# 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 20, 2020 6:00 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**

**Executive Session:**
**Executive Session in conjunction with the Planning Board under M.G.L. c.30A, §21(a)(3) to discuss litigation strategies with Wall Street Development for the Fern Ridge Estates Subdivision, insofar as an open meeting may have a detrimental effect on the litigation position of the public body.**

**6:00 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/norfolkcable**

1. **COVID-19 Updates**

2. **Public Comment**

**Action Items**

3. **Police Sergeant Promotions – Pinning Ceremony**
4. **Public meeting on the laying out of Silver Fox Road**

5. **Please consider executing the warrant for the November 17, 2020 special town meeting**
6. **Please consider authorizing the Chair to execute two grant applications:**
    - **Federal CARES funding incurred in response to the COVID-19 outbreak**
    - **FEMA grant to develop a Town hazard mitigation plan**
7. **Please consider the appointment of Timothy Martin from Associate Member to Full Member of the Zoning Board of Appeals with a term expiring June 30, 2023.**

**Discussion Items**

8. **Please discuss a memo from Town Counsel regarding road acceptance options with the Planning Board**
9. **Please discuss a first quarter budget report for FY21**
10. **Please review the Classification & Compensation Study Final Report**
11. **Please discuss Board liaison reports**
12. **Please discuss website posting of Board correspondence**
13. **Town Administrator Updates**

**Report of Warrants**

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

    - **10/06/2020 14VS21 $126,636.51**
    - **10/06/2020 14V21 $323,917.24**
    - **10/09/2020 07P21 & 07PS21 $828,936.97**
    - **10/13/2020 15V21 $542,920.29**

**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
(508) 541-3366 FAX

October 15, 2020

MEMO TO: Select Board

From: Blythe C. Robinson, Town Administrator BCR

RE: **Agenda Background – October 20, 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.

**IMPORTANT:** As you know from the agenda we'll be having an executive session starting at 6:00 PM with the Planning Board. Please enter the zoom meeting with the number on the agenda so we can convene the opening meeting (**Zoom Meeting ID 3560716045**). Once that is done we'll leave that meeting and enter the executive session using the meeting ID included on your separate executive session background memo.

1. COVID-19 Updates

2. Public Comment

3. Police Sergeant Promotions – Pinning Ceremony

   We have recently promoted two of our officers to the position of Sergeant, Jimmy Meneses and Michelle Palladini. A time-honored tradition in public safety is to have a pinning ceremony when an officer achieves a new rank during which a family member or friend pins that officer's new badge on their uniform. Both Sergeants will be joining the meeting virtually to continue the tradition. Included in your packet is a background memo on this topic from Deputy Chief Carroll explaining the reason for the promotions, the process that was followed to select them, and a short biography for each. We've asked them each to be prepared to tell you a little about themselves and why they are excited to become sergeants. Please feel welcome to ask them each a question or two if you'd like as well, after which we'll have them each be pinned. There is no vote required for this agenda item.

4. Public meeting on the laying out of Silver Fox Road

   A step in the process of accepting town roads as public ways includes a public meeting prior to Town Meeting called by the Select Board to take public input. Included in your packet are several items pertinent to this item:

- A letter from the Town Planner informing the Board that the Planning Board held their required public hearing on October 13th and voted to recommend Silver Fox Road be accepted
- A notice to the abutters about this meeting and invitation to provide comment
- A copy of the abutters list for the road
- A copy of the certification that the Board Chair will sign after the Board votes to take action.

At this meeting the Board needs to vote to lay out the road substantially in the location of this private way. Rich McCarthy will be at the meeting on Tuesday to answer any questions that you may have.

**MOVE** that the Board vote to lay out Silver Fox Road substantially in the location of the private way known as Silver Fox Road.

5. Please consider executing the warrant for the November 17, 2020 special town meeting

Included in your packet is a final draft of the warrant which has been reviewed by Counsel. It has changed in a couple of ways since your last review. First, we have received a citizen petition with the requisite number of signatures from registered voters (100). The intent of the petition is to modify Article XIII of the general bylaws to change the rules with regard to noise made by animals during certain hours of the day. Second, the Moderator has selected the High School as the location for the meeting based on anticipated attendance. For now, we're planning on using the cafeteria, however we'll continue to monitor interest in the meeting so that if we think attendance will be high we may modify this plan.

Also included in your packet are several spreadsheets which details the article list, proposed list of transfers, and capital expenditures funded both from cash and inside the levy debt. I would like to review these with you in detail at the meeting and answer any questions that you may have.

**MOVE** that the Board execute the warrant for the Special Town Meeting to be held on November 17, 2020.

6. Please consider authorizing the Chair to execute two grant applications:
   a. Federal CARES funding incurred in response to the COVID-19 outbreak
   b. FEMA grant to develop a Town hazard mitigation plan

We have two grant applications that are in the process of being submitted which requires approval of the Chief Executive Officer (the Select Board). In order for the Chair to sign them on your behalf, your approval is necessary. The first grant is the Town's second application for use of CARES funds allocated to the Town earlier this year. This application is for the period beginning July 1st prospectively through December 30th, and it is due early next month. This request is significantly higher than the spring because it includes a number of expenses for both the Norfolk and King Philip schools as we anticipated. I would note that we are still analyzing needs and requests for funding so the amount noted in these reports may change between now and the application deadline, but of course within the Town's allocation of the funds. Included in your packet are spreadsheets from Finance Director Todd Lindmark, and Todd will be on hand at the meeting to review them with you.

Second, we've applied for a Federal Emergency Management Agency (FEMA) hazard mitigation grant. All communities should have an approved hazard mitigation plan on file which identifies hazards in the community which if not addressed could cause loss or damage to property and detrimental impacts to operations of a community. The Town had a plan approved in 2011, however such plans expire after five years, and apparently no action was taken to have it updated or renewed. With an approved plan, the Town is then eligible to apply for other grants to mitigate the identified hazards. Since 2016 some of the federal requirements for a plan have changed, so it is a good idea to apply now and update to the current standard. As it is a federal grant, they will cover 75% of the cost, and the Town must make up the 25% balance through a combination of cash and in kind (staff time) dollars. The federal share for a planning grant such as this is typically in the range of $9,000 - $25,000, and I understand that MAPC has completed a large number of these and generally for about $20,000. We request your approval of this application so our submission can be complete, and should we receive the grant, we'll determine the best way to achieve the required match. Information about this grant is also include in your packet.

**MOVE** that the Board authorize the Chair to make application to the Commonwealth of Massachusetts for CARES Act funds to reimburse Norfolk's for its necessary expenditures due to the public health emergency for the period July 1, 2020 through December 30, 2020.

**MOVE** that the Board authorize the Chair to make application to the Federal Emergency Management Agency for a grant to complete a hazard mitigation plan for the Town.

7. <u>Please consider the appointment of Timothy Martin from Associate Member to Full Member of the Zoning Board of Appeals with a term expiring June 30, 2023</u>

   As of this week, Devin Howe has resigned his seat as a full member of the Zoning Board of Appeals because he is no longer a resident of the Town. ZBA Chair Chris Wider has requested that the Board consider moving Mr. Timothy Martin from Associate member to full member to fill this opening on the board, for a term to expire on June 30, 2023 which coincides with Mr. Howe's term. It is expected that Mr. Hanssen also intends to resign which would leave the Board with three full members unless another associate or two moves up, or other full members are found. Thus, we are working on putting out a notice of these vacancies on the website to encourage residents to consider applying to be appointed.

   **MOVE** that the Board vote to appoint of Timothy Martin from Associate Member to Full Member of the Zoning Board of Appeals with a term expiring June 30, 2023.

8. <u>Please discuss a memo from Town Counsel regarding road acceptance options with the Planning Board</u>

   It has been the Town's practice that when a road is to be accepted as a public way, that the Town does so by taking a fee interest. The result of that is that the Town owns the road and the land on which it lies. There are options available to a Town when roads are accepted, and given some challenges we've faced completing some acceptances, staff would like to review the options with you together with the Planning Board to decide wither to continue with this method, or take an alternate approach. To facilitate we've asked Town Counsel to draft a memo outlining the differences between the different types of acceptances and what they mean. Unfortunately that wasn't available at "presss time" but we hope to

get it to you late on Monday. We'd like the boards to discuss this and ideally reach some consensus about this. Town Counsel Peter Mello will be joining us to review this and answer any questions that you may have. The Chair and I have discussed moving this item up at the meeting to the first topic we cover when we open the regular session so that the Planning Board can stay in the meeting after the executive session is done.

9. Please discuss a first quarter budget report for FY21

Included in your packet is a spreadsheet prepared by Finance Director Todd Lindmark detailing both the Town's revenue picture through the first quarter of this fiscal year, as well as expenditures. Overall, revenues are on track with a couple of exceptions both over and under what was budgeted, which we'll review in a more detail at the meeting. This sheet includes the higher than budgeted state Chapter 70 and UGGA funds that we've noted previously, which we'll be reallocating at Town Meeting. The expenditures side of the ledger indicates that we're under budget by approximately $489,000,

10. Please review the Classification & Compensation Study Final Report

We have wrapped up the classification and compensation study that was funded at last fall's special town meeting as it pertains to the non-union employees. Included in your packet are two items, the full report from the consultant and a PowerPoint presentation that was shown to employees last week. In summary the consultant found that Norfolk's compensation was competitive in the market at the higher end of the salary ranges, but not at the beginning. This does not come as a big surprise, as it has been difficult to recruit some positions in recent years at the starting rates in the ranges. A recommendation is to narrow the pay ranges from 20 steps to 15 going forward, and the plan included achieves that. All of the job descriptions have been updated, and follow current laws and practices. A decision point in the study was how competitive financially we intend to be in the marketplace. After surveying 10 of our counterparts and considering the Town's ability to pay we determined that the pay plan ought to reflect that Norfolk's pay scale be just above the average in the marketplace. With that, the majority of employees are in line with this strategy and will not receive any change in pay this year. There were 12 employees who we identified as being paid below the market value for the job performed, and we will be implementing adjustments for them in November. The estimated cost to the Town is approximately $13,000 this fiscal year which we believe will be covered in various payroll accounts. We've had some vacancies or employees working less hours than budgeted that can make up this figure through account transfers as needed later in the fiscal year.

HR Director Scott Bragdon will join us at the meeting to review the PowerPoint and discuss the report in general. There will be a second report that covers the employees in the clerical and DPW unions which will be finalized in a month or so. This will be in line with the time by which we need to start negotiations with these two unions for successor contracts beginning July 1st.

11. Please discuss Board liaison reports

The Chair has placed this item on the agenda so that each member can provide the full board with any updates they have regarding the work of the committees that each person is assigned to. For reference, included in your packet is the list of board liaison assignments.

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:

- 10/06/2020 14VS21 $126,636.51
- 10/06/2020 14V21 $323,917.24
- 10/09/2020 07P21 & 07PS21 $828,936.97
- 10/13/2020 15V21 $542,920.29

**MOVE** that the Board approve four (4) warrants for the period October 6, 2020 – October 13, 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 October 6, 2020 regular meeting.

We are replacing one patrol sergeant who retired last spring, and creating another sergeant position so that every shift will have a patrol sergeant assigned to it. Currently the Lieutenant is assigned several shifts as a patrol supervisor, and this prevents him from having the time to complete all of the administrative tasks that he is assigned. The staffing model of 5 Sergeants is similar to what many area departments our size currently have.

Additionally the 5th Sergeant position will allow more officers to obtain and develop experience in a supervisory and leadership role, as there will be several senior promotions coming up in the next couple of years. The department is transitioning from a senior, very experienced leadership group to a lesser experienced group that does not have the same level of institutional knowledge about the town and the department. It is our position that more officers need to spend time in the Sergeants role while the remaining senior management team is in place so that they may gain experience prior to the Chief and Deputy retiring in less than two years.

The upcoming retirements will create movement towards the management positions that will open up and as a result of these projected retirements, the longer these officers are in these roles the more beneficial it will be for them to evolve as leaders and enhance the department with that experience.

The two officers being promoted, Jimmy Meneses and Michelle Palladini, scored the highest in the Sergeant's Promotional Process that was recently conducted. All Senior Patrol Officers, i.e. those by contract being defined as having at least 3 years full time experience as a patrol officer with the Norfolk Police Department, were eligible to take the exam. A total of 4 officers applied, including Officers Jim Lorusso and Jim Vinson. Initially, each candidate took a written exam which included questions based on legal decisions, recent law updates, policy and procedures, as well as a variety of incident scenarios. This exam was composed and compiled with input from all members of the current Command Staff. All 4 candidates not only passed, but did exceptionally well on the written exam.

The second portion of the process was an Oral Interview Panel, comprised of the Command Staff as well as the Town's Human Resource Director, Scott Bragdon. Candidates were peppered with questions about leadership style, philosophies, and numerous scenario-based questions. Again, all 4 candidates did exceedingly well, and any of them would (and will) make an excellent supervisor. The final decision was difficult, but in the end the two candidates who consistently scored the highest were, not surprisingly, the officers with the most police experience and most seniority with the NPD.

Jimmy Meneses has 19 years of Law Enforcement experience, having worked as a Sergeant and Lieutenant with the Dean College Police Department starting in 2001. He became a Reserve Officer in Norfolk in 2011 and was hired as a full time officer in

2012. He has been serving in the role of acting Sergeant since the retirement of Sergeant Roake this past spring, and he has also served several years in the Detective Division as well. He is a State-certified Department Firearms Instructor, as well as our Department Armorer. Jimmy also speaks and understands several languages (Brazilian, Portuguese, and Spanish) and has been instrumental to our department, as well as assisting surrounding departments and the DOC as an interpreter.

Michelle Palladini has 16 years of police experience. She has worked for the Stonehill College and Franklin Police Departments before coming to work here in Norfolk, first as a Reserve Officer in 2012, then appointed full time in January of 2014. Michelle has experience in several areas, having served as a Shift Commander for several months during the initial onset of the Covid crisis; she is also currently our detective and School Resource Officer. Michelle is a certified sexual assault investigator, and has taught RAD (Rape Aggression Defense Tactics) and many related courses for our younger children that have helped them become successful young adults. She has won numerous awards for the many innovative programs she has developed and implemented throughout the schools and the community.

The Norfolk Police Department and the Town of Norfolk are both incredibly fortunate to have so many officers of such high caliber. These two officers will no doubt make outstanding Sergeants, and the other officers coming up behind them will also be in a position to do great things as well when the next openings occur.

We are very proud to introduce these officers to you, and we wish them well on this next step in their careers.

--
Jonathan M. Carroll
Deputy Chief
Norfolk Police Department
14 Sharon Ave.
Norfolk, MA 02056
Business 508-528-3206 Ext 4502

# TOWN OF NORFOLK
**SELECT BOARD**

**ONE LIBERTY LANE**
**NORFOLK, MASSACHUSETTS**

Blythe C. Robinson
Town Administrator

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

Street Name: Silver Fox Road

COMMONWEALTH OF MASSACHUSETTS

Norfolk , ss Town of Norfolk

SELECT BOARD'S LAYING OUT OF A TOWN WAY

This is to certify that the Select Board of the Town of Norfolk has voted that common convenience and necessity require that a Town way be laid out in the location described below. Having complied with all requirements of law relating to notice to the owners of land to be taken therefor, having notified the abutters of same, and having held a public meeting on October 20, 2020 via Zoom online video conferencing and heard all persons present who desired to be heard, the undersigned Select Board members of Norfolk hereby certify that they have voted to lay out a Town way substantially in the location of the private way known as Silver Fox Road. The boundaries and measurements of said Town way as so laid out are as follows:

As shown on the attached Silver Fox Road as-built plan.

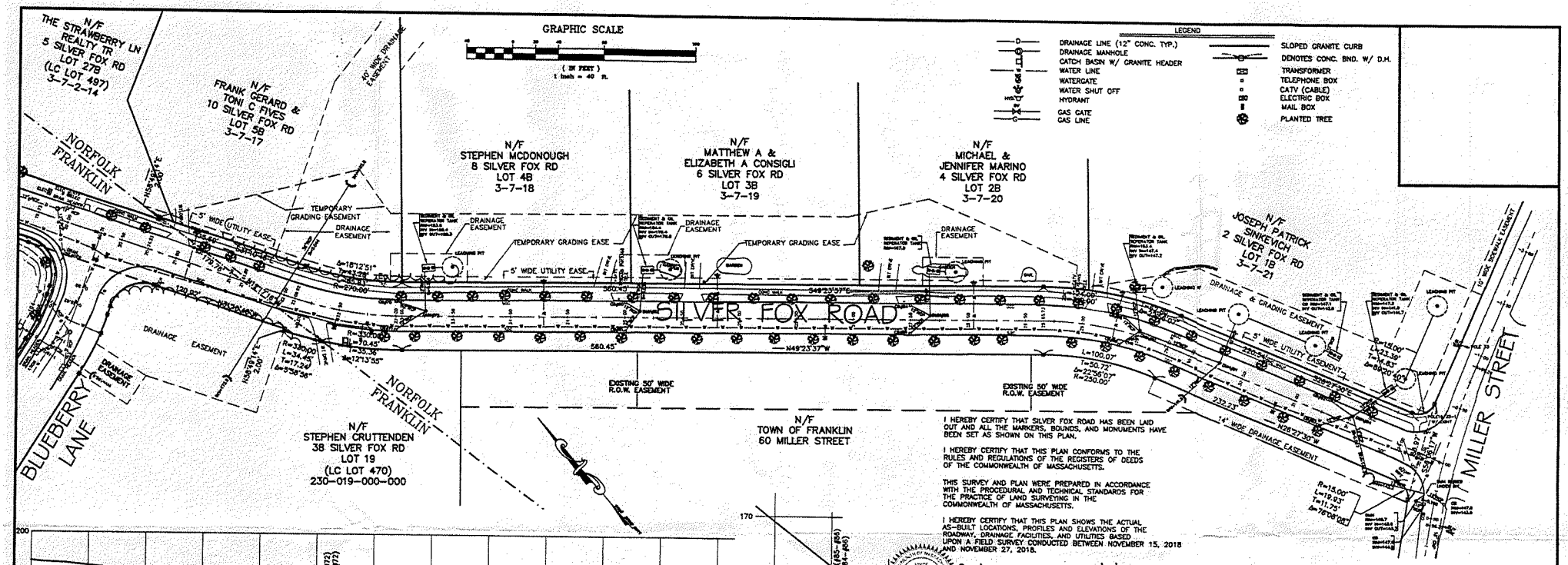
We hereby report this laying out to the Town for acceptance and order that the same be forthwith filed in the office of the Town Clerk.

