND ACQUISITION		-					
CONTNGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 50,400.00	\$ 28,800.00	\$ 21,600.00	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

(1) OPERATING REVENUES  
(2) MUNICIPAL GO BONDS

(3) MASS STATE AID/GRANT  
(4) TRUST FUNDS

(5) CPA FUNDS  
(6) FREE CASH/OTHER

(7) SEWER ENTERPRISE FUND FEES  
(8) WATER ENTERPRISE FUND FEES

**Project Title: Field Restoration**

**Department:** Recreation

**Category:** Maintenance

**Description and Justification:**

The Town's various athletic fields receive heavy use by residents and sports leagues. In order to ensure they are in good condition they require restoration work on a rotating basis beyond normal mowing, watering and grass treatment. This project ensures that funds are available to upgrade or restore fields as the need arises. Recreation revolving fund revenues are the intended funding source. It is anticipated that the requested funds would enable the Town to restore one baseball or soccer field annually.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE	5, 6	75,000.00			25,000.00	25,000.00	25,000.00
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTNGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 75,000.00	\$ -	\$ -	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Pond Street Land Acquisition**

**Department:** Recreation

**Category:** Land Acquisition

**Description and Justification:**

The purpose of this project is to transfer from the State Dept. of Corrections to the Town a total of 43 acres of land that can be used for open space, active and passive recreation, water supply protection and recreation purposes that abuts the Pond Street recreational complex. This is a bill that has been working its way through the legislature since 2012 and is expected to become law this year. The cost is based on that bill under which the Town will be responsible to pay the State \$400/acre. CPA funds are the anticipated source. The CPC voted to put \$100,000 (may be adjusted) on the 11/17/20 Warrant. The additional fees are for required studies, surveying, possible wetlands evaluation, permits and filing fees.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE		-					
PLANNING/STUDY	5	18,000.00	8,000.00	10,000.00			
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION	5	17,200.00	17,200.00				
CONTNGENCY	5	4,000.00	4,000.00				
OTHER	5	3,000.00	3,000.00				
<b>TOTAL</b>		\$ 42,200.00	\$ 32,200.00	\$ 10,000.00	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- (1) OPERATING REVENUES
- (2) MUNICIPAL GO BONDS
- (3) MASS STATE AID/GRANT
- (4) TRUST FUNDS
- (5) CPA FUNDS
- (6) FREE CASH/OTHER
- (7) SEWER ENTERPRISE FUND FEES
- (8) WATER ENTERPRISE FUND FEES

**Project Title: Pond Street Expansion Project**

**Department:** Recreation

**Category:** Construction

**Description and Justification:**

With the acquisition from the State of an abutting 43 acres of land, the Town will seek to design and construct the expansion of recreation fields at Pond Street. It is anticipated that there would be a new turf baseball field, and soccer field, lighting for turf fields, replacement of the tennis and basketball surfaces, additional courts for tennis/basketball and pickleball, and ball and restrooms. This estimate includes shade structures and a pavilion and infrastructure for a future recreation center.

\$6.5M base, \$1.3M lights, \$.5M bathrooms & concession stand , \$.5M future building, pavilion, & shade structure, \$.4M parking



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE		-					
PLANNING/STUDY	2, 5	50,000.00		50,000.00			
DESIGN	2, 5	450,000.00			450,000.00		
CONSTRUCTION	2, 5	8,700,000.00				3,000,000.00	5,700,000.00
LAND ACQUISITION		-					
CONTNGENCY 10.50%	2, 5	913,500.00				315,000.00	598,500.00
OTHER		-					
<b>TOTAL</b>		\$ 10,113,500.00	\$ -	\$ 50,000.00	\$ 450,000.00	\$ 3,315,000.00	\$ 6,298,500.00

**SOURCE - FUNDING OPTIONS**

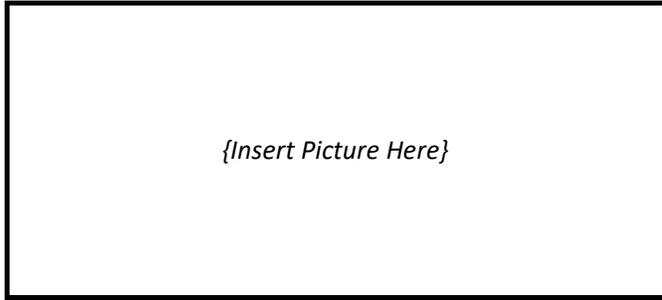
- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Babe Ruth Field at Freeman Kennedy**

**Department:** Recreation **Category:** Maintenance

**Description and Justification:**

The purpose of this project is to remove and replace the Babe Ruth Field at the Freeman Kennedy athletic fields complex. With the expansion of fields at Pond Street, this field will no longer be needed at this site. The infield mix will be removed and the area replanted with grass.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE							
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION	5, 6	30,000.00					30,000.00
LAND ACQUISITION		-					
CONTNGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 30,000.00	\$ -	\$ -	\$ -	\$ -	\$ 30,000.00

**SOURCE - FUNDING OPTIONS**

- (1) OPERATING REVENUES
- (2) MUNICIPAL GO BONDS
- (3) MASS STATE AID/GRANT
- (4) TRUST FUNDS
- (5) CPA FUNDS
- (6) FREE CASH/OTHER
- (7) SEWER ENTERPRISE FUND FEES
- (8) WATER ENTERPRISE FUND FEES

**Project Title: Land Trade - Freeman Kennedy and Pond Street**

**Department:** Recreation

**Category:** Maintenance

**Description and Justification:**

In concert with acquiring 43 Acres at Pond Street, Recreation will propose to trade approximately 1/2 acre of land with Conservation in order to expand the far side of the Freeman Kennedy Field Complex. By widening this area, known as Field I, by 40' to 200', we would gain a full size soccer field which could then be used for games. At FK currently, both Field I and Field J, while long enough, are too narrow to play regulation games so their approximate 3.5 acres can only be used for practice. This land is flat and conducive to field expansion.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE		-					
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION	5, 6	200,000.00		200,000.00			
LAND ACQUISITION	5, 6	80,000.00		80,000.00			
CONTNGENCY		-					
OTHER		-					
<b>TOTAL</b>		<b>\$ 280,000.00</b>	<b>\$ -</b>	<b>\$ 280,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Freeman Kennedy Fencing Improvements**

**Department:** Recreation

**Category:** Maintenance

**Description and Justification:**

Additional and replacment fencing and possibly netting is required in three locations at the Freeman Kennedy Field Complex in order to have safe fields. These fields include the Softball field #2, the AAA field, and the repair of backstops. The project will be completed over a two year period.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE							
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION	6	44,000.00	9,000.00	35,000.00			
LAND ACQUISITION		-					
CONTNGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 44,000.00	\$ 9,000.00	\$ 35,000.00	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Freeman Kennedy Lighting Upgrades**

**Department:** Recreation

**Category:** Maintenance

**Description and Justification:**

The purpose of this project would be to redo all the wiring so the existing lights at the field could be used.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	6	\$ 35,000.00	\$ 35,000.00				
MAINTENANCE		-					
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION	6	35,000.00	35,000.00				
LAND ACQUISITION		-					
CONTNGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 70,000.00	\$ 70,000.00	\$ -	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

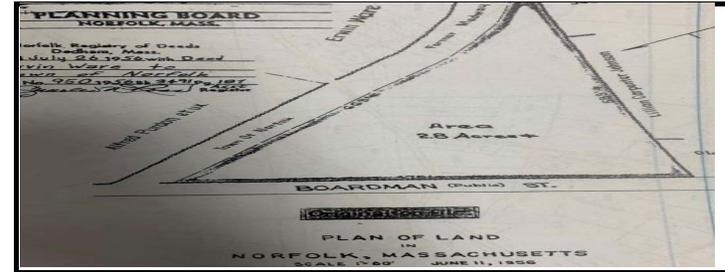
**Project Title: Conversion of Old Kids Place to a Park for Seniors**

**Department:** Recreation

**Category:** Maintenance

**Description and Justification:**

The purpose of this project is to repurpose the old Kids Place Playground area and create a park that is accessible, enjoyable, and suitable for older adults, especially those with mobility difficulties. The area is ideal for sitting areas enhanced by native trees, shrubs, and flowers. This location is adjacent to Norfolk Housing Authority's Hillcrest Village. The plan would incorporate a path to allow for easy access by the Hillcrest residents. This estimate includes a plan, a well, irrigation, plantings and site furnishings. Ideally, we would seek local contractors to provide labor to build the park.



**ESTIMATED COSTS**

	Source	Total Cost	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
EQUIPMENT	6	\$ 75,000.00			\$ 75,000.00		
MAINTENANCE		-					
PLANNING/STUDY		-					
DESIGN	6	55,000.00	25,000.00	30,000.00			
CONSTRUCTION	6	20,000.00		20,000.00			
LAND ACQUISITION		-					
CONTNGENCY	6	2,500.00	2,500.00				
OTHER		-					
<b>TOTAL</b>		<b>\$ 152,500.00</b>	<b>\$ 27,500.00</b>	<b>\$ 50,000.00</b>	<b>\$ 75,000.00</b>	<b>\$ -</b>	<b>\$ -</b>

**SOURCE - FUNDING OPTIONS**

- (1) OPERATING REVENUES
- (2) MUNICIPAL GO BONDS
- (3) MASS STATE AID/GRANT
- (4) TRUST FUNDS
- (5) CPA FUNDS
- (6) FREE CASH/OTHER
- (7) SEWER ENTERPRISE FUND FEES
- (8) WATER ENTERPRISE FUND FEES

**Project Title: Voting Equipment**

**Department: Town Clerk**

**Category: Equipment**

**Description and Justification:**

It is expected that the result of the 2020 Federal census will require the Town to add a voting precinct to accommodate the number of voters. To facilitate this the Town will need to purchase additional voting booths & tables, 2 additional electronic poll pads and a voting tabulator.

A portion of the Town's existing equipment will need to be replaced in future years, which at this point are targeted for FY25 for poll pads and booths and FY30 for tabulators.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 6	\$ 43,900.00	20,480.00				\$ 23,420.00
MAINTENANCE		-					
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTNGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 43,900.00	\$ 20,480.00	\$ -	\$ -	\$ -	\$ 23,420.00

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Install Natural Gas****Department:** Town Hall**Category:** Construction**Description and Justification:**

The Town Hall heating system currently runs on oil. This project would replace that with natural gas by installing gas service from Main Street to the building. Natural gas is a more reliable, cost effective, convenient and readily available fuel source. The project would require engineering. The Natural Gas service would be designed to supply fuel for the critically needed Emergency Generator, and water heater.

**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE		-					
PLANNING/STUDY		-					
DESIGN	1, 3, 6	25,000.00		25,000.00			
CONSTRUCTION	1, 3, 6	75,000.00		75,000.00			
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 100,000.00	\$ -	\$ 100,000.00	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

(1) OPERATING REVENUES

(3) MASS STATE AID/GRANT

(5) CPA FUNDS

(7) SEWER ENTERPRISE FUND FEES

(2) MUNICIPAL GO BONDS

(4) TRUST FUNDS

(6) FREE CASH/OTHER

(8) WATER ENTERPRISE FUND FEES

**Project Title: Replace Boiler/Circulation Pumps/Chiller**

**Department:** Town Hall

**Category:** Maintenance

**Description and Justification:**

This equipment is original to the building and is now over 22 years old. The building operates with a single boiler which is well past its useful life and inefficient. The project would entail removal of the existing boiler that would be replaced with multiple smaller boilers thereby assuring redundancy if one stops working. The work would also involve some electrical and duct work, exhaust system modifications, and integration with the building management control system. This project would be planned the year after installation of natural gas service to the building as an energy source to replace oil.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 2, 3, 6	\$ 250,000.00			\$ 250,000.00		
MAINTENANCE							
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION							
CONTINGENCY							
OTHER							
<b>TOTAL</b>		\$ 250,000.00	\$ -	\$ -	\$ 250,000.00	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- (1) OPERATING REVENUES
- (2) MUNICIPAL GO BONDS

- (3) MASS STATE AID/GRANT
- (4) TRUST FUNDS

- (5) CPA FUNDS
- (6) FREE CASH/OTHER

- (7) SEWER ENTERPRISE FUND FEES
- (8) WATER ENTERPRISE FUND FEES

**Project Title: Emergency Generator**

**Department:** Town Hall **Category:** Maintenance

**Description and Justification:**

Town Hall does not have a generator, which means it must close when power is not available. This also impacts critical systems such as IT as several Town servers are housed in the building, telephones, and building systems (boilers, lighting, elevator). Should an outage in winter be prolonged, the building is vulnerable to freezing and damage. This project would be planned to be done in conjunction with the installation of new boilers in the building the year after natural gas service is installed.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT	1, 2, 3, 6	\$ 120,000.00			\$ 120,000.00		
MAINTENANCE							
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION							
CONTINGENCY							
OTHER							
<b>TOTAL</b>		\$ 120,000.00	\$ -	\$ -	\$ 120,000.00	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Carpet Replacement**

**Department:** Town Hall

**Category:** Maintenance

**Description and Justification:**

The Town Hall building is 22 years old and the carpet in most locations is original. This project is targeted for FY25 when it will be 27 years old to remove older damaged or worn carpet, repair sub floor if needed, and install new carpet.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE	1, 6	25,000.00					25,000.00
PLANNING/STUDY		-					
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTINGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 25,000.00	\$ -	\$ -	\$ -	\$ -	\$ 25,000.00

**SOURCE - FUNDING OPTIONS**

- (1) OPERATING REVENUES
- (2) MUNICIPAL GO BONDS

- (3) MASS STATE AID/GRANT
- (4) TRUST FUNDS

- (5) CPA FUNDS
- (6) FREE CASH/OTHER

- (7) SEWER ENTERPRISE FUND FEES
- (8) WATER ENTERPRISE FUND FEES

**Project Title: Interior Painting**

**Department:** Town Hall

**Category:** Maintenance

**Description and Justification:**

The Town Hall building is 22 years old and the paint in most locations is original. This project is targeted for FY25 when it will be 27 years old to address areas that are in need of patching, painting and updating.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT							
MAINTENANCE	1, 6	25,000.00					25,000.00
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION							
CONTINGENCY							
OTHER							
<b>TOTAL</b>		<b>\$ 25,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000.00</b>

**SOURCE - FUNDING OPTIONS**

- (1) OPERATING REVENUES
- (2) MUNICIPAL GO BONDS

- (3) MASS STATE AID/GRANT
- (4) TRUST FUNDS

- (5) CPA FUNDS
- (6) FREE CASH/OTHER

- (7) SEWER ENTERPRISE FUND FEES
- (8) WATER ENTERPRISE FUND FEES

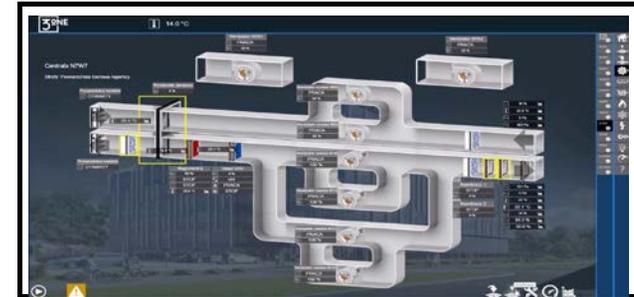
**Project Title: Building Management System Upgrade**

**Department:** Town Hall

**Category:** Maintenance

**Description and Justification:**

The building management system is original to the building and lacks the efficiencies available with today's technology. The older technology also results in higher than needed energy consumption. The project would entail the installation of more modern controls and a redesign of the network infrastructure with updated software and graphics to support it.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT							
MAINTENANCE	1, 3, 6	90,000.00					90,000.00
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION							
CONTINGENCY							
OTHER							
<b>TOTAL</b>		<b>\$ 90,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 90,000.00</b>

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Electrical System Upgrade**

**Department:** Town Hall

**Category:** Maintenance

**Description and Justification:**

An electrical system upgrade is needed to prevent critical town wide infrastructures from failing. With an addition of an emergency generator, the electrical work would be needed to separate existing circuitry and adding selected circuits into new switch gear to power critical items such as the elevator, boilers, circulator pumps, lighting, and communications in the event of power loss.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT							
MAINTENANCE	1, 6	25,000.00			25,000.00		
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION							
CONTINGENCY							
OTHER							
<b>TOTAL</b>		\$ 25,000.00	\$ -	\$ -	\$ 25,000.00	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Video System Upgrade**

**Department:** Town Hall

**Category:** Maintenance

**Description and Justification:**

The Town Hall has video cameras in various locations to monitor town property, and promote risk reduction as well as maintain a record of events on the property. The system is 23 years old. This project would involve upgrading existing cameras to newer technology, installation, and acquisition of a server and licenses to operate the system.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE	1, 6	60,000.00					60,000.00
PLANNING/STUDY							
DESIGN							
CONSTRUCTION							
LAND ACQUISITION							
CONTINGENCY							
OTHER							
<b>TOTAL</b>		\$ 60,000.00	\$ -	\$ -	\$ -	\$ -	\$ 60,000.00

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

**Project Title: Housing Production Plan Update**

**Department: Land Use**

**Category: Planning/Study**

**Description and Justification:**

The Town's original housing production plan was adopted in 2017. This document is a planning tool that establishes a strategic plan for production of affordable housing based upon a comprehensive needs assessment, regulatory barriers, environmental constraints and protected open space. It describes how the Town plans to produce affordable housing to reach the state mandate of 10% of all housing units. This work will build upon the 2017 plan and in concert with the Town's Master Plan. The Town is currently at 4.3%. The funding will provide for a consultant to guide the process.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE		-					
PLANNING/STUDY	5	27,000.00	27,000.00				
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTNGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 27,000.00	\$ 27,000.00	\$ -	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |



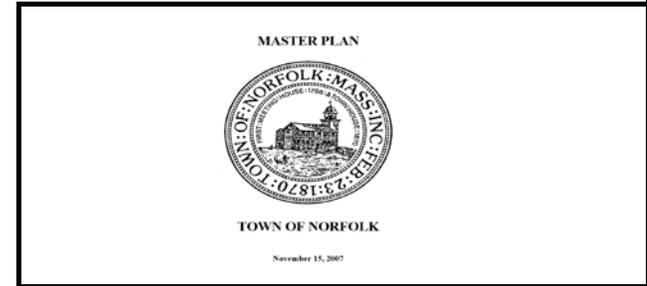
**Project Title: Master Plan Update**

**Department: Land Use**

**Category: Planning/Study**

**Description and Justification:**

The Town's current Master plan was adopted in 2007. This document is a planning tool designed to provide a basis for decision making regarding the long term physical development of the community. The Town's plan is now 13 years old and ideally would be updated every 10 years. Important elements of the plan include a goals and policy statement, land use plan elements, housing, economic development, natural resources, open space, services and facilities, circulation and implementation strategies. The funding would pay for an outside consultant to guide the Town through the process.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE		-					
PLANNING/STUDY	1, 3, 6	100,000.00		100,000.00			
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTNGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 100,000.00	\$ -	\$ 100,000.00	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

- |                        |                          |                     |                                |
|------------------------|--------------------------|---------------------|--------------------------------|
| (1) OPERATING REVENUES | (3) MASS STATE AID/GRANT | (5) CPA FUNDS       | (7) SEWER ENTERPRISE FUND FEES |
| (2) MUNICIPAL GO BONDS | (4) TRUST FUNDS          | (6) FREE CASH/OTHER | (8) WATER ENTERPRISE FUND FEES |

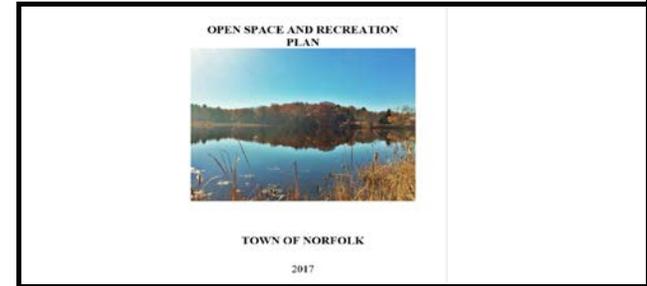
**Project Title: Open Space and Recreation Plan**

**Department: Land Use**

**Category: Planning/Study**

**Description and Justification:**

The purpose of this plan is to help ensure that the open space and recreation resources are protected and enhanced as the Town continues to grow and develop. The work would include a survey of residents in order to assess support for preserving open space and recreation resources, as well as historic places and buildings. The document will help the Town plan for future open space and recreation asses and infrastructure.



**ESTIMATED COSTS**

	<i>Source</i>	<i>Total Cost</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EQUIPMENT		\$ -					
MAINTENANCE		-					
PLANNING/STUDY	5	20,000.00	20,000.00				
DESIGN		-					
CONSTRUCTION		-					
LAND ACQUISITION		-					
CONTNGENCY		-					
OTHER		-					
<b>TOTAL</b>		\$ 20,000.00	\$ 20,000.00	\$ -	\$ -	\$ -	\$ -

**SOURCE - FUNDING OPTIONS**

(1) OPERATING REVENUES  
(2) MUNICIPAL GO BONDS

(3) MASS STATE AID/GRANT  
(4) TRUST FUNDS

(5) CPA FUNDS  
(6) FREE CASH/OTHER

(7) SEWER ENTERPRISE FUND FEES  
(8) WATER ENTERPRISE FUND FEES

09/15/2020 11:54  
9730rrov

Town of Norfolk - LIVE  
PRELIMINARY ACCOUNTS PAYABLE WARRANT REPORT

P 1  
apwarrnt

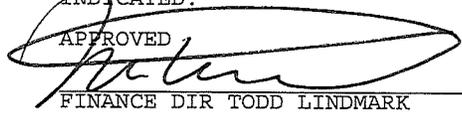
DATE: 09/15/2020 WARRANT: 11V21 AMOUNT: \$ 248,178.51

\$	12,886.64
\$	1,180.42
\$	3,525.90
\$	31,724.30
\$	2,159.49
\$	835.31
\$	10,659.33
\$	132,429.60
\$	40,051.24
\$	2,383.00
\$	3,371.41
\$	1,636.38
\$	570.00
\$	80.15
\$	1,783.44
\$	2,901.90
\$	<b>248,178.51</b>

TO THE TREASURER:

PAY TO EACH OF THE PERSONS NAMED IN THE ABOVE WARRANT, ACCOMPANYING SCHEDULES OF  
BILLS PAYABLE THE SUMS SET AGAINST THEIR RESPECTIVE NAMES, AMOUNTING IN THE  
AGGREGATE SHOWN ABOVE, AND CHARGE THE SAME TO THE APPROPRIATIONS OR ACCOUNT  
INDICATED.

APPROVED



FINANCE DIR TODD LINDMARK



SELECTBOARD KEVIN KALKUT

SELECTBOARD ANITA MECKLENBURG

SELECTBOARD CAROLYN C. VAN TINE

\*\*\*\*\*  
SCHOOL BILLS

SCHOOL COMMITTEE  
THOMAS DOYLE

SCHOOL COMMITTEE  
SARA WARD

SCHOOL COMMITTEE  
JENNIFER WYNN

SCHOOL COMMITTEE  
MEDORA CHAMPAGNE

SCHOOL COMMITTEE  
SHANNON MENESES



09/18/2020 12:51  
9730bboo

Town of Norfolk - LIVE  
ACCOUNTS PAYABLE WARRANT REPORT

P 1  
apwarrnt

DATE: 09/22/2020 WARRANT: 12VS21 AMOUNT: \$ 72,266.52

TO THE TREASURER:

PAY TO EACH OF THE PERSONS NAMED IN THE ABOVE WARRANT, ACCOMPANYING SCHEDULES OF  
BILLS PAYABLE THE SUMS SET AGAINST THEIR RESPECTIVE NAMES, AMOUNTING IN THE  
AGGREGATE SHOWN ABOVE, AND CHARGE THE SAME TO THE APPROPRIATIONS OR ACCOUNT  
INDICATED.

APPROVED

*[Handwritten signature]*  
FINANCE DIR TODD LINDMARK  
*[Handwritten signature]*  
SELECTBOARD ANITA MECKLENBURG

SELECTBOARD KEVIN KALKUT

SELECTBOARD CAROLYN C. VAN TINE

\*\*\*\*\*  
SCHOOL BILLS

SCHOOL COMMITTEE  
THOMAS DOYLE

SCHOOL COMMITTEE  
SARA WARD

SCHOOL COMMITTEE  
JENNIFER WYNN

*[Handwritten signature]*  
SCHOOL COMMITTEE  
MEDORA CHAMPAGNE

SCHOOL COMMITTEE  
SHANNON MENESES



09/22/2020 12:11  
9730rrov

Town of Norfolk - LIVE  
PRELIMINARY ACCOUNTS PAYABLE WARRANT REPORT

P 1  
aparrnt

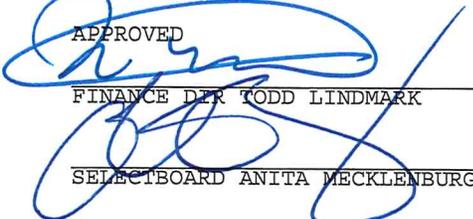
DATE: 09/22/2020 WARRANT: 12V21 AMOUNT: \$ 145,662.32

\$	31,583.70
\$	928.79
\$	23,123.10
\$	16,678.49
\$	22,649.99
\$	7,728.97
\$	9,187.42
\$	5,564.82
\$	2,560.10
\$	13,887.61
\$	2,553.95
\$	4,252.91
\$	196.86
\$	4,765.61
\$	145,662.32

TO THE TREASURER:

PAY TO EACH OF THE PERSONS NAMED IN THE ABOVE WARRANT, ACCOMPANYING SCHEDULES OF BILLS PAYABLE THE SUMS SET AGAINST THEIR RESPECTIVE NAMES, AMOUNTING IN THE AGGREGATE SHOWN ABOVE, AND CHARGE THE SAME TO THE APPROPRIATIONS OR ACCOUNT INDICATED.

APPROVED



FINANCE DIR TODD LINDMARK

SELECTBOARD KEVIN KALKUT

SELECTBOARD ANITA MECKLENBURG

SELECTBOARD CAROLYN C. VAN TINE

\*\*\*\*\*  
SCHOOL BILLS

SCHOOL COMMITTEE  
THOMAS DOYLE

SCHOOL COMMITTEE  
SARA WARD

SCHOOL COMMITTEE  
JENNIFER WYNN

SCHOOL COMMITTEE  
MEDORA CHAMPAGNE

SCHOOL COMMITTEE  
SHANNON MENESES



09/29/2020 12:40  
9730rrov

Town of Norfolk - LIVE  
PRELIMINARY ACCOUNTS PAYABLE WARRANT REPORT

P 1  
apwarrnt

DATE: 09/29/2020 WARRANT: 13V21 AMOUNT: \$ 597,888.93

\$	25,704.57
\$	19,695.79
\$	3,722.11
\$	1,621.76
\$	11,826.50
\$	109,719.64
\$	196,563.10
\$	41,249.21
\$	8,070.56
\$	64,325.24
\$	5,094.46
\$	196.34
\$	73,132.70
\$	36,966.95
\$	597,888.93

TO THE TREASURER:

PAY TO EACH OF THE PERSONS NAMED IN THE ABOVE WARRANT, ACCOMPANYING SCHEDULES OF BILLS PAYABLE THE SUMS SET AGAINST THEIR RESPECTIVE NAMES, AMOUNTING IN THE AGGREGATE SHOWN ABOVE, AND CHARGE THE SAME TO THE APPROPRIATIONS OR ACCOUNT INDICATED.

APPROVED  
  
FINANCE DIR TODD LINDMARK

  
SELECTBOARD KEVIN KALKUT

SELECTBOARD ANITA MECKLENBURG

SELECTBOARD CAROLYN C. VAN TINE

\*\*\*\*\*  
SCHOOL BILLS

SCHOOL COMMITTEE  
THOMAS DOYLE

SCHOOL COMMITTEE  
SARA WARD

SCHOOL COMMITTEE  
JENNIFER WYNN

SCHOOL COMMITTEE  
MEDORA CHAMPAGNE

SCHOOL COMMITTEE  
SHANNON MENESES

## Norfolk Select Board's Open Session Meeting Minutes July 27, 2020

### **This meeting was held as a Remote Access Zoom Virtual Meeting.**

Members Present: Kevin Kalkut; CiCi Van Tine; Anita Mecklenburg. Members Not Present: None. Also Present: Blythe Robinson, Town Administrator; Judith Lizardi, Executive Assistant.

Mr. Kalkut called the Remote Access Zoom Virtual Meeting to order at 7:00 p.m. He announced this meeting is being both video and audio recorded.