WITNESS our hands as Town of Norfolk aforesaid, this ____ day of October, 2020.

_____
Kevin Kalkut, Chair

_____
Carolyn Van Tine, Vice Chair

_____
Anita Mecklenburg, Clerk




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

I HEREBY CERTIFY THAT THIS PLAN CONFORMS TO THE RULES AND REGULATIONS OF THE REGISTERS OF DEEDS OF THE COMMONWEALTH OF MASSACHUSETTS.

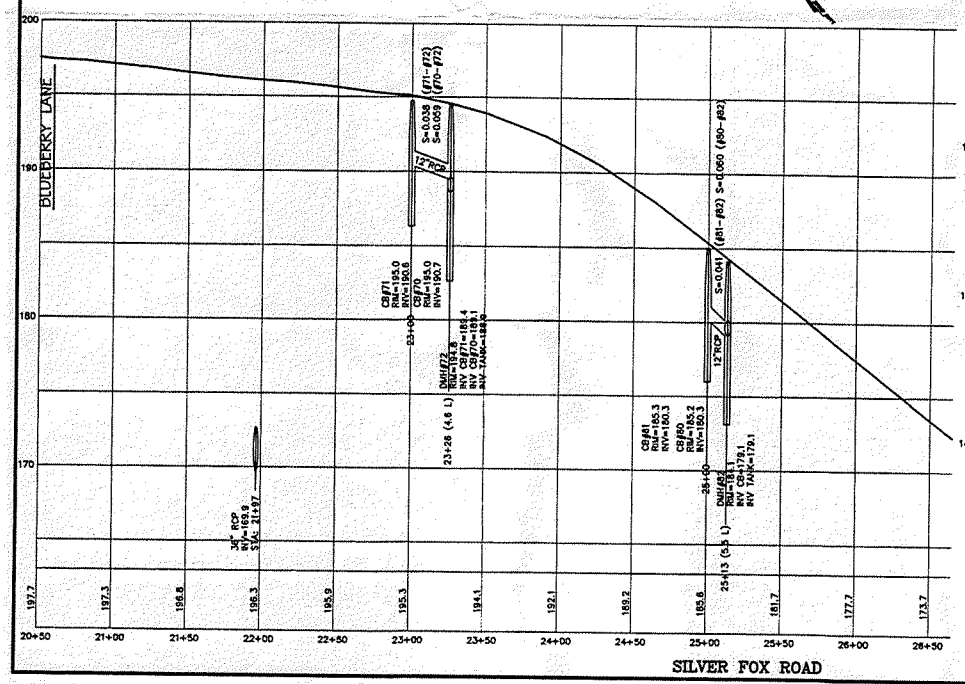
THIS SURVEY AND PLAN WERE PREPARED IN ACCORDANCE WITH THE PROCEDURAL AND TECHNICAL STANDARDS FOR THE PRACTICE OF LAND SURVEYING IN THE COMMONWEALTH OF MASSACHUSETTS.

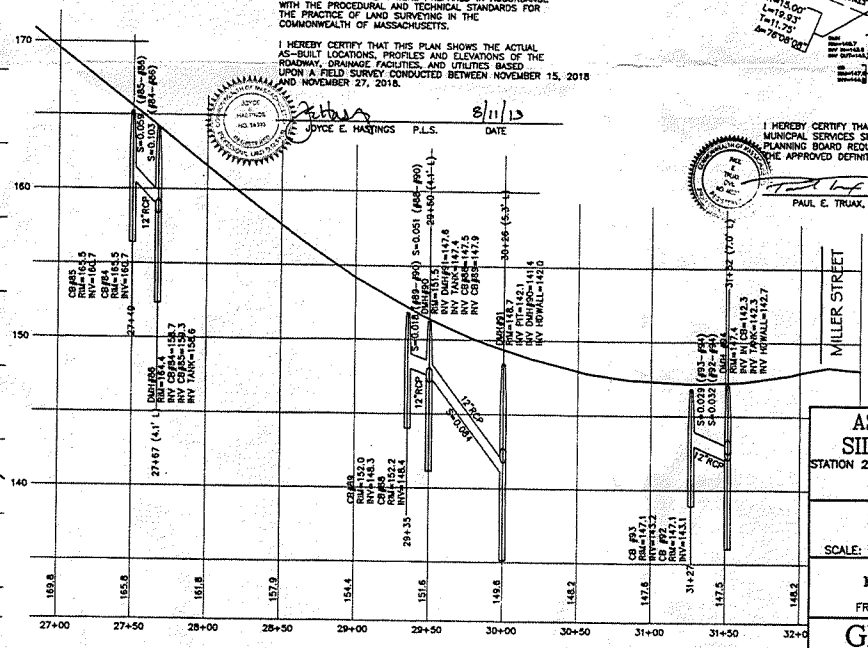
I HEREBY CERTIFY THAT THIS PLAN SHOWS THE ACTUAL AS-BUILT LOCATIONS, PROFILES AND ELEVATIONS OF THE ROADWAY, DRAINAGE FACILITIES, AND UTILITIES BASED UPON A FIELD SURVEY CONDUCTED BETWEEN NOVEMBER 15, 2018 AND NOVEMBER 27, 2018.

JOYCE E. HASTINGS P.L.S. 8/11/19 DATE

I HEREBY CERTIFY THAT THE STREETS, DRAINAGE, AND MUNICIPAL SERVICES SHOWN CONFORM TO THE PLANNING BOARD REQUIREMENTS IN ACCORDANCE WITH THE APPROVED DEFINITIVE PLAN.

PAUL E. TRUAX, P.E. 8-1-2019 DATE




27,303

# AS-BUILT PLAN
## SILVER FOX ROAD
STATION 21+61.89 TO STATION 32+14.39
NORFOLK, MA

FEB. 19, 2019
REV: 8/2/19
SCALE: HORZ. 1"=40' VERT. 1"=4'

PREPARED FOR:
MAPLE SANDS CORP.
45 SILVER FOX ROAD
FRANKLIN, MASSACHUSETTS

GLM ENGINEERING CONSULTANTS, INC.
19 EXCHANGE STREET
HOLLISTON, MASSACHUSETTS 01746
(508)429-1100 FAX:(508)429-7160

JOB NO.: 9098 RD-ASB.DWG

SHEET 1 of 1

**TOWN OF NORFOLK**
**PLANNING BOARD**
ONE LIBERTY LANE
NORFOLK, MASSACHUSETTS 02056

TEL: (508) 528-2961
FAX: (508) 541-3300

**www.norfolk.ma.us**

October 14, 2020

Kevin Kalkut, Chair
Norfolk Select Board
1 Liberty Lane
Norfolk, MA 02056

Re: Special Town Meeting 2020 – Street Acceptance Recommendations

Dear Mr. Kalkut:

Please be advised at the Planning Board meeting held on October 13, 2020, the Planning Board unanimously voted to recommend Silver Fox Road (Sandy Knoll Estates) be accepted at the November 17, 2020 Fall Special Town Meeting as a public way.

Sincerely,

Richard J. McCarthy, Jr.
Town Planner

RJM/bjf

# TOWN OF NORFOLK
## SELECT BOARD

ONE LIBERTY LANE
NORFOLK, MASSACHUSETTS

Blythe C. Robinson
Town Administrator

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

October 8, 2020

To All Abutters and Owners of Silver Fox Road:

RE: NOTICE OF INTENT TO LAY OUT SILVER FOX ROAD (SANDY KNOLL ESTATES)

The Select Board wishes to extend an invitation to you to comment on its intention to ask the Town to accept Silver Fox Road (Sandy Knoll Estates) as a public way, as referred to on the attached plan.

The Select Board encourages you to attend a public meeting on the laying out of this street, which will be held on October 20, 2020 at 6:00 p.m. via Zoom online video conferencing. **PLEASE NOTE: This item will be heard at 7:00 p.m. or shortly after**. This meeting is 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 and this public meeting may be physically closed to the public to avoid group congregation. Please check the posted meeting agenda for Zoom link details.

In order for the Select Board to best address the acceptance of this street, the Board would appreciate it if prior to the public meeting you would relay any comments and/or concerns to the Public Works Director, Blair Crane by telephone at 508-528-4990 or by email at bcrane@norfolk.ma.us; or to the Town Planner, Richard McCarthy by telephone at 508-440-2807 or by email at rmccarthy@norfolk.ma.us) who will then be able to investigate any issues that you raise prior to the public meeting.

Please have your advance comments to the Town Engineer and/or Town Planner no later than Monday, October 19, 2020.

Thank you for your interest and assistance on this matter.

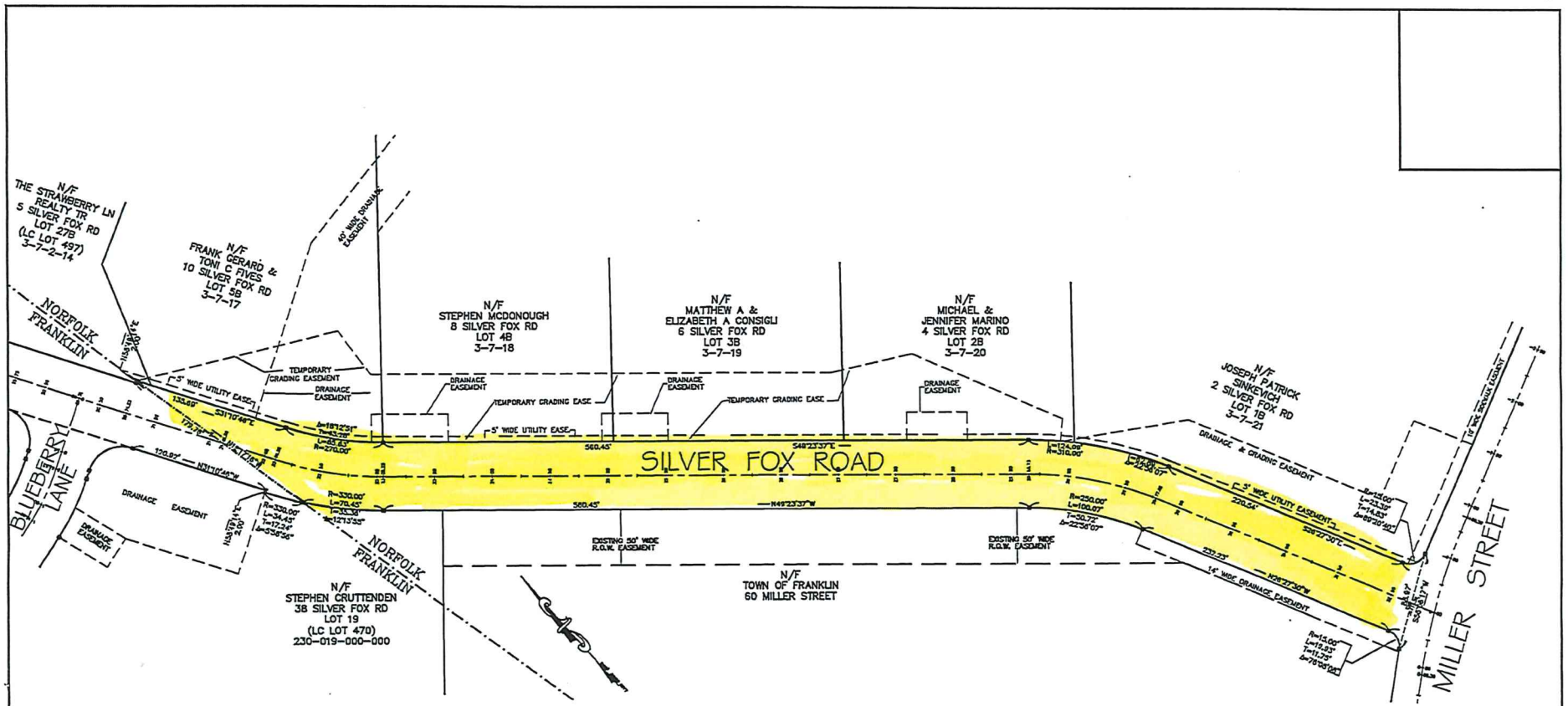
Sincerely,

Blythe C. Robinson
Town Administrator

Enclosure

BCR/nal

cc: Blair Crane, Director of Public Works
Barry Lariviere, Assistant Director of Public Works
Richard McCarthy, Town Planner




DEED REFERENCE:
NORFOLK REGISTRY OF DEEDS
DOCUMENT NO. 989999
FILE WITH CERTIFICATE NO. 165815
BOOK 19824, PAGE 570

PLAN REFERENCE:
NORFOLK REGISTRY OF DEEDS
LAND COURT PLAN
6816 P
6816 X
6816 Y
6816 1

GRAPHIC SCALE

( IN FEET )
1 inch = 40 ft.

I HEREBY CERTIFY THAT SILVER FOX ROAD HAS BEEN LAID 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 PROCEDURAL AND TECHNICAL STANDARDS FOR THE PRACTICE OF LAND SURVEYING IN THE COMMONWEALTH OF MASSACHUSETTS.

THE CERTIFICATIONS SHOWN HERE ARE INTENDED TO MEET REGISTRY OF DEED REQUIREMENTS AND ARE NOT A CERTIFICATION TO TITLE OR OWNERSHIP OF PROPERTY SHOWN.

I CERTIFY THAT THE PREPARATION OF THIS PLAN CONFORMS TO THE RULES AND REGULATIONS OF THE REGISTERS OF DEEDS OF THE COMMONWEALTH OF MASSACHUSETTS.

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

THE PROPERTY LINES SHOWN ARE LINES DIVIDING EXISTING OWNERSHIPS, AND THE LINES OF STREETS AND WAYS SHOWN ARE THOSE OF PUBLIC OR PRIVATE STREETS 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

27,304

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

FEB. 19, 2019

SCALE: HORZ. 1"=40'

PREPARED FOR:
MAPLE SANDS CORP.
45 SILVER FOX ROAD
FRANKLIN, MASSACHUSETTS

GLM ENGINEERING CONSULTANTS, INC.
19 EXCHANGE STREET
HOLLISTON, MASSACHUSETTS 01746
(508)429-1100 FAX:(508)429-7160

JOB NO.: 9008 RD-ASB.DWG

SHEET 1 of 1

Date: 10/01/2020 Town of Norfolk
txaabut

CERTIFIED ABUTTERS' LIST



| Parcel ID | Location | Owner Name/Address |
|---|---|---|
| 0003-0007-0022 | SILVER FOX RD | MAPLE SANDS CORP<br>C/O RONCA REALTY<br>45 SILVER FOX RD<br>FRANKLIN, MA 02038 |

A B U T T E R S

| | | |
|---|---|---|
| 0003-0007-0017 | 10 SILVER FOX RD | FIVES FRANK GERARD & TONI C<br>10 SILVER FOX RD<br>NORFOLK, MA 02056 |
| 0003-0007-0018 | 8 SILVER FOX RD | MCDONOUGH STEPHEN<br>8 SILVER FOX RD<br>NORFOLK, MA 02056 |
| 0003-0007-0019 | 6 SILVER FOX RD | CONSIGLI MATTHEW A &ELIZABETH A<br>6 SILVER FOX RD<br>NORFOLK, MA 02056 |
| 0003-0007-0020 | 4 SILVER FOX RD | MARINO MICHAEL & JENNIFER<br>4 SILVER FOX RD<br>NORFOLK, MA 02056 |
| 0003-0007-0021 | 2 SILVER FOX RD | SINKEVICH JOSEPH PATRICK &<br>ELIZABETH ROGERS<br>2 SILVER FOX RD<br>NORFOLK, MA 02056 |
| 0003-0007-02-1 | 45 SILVER FOX RD | THE STRAWBERRY LN REALTY TR<br>CAROLYN G RONCA TRUSTEE<br>45 SILVER FOX RD<br>FRANKLIN, MA 02038 |

7 parcels listed

**TOWN OF NORFOLK**
**Certified Abutters List**
**Map & Lot** 3-7-22-Immediate
**Date** 10/1/2020
**By** K Mushall

Town of Norfolk

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

# Select Board's Intention to lay out Silver Fox Road

1 message

**Nancy Langlois** <nlanglois@norfolk.ma.us> Wed, Oct 7, 2020 at 12:16 PM
To: Walter Byron <wjbyron@verizon.net>, Richard McCarthy <rmccarthy@norfolk.ma.us>, Betsy Pyne <betsypyne@gmail.com>, Blair Crane <bcrane@norfolk.ma.us>, Barry Lariviere <blariviere@norfolk.ma.us>, Blythe Robinson <brobinson@norfolk.ma.us>, Judith Lizardi <jlizardi@norfolk.ma.us>

Good Afternoon,

Please be advised that at last night's meeting (October 6, 2020), the Select Board voted that it intends to lay out a Town way at the following location:

- Silver Fox Road

The Select Board will meet on October 20, 2020 via Zoom online video conferencing to hear all persons interested in the laying out of this Town way.

In accordance with Chapter 82 of MGL the Select Board voted and is hereby forwarding Silver Fox Road to the Norfolk Planning Board for a recommendation on street acceptance.

Thank you.

Regards,

***Nancy A. Langlois***
Executive Assistant
Town of Norfolk
One Liberty Lane
Norfolk, MA 02056
(508) 440-2801

# 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 this Town way. 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,

Blythe Robinson, Town Administrator

FILED AT THE OFFICE OF THE TOWN CLERK
DATE: _____

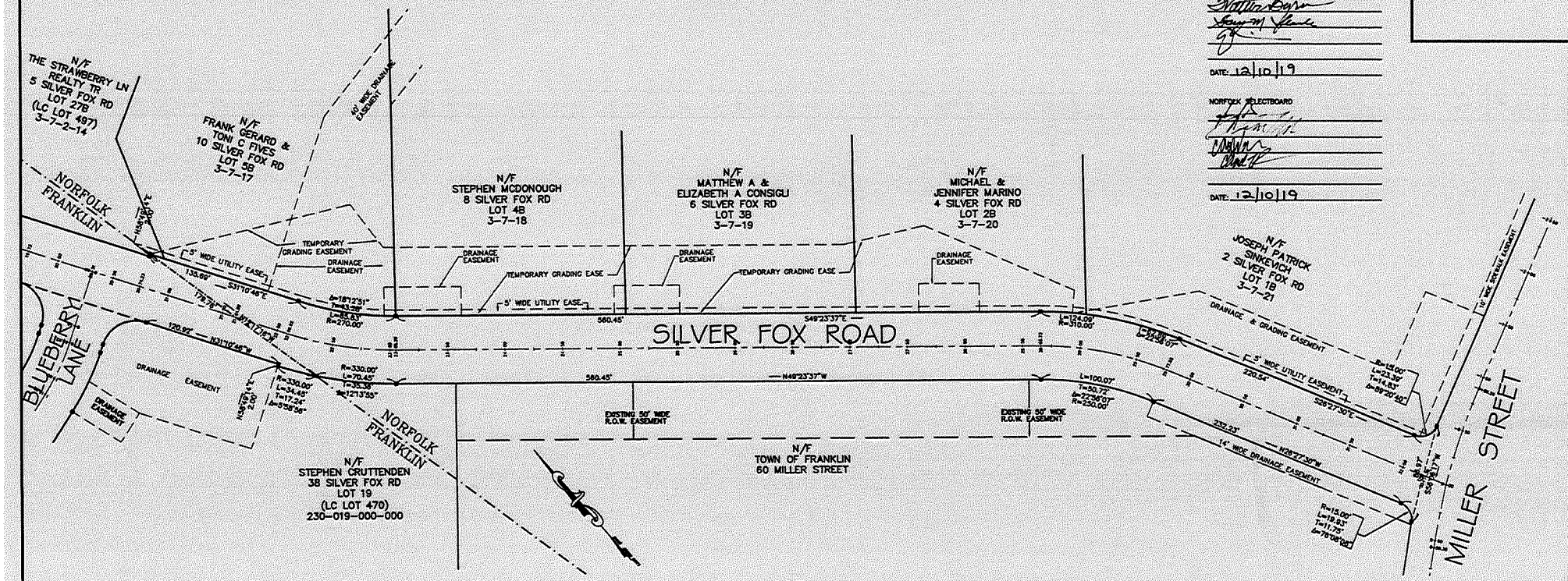
APPROVED BY VOTE OF TOWN MEETING
DATE: _____
TOWN CLERK: _____

APPROVAL UNDER THE SUBDIVISION CONTROL LAW NOT REQUIRED.
NORFOLK PLANNING BOARD

DATE: 12/10/19

NORFOLK SELECTBOARD

DATE: 12/10/19




I HEREBY CERTIFY THAT SILVER FOX ROAD HAS BEEN LAID 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 PROCEDURAL AND TECHNICAL STANDARDS FOR THE PRACTICE OF LAND SURVEYING IN THE COMMONWEALTH OF MASSACHUSETTS.

THE CERTIFICATIONS SHOWN HERE ARE INTENDED TO MEET REGISTRY OF DEED REQUIREMENTS AND ARE NOT A CERTIFICATION TO TITLE OR OWNERSHIP OF PROPERTY SHOWN.

I CERTIFY THAT THE PREPARATION OF THIS PLAN CONFORMS TO THE RULES AND REGULATIONS OF THE REGISTERS OF DEEDS OF THE COMMONWEALTH OF MASSACHUSETTS.

JOYCE E. HASTINGS, P.L.S. — DATE 12/6/19

THE PROPERTY LINES SHOWN ARE LINES DIVIDING EXISTING OWNERSHIPS, AND THE LINES OF STREETS AND WAYS SHOWN ARE THOSE OF PUBLIC OR PRIVATE STREETS 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 12/6/19

DEED REFERENCE:
NORFOLK REGISTRY OF DEEDS
DOCUMENT NO. 989699
FILE WITH CERTIFICATE NO. 163815
BOOK 19824, PAGE 570

PLAN REFERENCE:
NORFOLK REGISTRY OF DEEDS
LAND COURT PLAN
6816 P
6816 X
6816 Y
6816 1

GRAPHIC SCALE
( IN FEET )
1 inch = 40 ft.

# ACCEPTANCE PLAN
# "SANDY KNOLL ESTATES"
# SILVER FOX ROAD

STATION 21+61.89 TO STATION 32+14.39

NORFOLK, MA

AUG. 2, 2019

SCALE: HORZ. 1"=40'

PREPARED FOR:
MAPLE SANDS CORP.
45 SILVER FOX ROAD
FRANKLIN, MASSACHUSETTS


GLM ENGINEERING CONSULTANTS, INC.
19 EXCHANGE STREET
HOLLISTON, MASSACHUSETTS 01746
(508)429-1100 FAX:(508)429-7160


27,304

JOB NO.: 9098 RD-ASB.DWG

SHEET 1 of 1

# QUITCLAIM DEED

**Maple Sands Corporation,** a duly existing Massachusetts corporation, with its principal place of business at 45 Silver Fox Road, Franklin, Norfolk County, Massachusetts

for consideration paid of $1.00

Grants to the **Town of Norfolk**, a municipal corporation in Norfolk County, Massachusetts with an address of One Liberty Lane, Norfolk, Massachusetts

with ***quitclaim covenants***

The land situated in Norfolk, Norfolk County, Massachusetts and shown as the Silver Fox Road L.C. Lot 485 on the plan filed with the Norfolk County Registry District of the Land Court as Plan No. $6616^X$; and

The appurtenant right to L.C. Lot 485 rights as set forth in Document No. 260744 filed with the Norfolk County Registry District of the land Court that include a Right of Way Easement over 9,114 ± s.f. of Land, said easement being portion of the Right of Way shown on the plan filed with the Norfolk County Registry District of the Land Court as Plan No. $6616^P$ and more particularly described as follows:

Being shown as "R.O.W. Easement 9114± S.F." on a plan entitled "Definitive Subdivision Plan, "Sandy Knoll Estates II", Norfolk Massachusetts". Dated April 20, 1999 and revised through 5/17/02 by GLM Engineering Consultants Inc.

Said easement is bounded and described as follows:

Beginning at a concrete bound with a drill hole on the southerly side of Silver Fox Road and the northerly sideline of Miller Street.

Thence running along Silver Fox Road:

Along a curve to the left, with a radius of 15.00 feet and a length of 19.93 feet to a concrete bound with a drill hole;
N 26°27'30" W, a distance of 232.23 feet to a concrete bound with a drill hole;
Along a curve to the left, with a radius of 250.00 feet and a length of 100.07 feet to a concrete bound with a drill hole;
S 49°23'37" E, a distance of 143.10 feet to a point;
S 26°27'30" E, a distance of 200.73 feet to a point on the sideline of Miller Street.

Thence turning and running along Miller Street:

S 49°40'38" W, a distance of 48.83 feet to the point of beginning.

Said R.O.W. Easement contains 9,114 square feet, more or less, and is within Silver Fox Road.

The Grantor warrants that the aforesaid are free and clear of all liens or encumbrances, that it has

good title to transfer the same, and that it will defend the same against all claims of all persons.

This is not a homestead property.

For title see Norfolk Registry District Certificate of Title No. 165815.

THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

In witness whereof, the said Maple Sands Corporation has caused its corporate seal to be hereto affixed and these presents to be signed, acknowledged and delivered in its name and behalf by Michael J. DiNapoli, its President and William S. Ronca, it Treasurer this ___ day of January, 2020.

**Maple Sands Corporation**

**By: Michael J. DiNapoli, President**

**Maple Sands Corporation**

**By: William S. Ronca, Treasurer**

**STATE OF FLORIDA**

_____, SS

On this 22 day of January, 2020, before me, the undersigned notary public, personally appeared the above-named **Michael J. DiNapoli, as President of the Maple Sands Corporation**, proved to me through satisfactory evidence of identification which was his ~~Massachusetts Driver's License~~ FL DL to be the person whose name is signed on the preceding or attached document, and acknowledged to me that he signed it voluntarily, for its stated purpose, to be the ~~free act~~ and deed of the Maple Sands Corporation.

PRISCILLA JONES-COTTON
MY COMMISSION # GG 109982
EXPIRES: August 1, 2021

**STATE OF FLORIDA**

_____, SS

On this 22 day of January, 2020, before me, the undersigned notary public, personally appeared the above-named **William S. Ronca, as Treasurer of the Maple Sands Corporation**, proved to me through satisfactory evidence of identification which was his Massachusetts Driver's License to be the person whose name is signed on the preceding or attached document, and acknowledged to me that he signed it voluntarily, for its stated purpose, to be ~~the free~~ act and deed of the Maple Sands Corporation.

PRISCILLA JONES-COTTON
MY COMMISSION # GG 109982
EXPIRES: August 1, 2021

# Draft Special Town Meeting Article List - November 17, 2020

10/15/2020

| Article # | | Topic | Proponent | Dollar Amount | Other Sources |
|---|---|---|---|---|---|
| 1 | | Budget Transfers | SB | | |
| 2 | | Pay unpaid bills from prior year | SB | | |
| 3 | | Norfolk Schools Additional Appropriation | SB | | |
| 4 | | Capital Expenditures from Borrowing | SB | - | |
| 5 | | Capital Expenditures other than from borrowing | SB | | |
| 6 | | Hear reports from Town Committees | | | |
| 7 | | CPC - Acquisition of Open Space - Pond Street | CPC | | |
| 8 | | Street Acceptance Silver Fox Road | BOS/PB | | |
| 9 | | Citizen Petition - Amend General Bylaw Article 13, Sec. 2 | Petition | | |

## Transfers

| Item | Amount | Source | Reasoning |
|---|---|---|---|
| | | | |
| Stormwater MS4 | $ 50,000.00 | UGGA/MECC Funds | Required to comply with Federal MS4 Permit |
| Town Counsel Expense | 30,000.00 | UGGA/MECC Funds | Litigation, dog hearing |
| OPEB Funding | 50,000.00 | UGGA/MECC Funds | Increase from FY20 |
| IT Salaries | 25,000.00 | UGGA/MECC Funds | Shared 15 h/w position with Millis |
| Bldg Dept Doc. Scanning | 10,000.00 | UGGA/MECC Funds | Placeholder if CARES funding is denied |
| | | | |
| | | | |
| TOTAL | $ 165,000.00 | | |

| | | | |
|---|---|---|---|
| Article 3 - Schools | 84,871.00 | Ch. 70 & UGGA Funds | Restore NPS share of $175K from state grants |

**Total** **$ 249,871.00**

**Funding Sources:**

| | | |
|---|---|---|
| $ | 51,024.00 | Chapter 70 |
| | 128,509.00 | UGGA Funds |
| | 95,000.00 | MECC budget |

**Total** **$ 274,533.00**

## Cash & Debt Funded Capital

| Item | | Amount | Free Cash | Borrowing | CIP Page # |
|---|---|---|---|---|---|
| Police | Two Cruisers | $ 122,000.00 | $ 122,000.00 | | 112 |
| Police | Radios | 22,750.00 | 22,750.00 | | 113 |
| Fire | Radios | 30,000.00 | 30,000.00 | | 78 |
| Fire | Car #1 Replcmnt | 68,000.00 | 68,000.00 | | 76 |
| Fire | Jaws of Life | 65,000.00 | - | | 79 |
| DPW | 33,000 dump truck | 210,000.00 | | 210,000.00 | 52 |
| DPW | F-250 Replcmnt | 49,000.00 | | 49,000.00 | 54 |
| DPW | Roadwork | 100,000.00 | | 100,000.00 | 51 |
| School | HOD Circ. Pumps | 28,000.00 | 28,000.00 | | 90 |
| School | HOD Ejector Pump | 20,000.00 | 20,000.00 | | 91 |
| Library | Painting | 90,000.00 | 90,000.00 | | 103/4 |
| Town Clerk | Voting Equip. | 20,480.00 | 20,480.00 | | 124 |
| IT | Phone System | 25,000.00 | - | | 102 |
| | | | | | |
| **TOTAL** | | **$ 850,230.00** | **$ 401,230.00** | **$ 359,000.00** | |

# 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 at the King Philip Regional High School, 201 Franklin Street, Wrentham, Massachusetts 02093, for a Special Town Meeting, then and there to act on the following articles, as set forth below. The Select Board has selected this location based upon its determination that it is not possible to adequately conduct this Special Town Meeting in a location within the geographic limits of the town in a manner that ensures health and safety:

**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 Select Board, 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, and further, to authorize the Select Board to accept any fee interest, easement or appurtenances in or upon such way, and execute any documents in connection therewith; 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 _____.**

**ARTICLE 9** **Submitted by Citizen Petition**

To see if the Town will vote to amend the General Bylaws, Article XIII, Section 2 – Disturbing Noises From Animals, by adding the following language or take any action relative thereto:

No person shall keep any bird, fowl, or other animal which by barks, howls or other noises, disturbs the peace and quietness between the hours of 7pm – 7am of any resident who lives or works within 750 feet of the animal. Such noise must be deemed excessive and continuous for at least 15 minutes.

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, Chair

_____
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.

_____
Constable

_____
Date

Town of Norfolk

**Blythe Robinson <brobinson@norfolk.ma.us>**

# Tech Helper

1 message

**Thanh Tran** <ttran@norfolk.ma.us> Wed, Oct 14, 2020 at 2:10 PM
To: Blythe Robinson <brobinson@norfolk.ma.us>

Need a helper to take on day to day support of the desktop to free me up so that I can focus on-going projects such as Police RMS, Ambupro, system updates, system upgrades and improvements such as setting up DFS for file redundancy, information security monitoring, server backup, new projects that will benefit the town in the long run, process improvement, network redundancy, internet redundancy, and so on.

Without a helper, I have been forgoing the projects and all the necessary process and system improvements that can better positioning the town in the fast changing digital world. Basically I have keep my head low, putting my nose to the ground and putting out fires.

Main duty for the helper:

- Support desktop hardware such as PC, laptop and mobile devices. This includes troubleshoot issues and then coordinate with vendor to do repair or whatever is needed.
- Support users on software such as Office suite, Gmail, Adobe PDF, any software conflict and mobile device questions.
- Desktop improvement by setting up desktop images and keep the image current with all of the ongoing updates. Add new image when there is a new version of hardware. PC and laptop hardware are continuing changes. So we have to keep up with them. The advantage of having the image of a PC versus not having one is the time of configuring a PC. For a new PC without an image, it can take up to a whole day or longer to setup, configure and migrate the data. With an image, it can take up to 4 hours or less. When we have a number of PCs that need to deploy the image will expedite the deployment quite a bit.
- Perform Public Record Request.
- Maintain and update website.
- Support users on printing problem such as: it was printing fine. Now I have to go to the printer and press the On button before it will print. Or there are a line going down the page when print. Or what printer keeps on jamming and so on.
- Asset managements. Maintain accurate information of all of the assets.
- Onboarding user. This is a process. Set up Active Directory (AD)account with the correct security group, set up Gmail account,
- Offboarding user. Disable AD account, transfer data to manager, give manager access to the user email, after 90 days then archive all emails.
- Replace and coordinate desktop phone for repair. Setting up new phone.
- Reset user Windows password, Gmail password, remote access or VPN.
- Monitor and support WIFI network.