He noted the Massachusetts State of Emergency and the associated state legislation allowing towns to hold remote access virtual meetings during the COVID-19 pandemic crisis. As provided on the agenda, in accordance with the Governor's Order Suspending Certain Provisions of the Open Meeting Law, G. L. c. 30A, § 20, relating to the 2020 novel Coronavirus outbreak emergency, the July 27, 2020, 7:00 p.m. public meeting of the Norfolk Select Board shall be physically closed to the public to avoid group congregation. Alternative public access to this meeting shall be done via Zoom online video conferencing. This application will allow users to view the meeting and provide comments during allocated windows as outlined in the Board's Public Comment Policy. He noted the Zoom Meeting link and the Zoom Meeting call-in number are provided on the agenda. He stated that all supporting materials have been published to the website.

### Continued Public Hearing under G.L. c.140, §157 to determine whether a dog owned by Ms. Melissa Mitchell is a nuisance dog or a dangerous dog

Mr. Kalkut stated this is a dangerous dog public hearing under G.L. c. 140, § 157. He read aloud the Notice of Public Hearing as written in the letter to Ms. Melissa Mitchell, the dog owner, from Ms. Blythe Robinson dated June 30, 2020, which was provided in the Select Board's meeting packet. He reviewed materials that were submitted to the Select Board prior to the hearing and the procedural process for the public hearing. He noted that anyone wishing to speak or ask questions will be given the opportunity. He conducted a collective swearing in of the witnesses. He invited the complainant to testify as the first witness.

Mr. Brian Beachkofski, injured boy's father, stated he understood the significance of the hearing as he is a dog owner. He asked for this hearing because of an attack that happened to his son when his son was at the dog owner's house. It was a significant attack that required multiple trips to the doctors and required a plastic surgeon for repair. He stated that this is not for retaliation or retribution. What they have had to go through is upsetting. It is concerning that something like this could happen again which is why he asked for the hearing. Looking through the MA General Law, the law seems to lay out what does not declare a dangerous dog rather than what does declare a dangerous dog. He read aloud parts of the law. He noted that the dog was not defending or protecting the property or that the dog was not provoked. He stated that given the history of the dog, his son wanted to get out of reach of the run and was trying to walk away. His son did not run or do other quick motions that would have provoked anything. He noted that his son was invited over to the house. In reviewing the law, none of the factors were at play; however, what was a factor is that the dog has a history of having confrontations. His son was invited over to the yard and this is what happened when the dog was supervised. The bite was not just a puncture wound; it was deep. This information that he has given is provided in the account of the incident. He stated that there has been one other documented case before when the dog Annabell came onto his property and bit his dog. This attack in 2017 was reported to animal

control. This recent attack in June 2020 was the second documented attack. He discussed that after the first incident, he did not think a dangerous dog hearing was needed; however, this is a second attack. This is a pattern of behavior over multiple years and he is concerned it will happen again. He thinks that one of the things that is also relevant from prior incidents is the structure around and supervision of the dog. The dog is a rescue, and he appreciates the love the owners have for their rescue dog; it is very commendable. He does not think a dangerous dog cannot be a good companion to its family. However, in certain circumstances the dog has a pattern of behavior that has led to injury. After the first incident the dog was put on a run, but with all those precautions put in place, there was still another incident that happened. He discussed that another element of the supervision of the dog is being a responsible dog owner. He stated that one of the toughest parts of the day of the incident is the time between the attack and the time their son was brought home to them which was 45 minutes. It is hard for him to not take that into consideration. He asked if the dog has adequate supervision. The dog was already on a run line when the bite happened and the response to the incident was not what he would think is okay. The wound was dressed when his son was brought back to their home. He looked at the wound and thought how could the dog owners have not already taken him to urgent care or the emergency room because at a minimum this was going to need to be stitched up. These are all considerations as to whether the dog has adequate supervision. He took his son to the emergency room. The doctors excised out some of the fat from the wound; they could not close the wound otherwise. The son had to later go for a second procedure. It is now healing well. There is a dent in the leg, but he is mobile and moving, and hopefully scarring will be minimal. He stated that all this information is in the meeting packet. He said the pictures provided in the meeting packet seem rather difficult to make out; he would share colored pictures, if necessary. These are the factors he weighed. As a dog owner, he does not take this lightly. This is not a personal thing; he does not want someone else to go through this. He stated that this is his account of the incident and his considerations in making the request for the hearing.

Ms. Van Tine noted that in the son's recitation of his accounts, there was mention that the dog bit another child at 96 Boardman Street. Ms. Durand stated she did not witness this incident and neither did her son. They had heard that Annabell had bitten before; that was in her son's head. After this current incident to her son in June 2020, Ms. Durand stated that the neighbor at 96 Boardman Street told her that Annabell had also bitten her son in the past; however, she had not reported it. She said that she is a veterinarian and prescribed antibiotics for her son. Ms. Mecklenburg said she felt that Mr. Beachkofski was very thorough and she had no questions. Mr. Kalkut stated he had no questions.

Attorney Mello confirmed the meeting is being recorded. He reviewed the statutory definitions of "attack," "dangerous dog," and "nuisance dog" as set forth in G.L. c. 140 §136.

Ms. Hilary Cohen, Animal Control Officer, summarized what transpired in the incidents from 2017 to 2020 in chronological order. She highlighted key points of the 2017 incident. She stated that Norfolk Police contacted her to contact Ms. Durand who stated that while on their deck, Annabell came onto their property and bit their dog, Indigo. The 2017 incident was the first known incident to Animal Control which requires a warning. Ms. Cohen stated that said incident at 96 Boardman Street was never reported. Ms. Cohen stated that Ms. Mary-Anne Rampino owns the property at 90 Boardman Street; her daughter Ms. Melissa Mitchell is the dog owner of Annabell. Attorney Cohen asked numerous questions to which Ms. Cohen responded. Ms. Cohen stated that on June 13, 2020, a call regarding a dog bite to a child was received. Ms. Durand said that her son was playing at 90 Boardman Street and was bitten. Ms. Cohen stated that the dog Annabell was licensed and vaccinated from rabies. On Monday, June 15, 2020, Ms. Cohen spoke with the dog owner, Ms. Mitchell, who was not

home when the incident occurred. Ms. Mitchell said that when Ms. Rampino put the dog out on the runner, she did not realize the boys were outside playing. Ms. Cohen noted she played phone tag with the Ms. Mitchell's dog trainer, Mr. Tim Morgan of Mulligan Kennels. A temporary restraint order was placed on the dog. An email was sent to the animal inspector to quarantine the animal. Due to what she could see, she could not determine if it was a Level 3 or Level 4 on the bite scale. She stated that she completed a supplemental report as she was still trying to get in touch with the dog trainer. She stated that any dog breed can bite. Annabell is listed as a mixed breed Pitbull-type dog. It is not about the breed of the dog, it is all about the acts that happened during this and the previous incident. She has not had any other complaints on this dog except the two incidents.

Ms. Mecklenburg stated she had no questions. Ms. Van Tine reviewed that Ms. Cohen indicated in the June 15, 2020, report that she spoke with the dog owner who said she was moving out of Norfolk as soon as her house in another town was finished. Ms. Cohen said it was anticipatory that it would be the end of the year; Ms. Mitchell was doing work on her property in Medway. Ms. Van Tine asked Ms. Cohen about what the dog trainer said and was there a plan going forward. Ms. Cohen said she spoke to the trainer, Mr. Tim Morgan of Mulligan Kennels, who said he would evaluate the dog the next day; she did not ask him to do that. In her talk with him, he said he was incredibly busy. He said that the Mitchell's reached out to him after the bite incident. He said he has been to the home for training in 2019; he said that the dog did have triggers with some other animals and some people. He said he brought his own child to the Mitchell's house between 2017 and prior to the 2020 incident. Ms. Cohen confirmed that when she talked to Ms. Mitchell in 2017, she was made aware that Ms. Mitchell said she was planning to move; but, they are still residents in Norfolk. Ms. Van Tine asked that when discussing with Ms. Mitchell about containing the dog, fencing and the enclosure were discussed, what was Ms. Mitchell's response. Ms. Cohen said that Ms. Mitchell said that the house was owned by Ms. Rampino and Ms. Mitchell was moving, so the fencing would not be possible. Ms. Cohen said the gravity of the situations requires more than a runner; in her experience, this dog needs to be behind a physical barrier. Mr. Kalkut had no further questions.

Mr. Kalkut noted that three items were received after the posting of this meeting; all three items are character reference letters for Annabell.

Ms. Kelley Bollen, Certified Animal Behavior Consultant, said that on July 9, 2020, Animal Control Officer Hilary Cohen reached out to her to see if she would review the case notes and testify. She stated that as a Certified Animal Behavior Consultant, she does this occasionally. She reviewed the case and as outlined in her letter, she determined from the father's statement, pictures and reports this was most likely a Level 4 bite. She reviewed that the Dunbar's Dog Bite Scale is used in many countries to determine how safe a dog is after it has bitten. A level 4 bite is a very serious bite; the teeth are sunk into the halfway point of the dog's canine tooth. Most dogs when they bite do not cause injury. The majority of bites in the US are Level 1 or Level 2. This bite went to a Level 4 meaning this dog does not have good bite inhibition. In reviewing the whole case, she did not take into consideration the other dog incident accounts. In this case Annabell has a history with another dog. But, this incident with the child is the most relevant due to the severity of the wound and that the dog was still tethered and could cause this type wound. Annabell is a dangerous dog because when she does bite, she does cause harm. Once a dog has bitten, they are more likely to bite again in the future in the same or similar situation. She believes if Annabell ever got out of the yard or her house, she is a danger to other children in the community. She believes Annabell should be declared a dangerous dog.

Mr. Kalkut asked about the reference to the levels of a dog bite. Ms. Bollen reviewed a Level 1 bite is a warning bite, a Level 2 bite is a bite that did not break skin, a Level 3 bite is when the dog punctures skin but does not sink teeth in, a Level 4 bite is when the puncture from at least one canine tooth went more than half the length of the canine tooth, a Level 5 bite is a multiple bite, and a Level 6 bite is a fatal bite. She said she is basing her determination on the report and the fat tissue coming out of the wound. Ms. Van Tine had no questions. Ms. Mecklenburg asked who usually does the rankings on the bite scale. Ms. Bollen said it is usually done by a forensic investigation if there is a hearing or court case; not every emergency room physician knows the bite scale.

Attorney Mello stated that for clarity, he requested Ms. Cohen's and Ms. Bollen's recommendations.

Ms. Bollen stated that she recommended a secure fence around the yard that does not include a gate and all egress and access is through the home. The fence would have to be high enough for the dog to not jump out and secure under the fence so the dog could not dig out. In addition, the dog would wear a basket muzzle anytime it is taken out of the yard or house because leashes can fail, and if the dog were to escape, it would have a basket muzzle to prevent any serious situation in the future. Ms. Cohen stated she had nothing to add. The interim order stated that when the dog was on a leash, it would be in a basket muzzle. She agreed that the dog should be behind a physical barrier to prevent something from happening in the future.

Attorney Cohen asked Mr. Beachkofski if his son was invited over to the Mitchell's house and how he knows that. Mr. Beachkofski stated the kids are often at each other's houses and have been invited many times. It was a prearranged situation and his son was invited over because the two were playing together and sitting down in that space. Attorney Cohen asked that when his son wrote the incident narratives was Mr. Beachkofski sitting with him. Ms. Durand said she was typing when her son gave his report.

Attorney Cohen asked Ms. Cohen to tell the Board about Annabell. Ms. Cohen said she had only seen Annabell once. Both incidents happened after hours. In 2017 the incident was not reported until an hour later. In 2020, due to COVID, she did not go into the home. Attorney Cohen asked if Ms. Cohen had ever evaluated Annabell's behavior. Ms. Cohen said she had not. Attorney Cohen asked when Ms. Cohen became a dog officer. Ms. Cohen said in 1995 or 1996. Attorney Cohen said that in Ms. Cohen's report she reported Ms. Mitchell's unwillingness to put up a fence. He asked that if Ms. Mitchell had put up the fence would Ms. Cohen still have recommended to muzzle the dog. Attorney Cohen asked if the muzzle was due to bite history or not putting up a fence. Ms. Mecklenburg stated that the course of questioning should pertain to Annabell. Mr. Kalkut asked Mr. Cohen to be aware of his questioning. Ms. Van Tine stated that she had no issue with Attorney Cohen's tone, but she is concerned that the questioning is less about Annabell and the dangerousness of the dog than it is about the Animal Control Officer.

Attorney Cohen asked that regarding Annabell, at the June 29, 2020, hearing to extend the restraining order, did Ms. Cohen have an opinion about whether the dog was dangerous. Ms. Cohen said she had not yet spoken to the trainer. It was not until the following day that she reached out to the trainer. Attorney Cohen said that he wants to make sure the Select Board follows the correct law. Attorney Cohen stated Ms. Cohen had received a lengthy voice mail from the trainer. Ms. Cohen stated she is not sure of the exact contents of the voicemail; however, she thinks the phone call conversation was clearer. Attorney Cohen asked when Ms. Cohen determined that she would send this incident to a behavioral consultant. Ms. Cohen said after the June 29, 2020, meeting. Attorney Cohen asked who

paid for the behavioral consultant and if Ms. Cohen had asked Ms. Mitchell to have the dog evaluated. Ms. Cohen said no. Ms. Van Tine said she is not seeing that who paid for the behaviorist relates to the dangerous dog hearing. Attorney Cohen said Ms. Cohen went behind the owner's back to get the dog evaluated. Why did Ms. Cohen not suggest this to the dog's owner? He stated that he does not understand why this information was kept from us. He said that in trying to figure out if Annabell is a dangerous dog or not, did Ms. Cohen speak to the dog's owner about the dog's behavior. Ms. Cohen said that in the two instances she spoke to Ms. Mitchell. Attorney Cohen asked if Ms. Cohen went to the location where the bite happened. He asked if Ms. Cohen asked the dog owner to shorten the tie-out. He asked if Ms. Cohen has asked other dog owners to muzzle their dogs. Ms. Cohen said she thinks so, but Norfolk does not do a lot of dangerous dog hearings. In response to further questions by Attorney Cohen, Ms. Cohen said she spoke with Mr. Beachkofski once and Ms. Durand twice. Attorney Cohen asked Ms. Cohen questions about the 2017 dog bite incident regarding location of incident and bite records. He asked if Annabell has birthed a litter. Ms. Cohen said she did not know. He asked about the dog owner's property in Medway and confirmed Ms. Cohen pulled the assessor's records for the other town, but did not visit the Medway property. He asked what new evidence Ms. Cohen supplied to Ms. Bollen to determine if it was a Level 3 or Level 4 bite. He asked if Ms. Cohen forwarded doctor's information to Ms. Bollen. He asked if at the June 29<sup>th</sup> hearing, did Ms. Cohen know the Town bylaws were out of date. Ms. Cohen stated she does not know if she knew at that time. Attorney Cohen asked when Mr. Tim Mulligan, the dog trainer, did not get back to her, did she reach out to the owner to get the trainer to contact her. Ms. Cohen said at the June 29, 2020, meeting if the trainer gave a set plan, it would change her recommendation for a hearing. She said she could not go forward with any decision, without speaking to the trainer. She stated that the Beachkofski's filed for this public hearing; she did not. When she spoke with Mr. Mulligan, he said he told the Mitchell's they needed to buy a pen immediately. Attorney Cohen asked if Ms. Cohen had a chance to see a report from Mr. Steven Connolly, owner/operator of The Dog House. Ms. Cohen said she saw it. Attorney Cohen confirmed everyone received the letter from the Dog House. Ms. Van Tine said she did not see anything that suggested that Mr. Connolly from the Dog House was a trainer. Attorney Cohen said Mr. Connolly is not a behaviorist; but, he is the only person to submit a report who has spent time with Annabell for a little over one hour. Mr. Beachkofski stated his son submitted a report and has spent time with Annabell. Attorney Cohen asked Ms. Cohen for her opinion if Annabell is a dangerous dog. Ms. Cohen said it would be her tendency to believe that this dog should be managed in such a way that she is not a danger to the community. She said she thinks that Annabell should be labelled a dangerous dog.

Attorney Cohen asked Ms. Bollen where she practices. Ms. Bollen said she recently moved to Nevada after more than 20 years in Massachusetts. He asked how often she makes a behavioral assessment without meeting the dog. She stated this is the second time she has done this. She stated that the incident itself is what the opinion is based on. There was no need for any in-person visitation with the dog. There is nothing that anyone can say that will take away the injury to that child in that incident with Annabell. She is basing this on the materials provided by Ms. Cohen with the pictures provided by the father. Attorney Cohen asked about the Dunbar Dog Bite Scale. Ms. Bollen explained the types of bites and stated that this bite is deep injury with tearing of flesh which puts it in the Level 4 bite category. A bite causing significant injury requiring several procedures and plastic surgery indicates a significant bite. She stated she does not need to meet the dog to know the dog is dangerous. She stated that if there were doctor notes she would have read them. Attorney Cohen read the opinion of Mr. Connolly about Annabell after spending one hour with the dog. Ms. Bollen stated in response to Attorney Cohen's questions that she cannot surmise what would have happened if the dog was not tethered. What matters is the incident that occurred with the child. Attorney Cohen said that if the dog was defending itself, the dog's perspective matters. Ms. Bollen stated no one would ever know the

dog's motivation. Bites happen in different situations. When looking at a dog bite situation, we have to look at the severity of the injury. Attorney Cohen reviewed the differences between Level 3 and Level 4 bites. Ms. Bollen stated the level can be determined based on the wound. Attorney Cohen asked that if the boy had been there many times, why was this day different. Ms. Bollen said we are never going to know. Attorney Cohen asked how do we not know that the dog did not think she was protecting herself. Ms. Bollen said the child was trying to move away from the dog. Ms. Bollen said when looking at the bite and trying to determine if the dog may bite again, the question asked is if this dog is dangerous and could the dog cause this degree of injury again. When trying to determine if it is a dangerous dog, all that has to be done is look at the incident to see what occurred. Attorney Cohen said that under MA law, they look at the dog's state of mind; the law requires us to look at the totality of the environment. Ms. Bollen reviewed the degree of injury inflicted on the child. Attorney Cohen asked Ms. Bollen what was the dog's motivation. Ms. Bollen stated that could not be answered as you cannot get into the mind of the dog. She looks at the result of the incident. She said the dog's motivations are not as important as the injury and how severe the injury was. She stated they need to look at if this dog is potentially dangerous in the future. The way to do that is to look at how damaging this bite was; it is known that this is this dog's potential because she just did it. It is the incident itself and the severity of the wound when trying to determine if the dog is dangerous.

Attorney Mello stated that he disagreed with Attorney Cohen's characterization of the MA law. The standards that apply under § 157 are copiously delineated. The MA law speaks for itself. He noted that Attorney Cohen referenced a meeting that occurred on June 29, 2020, and used the word hearing to describe a proceeding which was a meeting in connection with the Town's bylaws. Attorney Cohen confirmed he knew it was not a hearing.

Attorney Cohen asked Ms. Bollen that when she was given the documents to review for this incident, was the MA law submitted as part of it. Ms. Bollen said no.

Ms. Melissa Mitchell, 90 Boardman Street, dog owner of Annabell, gave her testimony without providing a visual/video view of herself on the Zoom platform during the public hearing. She stated she has two dogs. When she rescued Annabell, she was told that Annabell was three to six years old. She has had Annabell for four years; therefore, she believes Annabell is 10 or 11 years old. In response to Attorney Cohen's questions, she stated she was home during the July 2017 dog-on-dog incident. She said she did not remember a conversation with the animal control officer regarding the incident, but the animal control officer did call on the phone and asked if the dog was licensed and had current rabies vaccination. Ms. Mitchell reviewed the incident. She stated she was outside with both dogs on runners. Her dogs started barking. She took Annabell off the runner to bring her inside and Annabell got away because a dog came out of the woods. Annabell grabbed the Beachkofski's dog Indigo while in Ms. Mitchell's yard and then Annabell chased Indigo to the Beachkofski's yard where the mother and the son were home. Ms. Mitchell grabbed Annabell off of the Beachkofski's porch. She said she never saw Annabell bite Indigo. She said she has not seen or been asked to pay a vet bill for this incident.

Attorney Mello said that regarding the procedure for this public hearing, the previous witnesses have provided a narrative to the Select Board of their summary of events, and then questions have been asked by Attorney Cohen and others. With Ms. Mitchell's testimony, Attorney Cohen is asking specific questions and not allowing Ms. Mitchell to provide a narrative summary to the Select Board. He asked if the Select Board would want to hear an introductory summary from Ms. Mitchell. Mr. Kalkut asked if Attorney Cohen would prefer a summary of the incidents rather than the question-by-question line of questioning of Ms. Mitchell. Would it be beneficial for the Select Board to hear a summary first and

then circle back for questions? Attorney Cohen said he wants to get the right decision the right way. He suggested the Select Board ask questions if they would like. Attorney Mello reviewed how this hearing has been conducted so far. Mr. Kalkut asked for a singular presentation from the dog owner and then questions.

Attorney Cohen asked Ms. Mitchell for her summary of the events of the June 2020 incident. Ms. Mitchell continued speaking about the 2017 incident and said her account of the 2017 incident was documented with the animal inspector. She said she did not witness the June 2020 incident with her own eyes. Since the incident, she has had Annabell on a leash when outside, she has been using the muzzle, she is pursuing a new trainer, she is shortening Annabell's runner, and she had Annabell assessed by a behavioral specialist. She said that Annabell does not react unless she feels she needs to protect. Her opinion is that Annabell was trying to protect her "housemate" as the neighbor boy had a mask. She said that the neighbor boy did not have a playdate; however, it is an open-yard thing and the boys go back and forth. This has been hard for her and she cannot imagine how hard it has been for the family. She stated that the children have also been kind of hurt by all this because they have lost a friend. It is a very tough situation. Attorney Cohen asked about the 45-minute delay in getting the boy home after the bite. Ms. Mitchell said the boy did not want anyone called and did not want to go home. She reviewed a prior incident on her property where the neighbor boy was injured and the boy did not want to go home or call his mother. Ms. Mitchell stated that when the boy did not want to go home, her mother, Ms. Mary-Anne Rampino, felt she understood and did not bring the boy home or call the mother. Attorney Cohen asked Ms. Mitchell about her move out date. Ms. Mitchell said they have a deadline of the end of the year to be out of the house. Attorney Cohen asked how she would make the neighbors feel comfortable. Ms. Mitchell said Annabell will never be outside without her, she would make a shorter runner, and use a muzzle anytime leaving the house. Attorney Cohen asked that regardless of the decision that is reached, would Ms. Mitchell continue to muzzle Annabell when she is outside until Ms. Mitchell moves from 90 Boardman Street. Ms. Mitchell said she would. She stated that she would do this to appease other people; she does not think her dog is dangerous.

Ms. Mecklenburg asked if the Beachkofski boy was welcomed. Ms. Mitchell said yes. She stated that when she got home, the boy's wound was bandaged and she asked to see it. She thought the boy needed a stitch or two. Ms. Van Tine asked what if anything can Ms. Mitchell tell about this incident that was reported to happen at 96 Boardman Street about a bite. Ms. Mitchell said she does not know anything about this. Ms. Van Tine referenced the provided letters of support for Annabell: one letter is from Ms. Mitchell's sister and the other is from the sister's friend who lives together with the sister and they share several dogs. Ms. Van Tine asked about the dog playdates the sister and boyfriend arrange as noted in the letter. She asked where the title of animal behaviorist came regarding Mr. Steven Connolly's doggie day care and spa as she cannot find those credentials. Ms. Mitchell said that Mr. Connolly is very good at reading dogs when at his facility, and he looks at their behavior. Ms. Van Tine asked about Mr. Connolly's letter as it says he spent over one hour with Annabell. Ms. Mitchell said she went to his facility, and she was both present and not present at the times when he was observing Annabell. Ms. Van Tine confirmed that Ms. Mary Smith, author of one of the support letters, is Ms. Mitchell's brother's fiancé. She confirmed that Mr. Connolly is not a relative. Ms. Van Tine confirmed that Ms. Smith was in the house at 90 Boardman Street when the biting incident occurred. She asked about Ms. Smith's certification as an EMT. Ms. Mitchell said Ms. Smith has been an EMT for over one year. Ms. Van Tine noted that family and friends may view the dog in a different way than others. Ms. Van Tine confirmed that Ms. Mitchell said that the only person she spoke with regarding the 2017 incident was the animal inspector, Chris Wider, when she was issued the order of quarantine in 2017. Ms. Van Tine noted there was a scuffle with the dogs on her property. Ms. Mitchell said the

Beachkofski's dog came onto her property. Indigo kept trying to initiate play with Annabell. The owners came and took Indigo away. Ms. Mitchell said she just does not believe that the incident would have happened if Annabell could have seen the boy; the fact that somebody was masked in the backyard with her child would get any dog upset. Ms. Van Tine asked when it was brought up that the child was masked. Ms. Mitchell said it was stated several times. Ms. Mitchell agreed the child was bit, the bite drew blood, and the child received stitches. She said that the child could have pulled away and that would have caused the child to need stitches. Ms. Van Tine said the child could not be pulling away unless the dog had its teeth in the leg.

Attorney Cohen asked if Ms. Van Tine was cross-examining Ms. Mitchell. Attorney Mello asked if Attorney Cohen was suggesting that Ms. Van Tine could not ask questions. Ms. Van Tine stated that Attorney Cohen intimated the depth and severity of the bite would render it more or less dangerous. She said it is fair to ascertain if the owner acknowledges the severity. Attorney Mello said the use of the words cross-examination by Attorney Mello is incorrect. The Select Board is free to ask the questions they want to ask. There are no cross-examination questions in connection with this process.

Mr. Kalkut stated that there is a lot of interrupting going on at this time; he asked that anyone wanting to speak ask to be recognized to speak.

Attorney Mello stated everyone should be respectful of the process. As a procedural matter, the Select Board is free to ask questions. He stated that it is not accurate to say Ms. Van Tine's questions were cross-examination questions. Attorney Cohen said he wanted to ask questions about the restraining order that he believes was unlawful, but he was shut down about restraining order questions. Mr. Kalkut stated that Ms. Van Tine tied her questions back to the scope and review of previous statements about if Annabell was dangerous. Ms. Van Tine stated she was within the scope of questioning. She stated that she has heard some sort of minimizing of the bite. She is hearing someone talking about minimizing the injury and perhaps, minimizing the incident, and whether the boy was invited on the property and whether the child should have been there. She stated this was not a child doing any of the proscribed things listed in the statute.

Attorney Mello refuted that Attorney Cohen was precluded from or shut off from presenting argument or testimony on a particular issue.

Ms. Van Tine stated that Animal Control Officer Cohen said in her remarks that Mr. Tim Morgan of Mulligan Kennels had discussed that the dog Annabell did have triggers. She asked Ms. Mitchell if Mr. Morgan talked about that with her. Ms. Mitchell said yes. Ms. Van Tine asked what Ms. Mitchell was working on to address the triggers. Ms. Mitchell said Annabell is triggered by wheels; her homework was to tether the dog and have children drive by with bikes and Ms. Mitchell would redirect her. Ms. Mitchell said Annabell was doing quite well. Ms. Van Tine asked if there were any other triggers. Ms. Mitchell said no. Ms. Mitchell stated that Mr. Morgan said that having a pen would appease the animal control officer. She said that she has a pen; it is four-sided, chain link, and about five ft. tall. She stated that when the dog is outside, Ms. Mitchell is with her.

Mr. Kalkut confirmed with Ms. Mitchell the approximate age of Annabell. Ms. Mitchell said she rescued Annabell in 2016. Ms. Mitchell said the little paperwork she had received indicated Annabell did have puppies. Attorney Cohen said he no questions. Mr. Kalkut said the public would now have an opportunity to ask questions.

Mr. Al Quaglieri, Main Street, said he has rescued dogs for over 20 years. The dog types he rescues can sometimes be temperamental and volatile. He stated that his wife was once grabbed by one of the dogs, but the severity of the bite was made worse because she pulled her hand away and ripped the skin. He discussed that in listening to Ms. Mitchell and the expert Ms. Bollen, it seemed like the skin was ripped apart and that could only be done through an intense puncture; from experience, he knows that is not accurate. He thinks Ms. Van Tine made a couple of great points, when she said that the family that knows this dog trusts and loves this dog. But, when the dog saw someone with a mask and a hat on, it acted differently and that is how a lot of dog's act. He stated that if you go to c. 140 §157, it is clear how you have to conduct this hearing. You have to prove some facts. He stated that he does not necessarily think those facts have been proven because the dog was tethered. The person was in the confines of the dog's structure. If you look at §157 number 4, that clearly happened in this incident. It seems to him and the kinds of dogs he has owned and their temperament that this owner has done everything possible post-incident to rectify the issue. His opinion is that he does not believe that this dog is dangerous dog has been proven.

Mr. Kalkut asked if Ms. Mitchell had offered to cover medical expenses for the child hurt in the incident. Ms. Mitchell said no. Mr. Beachkofski pointed out that the remainder of the sentence that Mr. Quaglieri had read aloud in the MA general law is important as the person was authorized to be in the enclosure and had an authorization to play.