Best regards,

Director of Technologies

Town of Norfolk

1 Liberty Lane

| Org | Object | Project | Description | 2020 Actual |
|---|---|---|---|---|
| 2561 | 578000 | | COVID-19 CARES CvRF | 55,479.47 |
| 2561 | 578000 | 20C19 | OTHER DEPARTMENTAL EXP FY20 | 7,066.87 |
| 2562 | 511000 | 20C19 | SALARY AND WAGES COVID FY20 | 2,669.52 |
| 2562 | 578000 | | COVID-19 FEMA | 61,467.95 |
| 2562 | 578000 | 20C19 | OTHER DEPARTMENTAL EXP FY20 | 66,695.28 |
| | | | | $193,379.09 |
| **FY 2020** | | | *State Cares Submitted* | 90,736.00 |
| | | | *Reimburse Rec 6-21-20* | (49,707.00) |
| | | | *Pending Reimburse 9-30-20 Sub* | 41,029.00 |
| | | | *FEMA Submit -October* | 102,643.09 |
| | | | | 9/30/2020 |
| **Org** | **Object** | **Project** | **Description** | **2021 Actual** |
| 2561 | 511000 | | SALARY AND WAGES PERMANENT | 6,406.81 |
| 2561 | 578000 | | COVID-19 CARES CvRF | 206,708.81 |
| 2562 | 511000 | | SALARY AND WAGES PERMANENT | 5,337.96 |
| 2562 | 530900 | | OTHER PROFESSIONAL SERVICES | 7,608.35 |
| 2562 | 578000 | | COVID-19 FEMA | 82,591.97 |
| | | | | 308,653.90 |
| **FY 2021** | | | | |
| | | | *State Cares Submit (Approx)* | 237,000.19 |
| | | | *FEMA Submit -October (Approx)* | 71,653.71 |
| ***Pending - After 9-30-20*** | | | | |
| ***Purchases*** | | | | 89,393.52 |
| ***KPRHS Alllocation*** | | | | 118,650.00 |
| ***Air Purifiers - School*** | | | | 94,568.00 |
| ***Info Tech Purchases - Trsfr*** | | | | 27,282.30 |
| | | | *State Cares Submit (Approx)* | 302,611.52 |

| | |
|---|---|
| *Original Amount Allocated - Cares* | 1,056,955.00 |
| *State Cares Submit (Approx)Total* | 630,347.71 |
| ***Balance*** | **426,607.29** |
| *FEMA Submit - (Approx) Total* | 174,296.80 |

Town of Norfolk

Blythe Robinson <brobinson@norfolk.ma.us>

# RE: CARES spreadsheet

1 message

**Larry Azer** <azerl@kingphilip.org> Thu, Oct 15, 2020 at 3:37 PM
To: Blythe Robinson <brobinson@norfolk.ma.us>
Cc: Paul Zinni <zinnip@kingphilip.org>, Jennifer Thompson <jthompson@plainville.ma.us>, ksweet@wrentham.ma.us, Todd Lindmark <tlindmark@norfolk.ma.us>

My apologies, here is the net amount subtracting the grants:

| Description | Amount | Comments |
|---|---|---|
| **Facilities expenses** | $319,669 | PPE, plexiglass, cleaning supplies |
| **Facilities overtime** | $66,450 | Extra cleaning |
| **Student Chromebooks** | $343,200 | 1,200 computers |
| **Teacher laptops** | $104,625 | 130 computers |
| **Instructional staffing** | $438,183 | 3 teachers, 12 teacher assistants *(with more positions still vacant)* |
| **Transportation** | $50,745 | Cleaning of buses and vans |
| **TOTAL EXPENSES** | **$1,322,872** | |

| Grant Name | Amount |
|---|---|
| **ESSER (113)** | $43,934 |
| **CvRF (102)** | $459,675 |
| **Remote Tech** | $182,796 |
| **TOTAL GRANTS** | **$686,405** |

| | |
|---|---|
| **NET COSTS** | **$636,467** |

We are submitting approximately $382k to FEMA for possible reimbursement. If everything is approved, and we get 75% reimbursed, that would be $286,777 off the net cost amount, leaving approximately $349k remaining. Because FEMA often rejects certain items, that would be the best case scenario.

Based on the enrollment distribution, the remainder would break down as follows:

| Town | Enrollment % | $ Amount |
|---|---|---|
| **Norfolk** | 33.93% | $118,650 |
| **Plainville** | 25.96% | $90,780 |
| **Wrentham** | 40.11% | $140,261 |
| **TOTALS** | **100.00%** | **$349,690** |

Hope this meets your expectation for information, if not please let me know.

Thanks

**Massachusetts Emergency Management Agency (MEMA)**

**Notice of Funding Opportunity (NOFO)**

**FY 2020 Building Resilient Infrastructure and Communities (BRIC)**

COMMBUYS Bid #: BD-21-1013-RMS00-MITAG-54482

Posted: September 1, 2020

**State Application Deadline: December 11, 2020**

At 5pm via FEMA GO

1. **Program Overview:** The Building Resilient Infrastructure and Communities (BRIC) program makes federal funds available for pre-disaster mitigation activities to reduce, minimize, or eliminate potential damages to property and infrastructure from natural hazard events. This nationally-competitive annual grant for hazard mitigation plans and projects can reduce overall risks to the population, structures and infrastructure, while also reducing the reliance on taxpayer-funded federal disaster assistance for disaster recovery.

2. **Funding Availability:** Through this Notice of Funding Opportunity (NOFO), the Massachusetts Emergency Management Agency (MEMA) (Applicant Agency) will be accepting applications for the following federal grant:

   Fiscal Year 2020 Building Resilient Infrastructure and Communities (Federal Award ID# DHS-20-MT-047-000-99); Assistance Listings Title (formally Catalogue of Federal Domestic Assistance Number): 97.047; Amount of funding: $500,000,000 available nationwide.

3. **Authorities and References:** Section 203 of the *Robert T. Stafford Disaster Relief and Emergency Assistance Act* (Stafford Act), as amended (Pub. L. No. 93-288) (42 U.S.C. 5133) as implemented by Hazard Mitigation Assistance: Building Resilient Infrastructure and Communities (FP:104-008-05); Hazard Mitigation Assistance Guidance and Addendum (2015); Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, 2 CFR part 200.

4. **Eligible Applicants:** Local governments (including cities, towns, and special district governments), and State Agencies apply to MEMA. For projects that benefit private organizations, individual homes or businesses, the local government must be the applicant on behalf of the individuals and businesses. To be eligible for project grants, applicants (except State Agencies which are covered under the Standard State Plan) must have a locally adopted and FEMA-approved Local Hazard Mitigation Plan (in accordance with 44 Code of Federal Regulations, Part 201) by the application deadline.

5. **Grant Deadline:** Statements of Interest submitted on MEMA's website are due **October 16, 2020**. Full applications will be due in the FEMA GO system on **December 11, 2020**. Applications submitted after this date will not be submitted in the FY20 BRIC national competition, but are not excluded from future grant opportunities.

6. **FEMA GO:** (https://go.fema.gov) is the application portal for this grant. In order to register for FEMA GO, applicants must first be registered in www.sam.gov. The registration process in www.sam.gov and FEMA GO can take up to sixteen business days. Please be sure to register by November 2, 2020 to avoid any delays. Once registered in FEMA GO, MEMA will be responsible for authorizing access to your organization in order to complete the BRIC application in the system.

7. **Cost Share:** Cost share is 75% Federal / 25% non-Federal. Non-Federal share may include: Cash, including local, state, and/or private cash payments (e.g. general funds, State funded grants (e.g. MassWorks, MVP grants, etc.), force account labor (e.g. DPW staff salary and fringe), equipment, materials, volunteer or donated labor (or any combination thereof). In general, the non-Federal cost-share requirement may not be met with funds from other Federal agencies or Federal Grant programs.

8. **Important BRIC dates for Applicants:**

   **Statement of Interest (SOI) Deadline: 10/16/2020 -** *Statements of interest are submitted via the MEMA website to determine basic eligibility, and to initiate access to FEMA GO's Application Portal. No registration is required for the SOI; simply fill out the information in the online form.*

   **Invitations for Full Applications in FEMA GO: 10/26/2020 -** *SOI's will be screened for basic eligibility. SOI's which pass this screening will be invited to submit for this year's BRIC Program. These invitations will be sent to the SOI point of contact via email.*

   *In order to register for FEMA GO, applicants must first be registered in www.sam.gov. The registration process in www.sam.gov and FEMA GO can take up to sixteen business days. Please be sure to register by November 2, 2020 to avoid any delays.*

**Benefit-Cost Analysis (BCA) due to MEMA (Projects Only): 11/24/2020 -** *Applicants are required to submit a FEMA Benefit Cost Analysis in v6.0 (available for download) to MEMA by this date. MEMA will review and provide feedback on BCA's on a first come-first served basis. If BCA assistance will be requested, please submit the BCA as early as possible. BCA's should be submitted to your Grant Coordinator via email.*

**Full FEMA GO Application Submission Deadline: 12/11/2020** - *Full applications must be submitted through the FEMA GO system no later than December 11, 2020. All applications will be reviewed and ranked by the State Interagency Review Panel. All complete and eligible applications for projects will be submitted to FEMA in ranked order. This is a final deadline and there is no opportunity to make changes or additions to your application after this date. Applications are strongly encouraged to be submitted EARLY.*

**Complete BRIC Timeline**

- State grant availability announcement date: 9/1/2020
- State NOFO Overview Briefings: 9/10/2020 at 1:00PM; 9/11/2020 at 10:00AM
- Statement of Interest deadline: 10/16/2020 - REQUIRED
- Application STATE deadline for BCA: 11/24/2020 - REQUIRED
- Application development assistance: Ongoing until deadline, first come-first served basis
- Full FEMA GO application STATE deadline: 12/11/2020 at 5:00PM
- State ranking and application submission to FEMA: 12/14/2020-1/28/2021

9. **Technical Assistance and Briefings:** MEMA will offer BRIC informational grant briefings, training on Benefit-Cost Analysis software, and instructions for the FEMA GO portal. The MEMA website will be updated regularly with dates and registration information. Recordings and slides for trainings will be made available on the MEMA website. Please note that additional training sessions may become available during the grant application period and will be posted on the website: https://www.mass.gov/hazard-mitigation-assistance-hma-grant-programs

   **FEMA Grant Fridays** – Technical assistance open office hours are available to all Statement of Interest (SOI) submitters to ask questions about the FEMA GO system, Benefit Cost Analysis (BCA), or application components. These virtual sessions are staffed by MEMA and run every Friday 12:00PM-1:00PM from September 18, 2020 to December 11, 2020. To register for FEMA Grant Friday, please email mitigation@mass.gov. Virtual session links will be sent to registered attendees.

10. **Eligible Project Types:**

    **Mitigation Projects** are cost-effective projects designed to increase resilience and public safety; reduce injuries and loss of life; and reduce damage and destruction to property, critical services, facilities, and infrastructure.

    - Activities can include but are not limited to: stormwater drainage and culvert improvements; floodplain and stream restoration; flood control, diversion, and storage; property acquisition;

slope stabilization; infrastructure protection; aquifer storage; seismic and wind retrofits; structure elevations; resilient infrastructure projects; and emergency generators for critical facilities. A complete list and details on eligible projects can be found in the 2015 FEMA Hazard Mitigation Assistance Guidance.

- All mitigation project applications must include a FEMA Benefit-Cost Analysis (BCA), using FEMA BCA v6.0 software to document the project's cost-effectiveness. BCA's must include the appropriate acceptable back-up documentation, including damage history (or professional expected damage analyses), rainfall calculations, detour routes, etc. Applicants are required to submit a FEMA Benefit Cost Analysis in v6.0 to MEMA by November 24, 2020 to ensure the project meets this fundamental eligibility requirement. MEMA will review and provide feedback on BCA's on a first come-first served basis. If BCA assistance will be requested, please submit the BCA as early as possible.
- Management costs can be included in your project application. This is financial assistance to reimburse the recipient for eligible and reasonable indirect costs, direct administrative costs, and other administrative expenses associated with a specific mitigation measure or project up to 5 percent of the total amount of the grant award.
- Pre-award costs directly related to developing the application that are incurred before the application period has opened but prior to the date of the grant award are allowed subject to FEMA's written approval. Pre-award costs, if included, must be included in the budget as a clearly defined line item and in the BCA. Applicants who are not awarded grants will not receive reimbursement for the corresponding pre-award costs.
- Projects which reduce or eliminate the risk of repetitive flood damage to buildings and structures insured under the National Flood Insurance Program (NFIP) may be asked to submit an application under the 2020 Flood Mitigation Assistance Program.

**Capability and Capacity-Building (C&CB)** are activities which enhance the knowledge, skills, and expertise of the current workforce to expand or improve the administration of mitigation assistance. This includes activities in the following sub-categories: building code activities; partnerships; project scoping; mitigation planning and planning-related activities; and other activities.

- C&CB activities will be reviewed and ranked based on separate criteria listed later in this NOFO. Through this NOFO the State will make up to $600,000 Federal share available for applications for the C&CB category, of which up to $300,000 Federal share can be for hazard mitigation plans.
- C&CB activities must result in a plan, resource, strategy, or tangible mitigation product.
- A detailed Statement of Interest for C&CB activities is required to be filled out by October 16, 2020.
- Project scoping activities which reduce or eliminate the risk of repetitive flood damage to buildings and structures insured under the National Flood Insurance Program (NFIP) will be asked to submit an application under the 2020 Flood Mitigation Assistance Program.

11. **Application Elements:** All applications for BRIC must be filed in the FEMA GO system. Application elements include the following components:
    - Applicant information
    - Hazard Mitigation Plan information
    - Scope of Work
    - Project Schedule including Go/No-Go Milestones – Project must identify a series of milestones throughout the work schedule that FEMA will review and approve. Maximum of 48 months is allowed.
    - Detailed Budget
    - Source of local cost share
    - FEMA Benefit-Cost Analysis (BCA), using FEMA BCA v6.0 software
    - Environmental Considerations – Detailed information must be provided describing the potential impacts to environmental resources or historic properties and any consultations or permitting that has already occurred.
    - FEMA Assurances
    - Additional documentation may be required depending on the specific project type. Please refer to the FEMA NOFO for more information.

12. **Review & Ranking:** A state interagency review panel will evaluate all eligible and complete proposals on a competitive basis. The review panel reserves the right to request additional, clarifying information from the applicant during the evaluation period, and to reject any or all proposals that do not meet the goals and terms of this NOFO. The proposals will be evaluated and prioritized within their respective category, Mitigation Project Review Criteria, or Capability and Capacity-Building (C&CB), by the following criteria:

| **Mitigation Project Review Criteria** | Max points |
|---|---|
| Project Scope, Budget and Timeline. The project adequately mitigates current hazards by providing a well-defined scope of work and level of protection above what currently exists. The project budget/cost estimate is detailed. The application demonstrates through a clear and realistic work schedule the capability of the applicant to implement and complete the project in a timely manner. | (0-20 points) |
| Environmental Permitting Ability. The project application includes a detailed plan for obtaining all required state and local environmental permits. | (0-10 point) |
| Benefit Cost Analysis. A well-defined 'Benefit-Cost Analysis' (BCA) using FEMA BCA v6.0 software and provided with relevant supporting documentation. | (0-10 points) |
| Commitment. The application demonstrates commitment to complete the project and is substantiated by providing documentation of the non-federal cost share, | (0-10 points) |

| | |
|---|---|
| signed support by the chief administrative official, and a description of the decision-making process. | |
| Consistency with Planning. The application provides reference to the FEMA-approved hazard mitigation plan (HMP) where this activity is listed or referenced. | (0-10 points) |
| Co-Benefits and Partners. The project will improve resilience (or ability of the system to withstand current and future hazards and disturbances) at, adjacent to, and beyond the project site through key resilience factors. The project has established partnerships, collaborations, etc. and offers opportunities for other municipalities to learn from the techniques deployed. | (0-10 points) |
| Nature-Based Approaches. The project promotes utilization of nature-based approaches and provides environmental benefits. | (0-10 points) |
| Focuses on Critical Infrastructure. If the project is not implemented there will likely be a detrimental impact, loss of essential services, damage to critical facilities, infrastructure, and/or economic hardship. | (0-10 points) |
| Vulnerable Populations: The application demonstrates positive impacts to Environmental Justice (EJ) and/or Climate Vulnerable (CV) populations.<br>EJ populations can be identified with the Environmental Justice Viewer: https://www.mass.gov/info-details/environmental-justice-populations-in-massachusetts#interactive-map-<br>CV populations are identified as those who have less physical and/or socioeconomic resiliency due to factors such as access to transportation, income level, disability, race, health status, or age. | (0-10 points) |

The proposals for Capability- and Capacity-Building (C&CB) activities will be reviewed by the following criteria:

| Capability and Capacity Building (C&CB) Review Criteria | Max points |
|---|---|
| Tangible Outcomes. The project has a well-defined and clear scope of work which will result in a resource, strategy, or tangible mitigation product that will increase resiliency to natural hazards and climate change. | (0-20 points) |
| Building Institutional Capacity. The application demonstrates a commitment to natural hazards and climate change resiliency by work that integrates policies and programs for increased effectiveness and/or builds local capacity for increased resilience efforts. The application must also detail how implementation of this project builds upon existing resiliency policies, projects or programs, and expands local capacity or capabilities for risk reduction. Examples include funding an activity that is listed in your current approved HMP or MVP report. | (0-20 points) |

| | |
|---|---|
| Risk Reduction & Climate Change: Project promotes future risk reduction through analysis of best available data. Application must outline proposed sources of climate and hazard data to be used, potential climate change scenarios, storm frequencies, etc. | (0-10 points) |
| Vulnerable Populations: The application demonstrates positive impacts to Environmental Justice (EJ) and/or Climate Vulnerable (CV) populations.<br>EJ populations can be identified with the Environmental Justice Viewer: https://www.mass.gov/info-details/environmental-justice-populations-in-massachusetts#interactive-map-<br>CV populations are identified as those who have less physical and/or socioeconomic resiliency due to factors such as access to transportation, income level, disability, race, health status, or age. | (0-10 points) |
| Establishes Partners. The project has established partnerships, regional or multi-community collaborations etc. These should be substantially detailed in the application tasks, budget, and outcomes. Confirmation by the partner in the form of a letter of support is also required. | (0-10 points) |
| Public Engagement. The project includes work that provides a heightened awareness of natural hazard risk in and for the community. These are actions that increase education, awareness, and incentives for climate change and resiliency measures for community organizations, private industry, non-profits, and the general public. | (0-10 points) |
| Focuses on Nature-Based Approaches. The project promotes utilization of nature-based approach and environmental benefits. | (0-10 points) |
| Focuses on Critical Infrastructure. The project promotes or focuses on the resilience to essential services, community lifelines/critical facilities, infrastructure, and/or economics drivers. | (0-10 points) |

12. **Grant Award:** Following the State review, ranking and submission of BRIC applications, FEMA Headquarters will review applications submitted by each state to ensure compliance with the HMA Guidance, including eligibility of the applicant, eligibility of proposed activities and costs, completeness of the application, cost-effectiveness & engineering feasibility of mitigation projects, and eligibility and availability of the non-Federal cost share. Projects identified for further review transfer to the FEMA Regional offices for conducting EHP compliance and additional technical reviews. Upon receipt of an award for a specific grant, MEMA will notify the applicant, enter into a state contract, and hold a kick-off meeting.