Mr. Quaglieri stated that when there is a tether and a structure and you are on private property, it is deemed to be an area that should not be infiltrated when you own a dog. Children wandering on properties do not have the inherent right to go on people's property within an area that a dog has been retained and structured.

Mr. Kalkut called for closing remarks.

Attorney Mello clarified for Ms. Mitchell that c. 157 includes among the potential orders that a hearing authority can determine, provided that there is a finding that the dog is dangerous, that the dog can be confined to the premises of the keeper. He read the text of the statute. He asked if Ms. Mitchell purchased a dog run that would satisfy those requirements. Ms. Mitchell said she got a pen which has sides but no roof.

Mr. Beachkofski said there had been comments regarding the wound and whether it was indicative of a dangerous animal; he would be happy to screen share pictures to show the magnitude of the wound as there may have been lack of clarity with the photos provided. Mr. Kalkut stated that he would not need to see the photos. Ms. Van Tine agreed she did not need to see the clearer photographs of the wound to formulate an opinion. Ms. Durand stated that when the second procedure, the plastic surgery, was done, the doctor estimated that there was approximately 50 stitches. She stated that she can request said medical report. Ms. Mecklenburg asked the Beachkofski's about the plastic surgery. She confirmed that there was missing skin in the wound; therefore, the skin could not be reattached. Mr. Beachkofski continued with his closing remarks. He asked if the Connolly's that live at 92 Boardman Street are related to or know the Connolly mentioned throughout this hearing. Ms. Mitchell said he is not related to them at all. Mr. Beachkofski discussed the children playing in each other's yards. He stated that to say his child was an unauthorized presence in the yard/confine is not the case. He noted the dog has triggers around wheels. He has also heard that the dog has triggers around kids, hats, masks, and maybe there are other triggers; it is concerning about how to manage a response with so many triggers. He said he knows mistakes happen. This is not a question of whether or not we can prevent

mistakes from happening. But for a dangerous dog hearing, what are the consequences of mistakes happening. This has to be behavior based and on the consequences of mistakes. He stated his son did not tell him that he did not want to go home after he was bitten. Mr. Beachkofski stated that regardless of whether a child says they do not want to go home, it would be responsible to send the child home in a timely manner when they are injured. He stated he did not want to ask Ms. Mitchell to pay the veterinarian bills the first time in 2017; they thought they would just cover it. He is surprised that since they did not ask Ms. Mitchell to pay, it is being implied that maybe nothing did happen or there was not a puncture wound. He would be happy to provide the vet records regarding that wound in 2017. He will also provide emergency room documents regarding the plastic surgery for his son. He reviewed the comment about someone pulling away when a dog is biting. He stated that he does not imagine anyone being bitten by a dog would say to themselves that I will just let the dog hold on to me until the dog removes his mouth and then I will move away. The idea that the damage was self-inflicted is offensive on the nature of what someone is expected to do when a dog is biting. He responded to the comment about what was different this time. He stated the adult behavior was different this time. Usually, the adult that lets Annabell out signals to the children that the dog is being let out; that did not happen this time. He does not want the next time a mistake happens to impact another family in this way. The dog is dangerous as defined by law and the risk should be mitigated by the law. There is a history of things happening and mistakes being made. He noted that licensing of the dog in the Town only happened after the 2017 incident. Due to the incident unreported at 96 Boardman Street, there has been no behavior change as to how the dog has been managed. Things only change after things are reported and that is why he felt the mandate to bring this forward to the Select Board for determination. He is asking they look at the evidence to determine if the dog is dangerous per the law and if so follow the prescribed legal options on how to deal with that.

Attorney Cohen stated that Ms. Mitchell was deferring her closing remarks to him. He stated that the catalyst for this was the grandmother's error. The hearing authority must be look at the dog's behavior under that circumstance. They must protect the public from dangerous dogs. But, it is also important to protect the public's due process and the right to a fair hearing. MA general law does not acknowledge the Dunbar's Dog Bite Scale. He reviewed G.L. c. 140, § 157 a 1. He read the text aloud and said the dog was defending itself. He stated that we have some evidence that this dog was in protective mode. It was protecting the son that lives in the dog's house. MA general law requires the hearing authority to determine the dog's state of mind. He read the text aloud regarding G.L. c. 140, § 157 a 3. which discusses provoking the dog. He said the injured boy was not doing anything physically to provoke the dog; but, from the dog's perspective, she sees her housemate and sees a boy with a mask and hat and in this dog's mind, knowing those circumstance and that this has not happened before, and on the dog's own property, you have got to look at the law in relation to all the facts not just what the behavioral expert assumes on the scope of the bite. In this dog's mind, there was an attack pending and this was an assault. This dog did this on his own property. You can look at the circumstances and know the dog was in protective mode. In the scheme of bites, dogs that are dangerous that have intent to kill, maim, or destroy do not bite like this. We have not been able to identity that the dog's response was in proportion or not to seeing the boy there. He said that they should suspend the hearing and allow Annabell to be evaluated by a behaviorist on our end. He stated that behaviorists' reputations are so important that you cannot buy an opinion. They should be allowed to have their own behaviorist evaluate the dog. There is a series of tests. We have only heard of one trigger and that is wheels. Is a person on the property with a mask and hat on scary enough for the dog to react the way it did? He stated that the statute requires them to look at the circumstances of the dog's behavior. The real test is can you match the facts up with the governing law; the Town's bylaws do not control here. He contended there is not enough information. There should be one more

piece. We have to find a behaviorist in a short period. Until then, current things remain in place. He is asking the Select Board do this in lieu of not finding the dog dangerous.

Attorney Mello asked Attorney Cohen to specify his remark of what is in place that would continue. Attorney Cohen said muzzle when outdoors, the dog is only outside if Ms. Mitchell is outside, and no one else walks the dog is what is in place right now.

Mr. Kalkut reviewed that the Beachkofski's want the dog deemed dangerous and that Attorney Cohen wants to suspend deliberations until they have their own evaluations and continue to do what is currently in place until then.

Attorney Cohen said that Ms. Mitchell would agree to the permanency of these things until she moves out if the dog is not labelled dangerous. If for any reason she does not move out by January 1, 2021, she has violated this agreement. He stated that we cannot agree on whether it is a dangerous dog, but we can agree on the way to handle this.

Attorney Mello noted that as Attorney Cohen wants to submit additional information, the hearing should not be closed. Mr. Kalkut asked the Select Board if they would consider Attorney Cohen's alternative about having another assessment done by a behaviorist before closing the hearing. Ms. Van Tine stated she is torn on the idea of extending the hearing with all the current structures in place. Her issue is that when she looks at Ms. Bollen's letter, why was there not a call from Attorney Cohen for an extension of the hearing or a call for a consultant sooner when he received the letter. She was aware of the letter since at least last Thursday that a behavioral consultant was retained. Why was it that we had to wait until 10:23 PM to determine the need for an alternative consultant?

Attorney Mello said there is no one-size-fits-all answer. It is the Select Board's discretion. As a practical matter, he does not know when Attorney Cohen got the report, probably before last Thursday. Would it have been more appropriate to request a continuance of the hearing sooner? He can see it from both perspectives. From his perspective, it seems like a reasonable request. He noted Ms. Mitchell is agreeable to continue with the status quo conditions that currently exist. His opinion is that this is a reasonable request. Ms. Van Tine said it was important to get all the information. She wants Annabell and Ms. Mitchell to get a fair hearing. Ms. Mecklenburg agrees with a fair hearing. She thinks it is the Select Board's responsibly to come to a decision. She noted that when this hearing reconvenes, she hopes they could get to this point in the hearing quickly.

Mr. Kalkut stated the same type of hearing procedure would be done. The expert used could provide their input and questions would be taken. Then, the Select Board would make deliberations. Ms. Van Tine added that if the hearing is being left open for the potential of the additional expert, there needs to be a date certain so it does not become a race to move out of town before the expert is secured; and, if there is other new information that is secured from others than this expert, it be allowed to be brought forward. Attorney Mello stated he thought that would be appropriate. Ms. Van Tine said to the degree the experts have competing information, if we end up with medical records enabling people to look at bite depth, those reports would be relevant. Attorney Mello stated that would be appropriate from a procedural perspective.

Attorney Cohen stated that if the expert said this was a dangerous dog, then he and his client would accept that. Attorney Mello asked if it would make sense for anyone who would like to submit information be allowed. Attorney Cohen said the expert has to see all the information. Ms. Robinson

stated that she wants to make the Select Board aware that Ms. Bollen's report was provided to Attorney Cohen on July 20, 2020. She clarified that banishing the dog from Town is not the direction the Select Board is taking. She stated that the next Select Board meetings are scheduled for August 11, 2020, September 1, 2020, and September 15, 2020.

Mr. Kalkut stated he would like to get the best information possible. He said that the August 11, 2020, Select Board meeting date is probably too aggressive; September 1, 2020, would be an appropriate time with receiving the report at least one week before the meeting. Ms. Mecklenburg and Ms. Van Tine agreed. Attorney Cohen stated the report would have to be in by August 24, 2020. He stated that he cannot commit that someone could do the evaluation and prepare a report by then. He would think September 15, 2020, would be better. Ms. Van Tine noted the election primary is scheduled for September 1, 2020, and the Select Board may wish to have a shorter meeting on that night. It was suggested to continue this public hearing to September 15, 2020, to take into consideration a third-party behavioral assessment of Annabell which the Select Board would have in hand by September 8, 2020.

Ms. Robinson clarified the dates the documents would be needed based on the dates the documents are required to be posted for the meeting; the report would be needed by September 1, 2020, so others can receive and review the report and get additional information. Attorney Cohen confirmed the agreement that the report would be due on September 1, 2020, but he stated that if he just cannot get it done, he will email Attorney Mello and ask for a few more days. He stated the animal behaviorists are a busy group. Mr. Beachkofski stated he does not follow why an attorney that specializes in this area is taking more time. He asked what else he would need to submit. Mr. Kalkut stated that if the hearing were to be continued, the only thing needing to be submitted would be new materials.

Attorney Cohen reviewed two names of behavioral specialists. He stated that he does not have anyone lined up. He stated that he will call in a favor and try to get this done. He thinks this timeline is tight. He wants the person to be able to evaluate the dog and see the dog. Attorney Mello stated that to be clear, Attorney Cohen would provide the expert. He confirmed that any additional materials that people want to submit will be allowed. Mr. Kalkut summarized that they will continue the public hearing to September 15, 2020, with a vetted report, and then go into deliberations regarding the determination if it is a dangerous dog. The completed assessment would be received by September 1, 2020, with an asterisk that there may be a few days delay with that.

Attorney Mello pointed out that Ms. Mitchell will abide by the currently existing conditions regarding the dog muzzling and the like. Mr. Kalkut stated that should severe delays be run into, he does not want to push the September 15, 2020, date to conclude the hearing. Ms. Van Tine said she would be comfortable given the period of time from when the Select Board was first notified of the incident and an attorney was retained to the September 15, 2020, continued hearing date, that if there is no expert or report from Attorney Cohen, she would like to proceed with the hearing without the expert. Ms. Mecklenburg agreed.

A motion was made by Mr. Kalkut that the Board vote to continue the dangerous dog public hearing to September 15, 2020, at 7:00 PM. It was seconded by Ms. Van Tine. A friendly amendment was added by Mr. Kalkut as outlined by Attorney Mello stating the terms summarized with the submission of an expert report by September 1, 2020, and the continuation of the agreement to continue the conditions with respect to muzzling and the like for the dog. A roll call vote was taken as follows: Mr. Kalkut – aye; Ms. Van Tine – aye; Ms. Mecklenburg – aye. All were in favor.

At 10:53 p.m. the meeting adjourned. No motion or second was made; no vote was taken.

The next meeting of the Norfolk Select Board is scheduled to be held remotely on Tuesday, August 11, 2020, at 7:00 p.m.

This is a true and accurate report of the Select Board's remote meeting of July 27, 2020.

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Anita Mecklenburg, Clerk

**DRAFT**

**Norfolk Select Board's Open Session Meeting Minutes  
September 15, 2020**

**This meeting was held as a Remote Access Zoom Virtual Meeting.**

Members Present: Kevin Kalkut; CiCi Van Tine; Anita Mecklenburg. Members Not Present: None. Also Present: Blythe Robinson, Town Administrator; Judith Lizardi, Executive Assistant.

Mr. Kalkut called the Remote Access Zoom Virtual Meeting to order at 7:05 p.m.

He noted the Massachusetts State of Emergency and the associated state legislation allowing towns to hold remote access virtual meetings during the COVID-19 pandemic crisis. As provided on the agenda, in accordance with the Governor's Order Suspending Certain Provisions of the Open Meeting Law, G. L. c. 30A, § 20, relating to the 2020 novel Coronavirus outbreak emergency, the September 15, 2020, 7:00 p.m. public meeting of the Norfolk Select Board shall be physically closed to the public to avoid group congregation. Alternative public access to this meeting shall be done via Zoom online video conferencing. This application will allow users to view the meeting and provide comments during allocated windows as outlined in the Board's Public Comment Policy. He noted the Zoom Meeting link and the Zoom Meeting call-in number are provided on the agenda. He stated that all supporting materials have been published to the website.

Ms. Robinson reviewed the agenda.

Continued Public Hearing under G.L. c.140, §157 to determine whether a dog owned by Ms. Melissa Mitchell is a nuisance dog or a dangerous dog

Background: The Select Board conducted a public hearing on this matter on July 27, 2020, and at the end of that meeting decided to continue the hearing until this date so that counsel for the dog owner could obtain a report from a behaviorist, and any other documents could be submitted for the Board's consideration. Included in the Select Board's meeting packet are the following: report from James W. Crosby, additional records from Mr. Beachkofski, Incident Report from resident at 96 Boardman Street, and veterinary bill for Beachkofski's dog Indigo bit in 2017. Mr. Crosby is present to discuss his findings. Mr. Crosby's report has been forwarded to Ms. Bollen who is also present at the meeting. The Select Board can review the attached documents and question the witnesses before deliberating and reaching a conclusion in this case. The Select Board can have one of three outcomes in this case: first to take no action, second that the dog is deemed a "nuisance," and finally that the dog be deemed "dangerous." Should the Select Board decide that the dog is dangerous, the Board can only select from the law one or more of the conditions, and cannot amend any of those conditions.

Town Counsel Peter Mello asked if the technical issue with streaming this meeting has been corrected; he asked Attorney Cohen if the streaming issue has not been corrected, is he okay with continuing the hearing. Attorney Cohen stated it is fine with them to proceed.

Mr. Kalkut reviewed the procedural format for the hearing. He stated that there will be introductory comments from the Chair, swearing in, new evaluation from a dog expert, testimony from the animal control officer, testimony from the Town's dog expert, public comments, closing remarks from the Beachkofskis, closing remarks from Ms. Mitchell, and then deliberations by the Select Board. He conducted a collective swearing in of the witnesses.

Attorney Cohen introduced Mr. Jim Crosby. He asked Mr. Crosby numerous questions which Mr. Crosby answered. Mr. Crosby stated he has been identified as a dog expert and has been accepted as a dog expert in Massachusetts in the past. He reviewed his credentials and areas of expertise as provided on the first seven pages of his report. He noted that he is a retired police officer and a certified animal control officer in the state of Florida. He discussed the materials he reviewed for tonight's meeting which are listed in his provided report. He stated that he had requested Ms. Mitchell take photographs of the dog Annabelle's jaw so he could measure the size of the incisors versus the length and spacing of the canine teeth. He stated these photographs were not included in the meeting materials. He said size and length is significant because the engagement of canine teeth is the central factor in the Dunbar's Dog Bite Scale. He said the Dunbar Scale is currently the best scale to do comparison and analysis of the severity of a dog bite. A numeric level can be assigned to the bite based on measurable criteria. He stated the scale runs from Level 1 to Level 6 which is a human fatality. Level 3 is the first level at which teeth actually puncture skin; probably 95 percent of dog bites are Level 3. He stated that the boy in this case had a Level 3 bite; there were one to four punctures from a single bite engagement with no puncture deeper than half the length of the dog's canine tooth. Attorney Cohen stated that this bite occurred on the dog's property and asked if it is important to look at the facts that occurred prior to the bite. Mr. Crosby said that to interpret any dog bite, the totality of circumstances must be understood. In this case, the bitten child was wearing a hat and protective face covering; faces are very important to dogs. Mr. Crosby reviewed the background of the circumstances. He said that Annabelle reacted by pursuing the boy by biting him one time, the dog bit and released, and Annabelle went back to where she was accustomed to being. This tells him that a single engagement is a warning or a communication. The dog is warning or protecting its territory and does not recognize that person to belong there or is a threat. A controlled or moderated bite is normal canine behavior as the dog is attempting to abate a perceived threat. Mr. Crosby stated that Annabelle did not leap up and grab the boy; a disproportionate bite would be a true attack. Mr. Crosby said that a dog of Annabelle's size can do a lot of damage if they would like to. The bite was controlled and moderated, and thus, most consistent with warning or communicating her discomfort and apparent perception of a threat.

Mr. Crosby reviewed his understanding of the facts of an incident between Annabelle and another dog. He stated that this incident allegedly occurred during 2017. In that case, the dog Indigo and Annabelle, according to the report, were chasing a rabbit. A rabbit is an extremely attractive target. Both dogs went after the bunny; as a result, there was a conflict between the two dogs over that resource. He stated that it is common with dogs to have disputes over resource access and to involve teeth; it is normal dog behavior. Attorney Cohen noted a new police report regarding another dog bite occurring on the property in 2018. Regarding receiving this report after the fact, Mr. Crosby stated that in his experience, if it was not reported at the time, he considers it inadmissible. It should have been reported, especially considering in Massachusetts dog bites are mandatory reporting items due to the legal controls on rabies. He said that since it was not reported in a timely manner, he would not allow it to be submitted as evidence. He confirmed the incidents with Annabelle all occurred on her property; this tells him that Annabelle to a normal extent is protective of her family and the property because that is the source of her resources: her food, water, affection and attention, toys, and space where she goes to the bathroom. Dogs will naturally protect resources and that includes the territory they call home. Annabelle was within her own property when this incident occurred, and as such, predictably and understandingly, Annabelle saw something novel, in this case a young man with a mask and a hat on, that she did not understand and appeared to perceive it a potential threat. So, she did the doggie thing. She chased after it, she nipped it once, and it went away. Attorney Cohen read from law the definitions of nuisance and dangerous dog in Massachusetts. Mr. Crosby said in his professional opinion, after reviewing this case, Annabelle was acting reasonably in that she was protecting her

property and potentially protecting the co-owner, the other young man, from a perceived threat. Her reaction was not disproportionate, it was normal and reasonable. He does not believe Annabelle is a nuisance or dangerous dog. Attorney Cohen asked if two nuisance bites equal a dangerous dog. Mr. Crosby said no unless the state law specifically says so. Attorney Cohen asked that since the June 2020 incident with the boy, has Mr. Crosby spoken with Ms. Mitchell. Mr. Crosby stated he spoke with Ms. Mitchell briefly a couple of times to give her directions on the photographs he wanted her to take and another time to generally talk about Annabelle and the incident. Attorney Cohen said that since the June incident, Ms. Mitchell has shortened the run the dog is on, made sure the dog is never outside without an adult, made sure that when kids are over the dog is inside, and muzzles Annabelle when Annabelle is off the property. He asked if these are appropriate measures and could prevent future incident. Mr. Crosby said they are reasonable choices to reduce, as far as possible, any chance of either of the described incidents to occur again. They are positive measures to enhance the safety of anyone coming on the property and the safety of Annabelle. Attorney Cohen asked if there is a way to train Annabelle. Mr. Crosby said a process called progressive desensitization is effective. He explained the training he would do with Annabelle. He stated that Annabelle is not a threat to the public. He stated that in his career he has determined dogs are dangerous and some have been euthanized. Mr. Crosby said that honestly, in looking at this case, he would have loved to have seen the injuries pre-treatment. In this case, he would not find Annabelle a credible threat to public safety. She has only exhibited threat behavior when predictably reacting to a stranger on her property and in her reaction to the other dog in a dispute over a bunny rabbit in a dog-on-dog interaction.

Select Board members asked questions. Mr. Crosby stated he could not assess the bite. Having seen it only after treatment, he does not know how much of it was caused by a reasonable physician doing his job and cleaning the wound. Mr. Kalkut stated he was under the impression that Annabelle was in training prior to the incident. Attorney Cohen stated he does not know if any of the training that Mr. Crosby explained was part of the curriculum the trainer worked on, but a new trainer could use Mr. Crosby's report to focus on what is necessary. Mr. Kalkut confirmed that Attorney Cohen identified a difference between a nuisance dog bite and a dangerous dog bite. Attorney Cohen referenced M.G.L. Chapter 140, Section 157, page 1, and read aloud a section regarding when a dog should not be deemed dangerous. Ms. Mecklenburg stated that Mr. Crosby reviewed photographs of Annabelle's teeth, but those photos were not shared in the Select Board's meeting packet. She asked what Mr. Crosby learned from the photos. Mr. Crosby stated Ms. Mitchell took the photos. From the photos, he learned that Annabelle's teeth are normal, and the canine teeth from tip to root of engagement, the exposed length, is approximately 5/8 in. within plus/minus error of approximately 1/16 in. Ms. Mecklenburg asked about the ability to assess a dog without meeting the dog. Mr. Crosby said his assessment was based on the reports. He would prefer to have met Annabelle, but due to COVID-19 restrictions, that was not an option. Ms. Mecklenburg asked if Mr. Crosby reviewed the doctors' notes. Mr. Crosby said he did. He said it is difficult to assess the depths of the wounds as tissue swells. There is no indication to what degree of edema or swelling occurred on the leg. Four cm. is a long distance; it is over two inches. He noted that Annabelle only has incisors that are about 1.5 cm. deep. Mr. Crosby discussed the length of the teeth and the size of the bite compared to the size of the teeth. He noted that there was not any deep bruising of the area.

Ms. Van Tine asked Mr. Crosby questions. Mr. Crosby noted some of the materials he reviewed in preparation of his report. He stated he disagreed with Ms. Bollen's report; he does not agree with the analysis that the management strategies are not effective. Ms. Van Tine stated that Mr. Crosby indicated he had spoken with the dog's owner. Mr. Crosby said he spoke with Ms. Mitchell once about the case and two times regarding the photographs that he wanted of Annabelle's teeth for about 20 or

30 minutes. He said that according to the reports, the dog was put out by Ms. Mitchell's mother, and the boys were out in the yard. Ms. Van Tine confirmed that Mr. Crosby did not listen to, watch, or read notes about the July 27, 2020, public hearing. She stated that during the hearing on July 27<sup>th</sup>, the first time she heard that the bitten boy was wearing a mask was during public comment. She asked where is the evidence that the boy was wearing a mask. Mr. Crosby said it was mentioned in his discussion with Ms. Mitchell. Ms. Van Tine stated that Ms. Mitchell was not present at the time of the incident. She questioned why Mr. Crosby spent so much time in his report addressing Annabelle's breed when there has not been any concern mentioned about what kind of dog she is; why is that information relevant? Mr. Crosby said that he and Attorney Cohen discussed it. It is common across the United States for agencies and legislation to try to attribute breed and behavior as being related. It comes up so often as a question, many times he includes that in his report. Ms. Van Tine addressed information Mr. Crosby wrote in his report about the subsequent alleged incident. She stated that Mr. Crosby wrote that the alleged incident was not reported or mentioned until animal control began digging into possible past allegations. She asked Mr. Crosby how he knew that. Mr. Crosby said that it was stated in the animal control officer's report. He stated that apparently the ACO followed-up and discovered a previous bite to a child, and the report for that case was not generated until after this incident. Ms. Van Tine stated that from the previous hearing, there was a report indicating the child knew the dog had bitten before. She wonders at the idea that Mr. Crosby said the ACO was digging into past allegations, when the parents noted that due to the history of the dog, the child wanted to get out of the way. She said that does not appear to be someone digging into past allegations. Ms. Van Tine asked about the cases Mr. Crosby has been involved with as an expert witness and if they were all about dogs. Mr. Crosby said they all had to do with dogs in one way or another. Ms. Van Tine asked how many cases in Massachusetts were at this lower level, such as municipal cases. Mr. Crosby stated five including this one. Mr. Crosby said his role is to consult on dog behavior. Ms. Van Tine asked Mr. Crosby where he obtained the information that the child was wearing a face covering and hat. Mr. Crosby said this information came from Ms. Mitchell. Attorney Cohen stated he had just provided the unsigned statement from Vincent Brady who stated what the victim boy was wearing. Ms. Van Tine asked where Mr. Crosby obtained the information about a bunny being chased in the dog-on-dog incident. Mr. Crosby stated there were statements that the dog that Annabelle bit was out chasing a rabbit, and Annabelle became part of the chase. Ms. Van Tine confirmed that Mr. Crosby said that this is a relatively minor injury. Mr. Crosby said it would fall under the Level 3 scale. They do not want to judge severity of bites based on medical treatments as different medical facilities and physicians have different practices and procedures. Mr. Crosby said that it is an injury within the Level 3 bite; it is strictly objective. Ms. Van Tine stated that Vincent Brady's statement did not exist at the first public hearing. Mr. Crosby confirmed he probably spoke with Attorney Cohen prior to the first hearing. Mr. Crosby reviewed some of his background and positions held in the City of Jacksonville.

Mr. Crosby reviewed that the 2018 bite incident was unreported until recently. Ms. Van Tine asked if this incident would be relevant to the current case. Mr. Crosby said if it were under the same circumstances, he would consider it a flag to address the circumstances to which the incident happened. Ms. Van Tine stated that the report indicates the child was playing in the backyard of the home, the child went to close to where the dog was tied, the dog bit the child twice, Ms. Mitchell carried the child back to the boy's home, and Ms. Mitchell communicated with the child's mother via text messages. Ms. Van Tine asked if that information would be relevant. Mr. Crosby said if the dog bit another child, the circumstances would need to be considered. Ms. Van Tine asked about the possibility of Annabelle having had puppies. Mr. Crosby said just having puppies would not have a lot of effect on Annabelle's behavior overall. He noted that he had never seen a case where an unreported bite was useful information to him. He reiterated that dogs use their teeth to warn and communicate their

discomfort and to try to gain release and space from the threat. Attorney Cohen stated that on July 23<sup>rd</sup> the 159-page packet received included information as to where the bunny reference came from.

Ms. Hilary Cohen, Animal Control Officer, was asked by Mr. Kalkut if she wanted to add anything. Ms. Cohen said the 2018 incident was investigated because in the initial public hearing it was stated that a prior bite occurred; therefore, she wanted to know about it, so she investigated. She asked that the Beachkofskis and Ms. Bollen, the behavior specialist, be allowed to comment. Ms. Van Tine asked if Ms. Cohen reviewed her background at the initial public hearing. Ms. Cohen said she thinks she did and believes it was part of the public information request from Attorney Cohen.

Mr. Kalkut gave Ms. Bollen an opportunity to comment on Mr. Crosby's presentation. Ms. Bollen provided her opinion that the bite from this incident was most likely a Level 4 bite based on the Dunbar Scale. She discussed the medical report regarding subcutaneous fat protruding from the wound. She disagreed with Mr. Crosby that it was a Level 3 bite. She reviewed that the Dunbar Scale does not indicate that bruising or tearing is needed for a Level 4 bite; the wound may have deep bruising or tearing, but it does not have to. She noted that Mr. Crosby stated that Annabelle only bit one time. She stated that the dog was tethered and the boy was leaving the area. She questioned whether it was the tether that stopped the dog. She stated that Mr. Crosby called it normal dog behavior; she stated that it is not safe to consider this a normal behavior. She stated that if the dog was concerned about the child wearing a mask and hat, the dog could have barked or run toward the boy; there were other behaviors the dog could do that were not biting. Ms. Bollen stated that Mr. Crosby calls the child a potential threat to the dog; she explained that she did not agree with that statement. She explained her recommendation that there needs to be a fence around the yard with no gate allowing access to the dog; this is based on the behavior of children. She discussed the management actions the owner is willing to do now. Her concern is that an unwitting child may come into the yard and with the dog on the tether, it could possibly run to the child. She commented on behavior modification regarding association with children. She stated that she has worked with dogs and progressive desensitization is not the safest thing to do. It is risky to do behavior modification when a child is the target of aggressive behavior. Kids do unpredictable things that can trigger a dog that has a past history with a child. She asked if the son of Ms. Mitchell also had a mask on during the incident. She explained that the previously unreported bite is admissible. She stated that this is a hearing on whether the dog is safe to be in the neighborhood the way she is currently managed. It is relevant to know that this dog has done the same thing to two children with two different levels of bites, Level 3 and Level 4. That tells her that children are not safe to go into the yard when Annabelle is in the yard. She stated that she feels the best course of action is at the very least this dog needs to be confined behind a fence and not put on a tether where children live and play. She stated that she feels Mr. Crosby is comparing this bite to other cases; for Mr. Crosby to say he has seen things that are much worse is not appropriate or relevant. Attorney Cohen stated that Ms. Bollen said in the last hearing that when analyzing these situations, she only looks at the bite. Ms. Bollen said she did not say that; she said that the whole situation needs to be looked at. She discussed that a dog has behavioral options in a situation before reaching a bite. Dogs can be territorial. She said her point is that what matters in this case is that Annabelle ran to the child, bit the child, and broke the skin. Annabelle had other options. She reviewed that systematic desensitization has risks involved when using the process with children. It is a complicated protocol. When a dog bites, it shows the dog has the propensity to bite again.