13. **Period of Performance & Reporting:** The Period of Performance (POP), is the period of time during which costs related to the approved scope of work can be eligible for reimbursement. The Period of Performance for the grant award starts with the acceptance of the award and ends no later than 36 months. For highly complex projects, the Applicant may submit a request for a longer POP in the Application for FEMA to review and approve. The period of performance will

be outlined in the Standard Contract Form. Contracts issued pursuant to this Federal award must expend all funds and complete all work on or before the contract end date. Project schedules must include a clear breakdown of tasks and deliverables by fiscal year (i.e., specifically what tasks will be accomplished by June 30, 2022 [FY22] and then by June 30, 2023 [FY23]). It is recommended that Applicants divide project tasks between the fiscal years in distinct phases. All changes to the schedule must be approved in advance and in writing. Recipients are required to submit quarterly progress reports to MEMA as a condition of their award. Progress towards meeting the Go/No-Go milestones must be reported in the quarterly progress reports submitted to MEMA. Periodic site visits and meetings will occur.

**14. Requirements and Conditions for Federal Award:**

- All FEMA HMA grant project applications require a local FEMA-approved Hazard Mitigation Plan at the time of the FEMA application deadline and at the time of obligation.
- A Statement of Interest (SOI) is required to allow the State to review and prioritize projects and provide application development technical assistance.
- Projects must be able to be permitted under Federal, State and local permit procedures including, 44CFR Parts 9 & 10 (Floodplain Management & Wetland Protection).
- Mitigation projects must, at a minimum, be in conformance with the latest published editions (meaning either of the two most recently published editions) of relevant consensus-based codes, specifications, and standards that incorporate the latest hazard-resistant designs.
- Mitigation projects must be technically feasible and effective in increasing the level of protection.
- All spending must comply with the federal procurement standards described in 2 CFR 200.317 through 2 CFR 200.326. If your project is awarded, funds must be expended (even pre-award costs) under documented procurement procedures, and in compliance with applicable federal, state, and local laws & regulations.
- Applicants must demonstrate that mitigation projects are cost effective. This is demonstrated utilizing the FEMA approved BCA software (v6.0).
- Mitigation projects must solve a problem independently or constitute a functional portion of a long-term solution for which there is assurance that the project as a whole will be completed, or there is a reasonable plan and available funding for completion.
- **Go/No-Go Milestones -** The applicant, must identify a series of Go/No-Go milestones throughout the schedule for mitigation activities that FEMA will review and approve. A Go/No-Go milestone is a major milestone in the project that, if not completed on time, may result in a cancellation of the award. Progress towards meeting the Go/No-Go milestones must be reported in the quarterly progress reports submitted to the Recipient and FEMA. At these Go/No-Go milestones, FEMA will evaluate project performance, schedule adherence, and contribution to FEMA's program goals and objectives.
- **Special Flood Hazard Area** - If the mitigation project is located in a Special Flood Hazard Area, it must meet both of the following conditions:

- The project is in a jurisdiction participating in the National Flood Insurance Program that is not on probation, suspended, or withdrawn.
- The property owner obtains and maintains flood insurance for the life of the structure, regardless of transfer of ownership, in an amount at least equal to the project cost or to the maximum limit of coverage made available with respect to the mitigated property, whichever is less.

- **Contract Terms & Conditions** – The terms and conditions of the State Contract include, but are not limited to the following items:
  - *Grant Modifications* - The Scope of Work, Budget and Work Schedule, approved by FEMA and included in the application and/or FEMA Award, is the only work that is eligible for reimbursement. Scope of work and budget modification requests must be submitted and approved in advance of any changes; time extension requests must be requested a minimum of 90 days prior to the contract end date. Failure to comply with these requirements may result in full forfeiture of the federal funding award.
  - *Designation of Project Manager* - At the time of award, the grant recipient must name a Project Manager who will be responsible for the duties of carrying out the federal award.
  - *Quarterly Reports* - All recipients are required to submit a quarterly report on the form provided by MEMA, as evidence of project progress and any project issues that materialize. The report is due on October 1st, January 1st, April 1st and July 1st of each year. The information on these reports is expected to be accurate. Quarterly reports do not substitute a grant modification request as outlined above. Reports are submitted to FEMA. Progress towards meeting the Go/No-Go milestones must be reported in the quarterly progress reports. Failure to submit quarterly reports in a timely manner may jeopardize federal reimbursement.
  - *Requests for Funds* - Only the costs delineated in the approved budget in your state contract and defined as allowable costs in 2 CFR Part 200 are eligible for reimbursement. Only those costs incurred during the time periods specified in the State Contract are eligible for reimbursement. Funds shall be released by MEMA to the recipient on a reimbursement basis or in special instances, on a short-term advance basis as authorized by Federal law and negotiated with the Agency, consistent with Federal and State regulations. Funds shall be requested on the Request for Funds form provided by MEMA. The grant represents the federal share of the project. The federal share is typically up to 75% of the total eligible project costs. Should project costs increase, the local share must increase as the federal share is fixed once it is awarded. Final requests for funds must be submitted no later than 30 (thirty) days after the state contract end date.
  - *Documentation Required for Release of Funds* - The Sub-Recipient shall provide the following documentation to MEMA concurrent with each Request for Funds form:
    - Documentation which demonstrates that the work for which funding is requested is completed to all applicable Federal, State, and local codes and standards. This includes permits, inspection reports, photos, description of the work performed in sufficient detail, etc.
    - Documentation which demonstrates that the goods and/or services for which reimbursement is requested were procured in a manner consistent with local and state

policies and in accordance with Federal procurement regulations in 2 CFR Part 200. This includes bids, notifications, contracts, etc.
    - Vendor/supplier invoices that provide detail for date(s) of service, tasks completed, and detail by line item. For construction projects, Certified Payroll is required.
    - Documentation that demonstrates that payment was made by the Sub-Recipient to vendors/suppliers ("Proof of Payment"). This may include, but is not limited to, cancelled checks, signed payroll warrants, certified municipal payment records.
    - Documentation which demonstrates the expenditure of the required local cost-share. Where "in-kind" services are provided by the Sub-Recipient, timecards, payroll reports and appropriate reports that show detail of the work completed will be required.
    - For elevation and retrofit (i.e. utility) projects, a Homeowner Elevation Summary Sheet must be completed for each property.
- *Cost Overrun* - Sub-Recipients will notify the Agency when/if they anticipate a cost overrun. The Sub-Recipient must cover the cost overrun with local funds.
- *Permits, Bid Specifications, Design Drawings and Plans* - The Sub-Recipient shall provide electronic copies of all permits and approvals required in support of the project prior to construction. Failure to obtain all appropriate federal, state, and local environmental permits may jeopardize federal funding. Please note that any changes made in the review, consultation or permitting process must be reviewed by MEMA and may need FEMA approval before construction proceeds. The Sub-Recipient shall provide an electronic set of final "as-built" drawings/plans. Final payment will be made after receipt of final deliverables. For Acquisition and Structure Elevation projects, refer to the 2015 Hazard Mitigation Guidance Addendum Section A and Section E for additional close-out documentation requirements such as, but not limited to, recorded deed, statement of voluntary participation, FEMA Form AW-501, Certificate of Occupancy, and final elevation certificate.
- *Record Keeping and Retention, Inspection of Records* - The Sub-Recipient shall maintain records, books, files and other data as specified in a contract and in such detail as shall properly substantiate claims for payment under a contract, for a minimum retention period of seven (7) years beginning on the first day after the final payment under a contract, or such longer period as is necessary for the resolution of any litigation, claim, negotiation, audit, or other inquiry involving a Contract. The Department shall have access, as well as any parties identified under Executive Order 195, during the Contractor's regular business hours and upon reasonable prior notice, to such records, including on-site reviews and reproduction of such records at a reasonable expense.
- *Project Sign* - For physical construction projects with total costs over $500,000 and located within a contiguous site, the Sub-Recipient shall erect a sign, at a suitable location near the project site. This sign shall be at least eight (8) feet long by four (4) feet high and meet the specifications delineated by MEMA. Please confer with the mitigation staff on this requirement.
- *Copyright* - FEMA and MEMA reserve a royalty free, non-exclusive, and irrevocable right to reproduce, publish, or otherwise use, and to authorize others to use the work for government purposes. Any publication resulting from work performed under this

agreement shall include an acknowledgement of Massachusetts Emergency Management Agency.

**15. <u>Contact Information:</u>**

Sarah White, State Hazard Mitigation Officer
Massachusetts Emergency Management Agency
400 Worcester Road
Framingham MA 01702
Sarah.White@mass.gov
508-820-2053

For general inquiries regarding potential projects please contact your Hazard Mitigation Grants Coordinator:

Shelly O'Toole, MEMA Regions 1&3, 508-820-1443, Michelle.OToole@mass.gov

Dave Woodbury, MEMA Regions 2&4, 508-820-2034, David.Woodbury@mass.gov

For more information or to register for webinars and trainings, please email mitigation@mass.gov

MEMA website www.mass.gov/mema.

**Comparative and Projected Revenues FY21**

| Revenue Category | Est. 2020 | Actual 9/30/2019 | Actual 2020 | Difference | Est. 2021 | Actual 9/30/2020 | Projected 2021 | Difference | $ Diff FY20 vs FY21 | % Diff FY20 vs FY21 |
|---|---|---|---|---|---|---|---|---|---|---|
| **TAX RECEIPTS** | | | | | | | | | | |
| Personal Property | 707,457.00 | 207,629.07 | 695,197.65 | (12,259.35) | 737,802.00 | 236,592.88 | 737,802.00 | 0.00 | $28,963.81 | 13.9% |
| Real Estate | 30,591,022.00 | 8,344,820.00 | 30,406,990.48 | (184,031.52) | 31,903,204.00 | 8,739,867.49 | 31,903,204.00 | 0.00 | $395,047.49 | 4.7% |
| Tax Liens | 0.00 | 35,133.49 | 129,424.94 | 129,424.94 | 0.00 | 7,982.00 | 0.00 | 0.00 | -$27,151.49 | -77.3% |
| **SUBTOTAL TAX RECEIPTS** | **31,298,479.00** | **8,587,582.56** | **31,231,613.07** | **(66,865.93)** | **32,641,006.00** | **8,984,442.37** | **32,641,006.00** | **0.00** | **$396,859.81** | **4.6%** |
| **LOCAL RECEIPTS** | | | | | | | | | | |
| Motor | 2,000,000.00 | 100,343.43 | 1,973,415.76 | (26,584.24) | 1,775,000.00 | 110,695.55 | 1,775,000.00 | 0.00 | $10,352.12 | 10.3% |
| Meals Tax | 85,000.00 | 22,732.18 | 76,510.14 | (8,489.86) | 80,000.00 | 11,236.78 | 80,000.00 | 0.00 | -$11,495.40 | -50.6% |
| Penalties and Interest | 110,000.00 | 12,559.12 | 74,397.74 | (35,602.26) | 90,000.00 | 12,219.49 | 90,000.00 | 0.00 | -$339.63 | -2.7% |
| PILOT | 75,000.00 | 0.00 | 80,232.70 | 5,232.70 | 75,000.00 | 0.00 | 75,000.00 | 0.00 | $0.00 | N/A |
| Charges services-Water/Sewer | 70,000.00 | 16,709.93 | 66,839.72 | (3,160.28) | 70,000.00 | 16,980.44 | 70,000.00 | 0.00 | $270.51 | 1.6% |
| Fees | 20,000.00 | 5,114.00 | 20,932.00 | 932.00 | 17,500.00 | 5,939.00 | 17,500.00 | 0.00 | $825.00 | 16.1% |
| Lease - MECC | 86,000.00 | 22,145.01 | 88,580.04 | 2,580.04 | 90,000.00 | 22,809.36 | 90,000.00 | 0.00 | $664.35 | 3.0% |
| Transfer Station | 325,000.00 | 69,542.66 | 246,006.33 | (78,993.67) | 250,000.00 | 58,675.87 | 250,000.00 | 0.00 | -$10,866.79 | -15.6% |
| Other Dept. Revenue | 125,000.00 | 48,684.56 | 165,165.92 | 40,165.92 | 150,000.00 | 18,885.21 | 150,000.00 | 0.00 | -$29,799.35 | -61.2% |
| Licenses and Permits | 415,000.00 | 92,217.35 | 380,241.02 | (34,758.98) | 400,000.00 | 98,255.19 | 400,000.00 | 0.00 | $6,037.84 | 6.5% |
| Fines and Forfeits | 20,000.00 | 3,643.70 | 14,148.35 | (5,851.65) | 17,500.00 | 815.40 | 17,500.00 | 0.00 | -$2,828.30 | -77.6% |
| Investment Income | 25,000.00 | 27,681.77 | 32,261.18 | 7,261.18 | 25,000.00 | 2,767.75 | 25,000.00 | 0.00 | -$24,914.02 | -90.0% |
| Ambulance | 410,000.00 | 102,500.00 | 410,000.00 | 0.00 | 470,000.00 | 117,500.00 | 470,000.00 | 0.00 | $15,000.00 | 14.6% |
| Miscellaneous | 275,000.00 | 20,456.57 | 312,821.47 | 37,821.47 | 25,000.00 | 16,757.77 | 25,000.00 | 0.00 | -$3,698.80 | -18.1% |
| **SUBTOTAL LOCAL RECEIPTS** | **4,041,000.00** | **544,330.28** | **3,941,552.37** | **(99,447.63)** | **3,535,000.00** | **493,537.81** | **3,535,000.00** | **0.00** | **-$50,792.47** | **-9.3%** |
| **STATE AID** | | | | | | | | | | |
| Chapter 70 | 3,452,225.00 | 864,719.00 | 3,461,385.00 | 9,160.00 | 3,410,361.00 | 865,344.00 | 3,461,385.00 | 51,024.00 | $625.00 | 0.1% |
| Charter Reimbursement | 3,381.00 | 11,245.00 | 126,041.00 | 122,660.00 | 72,650.00 | 21,888.00 | 72,650.00 | 0.00 | $10,643.00 | 94.6% |
| Unrestricted Gov't Aid | 1,018,329.00 | 254,580.00 | 1,018,329.00 | 0.00 | 889,820.00 | 254,580.00 | 1,018,329.00 | 128,509.00 | $0.00 | 0.0% |
| Additional Aid | 16,511.00 | 0.00 | 0.00 | (16,511.00) | 15,064.00 | 0.00 | 15,064.00 | 0.00 | $0.00 | N/A |
| Exemptions | 69,618.00 | 5,932.00 | 28,512.00 | (41,106.00) | 82,403.00 | 1,128.00 | 82,403.00 | 0.00 | -$4,804.00 | -81.0% |
| State Owned Land | 217,114.00 | 56,102.00 | 227,164.00 | 10,050.00 | 192,063.00 | 56,790.00 | 192,063.00 | 0.00 | $688.00 | 1.2% |
| **SUBTOTAL STATE AID** | **4,777,178.00** | **1,192,578.00** | **4,861,431.00** | **84,253.00** | **4,662,361.00** | **1,199,730.00** | **4,841,894.00** | **179,533.00** | **$7,152.00** | 0.6% |
| LESS: ASSESSMENTS | (498,098.00) | (119,527.00) | (619,749.42) | (121,651.42) | (659,600.00) | (136,138.00) | (611,873.00) | 47,727.00 | -$16,611.00 | 13.9% |
| **NET STATE AID** | **4,279,080.00** | **1,073,051.00** | **4,241,681.58** | **(37,398.42)** | **4,002,761.00** | **1,063,592.00** | **4,230,021.00** | **227,260.00** | **-$9,459.00** | -0.9% |
| Tramsfers from Free Cash | 163,197.00 | 163,197.00 | 163,197.00 | 0.00 | 124,679.00 | 124,679.00 | 124,679.00 | 0.00 | -$38,518.00 | -23.6% |
| Transfers from Special Revenue | 70,000.00 | 70,000.00 | 70,000.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | -$70,000.00 | -100.0% |
| **TOTAL TRANSFERS** | **233,197.00** | **233,197.00** | **233,197.00** | **0.00** | **124,679.00** | **124,679.00** | **124,679.00** | **0.00** | **-$108,518.00** | **-46.5%** |
| **GRAND TOTAL INCL. ASSESSMENTS** | **39,851,756.00** | **10,438,160.84** | **39,648,044.02** | **(203,711.98)** | **40,303,446.00** | **10,666,251.18** | **40,530,706.00** | **227,260.00** | **$228,090.34** | **2.2%** |
| **GRAND TOTAL EXCL. ASSESSMENTS** | **40,349,854.00** | **10,557,687.84** | **40,267,793.44** | **(82,060.56)** | **40,963,046.00** | **10,802,389.18** | **41,142,579.00** | **179,533.00** | **$244,701.34** | **2.3%** |

| FY20 | Commit 7/1/19 | Revenue to 9/30/19 | Balance as of 9/30/19 | Tax Titles Committed |
|---|---|---|---|---|
| P/P | $342,148.36 | $207,629.07 | $134,519.29 | |
| R/E | $16,251,069.42 | $8,344,820.00 | $7,906,249.42 | |
| TXT | N/A | N/A | N/A | $155,248.02 |
| **TOTAL** | **$16,593,217.78** | **$8,552,449.07** | **$8,040,768.71** | **$155,248.02** |

| FY21 | Commit 7/1/20 | Revenue to 9/30/20 | Balance as of 9/30/20 | Tax Titles Committed |
|---|---|---|---|---|
| P/P | $349,055.92 | $236,592.88 | $112,463.04 | |
| R/E | $17,060,515.26 | $8,739,867.49 | $8,320,647.77 | |
| TXT | N/A | N/A | N/A | $93,197.70 |
| **TOTAL** | **$17,409,571.18** | **$8,976,460.37** | **$8,433,110.81** | **$93,197.70** |