Ms. Van Tine asked Ms. Cohen for the age range of the child involved in the newly reported incident. Ms. Cohen said that when she spoke to the parent of the child, at the time of the bite the child was seven years old. Mr. Beachkofski asked why Mr. Crosby did not see the pictures of the bite when it was

part of the 159-page packet. Attorney Cohen said he only had black and white photos and had requested color photos. Mr. Beachkofski stated that everyone else had color photos. Attorney Cohen said he was going to look at the packet. Mr. Crosby said he only saw some poor quality black and white scans; he needed the original xerox images. Attorney Cohen said they were not supplied. Mr. Beachkofski said they were supplied. Mr. Kalkut discussed the value of seeing the shared screen of the Beachkofskis to view the color pictures of the original wound. After discussion, it was determined that viewing the color photographs on a shared screen was not needed.

Mr. Kalkut announced the public comment period. Mr. Michael Hough, 11 Ridge Road, said that masks on children are part of the future. Due to the proximity of residents to the Freeman-Kennedy School, there are going to be kids around with masks and hats on. This should be considered.

Mr. Beachkofski provided his closing remarks. He thanked the Select Board for taking so much time for this matter. He stated the doctor's report discussed the size of the wound. It is not a normal wound; the subcutaneous fat was protruding out of the wound. He noted there has been some debate on the depth of the wound. This was not a small incident. It is a significant event that is part of a pattern for folks who have been invited to that yard to play where this happened. That is the reason he requested a dangerous dog hearing; he wanted to prevent another incident from happening. He stated that M.G.L. talks about specific conditions and what happened was not just barking and growling. No one said the dog was protecting the owners from attack or assault or the dog was being threatened; no one provoked the dog or someone was unauthorized in the premise or the enclosure. He stated that M.G.L. points out that these conditions needed to be happening, and none of these things were happening. He does not want another family to have to go through this.

Ms. Mitchell was asked by Mr. Kalkut if she would like to provide closing remarks. Attorney Cohen said he does not think Ms. Mitchell wants to speak. He stated that she is quite upset; he does not know if she is in a position right now after some of the things she has heard about what is alleged about her dog's behavior. Attorney Cohen told Ms. Mitchell that if she wanted to speak, she should unmute herself on the Zoom application. Attorney Cohen then stated Ms. Mitchell did not want to speak because honestly, you guys do have a tough job to do, but I have to say that some of the questions that have come up, to me, and this is her perception too, which is why she does not want to undergo another cross-examination here. He stated that some of the questions from the elected officials or official appear to be agenda-filled questions, from someone who is not Town Counsel, does not represent the Beachkofskis, and does not represent Hilary Cohen. He said he feels that exposing Ms. Mitchell to questions from the Board, I mean, the irrelevancy of some of the questions to discredit an expert, this is not the applicable forum for it; I know it is fun, but it is not applicable. Mr. Kalkut stated these are closing statements; the intent was to not have a Q and A period be included after. He stated that it was previously identified that Ms. Van Tine would ask Attorney Cohen one question during this period, but there was no intent for a Q and A period following closing statements. Attorney Cohen confirmed that Ms. Mitchell did not want to speak. Attorney Cohen said it is his job to make sure the right answer is arrived at the right way; the right way is by comparing the facts to the law. He stated that this law has a carve out specifically for these instances so dogs are not mislabeled. He stated they have proven this dog was protecting its resources and protecting its property and possibly the people outside and in there. From the dog's perspective, which is what 140, 157 requires you as the fact finder to figure out what the dog's perspective was. Was this dog perceiving a provocation, a threat? He stated it does not matter that the victim is not actually a threat, in the dog's mind, it sees someone on the property who does not belong there, it is a threat. He stated as humans we would not see them as threats, but dogs see these specifically; the law carves out times when dogs see these threats when

they are specifically on their property and protecting it. If this happened at a dog park or a public playground, a completely different set of laws would apply. He stated that here, the remedies that are already in place that we have mentioned are shorten the run, muzzle off property, only out there with the presence of an adult, and if there are any kids out there the dog is in the house. Those are things that are going to prevent this from happening again. And, those are things under a nuisance order that the Board is authorized to do. He said, so, we cannot mistake a quantity over quality in terms of the bites, and again, the facts are these have been single engagement bites and we cannot deal with the what ifs; what is and the facts have shown that this happened on the dog's property. He stated he thinks this is why 140, 157 was written. He said the task you have to do to protect the community while also operating within the law is difficult, but he thinks here it is not because the legislature is telling you what to do. He said if you had any doubt, our expert explains some theories as to what was happening in the dog's mind; and, either way, my client has already put these voluntary remedies in place.

Ms. Van Tine asked about statements made at the July 27, 2020, public hearing. She said she had asked Ms. Mitchell what she knew of the 96 Boardman Street incident, and Ms. Mitchell said she does not know anything about this. Ms. Van Tine said that when she reads the Incident Report of July 29, 2020, it indicates that Ms. Mitchell was home when the incident occurred, and Ms. Mitchell carried the bitten child home. Ms. Van Tine asked Attorney Cohen if he could shed light on this disconnect. Attorney Cohen said that regardless of how Ms. Mitchell answered the question, it does not decide whether this dog is a nuisance or dangerous dog.

A motion was made by Mr. Kalkut that the Board close the public hearing to determine whether a dog owned by Ms. Melissa Mitchell is a nuisance dog or a dangerous dog. It was seconded by Ms. Mecklenburg. A roll call vote was taken as follows: Mr. Kalkut – aye; Ms. Van Tine – aye; Ms. Mecklenburg – aye. All were in favor.

Mr. Kalkut stated that the Select Board would now move in deliberations. He stated that from his perspective, it would be his inclination to discuss this and come up with a determination at tonight's meeting. Ms. Mecklenburg and Ms. Van Tine agreed.

Chair Kalkut called a five-minute recess at 9:51 p.m.; the meeting resumed at 9:56 p.m.

Attorney Mello reviewed the decision points the Select Board has as outlined in M.G.L. Chapter 140, Section 157. He noted the Select Board should be mindful of the terms attack, nuisance, and dangerous dog. He noted he read those definitions aloud at the last hearing. He stated the first decision is to dismiss the complaint or deem the dog a nuisance dog or a dangerous dog. He suggested the Select Board look at the definitions of those terms and the criteria. Mr. Kalkut noted the set of orders for a dangerous dog designation; he asked where the orders were for the nuisance dog designation. Attorney Mello stated the statute is less than explicit regarding remedies available if the dog is deemed a nuisance dog. He read the statute aloud and noted there is latitude to make reasonable determinations about remedies. He stated that the remedies for a nuisance dog would be outside the realm of the remedies outlined with respect to dangerous determination. Ms. Mecklenburg stated that she is looking at the law and the circumstances. There is a dog that has bitten two children. She thinks that it is fairly clear that the dog was not being attacked, harassed, or picked on. The criteria that would eliminate it from being a dangerous dog do not apply here. Ms. Van Tine said she reviewed the law, and the circumstances that apply to the incident do not suggest a dismissal. Mr. Kalkut agreed that dismissal did not seem like a viable option. He confirmed Ms. Mecklenburg was

leaning toward dangerous dog. Ms. Van Tine said she is mindful of the fact that the dog was on its property regarding the incidents with the people. Her focus is on the people. She discussed that the dog went right to bite in the 2020 incident. She noted the points the experts made. She noted that the child bitten was moving to get away, so it may not be that the dog released from the bite. She questioned whether the child sitting and playing would explain or invite this level of a bite, or is it grossly disproportionate to the circumstances or stimuli. It is concerning to her that a dog is a danger when being let out on a run and a child on the premise is not engaged in behavior such as teasing. She noted that there is suggestion that any decision made tonight is based on an agenda. She said that if she has an agenda, it is to make sure the people of Norfolk are safe. She does not know what other agenda there could be. Her job here is to weigh the evidence. She noted the medical records stated the bite was deep and traumatic. She does not see how the attack is not grossly disproportionate to the circumstances. She does not see how a child doing what this child was doing could in any way invite this level of an attack that the child will be scarred with for life. It is her perspective it should be a dangerous dog designation.

Mr. Kalkut stated that they are trying to make the best decision for the safety of the community, and in the best interest of the resident, Ms. Mitchell, and her dog. He noted that clearly Ms. Mitchell cares about her dog very much. He stated that the management of the situation, as identified by Ms. Bollen, is very important. He is happy to hear there have been some actions taken to ensure that certain situations will not happen again; however, when will the next time be that Ms. Mitchell is not going to be there and someone else is accidentally going to let the dog out or accidentally let the kids go into the backyard. He stated the term grossly disproportionate is a very vague term. After hearing everything, he does not believe it is grossly disproportionate, although it is disproportionate. He asked what the ramifications of the two designations are. Attorney Mello said that in terms of statutory construction and looking at the statute and what it says, he read aloud the nuisance and dangerous dog designations. He does not think this has been the subject of explicit and reported case law. He said that as part of an order that accompanies a nuisance determination, the Select Board probably has discretion. If the Select Board deems the dog a dangerous dog, it must order one of the enumerated remedies.

Mr. Kalkut said in terms of remedial action, the enclosure of some kind is one of the actions he would like added, muzzling when out, and proof of insurance in case of any future incidents. He thinks if they could institute those three orders, he does not know if it is outside the scope of a nuisance dog. Ms. Van Tine said from a remedial action standpoint she would like an enclosure, which would not be a run or small pen, without any entry point, muzzle, and the insurance piece in the event there are future management issues. She stated that she wants to make sure the community is protected from the dog. She asked what is the difference between nuisance and dangerous dog if they are getting the same result? Attorney Mello said that as a property owner you may care due to an insurance carrier's review of a policy. With respect to the statute, he explained the difference between the nuisance and dangerous dog and the remedies allowed. Ms. Van Tine asked if the Town puts nuisance dog designation restrictions in place and then the dog owner moves to another town, does the Select Board order not have worth? As well, if the dog is given the dangerous dog designation, and the dog owner moves to another Town, does the dangerous dog designation follow inclusive of the restrictions? Attorney Mello read from the statute. He said that orders issued will be valid throughout the Commonwealth. He explained that the more remedies included from the list in connection with a nuisance dog, the more susceptible the decision becomes. Ms. Van Tine and Attorney Mello discussed the framing of the statute, possible appeal concerns, scenario if the dog bit again, and enforcement capabilities of both nuisance and dangerous dog designations. Attorney Mello stated the statute makes

orders enforceable. Ms. Mecklenburg stated she was hung up on the term grossly disproportionate, as well. She feels that if her rescue dog bit a child and two years later it bit another child, it is a grossly disproportionate response. She stated that she wants to protect the community and would like systems in place to protect the public. She said the law charges the Select Board with a finding of a grossly disproportionate response to the situation. The dog was not provoked or attacked. She reiterated she is not interested in euthanizing this family pet. She would like to require M.G.L. Chapter 140, Section 157, remedies (c) i.-iv. Mr. Kalkut reiterated that he believes it was disproportionate, but is not sure if it is considered grossly disproportionate. Ms. Van Tine reviewed the wording of the statute; she questioned if the dog's reaction to a child sitting in the yard is grossly disproportionate. The child did not do any of the actions as indicated in the statute. She would require remedies (c) ii., iii., iv., and v., with a dangerous dog designation. Attorney Mello discussed the idea of provoking a dog. Ms. Van Tine stated there was no evidence that the child was doing any of the behaviors enumerated in the statute including provoking. Attorney Mello explained that once a determination is made, the Select Board can deliberate about the remedies to be imposed. He read aloud the possible remedies for the dangerous dog designation. Select Board members and Attorney Mello discussed remedies (c) i.-iv. and agreed that (c) i. includes fencing.

A motion was made by Mr. Kalkut that the Board deem the dog Annabelle as a dangerous dog. It was seconded by Ms. Mecklenburg. A roll call vote was taken as follows: Mr. Kalkut – aye; Ms. Van Tine – aye; Ms. Mecklenburg – aye. All were in favor.

The Select Board and Attorney Mello commenced discussion about the desire by the Select Board for a requirement of a fence.

A motion was made by Mr. Kalkut that under the designation of the dog Annabelle as a dangerous dog, the Select Board moves to implement the remedies available in M.G. L. Chapter 140, Section 157, (c) i., iii., iv., and v., and that as part of (c) i., the Select Board requires the installation of a fence (and to the extent that such relief is determined by a Court to be unavailable under (c) i., the dog shall be "confined to the premises of the keeper of the dog" under (c) ii.), and also the Select Board's order shall be described in a written decision to be presented and approved by the Select Board at its next meeting, and an appeal window would begin at the issuance of the written decision and order. It was seconded by Ms. Mecklenburg. A roll call vote was taken as follows: Mr. Kalkut – aye; Ms. Van Tine – aye; Ms. Mecklenburg – aye. All were in favor.

#### COVID-19 Updates

Ms. Robinson stated that Norfolk has had a total of 42 cases of COVID-19 with one active case. She noted that yesterday was the first day of school; overall, it went well. She stated the governor issued a new order on restaurants regarding outdoor dining allowing it to go beyond November 1, 2020. She noted that currently Novatos Bar and Grill does outdoor dining; her office is reaching out to them regarding their plans.

Mr. Kalkut asked if there was a timeline to open Town Hall. Ms. Robinson stated the Town Hall is open by appointment.

#### Public Comment

None.

#### **Action Items**

Please consider approval of two items regarding the Lakeland Hills 40B project at 144 Seekonk Street  
Ms. Robinson stated that at its meeting on August 19, 2020, the ZBA approved a comprehensive permit for a 40B development named Lakeland Hills. This project is located at 144 Seekonk Street and will be comprised of 44 units of housing, of which 25 percent will be affordable. This project was proposed three years ago, and when it was submitted to the Town, it was for 104 units. Many aspects of the project have changed in those three years, and due to that Attorney Dan Hill, Counsel for the ZBA, recommends that the details be memorialized in a memorandum of agreement (MOA) which is included in the Select Board's meeting packet. She noted that one of the conditions in the MOA (item G.6) provides the Town with a gift of \$25,000 for "any future improvements that might further improve traffic safety on Seekonk Street in the area of the property." These funds would be deposited in a gift fund account for this purpose, and if not fully spent five years from the date of the issuance of the final occupancy permit, would then be transferred to the Town's sidewalk fund for use by the Town wherever it determines it is needed. She stated that gifts to the Town should be formally accepted by the Select Board. She noted that the Town has received signed copies of the MOA from developer Mr. Edward O'Harte.