# TOWN OF NORFOLK

**STATEMENT OF REVENUES AND EXPENDITURES**
**BUDGET TO ACTUAL - GENERAL FUND**
**Period Ended**
**30-Sep-20**

| | Budget | Actual | % | |
|---|---|---|---|---|
| Revenues: | | | | |
| Real Estate Taxes FY21 | 31,903,204 | 8,747,849 | 27.42% | |
| Personal Property and Other RE taxes | 737,802 | 236,593 | 32.07% | |
| Motor Vehicle and Other Excise | 1,775,000 | 110,696 | 6.24% | |
| Penalties & Interest on Taxes | 90,000 | 12,219 | 13.58% | |
| Payments in Lieu of Taxes | 75,000 | 0 | 0.00% | |
| Charges for Services | 320,000 | 98,466 | 30.77% | |
| Licenses, Permits & Fees | 400,000 | 98,255 | 24.56% | |
| Investment Income | 25,000 | 2,768 | 11.07% | |
| Intergovernmental | 4,662,361 | 1,199,730 | 25.73% | |
| State and County Assessments | (659,600) | (136,138) | 20.64% | |
| Other Revenue | 380,000 | 53,634 | 14.11% | |
| Ambulance Receipts | 470,000 | 117,500 | 25.00% | |
| Debt Exclusion | 2,794,152 | 698,538 | 25.00% | |
| Total revenues | 42,972,919 | 11,240,110 | 26.16% | |
| Expenditures: | | | | |
| Current: | | | | |
| General Government USE GAAP | 3,264,131 | 654,983 | 20.07% | |
| Public Safety | 5,423,822 | 1,262,215 | 23.27% | |
| Education | 22,245,810 | 3,799,705 | 17.08% | |
| Public Works | 2,177,551 | 307,544 | 14.12% | |
| Human Services | 244,825 | 53,358 | 21.79% | |
| Culture and Recreation | 782,530 | 197,629 | 25.26% | |
| Benefits and Insurance | 5,554,117 | 3,401,747 | 61.25% | |
| Debt Service - Non-exempt | 610,660 | 161,201 | 26.40% | |
| Debt Service - Exempt | 2,794,152 | 911,750 | 32.63% | |
| Total Expenditures | 43,097,598 | 10,750,131 | 24.94% | |
| Excess (deficiency) of revenues over exp. | (124,679) | 489,979 | | |
| Other financing sources (uses): | | | | |
| Bond Proceeds | 0 | 0 | | |
| Operating transfers in | 0 | 0 | | |
| Operating transfers(out) | 0 | 0 | | *Stabilization Fund* |
| Other financing sources (uses) | 0 | 0 | | |
| Total other financing sources (uses), net | 0 | 0 | | |
| Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses | (124,679) | 489,979 | | |
| Other Budget Items: | | | | |
| "Free Cash" Appropriations | 124,679 | | | |
| "Overlay Surplus" Appropriations | 0 | | | |
| Prior Year Deficits Raised | 0 | | | |
| Debt Service Reserve | 0 | | | |
| Total Other Budget Items | 124,679 | | | |
| ***NET BUDGET*** | 0 | | | |

# Town of Norfolk, Massachusetts

Presented on October 13, 2020
To: Department Heads and Non-Union Employees
By: Aleksandra (Sandy) Stapczynski, Principal Consultant – HRS

©Human Resources Services, Inc.

# Executive Summary of the Town of Norfolk's Non-Union Classification and Compensation Plan

- This was a professionally performed study of the Town's pay system using data from comparable surrounding communities. Some of these communities are conducting similar studies.
- Based on this market driven analysis, the study recommends the pay band widths be adjusted to be competitive with hiring market, assisting the Town to hire and retain talented employees.
- The methodology included both an analysis of internal equity and external equity.
- Provides a pay plan that supports succession planning.
- Implementation of recommended changes can be completed within estimated budget allocations.

# Project Overview:

- Review Municipal Market for salaries and wages of approximately 39 positions; throughout the Town.
- Validate current pay plan/wages to the market.
- Final Analysis of Market Data; Average of Market
- Job audit of all positions utilizing PAQs and consultant interviews; updating of job descriptions as needed.
- Development of one consolidated non-union pay and classification plan for all positions studied.
- Union positions were studied and will be provided in a second report.

# New Pay Plans Developed

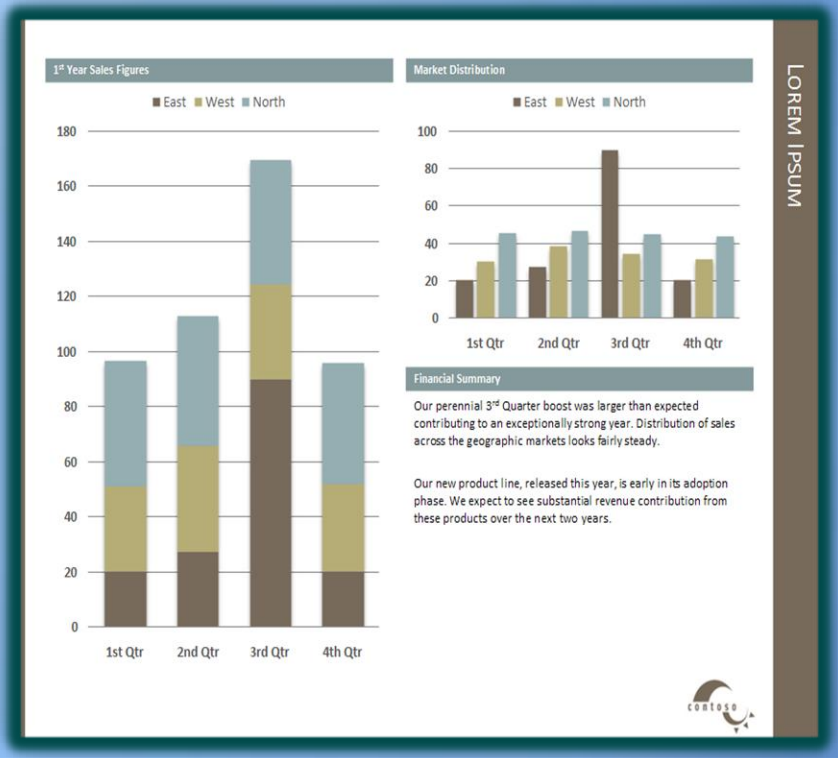
- One Non-Union HRS Classification System Incorporates all positions studied; including contract positions.
- Plan allows flexibility for movement within the ranges.
- In total there are 18 Pay Grades; 15 steps.
- Plan includes 2.5% between steps.
- Range from minimum to maximum is the same for each grade.
- Higher entries are provided to assist with recruitment.
- Wage adjustments and movement through steps.
- Implementation: HRS prepared estimated costs; the town should make every effort to bring everyone to market.

# Regular Updates to Ensure Validation:

- ✓ Meetings with Town Administrator, HR Director in person and online
- ✓ Review of Survey Instrument and Agreement of Organizations to be Surveyed
- ✓ Salary Surveys Distributed to Organizations
- ✓ Preliminary Data reviewed with Town officials
- ✓ Opportunity for Input from Town officials
- ✓ Follow-up with communities for additional analysis
- ✓ Preparation of draft and final pay/class documents

# The Compensation Analysis

- Salary range for each position surveyed.
- Information on the market averages, ranges, medians, 75th percentile, and 90th percentile.
- Information on the number of work hours per week/per year for each position surveyed.
- Information on other related pay when necessary.
- Trends in compensation programs offered.



# GENERAL CRITERIA - COMPARABLES

- LOCATION #1– IMMEDIATE LABOR MARKET
- LOCATION #2– OUTSIDE LABOR MARKET WITH SIMILAR SOCIO-ECONOMICS, RESIDENTIAL/BUSINESS MIX, COST-OF-LIVING, TOWN OPERATIONS
- MUNICIPAL POPULATION
- INCOME PER CAPITA
- FORM OF GOVERNMENT
- BUDGET SIZE/FINANCIAL RATING
- EQUALIZED VALUATION PER CAPITA (EQV)
- OTHER ORGANIZATIONS WITH LIKE POSITIONS IN IMMEDIATE LABOR MARKET AREA

# Communities Surveyed

| Municipality | County | 2018 Population | FY 2020 SF Tax Bill | FY 2017 DOR IPC | FY 2018 EQV PC | Land Area | Population Density | 2013 Road Miles |
|---|---|---|---|---|---|---|---|---|
| Foxboroug | NORFOLK | 17,671 | 6,892 | 53,449 | 187,298 | 19.85 | 890 | 111.11 |
| Holliston | MIDDLESEX | 14,939 | 8,870 | 60,475 | 178,702 | 18.64 | 801 | 92.99 |
| Hopkinton | MIDDLESEX | 18,269 | | 79,271 | 211,613 | 26.26 | 696 | 124.97 |
| Medway | NORFOLK | 13,427 | 7,608 | 52,933 | 155,043 | 11.54 | 1,164 | 73.92 |
| Millis | NORFOLK | 8,270 | 8,330 | 44,009 | 150,791 | 12.02 | 688 | 52.33 |
| Norwood | NORFOLK | 29,327 | 5,367 | 44,629 | 185,980 | 10.37 | 2,828 | 123.78 |
| Plainville | NORFOLK | 9,230 | 5,756 | 42,223 | 160,891 | 11.00 | 839 | 52.33 |
| Upton | WORCESTER | 8,012 | 7,541 | 53,985 | 151,601 | 21.57 | 371 | 80.35 |
| Walpole | NORFOLK | 25,209 | 7,973 | 55,292 | 187,871 | 20.44 | 1,233 | 138.35 |
| Wrentham | NORFOLK | 11,964 | 6,743 | 59,344 | 186,032 | 21.71 | 551 | 94.20 |
| **COMP** | **AVERAGE** | **15,632** | **7,231** | **54,561** | **175,582** | **17.34** | **1,006** | **94.43** |
| | **NORFOLK** | **11,988** | **9,178** | **54,210** | **150,638** | **14.90** | **805** | **82.17** |

# Key Recommendations

- Bring the current pay plan up to the market for fy-2021
- Implement Pay Equity with one non-union plan
- Continue Step System for the these positions
- Do not reduce the pay level of any current employee when placing them within the new pay ranges.
- Increase the classification for certain employees based on analysis.
- MA average COLA adjustment for FY-2021 was about 2%; although some towns did not give in FY-21. Norfolk should consider COLA to pay plan in the future; based on CPI.
- Continue a competitive pay plan benchmarking against high performing communities with similar organizations.

# FY21 NORFOLK, MA PROPOSED NON UNION PAY PLAN

| STEP | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| GRADE | | | | | | | | | | | | | | | |
| 1 | | | | | | | | | | 12.94 | 13.26 | 13.59 | 13.93 | 14.28 | 14.64 |
| | | | | | | | | | | 26,915.20 | 27,580.80 | 28,267.20 | 28,974.40 | 29,702.40 | 30,451.20 |
| 2 | 18.04 | 18.49 | 18.95 | 19.42 | 19.91 | 20.41 | 20.92 | 21.44 | 21.98 | 22.53 | 23.09 | 23.67 | 24.26 | 24.87 | 25.49 |
| | 37,523.20 | 38,459.20 | 39,416.00 | 40,393.60 | 41,412.80 | 42,452.80 | 43,513.60 | 44,595.20 | 45,718.40 | 46,862.40 | 48,027.20 | 49,233.60 | 50,460.80 | 51,729.60 | 53,019.20 |
| 3 | 18.16 | 18.61 | 19.08 | 19.56 | 20.05 | 20.55 | 21.06 | 21.59 | 22.13 | 22.68 | 23.25 | 23.83 | 24.43 | 25.04 | 25.67 |
| | 37,772.80 | 38,708.80 | 39,686.40 | 40,684.80 | 41,704.00 | 42,744.00 | 43,804.80 | 44,907.20 | 46,030.40 | 47,174.40 | 48,360.00 | 49,566.40 | 50,814.40 | 52,083.20 | 53,393.60 |
| 4 | 18.63 | 19.10 | 19.58 | 20.07 | 20.57 | 21.08 | 21.61 | 22.15 | 22.70 | 23.27 | 23.85 | 24.45 | 25.06 | 25.69 | 26.33 |
| | 38,750.40 | 39,728.00 | 40,726.40 | 41,745.60 | 42,785.60 | 43,846.40 | 44,948.80 | 46,072.00 | 47,216.00 | 48,401.60 | 49,608.00 | 50,856.00 | 52,124.80 | 53,435.20 | 54,766.40 |
| 5 | 19.76 | 20.25 | 20.76 | 21.28 | 21.81 | 22.36 | 22.92 | 23.49 | 24.08 | 24.68 | 25.30 | 25.93 | 26.58 | 27.24 | 27.92 |
| | 41,100.80 | 42,120.00 | 43,180.80 | 44,262.40 | 45,364.80 | 46,508.80 | 47,673.60 | 48,859.20 | 50,086.40 | 51,334.40 | 52,624.00 | 53,934.40 | 55,286.40 | 56,659.20 | 58,073.60 |
| 6 | 20.87 | 21.39 | 21.92 | 22.47 | 23.03 | 23.61 | 24.20 | 24.81 | 25.43 | 26.07 | 26.72 | 27.39 | 28.07 | 28.77 | 29.49 |
| | 43,409.60 | 44,491.20 | 45,593.60 | 46,737.60 | 47,902.40 | 49,108.80 | 50,336.00 | 51,604.80 | 52,894.40 | 54,225.60 | 55,577.60 | 56,971.20 | 58,385.60 | 59,841.60 | 61,339.20 |
| 7 | 22.71 | 23.28 | 23.86 | 24.46 | 25.07 | 25.70 | 26.34 | 27.00 | 27.68 | 28.37 | 29.08 | 29.81 | 30.56 | 31.32 | 32.10 |
| | 47,236.80 | 48,422.40 | 49,628.80 | 50,876.80 | 52,145.60 | 53,456.00 | 54,787.20 | 56,160.00 | 57,574.40 | 59,009.60 | 60,486.40 | 62,004.80 | 63,564.80 | 65,145.60 | 66,768.00 |
| 8 | 25.01 | 25.64 | 26.28 | 26.94 | 27.61 | 28.30 | 29.01 | 29.74 | 30.48 | 31.24 | 32.02 | 32.82 | 33.64 | 34.48 | 35.34 |
| | 52,020.80 | 53,331.20 | 54,662.40 | 56,035.20 | 57,428.80 | 58,864.00 | 60,340.80 | 61,859.20 | 63,398.40 | 64,979.20 | 66,601.60 | 68,265.60 | 69,971.20 | 71,718.40 | 73,507.20 |
| 9 | 29.78 | 30.52 | 31.28 | 32.06 | 32.86 | 33.68 | 34.52 | 35.38 | 36.26 | 37.17 | 38.10 | 39.05 | 40.03 | 41.03 | 42.06 |
| | 61,942.40 | 63,481.60 | 65,062.40 | 66,684.80 | 68,348.80 | 70,054.40 | 71,801.60 | 73,590.40 | 75,420.80 | 77,313.60 | 79,248.00 | 81,224.00 | 83,262.40 | 85,342.40 | 87,484.80 |
| 10 | 30.66 | 31.43 | 32.22 | 33.03 | 33.86 | 34.71 | 35.58 | 36.47 | 37.38 | 38.31 | 39.27 | 40.25 | 41.26 | 42.29 | 43.35 |
| | 63,772.80 | 65,374.40 | 67,017.60 | 68,702.40 | 70,428.80 | 72,196.80 | 74,006.40 | 75,857.60 | 77,750.40 | 79,684.80 | 81,681.60 | 83,720.00 | 85,820.80 | 87,963.20 | 90,168.00 |
| 11 | 31.58 | 32.37 | 33.18 | 34.01 | 34.86 | 35.73 | 36.62 | 37.54 | 38.48 | 39.44 | 40.43 | 41.44 | 42.48 | 43.54 | 44.63 |
| | 65,686.40 | 67,329.60 | 69,014.40 | 70,740.80 | 72,508.80 | 74,318.40 | 76,169.60 | 78,083.20 | 80,038.40 | 82,035.20 | 84,094.40 | 86,195.20 | 88,358.40 | 90,563.20 | 92,830.40 |
| 12 | 33.35 | 34.18 | 35.03 | 35.91 | 36.81 | 37.73 | 38.67 | 39.64 | 40.63 | 41.65 | 42.69 | 43.76 | 44.85 | 45.97 | 47.12 |
| | 69,368.00 | 71,094.40 | 72,862.40 | 74,692.80 | 76,564.80 | 78,478.40 | 80,433.60 | 82,451.20 | 84,510.40 | 86,632.00 | 88,795.20 | 91,020.80 | 93,288.00 | 95,617.60 | 98,009.60 |
| 13 | 34.31 | 35.17 | 36.05 | 36.95 | 37.87 | 38.82 | 39.79 | 40.78 | 41.80 | 42.85 | 43.92 | 45.02 | 46.15 | 47.30 | 48.48 |
| | 71,364.80 | 73,153.60 | 74,984.00 | 76,856.00 | 78,769.60 | 80,745.60 | 82,763.20 | 84,822.40 | 86,944.00 | 89,128.00 | 91,353.60 | 93,641.60 | 95,992.00 | 98,384.00 | 100,838.40 |
| 14 | 34.35 | 35.21 | 36.09 | 36.99 | 37.91 | 38.86 | 39.83 | 40.83 | 41.85 | 42.90 | 43.97 | 45.07 | 46.20 | 47.36 | 48.54 |
| | 71,448.00 | 73,236.80 | 75,067.20 | 76,939.20 | 78,852.80 | 80,828.80 | 82,846.40 | 84,926.40 | 87,048.00 | 89,232.00 | 91,457.60 | 93,745.60 | 96,096.00 | 98,508.80 | 100,963.20 |
| 15 | 39.46 | 40.45 | 41.46 | 42.50 | 43.56 | 44.65 | 45.77 | 46.91 | 48.08 | 49.28 | 50.51 | 51.77 | 53.06 | 54.39 | 55.75 |
| | 82,076.80 | 84,136.00 | 86,236.80 | 88,400.00 | 90,604.80 | 92,872.00 | 95,201.60 | 97,572.80 | 100,006.40 | 102,502.40 | 105,060.80 | 107,681.60 | 110,364.80 | 113,131.20 | 115,960.00 |
| 16 | 49.90 | 51.15 | 52.43 | 53.74 | 55.08 | 56.46 | 57.87 | 59.32 | 60.80 | 62.32 | 63.88 | 65.48 | 67.12 | 68.80 | 70.52 |
| | 103,792.00 | 106,392.00 | 109,054.40 | 111,779.20 | 114,566.40 | 117,436.80 | 120,369.60 | 123,385.60 | 126,464.00 | 129,625.60 | 132,870.40 | 136,198.40 | 139,609.60 | 143,104.00 | 146,681.60 |
| 17 | 52.00 | 53.30 | 54.63 | 56.00 | 57.40 | 58.84 | 60.31 | 61.82 | 63.37 | 64.95 | 66.57 | 68.23 | 69.94 | 71.69 | 73.48 |
| | 108,160.00 | 110,864.00 | 113,630.40 | 116,480.00 | 119,392.00 | 122,387.20 | 125,444.80 | 128,585.60 | 131,809.60 | 135,096.00 | 138,465.60 | 141,918.40 | 145,475.20 | 149,115.20 | 152,838.40 |
| 18 | 61.80 | 63.35 | 64.93 | 66.55 | 68.21 | 69.92 | 71.67 | 73.46 | 75.30 | 77.18 | 79.11 | 81.09 | 83.12 | 85.20 | 87.33 |
| | 128,544.00 | 131,768.00 | 135,054.40 | 138,424.00 | 141,876.80 | 145,433.60 | 149,073.60 | 152,796.80 | 156,624.00 | 160,534.40 | 164,548.80 | 168,667.20 | 172,889.60 | 177,216.00 | 181,646.40 |

| NORFOLK, MA CLASSIFICATION PLAN<br>NON-UNION<br>FY21 (PROPOSED) |
|---|
| **N1** |
| *No Positions Assigned* |
| **N2** |
| Seasonal Labor |
| **N3** |
| Custodian |
| **N4** |
| *No Positions Assigned* |
| **N5** |
| *No Positions Assigned* |
| **N6** |
| Assessing Technician |
| Data Collector |
| Outreach Coordinator |
| **N7** |
| Assistant Payroll Administrator |
| COA Program Coordinator |
| **N8** |
| Assistant Assessor |
| Assistant Wiring Inspector |
| Plumbing and Gas Inspector |
| **N9** |
| Affordable Housing Director * |
| Assistant Town Accountant |
| Assistant Town Clerk |
| Assistant Treasurer/Collector |
| Veterans Services Director |
| **N10** |
| Associate Library Director |
| Conservation Agent |
| Executive Assistant to Town Administrator |
| **N11** |
| Executive Director of Council on Aging |
| Town Clerk |
| **N12** |
| Assistant Building Inspector |
| HVAC/Maintenance Technician |
| **N13** |
| Assistant DPW Director |
| Chief Assessor |
| Director of Library Services |
| Recreation Director |
| Treasurer/Collector |
| **N14** |
| *No Positions Assigned* |

| NORFOLK, MA CLASSIFICATION PLAN<br>NON-UNION<br>FY21 (PROPOSED) |
|---|
| **N15** |
| Deputy Fire Chief* |
| Director of Comm Dev & Planning |
| Human Resource Director |
| IT Director |
| Police Lieutenant* |
| **N16** |
| Building Commissioner |
| Deputy Police Chief* |
| Town/School Facilities Director* |
| **N17** |
| Chief of Police* |
| DPW Director* |
| Finance Director* |
| Fire Chief* |
| **N18** |
| Town Administrator* |

* Personal Service Contract - Placed for ranking purposes only

# FY21 COMPARISON of NORFOLK to MARKET to PROPOSED

| Current Grade | Union - Non-Union | Survey Line | Position Title | FY21 Norfolk Min | FY21 Norfolk Max | | Comp Max Data Points | FY21 Average Min | FY21 Average Max | | Proposed Hrly Pay FY21 Min | Proposed Hrly Pay FY21 Max | Proposed Pay Grade |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | **NON-UNION** | | | | | | | | | | NU |
| 3 | NU | 43 | Custodian | 16.06 | 25.67 | | 9 | 18.40 | 22.51 | | 18.16 | 25.67 | 3 |
| | | | | | | | | | | | | | |
| 5 | NU | 6 | Assessing Technician | 17.46 | 27.93 | | 5 | 24.32 | 30.68 | | 20.87 | 29.49 | 6 |
| 5 | NU | 9 | Data Collector | 17.46 | 27.93 | | 1 | 24.68 | 30.74 | | 20.87 | 29.49 | 6 |
| 6 | NU | 22 | Outreach Coordinator | 18.45 | 29.49 | | 9 | 22.93 | 28.90 | | 20.87 | 29.49 | 6 |
| | | | | | | | AVE | 23.98 | 30.11 | | | | |
| 7 | NU | 86 | Assistant Payroll Administrator | 20.08 | 32.10 | | 9 | 24.63 | 31.57 | | 22.71 | 32.10 | 7 |
| 7 | NU | 17 | COA Program Coordinator | 20.08 | 32.10 | | 6 | 21.51 | 27.13 | | 22.71 | 32.10 | 7 |
| | | | | | | | AVE | 23.07 | 29.35 | | | | |
| 7 | NU | 7 | Assistant Assessor | 20.08 | 32.10 | | 5 | 27.87 | 35.64 | | 25.01 | 35.34 | 8 |
| | NU | 12 | Assistant Wiring Inspector | | 35.25 | | 2 | 27.93 | 30.87 | | 25.01 | 35.34 | 8 |
| | NU | 14 | Plumbing and Gas Inspector | | 34.25 | | 3 | 30.80 | 38.55 | | 25.01 | 35.34 | 8 |
| | | | | | | | AVE | 28.87 | 35.02 | | | | |
| 8 | NU | 47 | Assistant Town Accountant | 26.32 | 42.06 | | 7 | 31.45 | 39.94 | | 29.78 | 42.06 | 9 |
| 8 | NU | 83 | Assistant Town Clerk | 26.32 | 42.06 | | 8 | 26.46 | 34.12 | | 29.78 | 42.06 | 9 |
| 8 | NU | 85 | Assistant Treasurer/Collector | 26.32 | 42.06 | | 8 | 28.20 | 36.18 | | 29.78 | 42.06 | 9 |
| | | | | | | | AVE | 28.70 | 36.75 | | | | |
| 9 | NU | 59 | Associate Library Director | 27.10 | 43.35 | | 2 | 26.89 | 35.48 | | 30.66 | 43.35 | 10 |
| 8 | NU | 57 | Conservation Agent | 26.32 | 42.06 | | 5 | 32.37 | 44.55 | | 30.66 | 43.35 | 10 |
| 9 | NU | 1 | Executive Assistant to Town Administrator | 27.10 | 43.35 | | 8 | 30.46 | 37.87 | | 30.66 | 43.35 | 10 |
| | | | | | | | AVE | 29.90 | 39.30 | | | | |
| 9 | NU | 21 | Executive Director of Council on Aging | 27.10 | 43.35 | | 8 | 34.37 | 44.88 | | 31.58 | 44.63 | 11 |
| 9 | NU | 84 | Town Clerk | 27.10 | 43.35 | | 5 | 39.81 | 43.05 | | 31.58 | 44.63 | 11 |
| | | | | | | | AVE | 37.09 | 43.96 | | | | |
| 8A | NU | 11 | Assistant Building Inspector | 29.48 | 47.12 | | 5 | 33.31 | 39.77 | | 33.35 | 47.12 | 12 |
| 8A | NU | 42 | HVAC/Maintenance Technician | 29.48 | 47.12 | | 3 | 24.36 | 30.79 | | 33.35 | 47.12 | 12 |
| | | | | | | | AVE | 28.83 | 35.28 | | | | |
| 11 | NU | 25 | Assistant DPW Director | 30.31 | 48.48 | | 5 | 36.59 | 47.70 | | 34.31 | 48.48 | 13 |
| 9 | NU | 8 | Chief Assessor | 27.10 | 43.35 | | 7 | 38.31 | 50.89 | | 34.31 | 48.48 | 13 |
| 11 | NU | 62 | Director of Library Services | 30.31 | 48.48 | | 8 | 40.18 | 48.11 | | 34.31 | 48.48 | 13 |
| 11 | NU | 82 | Recreation Director | 30.31 | 48.48 | | 8 | 34.34 | 43.85 | | 34.31 | 48.48 | 13 |
| 9 | NU | 88 | Treasurer/Collector | 27.10 | 43.35 | | 6 | 43.08 | 54.12 | | 34.31 | 48.48 | 13 |
| | | | | | | | AVE | 38.50 | 48.93 | | | | |
| 12 | NU | 58 | Director of Comm Dev & Planning | 34.88 | 55.75 | | 6 | 39.06 | 50.77 | | 39.46 | 55.75 | 15 |
| 12 | NU | 55 | Human Resource Director | 34.88 | 55.75 | | 3 | 40.05 | 52.66 | | 39.46 | 55.75 | 15 |
| 11 | NU | 2 | IT Director | 30.31 | 48.48 | | 6 | 40.06 | 53.71 | | 39.46 | 55.75 | 15 |
| | | | | | | | AVE | 39.72 | 52.38 | | | | |
| 13 | NU | 13 | Building Commissioner | 44.10 | 70.52 | | 5 | 39.70 | 53.47 | | 49.90 | 70.52 | 16 |
| | | | | | | | | | | | | | |
| | NU | 89 | Veterans Services Officer | stipend | $7,200/yr | | 4 | 30.72 | 38.91 | | | | stipend |

| POSITION TITLE | FY21 Norfolk | Comp Average | Comp Lo-Hi Range | Comp Median | 75th Percent of Market |
|---|---|---|---|---|---|
| Fire Chief | contract<br>70.19 | 62.54<br>71.01 | 57.38<br>86.54 | 60.19<br>73.80 | 62.50<br>75.71 |
| **Human Resources** | | | | | |
| Human Resource Director | 34.88<br>48.48 | 40.05<br>52.66 | 36.16<br>57.23 | 40.88<br>53.03 | 42.00<br>55.13 |
| **Land Use** | | | | | |
| Conservation Agent | 26.32<br>42.06 | 32.37<br>44.55 | 27.59<br>47.71 | 33.40<br>46.76 | 36.16<br>47.20 |
| Director of Community Development & Planning | 34.88<br>55.75 | 39.06<br>50.77 | 27.72<br>56.54 | 40.55<br>51.89 | 44.43<br>54.79 |
| **Library** | | | | | |
| Associate Library Director | 27.10<br>43.35 | 28.34<br>37.58 | 25.93<br>41.77 | 27.85<br>38.99 | 29.54<br>40.38 |
| Director of Library Services | 30.31<br>48.48 | 40.18<br>48.11 | 23.07<br>60.11 | 39.69<br>51.38 | 47.11<br>58.35 |
| **Police** | | | | | |
| Chief of Police | contract<br>93.89 | 70.81<br>76.54 | 50.20<br>92.48 | 69.86<br>72.11 | 78.23<br>85.44 |
| Police Lieutenant | contract<br>53.37 | 44.23<br>53.20 | 39.69<br>59.45 | 43.94<br>52.98 | 46.80<br>56.87 |
| Deputy Police Chief | contract<br>84.16 | 52.60<br>59.47 | 34.97<br>65.46 | 51.53<br>60.97 | 62.85<br>62.85 |
| **Recreation** | | | | | |
| Recreation Director | 30.31<br>48.48 | 34.34<br>43.85 | 27.72<br>50.97 | 32.54<br>45.08 | 36.55<br>47.56 |
| **Town Clerk** | | | | | |
| Assistant Town Clerk | 26.32<br>42.06 | 26.46<br>34.12 | 21.99<br>41.08 | 26.33<br>34.44 | 26.84<br>35.95 |
| Town Clerk | 27.10<br>43.35 | 39.28<br>43.05 | 33.32<br>51.53 | 39.56<br>41.25 | 40.71<br>49.47 |
| **Treasurer/Collector** | | | | | |
| Assistant Treasurer/Collector | 26.32<br>42.06 | 28.20<br>36.18 | 21.99<br>44.21 | 27.17<br>35.79 | 30.96<br>40.13 |
| Payroll Assistant | 20.08<br>32.10 | 24.63<br>31.57 | 19.63<br>38.99 | 26.34<br>32.19 | 26.35<br>33.95 |
| Treasurer/Collector | 27.10<br>43.35 | 43.08<br>54.12 | 36.41<br>59.62 | 43.36<br>53.29 | 46.64<br>58.45 |

# SAMPLE OF BENEFITS COLLECTED

| MUNICIPALITY | NORFOLK | FORBOROUGH | HOLLISTON | HOPKINTON | MEDWAY | NORWOOD | PLAINVILLE | UPTON | WALPOLE | WRENTHAM |
|---|---|---|---|---|---|---|---|---|---|---|
| **PAID LEAVE** | | | | | | | | | | |
| Paid Holidays Per Year | 12 | 12 | | 12 | 12.5 | 14 | 11 | 12 | 11 | 12 |
| Personal Days Per Year | 3 | 4 | 2 | 4 | 5 | 3 | 2 | 0 | 3 | 4 |
| Sick Days Per Year | 15 | 21 | 15 | 10 | 15 | 15 | 12 | 15 | 15 | 15 |
| Do you offer Sick Leave Buy-Back | | Y | Y | N | N | Y | N | N | Y | N |
| Vacation Days Per Year (0-5 Years of Service) | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 11-14 |
| Vacation Days Per Year (6 - 10 Years of Service) | 15 | 15-19 | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 15-19 |
| Vacation Days Per Year (11 - 15 Years of Service) | 20 | 20-22 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 |
| Vacation Days Per Year (16 - 20 Years of Service) | 20 | 23-25 | 20 | 25 | 21-24 | 21-24 | 25 | 20 | 20 | 20 |
| Vacation Days Per Year (over 20 Years of Service) | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 |

# This Pay Plan is Part of Our Total Job Evaluation/Classification System for Norfolk

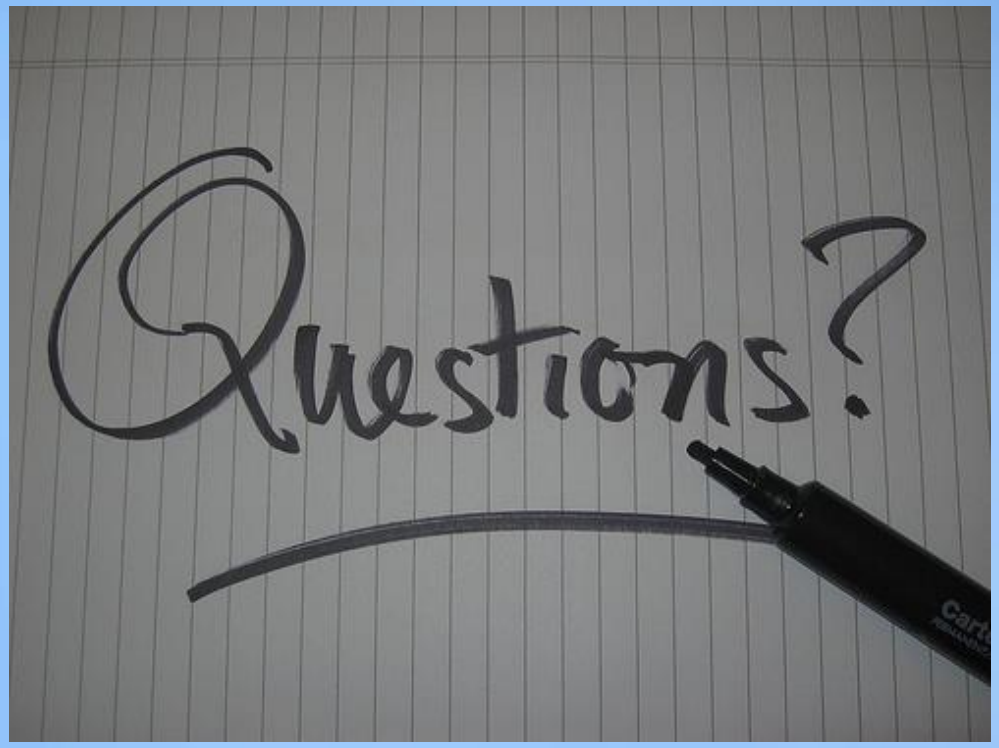
- Physical Environment
- Basic Knowledge, Training and Education
- Problem Solving Skills and Effort
- Physical Skills and Effort
- Experience
- Interactions with Others/Customer Service
- Confidentiality
- Occupational Risks
- Complexity
- Supervision Received
- Supervision Given
- Supervision Scope
- Judgment and Initiative
- Accountability

***HRS/MRI PAY AND CLASSIFICATION SYSTEM AND MANUAL***

*Methodology*
*Guidelines*
*Computerized Ratings*
*Web-based System*

# End of Project will include:

- Final narrative report and updated job descriptions
- All project documents provided to Town HR
- Update of System/Tools
- Secure Web-based Pay & Class System for HR




HRS
Human Resources Services, Inc.