Attorney Hill stated he was the Town's special counsel on 40B matters. He said this project was originally proposed in 2017 for 104 units. Public hearings were conducted, and the number of units was reduced to 84. There was much concern about impact issues, and the ZBA pressed the developer to reduce the project to 44 units. The developer now has a much less dense project on the 22 acres. The ZBA is pleased that impacts such as safety and traffic have been mitigated. He reviewed the three-fold purpose of the MOA: give enforcement rights beyond zoning enforcement remedies to enforce the commitments of developer, eliminate any risk of appeal to the State Housing Appeals Committee (HAC) by the developer, and give the Town a recorded land use restriction. He stated that with the MOA all the commitments made by the developer are locked in. Mr. Christopher Wider, ZBA Chair, stated agreement with Mr. Hill's remarks.

Ms. Mecklenburg questioned the advantage of the MOA for the developer. Mr. Hill stated it is an agreement between all the stakeholders. The developer can move forward knowing they have the backing of the Town.

A motion was made by Mr. Kalkut that the Board vote to approve a memorandum of agreement for the Lakeland Hills development project between the Town of Norfolk and Edward and Sandra O'Harte. It was seconded by Ms. Van Tine. A roll call vote was taken as follows: Mr. Kalkut – aye; Ms. Van Tine – aye; Ms. Mecklenburg – aye. All were in favor.

A motion was made by Mr. Kalkut that the Board accept a gift in accordance with G.L. c.44 §53A in the amount of \$25,000 for future traffic safety improvements in the area of the property and furthermore, any funds remaining after receipt of final occupancy permits for the project may be deposited into the Town's sidewalk fund for use by the Town. It was seconded by Ms. Van Tine. A roll call vote was taken as follows: Mr. Kalkut – aye; Ms. Van Tine – aye; Ms. Mecklenburg – aye. All were in favor.

Please consider designating the Municipal Approving Authority(ies) for Remote Learning Enrichment Programs

Ms. Robinson said that children in Norfolk returned to school using a hybrid model where three days per week they are not at the school. As such, the children need a place to be when they are not at the school. She stated that the State issued an executive order late last month that provides several ways that communities can expand access to child care as children return to school. The program enables

programs to be set up to accommodate more children being in a supervised environment on the days they are not in school. A step in becoming approved to offer such a program requires that the municipal CEO, which in Norfolk is the Select Board, decide who will be the Municipal Approving Authority (MAA), and then that person or persons verify that a program is eligible once it has been determined that the program meets the new requirements. She stated that Recreation Director Ann Proto has been diligently working to organize programs for Norfolk children. She anticipates being able to offer such a program at the Norfolk Library, Recreation Office in Town Hall, the Grange, and St. Jude's Church, which hopefully will provide services to as many as 70 children. Recreation is well versed at program development and anticipates they could have the program begin as early as September 21, 2020. Ms. Robinson recommended that Superintendent Allardi be designated as the MAA for programs run by Recreation. She noted that Forekicks in Norfolk plans to offer a program; she recommended Ann Proto be designated as the MAA for this, as well as any other Town entities that decide to establish a program. Once entities receive a letter of approval from the MAA, they then must submit a package to the State for final approval before commencing a program.

Ms. Proto stated that she is working with St. Jude's Church and the Grange to secure space and make sure the Internet is up to speed. She stated that the organizations that can offer remote learning need a license to offer care during school hours. Ms. Mecklenburg stated it sounds like this program would be an asset to the community. Ms. Van Tine asked how the program would be paid for. Ms. Proto said it was fee based.

A motion was made by Mr. Kalkut that the Board vote to appoint two persons as Municipal Approving Authorities on behalf of the Town of Norfolk; School Superintendent Ingrid Allardi for programs to be offered by the Norfolk Recreation Commission, and Ann Proto for all programs offered by independent entities within the Town of Norfolk. It was seconded by Ms. Van Tine. A roll call vote was taken as follows: Mr. Kalkut – aye; Ms. Van Tine – aye; Ms. Mecklenburg – aye. All were in favor.

Please consider approval of the request by the Garden Club of Norfolk to use Town Hill/Gazebo to hold a club meeting to dedicate the Tree to Essential Workers on Saturday, October 17, 2020, from 10 AM to noon, with a rain date of Sunday, October 18, 2020, from 1 PM to 3 PM

Ms. Robinson stated that over the summer the Select Board met with representatives of the Garden Club to obtain their permission to plant a tree on Town Hill to dedicate to essential workers. The club is now requesting permission to have an event on Town Hill to dedicate the tree on Saturday, October 17, 2020, with a rain date the following day. All departments have no concerns about the event.

A motion was made by Mr. Kalkut that the Board vote to approve of the request by the Garden Club of Norfolk to use Town Hill/Gazebo to hold a club meeting to dedicate the Tree to Essential Workers on Saturday, October 17, 2020, from 10 AM to noon, with a rain date of Sunday, October 18, 2020, from 1 PM to 3 PM. It was seconded by Ms. Van Tine. A roll call vote was taken as follows: Mr. Kalkut – aye; Ms. Van Tine – aye; Ms. Mecklenburg – aye. All were in favor.

Please consider approval of the following two licenses to Zelus Beer Company for pop up beer and BBQ events on Town Hill on Sundays beginning September 20th

Ms. Robinson reviewed that included in the Select Board's meeting packet is a request from Zelus Beer to hold a series of "beer and BBQ" events on Town Hill starting Sunday, September 20, 2020, through October. They are a brewery in Medfield that has held similar events there on Saturdays in conjunction with a BBQ restaurant. She stated that it is her understanding that these have been popular with residents, and thus this company is requesting to provide similar events in Norfolk on Sundays. She

stated that this request, if granted as requested, would enable them to have seven events from September 20 through November 1, 2020, with possibly one less if the Garden Club rain date is needed on October 18<sup>th</sup>. Zelus is prepared to meet the normal requirements for a one-day license, and the State's orders related to the COVID pandemic. They would bring and set up tables and chairs for patrons, erect tents, and if approved, offer live music, amplified enough so those in attendance can hear it. They plan to abide by the request to remove everything after an event so mowing and such can take place, will rope off the area where beer is sold, and will only need electricity if they have music. Although some details are still being worked out, they also plan to handle removal of trash generated. As the Library is closed on Sundays, parking is adjacent to the event. While there is enthusiasm about this for Norfolk's residents, she noted that the Town has generally not rented Town Hill to for-profit entities, with the farmers' market and Cactus Society being exceptions. If this event is successful, Town Hill rules may need to be revisited and modified for the future. Secondly, the BBQ tent would be of a size that requires a permit; a commercial tent permit is \$500. Furthermore, if the tent is erected on a Sunday, it would mean an employee needs to come in to do the inspection on that day, which also represents a cost; this is in part why the fee is charge. Outside of this, there would be no income to the Town to pay for these costs. The fees for the one-day beer licenses would be \$25 per each day, and \$100 for the entertainment license and that would cover all of the events.

Mr. Geoffrey Pedder, founder Zelus Beer, stated they have done many of these events in towns over the years; they are currently doing such events in Medfield. They sell beer and have a food vender on premise. They carefully follow safety regulations for coronavirus and have tables and chairs outside. They are based in Medfield and been around since 2017. All their beers are low alcohol level. He stated they may not use all the event dates requested; however, it is easier if all the dates are requested at once. He asked about putting up a sandwich board for advertisement. Ms. Robinson noted that sandwich board requests are handled separately.

Mr. Kalkut asked if there was any feedback about the events from Medfield. Ms. Robinson said there are no issues with the events in Medfield that she is aware of. She stated that she had no information about Medfield's COVID numbers. Mr. Kalkut stated that being as new as this event is, he would be hesitant to approve all the dates at once. He would feel better about executing one event and then returning to the Select Board to review it. Ms. Van Tine said she supports additional opportunities for folks to get together, but agrees with Mr. Kalkut about not approving all the dates at once. Ms. Mecklenburg noted concern about COVID safety as case numbers are creeping up. Mr. Pedder spoke about the safety requirements for people eating and drinking with their masks off; he noted that people can only take off their masks when sitting down and eating or drinking. He stated that patrons can only purchase drinks if they have purchased food. He noted there is a limit of 50 people allowed at an outdoor event. Mr. Kalkut proposed to approve the event for two of the next three Sundays, collect information about the experiences, and bring the item up again at the October 6, 2020, Select Board meeting.

A motion was made by Mr. Kalkut that the Board vote to approve the use of Town Hill on two Sundays beginning September 20<sup>th</sup> through October 4<sup>th</sup> to Zelus Beer Company, and further, to issue one-day beer and wine licenses for those two Sundays during this period. It was seconded by Ms. Van Tine. **Discussion:** Mr. Kalkut stated that Mr. Pedder could select the two Sundays within the time period. A roll call vote was taken as follows: Mr. Kalkut – aye; Ms. Van Tine – aye; Ms. Mecklenburg – aye. All were in favor.

A motion was made by Mr. Kalkut that the Board vote to issue an entertainment license to Zelus Beer Company for the amplification of music in connection with Beer & BBQ events on two Sundays from September 20<sup>th</sup> – October 4<sup>th</sup>. It was seconded by Ms. Van Tine. **Discussion:** Ms. Robinson confirmed that Police Chief Stone had approved. A roll call vote was taken as follows: Mr. Kalkut – aye; Ms. Van Tine – aye; Ms. Mecklenburg – aye. All were in favor.

### **Discussion Items**

#### Please discuss a proposed update to the Town's General Bylaws – Animal Control regulations

Ms. Robinson stated that earlier this year it was identified that the Town's animal control regulations are not up to date, especially with state law regarding the handling of nuisance or dangerous dogs. The law on this topic changed significantly in 2012, and the Town has not revised the bylaws in accordance with that. She stated that ACO Hilary Cohen, Town Clerk Carol Greene, and she have spent time this summer reviewing approved bylaws from other communities and present the attached draft for discussion. The main areas that are different from the current version include: references to Massachusetts G.L. c. 140, §§136A – 174F; shortened the licensing period to March 31<sup>st</sup> (state law) and revised the late fee; updated the language on restraining orders for situations where there is a time period for a dog hearing decision as has recently been experienced; reduced the amount of time to keep dogs impounded and added cats to this list; and clarified the violations and penalties regulations and set two different structures, one for dogs roaming at large, and one for dogs deemed a nuisance or dangerous. She noted that this document has not yet been reviewed by Town Counsel. She stated that the Select Board may wish to proceed to have this on the fall town meeting warrant, or, for more time to consider it, have it on the spring annual town meeting warrant.

Ms. Mecklenburg said it sounds like a positive step forward. She suggested fall town meeting be kept short and held to more pressing matters due to COVID. Ms. Van Tine agreed with moving this item to spring town meeting. Ms. Robinson explained she does not know what enforcement authority the Town has under the current bylaws; she is going to check with Town Counsel. Mr. Kalkut noted that currently the fall town meeting is light. Perhaps it is better to wait to the spring due to the logistics. Ms. Robinson requested the Select Board's feedback so the bylaw can be ready for spring town meeting.

#### Please review a draft list of warrant articles for the November 17, 2020 Special Town Meeting

Ms. Robinson stated that the warrant for the fall Town Meeting closed on September 10, 2020, per the Select Board's vote last month. A list of articles that contain either regular business for the Town or articles requested by other boards is included in the Select Board's meeting packet. She reviewed the list of articles and noted that no citizen petitions have been received. Although the list is currently short, items that would be under the Select Board's purview may need to be added as time gets further into the fall. She noted that both the middle school and high school are currently reserved to hold town meeting; she does not know if outdoors would be good for the mid-November town meeting.

Ms. Mecklenburg reiterated that in this current environment, it would be best to hold a short town meeting.

#### Please discuss website posting of board correspondence

Select Board members confirmed they have not seen any new correspondence.

#### Town Administrator Updates

Ms. Robinson stated that building the new Holbrook Street well is about to get underway. She explained that an alert has been placed on the Town's website indicating that people are posing as

town assessors in order to gain entry to people's homes; do not let them in. She stated that the Town of Norfolk assessors will arrive to a home in a vehicle with the Town of Norfolk seal, and the assessor will provide identification. She noted that winter is coming and there is a dearth of snow plow contractors. The Town will be advertising soon for snow plow drivers. If anyone is interested in plowing, please contact the Town as we count on hiring people to meet the residents' expectations for snow removal.

### **Report of Warrants**

The following warrants have been signed:

- 08/28/2020 04P21 & 04PS21 \$449,896.98
- 09/01/2020 09V21 \$847,786.81
- 09/08/2020 10VS21 \$82,240.39
- 09/08/2020 10V21 \$101,728.43

A motion was made by Mr. Kalkut that the Board approve four (4) warrants for the period August 28, 2020 – September 8, 2020, as printed on the agenda for this meeting. It was seconded by Ms. Mecklenburg. A roll call vote was taken as follows: Mr. Kalkut – aye; Ms. Van Tine – aye; Ms. Mecklenburg – aye. All were in favor.

### **Approve Minutes**

Please consider approval of the minutes

A motion was made by Ms. Mecklenburg that the Board vote to approve the minutes of the August 18, 2020, and September 1, 2020, regular meetings. It was seconded by Ms. Van Tine. A roll call vote was taken as follows: Mr. Kalkut – aye; Ms. Van Tine – aye; Ms. Mecklenburg – aye; All were in favor.

Ms. Robinson stated that the July 27, 2020, meeting minutes for the dog hearing have not yet been voted on. Those minutes, and the minutes from tonight's continued dog hearing, as well as the written document for the remedies assigned with the designation of dangerous dog, will be provided at the October 6, 2020, Select Board meeting.

Mr. Kalkut noted that this was a long meeting, but it was warranted to give the attention needed to the dog hearing process.

At 12:30 a.m., a motion was made by Mr. Kalkut to adjourn the meeting. It was seconded by Ms. Van Tine. A roll call vote was taken as follows: Mr. Kalkut – aye; Ms. Van Tine – aye; Ms. Mecklenburg – aye. All were in favor.

The next meeting of the Norfolk Select Board is scheduled to be held remotely on Tuesday, October 6, 2020, at 7:00 p.m.

This is a true and accurate report of the Select Board's remote meeting of September 15, 2020.

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Anita Mecklenburg, Clerk