**HUMAN RESOURCES SERVICES, INC.**
***Management Consultants to Local Government***

*Nine Bartlet Street, Suite 186*
*Andover, Massachusetts 01810*
*www.hrsconsultinginc.com*

# TOWN OF NORFOLK, MASSACHUSETTS

# COMPENSATION AND CLASSIFICATION STUDY
## Non-Union Positions

# FINAL REPORT

**October 5, 2020**

# HUMAN RESOURCES SERVICES, INC.
# TABLE OF CONTENTS


**I. INTRODUCTION ……. Page 1**

**II. THE SALARY SURVEY ……. Page 5**

**III. JOB DESCRIPTIONS……..... Page 8**

**IV. THE CLASSIFICATION PLAN……..... Page 9**

**V. THE COMPENSATION PLAN……..... Page 10**

**VI. MEETING WITH TOWN MANAGEMENT STAFF……..... Page 11**

**VII. FINDINGS AND RECOMMENDATIONS……..... Page 12**

**VIII. CONCLUSION.....……..... Page 15**

**ATTACHMENTS.....……..... Page 17**


**<u>DOCUMENTS SUBMITTED SEPARATELY</u>:**

**JOB DESCRIPTIONS**

**RATING MANUAL AND RATINGS**

**CLASSIFICATION DOCUMENTS**

**HELPFUL TOOLS**

# TOWN OF NORFOLK, MASSACHUSETTS
# PROPOSED COMPENSATION AND CLASSIFICATION STUDY
# FOR NON-UNION POSITIONS

## I. Introduction

Human Resources Services, Inc. completed a Classification and Compensation Study for the Town of Norfolk, Massachusetts – October 2020. The Study represents a comprehensive review of the components that affect the Town's compensation program – job descriptions, current compensation structure, pay philosophy, regional market competitiveness of salaries, the internal equity of salaries paid to comparable positions, select benefits and ongoing maintenance and administration of the compensation and classification system. While the Town has a strong history of a well-managed human resources and compensation administration program, in recent years, various aspects of its compensation and classification program have become very outdated. Also, in recent years, the Town has faced situations that required conducting and implementing an updated classification and compensation system. Difficulty in recruiting and hiring quality new employees in entry ranges and employee turnover in a few positions throughout departments are indications that the Town's compensation program is not competitive with the regional market, particularly at the entry levels. Further the system had not been updated for nearly 20 years, and the pay scale had too many steps, making it difficult and a long period of time for employees to reach maximum levels.

A classification and compensation system provides the framework for determining how employees will be paid. As a general rule, most public entities conduct new classification and compensation studies periodically to ensure their ability to hire and retain qualified employees and that internal relationships are equitable. The external market focus is important because it ensures that the compensation plan is adequate to attract new employees and retain existing employees. If compensation levels fall below those in the regional marketplace, the Town may experience difficulty hiring qualified people when positions become available and increased employee turnover may occur as employees seek jobs with other municipalities or organizations that will pay the market rates for their skills and abilities.

As the Town continues to change, it will also be important to offer competitive salaries to attract the best staff possible to serve the citizens of the Town of Norfolk. Competition for a wide range of professions in the local government marketplace becomes more intense each year as senior employees approach retirement, and other competing municipalities increase their

salaries to remain competitive and to meet demands for service in their communities.

The periodic review which comes with a comprehensive classification and compensation update also enables an organization to account for technology changes, changes in work processes, tools and equipment, and other factors that can affect job responsibilities. In today's fast paced world of technological change, this is especially important as almost every governmental process is affected by advancements in technology and as this occurs employee's skills, knowledge and abilities, as well as their proficiency in use of required tools and equipment, changes. Changes in job requirements and the jobs complexity sometimes result in a new pay grade assignment. In order to properly maintain a classification and compensation system, an ongoing process is needed to review job responsibilities and job class assignment to pay grades to ensure jobs are properly classified and compensated. The Town of Norfolk realized that there were some equity concerns that needed to be addressed; for both internal and external equity, therefore the Town commissioned this full-scale compensation and classification project.

Human Resources Services, Inc. (HRS) was charged with conducting a thorough job analysis and audit of positions and update job descriptions as needed. Also HRS was commissioned to conduct a comprehensive Compensation and Classification Plan for this non-union group as well. This Compensation and Classification Study is primarily designed to focus on internal and external equity of both the structure by which employees are compensated as well as the way positions relate and compare to one another across the organization. This report focuses on the analysis and findings related to Norfolk's general compensation for the non-union positions. HRS reviewed approximately thirty-nine (39) classified non-union position titles. The scope of this study was shaped by Norfolk's interest in understanding and comparing its non-union pay structure to other similar organizations in the industry. As the economy continues to improve and other organizations look to raise their salaries and wages, Norfolk found it necessary to review its own compensation program to ensure that it is competitive in order to attract and retain the necessary talent to provide services.

Internal equity relates to the fairness of an organization's compensation practices among its current employees. Specifically, by reviewing the skills, capabilities, and duties of each position, it can be determined whether similar positions are being compensated in a similar manner with the organization. The Classification component of this study is aimed at

resolving any inconsistencies related to job requirements and providing some clarity to the plan in place.

External equity deals with the differences between how an organization's classifications are valued and what compensation is available in the market place for the same skills, capabilities and duties.

As part of the study, Human Resources Services, Inc. was tasked with:

- Analyzing Norfolk's compensation and classification plans.
- Reviewing current departmental structures.
- Conducting a thorough job analysis/audit; updating of job descriptions utilizing comprehensive position analysis questionnaires and interviews.
- Conducting a market salary survey and providing feedback to the Town regarding current market competitiveness.
- Conducting a classification analysis to assess internal equity and the strength of the current classification plan; updating the classification plan as needed.
- Developing a compensation structure.
- Developing and submitting, preliminary, draft and final documents summarizing findings and recommendations.

HRS combined qualitative as well as quantitative data analysis to produce an equitable solution in order to maximize the fairness and competitiveness of the Town's compensation and classification structure and practices. Best practices were followed and utilized throughout the duration of the project. The following activities took place:

- Meetings with Human Resources, Town Administration, and key project staff to discuss study issues and requirements. This was done onsite in Norfolk.
- Onsite orientation sessions with employees; several large orientations were conducted to include employees, managers, department/division heads, and supervisors.
- Interviews of employees, through online video-conference, with an HRS consultant. Also facilitation of group interviews as were needed.
- Salary/benefits survey, compilation and analyses; statistical comparisons.

- Update of job descriptions based on employee PAQ feedback and interviews.
- Job rating and ranking of positions utilizing HRS' rating system.
- Development of recommendations and implementation plan.
- Creating draft and final reports.

The following Position Classification Titles were included in the non-union study:

1. Affordable Housing Director
2. Assessing Technician
3. Assistant Assessor
4. Assistant Building Inspector
5. Assistant DPW Director
6. Assistant Payroll Administrator
7. Assistant Town Accountant
8. Assistant Town Clerk
9. Assistant Treasurer/Collector
10. Assistant Wiring Inspector
11. Associate Library Director
12. Building Commissioner
13. Chief Assessor
14. Chief of Police
15. Council on Aging Program Coordinator
16. Conservation Agent
17. Custodian
18. Data Collector
19. Deputy Fire Chief
20. Deputy Policy Chief
21. Director of Community Development and Planning
22. Director of Library Services
23. DPW Director
24. Executive Assistant to Town Administrator
25. Executive director of Council on Aging
26. Finance Director
27. Fire Chief
28. Human Resources Director
29. HVAC/Maintenance Technician
30. IT Director
31. Outreach Coordinator
32. Plumbing and Gas Inspector
33. Police Lieutenant
34. Recreation Director
35. Town Administrator
36. Town Clerk
37. Town/School Facilities Director
38. Treasurer/Collector
39. Veteran Services Director

## II. The Salary Survey

To measure the pay rates among the Town's municipal competitors for these positions, HRS distributed survey documents to comparable organizations jointly identified by the Town and HRS. This survey document was designed to collect information regarding specific components of pay rates including, minimum salary/wages, maximum salary/wages, and any unique characteristics about the positions which would affect pay. In addition, select benefits information was collected related to ***paid leave, tuition and other reimbursements, longevity, comp time, 457 or 401 plan match, life insurance, health insurance, disability income protection, dental insurance, and vision insurance***. Respondents were asked to provide information for those jobs that represent a best match to their Town's positions. As needed, follow-up calls were made to the comparable Towns. Sometimes it is difficult to find exact positions from other comparable organizations. However, in general, if 70 percent of the duties and responsibilities are the same, then the position is a good match for market analysis purposes. HRS also utilized its own databases *(such as ERI for state-wide municipal data)*, and other survey data *(such as the DOL and MMHR, a local MA municipal industry provider of comparable wage data)*.

Human Resources Services, Inc. conducted a thorough salary survey and market analysis to determine the market competitiveness for positions included in this study. HRS included survey responses from the following peer benchmark communities:

1. Foxborough, MA
2. Holliston, MA
3. Hopkinton, MA
4. Medway, MA
5. Millis, MA
6. Norwood, MA
7. Plainville, MA
8. Upton, MA
9. Walpole, MA
10. Wrentham, MA

Additional communities were surveyed for a very few positions where there was no data available from the benchmark communities or through other data sources, and those included:

11. Barnstable, MA
12. Milford, MA

13. New Bedford, MA
14. Seekonk, MA
15. Weymouth, MA
16. Whitman, MA

The communities were chosen based on their form of government, location, equalized valuation per capita, income per capita, residential/industrial/business mix, operating budget, and average tax bill. The Town of Norfolk is located in Norfolk County. It is within the Greater Boston area, located on an upper valley of the Charles River. Norfolk is 20 miles southwest of Boston; about 21 miles north of Providence, Rhode Island. Due to the historical nature of the Town, its socio-economics including close proximity to Boston, major highways, industry, and form of government; it was essential to look at other similar-like communities despite their population size. The consultant team met with Town Administration and Staff to review draft reports. An initial analysis of the market data involved reviewing the average, median, range, and 75$^{th}$ percentile. A comparison was then made to current Norfolk salaries for the non-union positions.

There are some positions which have individual contracts, and those are noted on the plans. These are included on the compensation and classification plan for comparison purposes and internal equity purposes, however their individual contracts are the determinants of wages and benefits for these employees, and other unique offerings. These are typically very senior management and executive level positions.

All of the comparative data is current salary information and included as attachments to this report. HRS collected minimum and maximum salary ranges from the comparable organizations. Certain wage data may have been pro-rated for comparison purposes only. In each cell, the top number indicates the minimum salary range for each position and the bottom number indicates the maximum salary range for each position. The analysis of the market data from multiple sources comprises a range of pay for each position. Sometimes, the pay ranges will be quite broad, especially for highly paid positions, and narrower for lower priced jobs.

HRS worked with the Town of Norfolk to determine the market range the organization wished and/or needed for a valid and competitive pay structure, as well as the number of steps in each grade. All of this was part of determining the pay philosophy for the Town. The average was also used as a guide to determine the parameters of the plan. Virtually every organization had some type of a pay and classification plan structure.

For each position analyzed, data points were collected from the labor market. The data points indicate the amount of salary information for each position surveyed. In some instances: (1) the organization did not have a comparable position; or (2) the consultants determined that the position was not comparable to the position in Norfolk. HRS used professional discretionary judgment when comparing positions to the comparable data. If there was less than two data points of salary information for a position, HRS placed more emphasis on the position rating when placing the position on the compensation/classification plan. Also, the position was benchmarked against other positions in the same job family series. While this market analysis and information provides the Town with benchmark salary data to set the parameters for compensation decisions, the client must also consider if there is any "uniqueness" of certain positions in the organization as well as the organization's compensation policies. For most positions, there was sufficient salary/wage information and the data was populated. It is not necessary to find labor market data on every job in the organization since a job evaluation process was also used to determine internal relative job values. The resulting internal job ratings/rankings enabled the consultants to slot the unique jobs; those for which data was limited or not available.

HRS also benchmarked the competitiveness of the benefits programs against peers, compared the best practices (based on HRS' survey and municipal market experience with non-union positions), and has provided some recommendations to enhance or slightly modify the various programs for the Town's consideration.

This report explains The Town's relative position with respect to compensation and benefit programs. It also provides better insight into what plans should be considered for revisions and the best ways to make those changes.

## III. Job Descriptions

One major aspect of this study involved the development of updated job descriptions for all positions. Through the job analysis process which included each employee completing a comprehensive *HRS Position Analysis Questionnaire (PAQ)* as well as employee/supervisor interviews, HRS discovered that the job descriptions were in need of updating. Based on employee feedback and manager comments on the PAQ tool, job descriptions were updated so as to better reflect actual work performed and to streamline and standardize the formats as needed. Overall the job descriptions where updated in requisite requirements, skills, essential functions, technology, and other job-related requirements. The language was modernized too. HRS' proposed job descriptions are submitted to the Town as part of this final report. They are submitted in electronic format only through a secure Sharefile for HR.

In addition to assisting with the development of job analysis and classifications, good descriptions produce many other important benefits. These job descriptions emphasize the purposes of each position and the types of results which each incumbent is expected to produce. Representative examples of the work performed and minimum qualification requirements are listed. These job descriptions are small but important components of more comprehensive personnel, organizational and administrative systems or plans. They can and should be used not only for recruitment and promotion, but as tools to assist in the administration of the Town. They help define initial expectations, provide fundamental building blocks for administering compensation systems, and give additional definition to organizational charts. They can and should be used when developing employee objectives, performance plans and performance appraisals.

The job descriptions presented to the Town are up-to-date, clear, and identify the duties of each position, as well as the education, experience, training, knowledge, ability, and skills, and competency levels required. All employees had an opportunity to review their updated job description.

## IV. The Classification Plan

A classification plan is the foundation upon which a sound personnel management program is established. The classification plan is the basis for developing and implementing other personnel functions such as recruitment and selection, training, performance appraisal, succession management, etc. Classification is the process of grouping individual positions into broader groupings for personnel, budgeting, and other management purposes. Classification sorts the work of individual positions based on type of work and then levels of responsibility and difficulty. As such, it is not an exact science but rather a reasonable arrangement of work efforts and activities. Beyond legal constraints, what is most reasonable is that which works best for a particular organization.

The Town of Norfolk has done well maintaining the integrity of its non-union compensation. There were, however, adjustments required to the actual classification structure. Consolidation of contract positions and retitling of certain jobs were required in some cases, but overall the titles were sound. Also, certain positions were regrouped to make better internal equity alignments. Many of the department heads, managers, and employees provided Human Resources Services consultants with issues specific to individual classifications which were analyzed during the job analysis process. Finally, the classification plan was expanded to 18 grades.

Additionally, the classification plan's accompanying compensation plans have fallen out- of-sync with the market and needed updating to better reflect the market. However, it was the entry levels of the salary schedule that were well below market, but the maximums of the salary schedule were very competitive to the market. Consideration of the external market as well will benefit the organization in a number of ways. A competitive pay structure will allow the Town to be an effective recruiter in the market place, contribute to a reduction in employee turnover, and set the precedent to offer comparable base salaries for positions, particularly at the entry level.

## V. The Compensation Plan

In analyzing the competitiveness and usefulness of pay plans, HRS typically reviews three components: (1) base pay structure, in terms of number of grades and range from minimum to maximum for each grade; (2) employee turnover and ability to retain qualified employees; and (3) employee progression through the ranges and placement of employees in the ranges. All of the pay ranges, together with the compensation policies, are referred to as the compensation plan. An assessment of the Town's compensation plan includes the ease of administering the plan, the competitiveness of the pay scales, and criteria for progressing through pay ranges.

The proposed compensation plans are attached to this report. The consultants utilized the market average as a benchmark to develop the new salary schedules. Our proposed plans are for Fiscal Year 2021. While the writing of this narrative final report is taking place in October 2020, HRS provided the Town with the proposed compensation/classification plans and estimated cost-outs during August and September for the Town's inclusion of this Non-Union Plan in its budget planning.

The compensation plan provided has 15 steps allowing employees more opportunity to mature and penetrate the pay scale at a faster rate. Many employees do not stay with an organization for 20 years, for example. This will also assist the Town with recruiting employees at more competitive entry levels.

Virtually every entry of the grade range on the new pay plan increased. This will provide for a very competitive pay plan for both Norfolk employee retention and recruitment. The Consultants found that the Town's entry level for many of the grades on the pay structure were low as compared to the market, in its totality. Therefore, it was necessary to increase the entry levels for the whole plan. Realistically, employees would not be hired at these lower rates, and continuously hiring employees beyond the grade mid-point is not a good personnel practice. At the other end of the pay scale, it was discovered the maximum of the ranges were very competitive to the market and in many cases beyond the market averages. Therefore, the ranges of the upper end of the scale did not need to change. Comparative data was considered to set the grade parameters. A new pay range was developed for each grade utilizing the salary market data and targeting *approximately* the average of the market.

The proposed compensation plan is, in general, based on Fiscal Year 2021 compensation data. This is a base salary plan and does not include compensation for longevity, merit, or other compensation. It is the Town's salary administration program that will determine individual pay with regards to implementation of this proposed compensation plan. At a minimum, those employees falling below the grade range should be brought into the entry level of the grade ranges. It is also up to the Town to consider any additional cost-of-living or longevity adjustments to the plans per their town policies. To get everyone on the plan, employees should be placed on the step closest to but just above their current wage in order to not cut any employee's salary.

## VI. Meeting with Town Management Staff

HRS consultant(s) met with the Town's staff and officials online to review the market data collected and discuss its meaning and to review draft compensation and classification plans. When reviewing or developing pay plans, a variety of policy decisions need to be made by the organization. For example, the decisions that need to be made might include: How competitive does the Town want to be with regard to compensation? Where does the Town want to position itself with regard to the market? What should the percentage spread be from minimum to maximum in the pay scale? How many steps should there be? What should be the percentage between steps? What should the percentage spread be between grades? Should the plan be tied to performance, or is there an automatic step system, or a combination of both. Finally, the resulting compensation plan should reflect the Town's pay policies, the comparative market analysis, and internal equity considerations.

It was the Town's desire to stay with a compensation administration program that had less steps to allow employees to more within a more normal number of years for job growth, and more grades to allow for a better career ladder. This system will continue to provide the Town with flexibility overall, but particularly with hiring. The recommended pay plan is therefore designed based on the results of the previous phases within this study process and reflect best practices and the desired market positon for the Town.

## VII. Findings and Recommendations

In general, the Town's non-union compensation and classification plan has fallen below market at entry levels. The proposed pay plan attached to this report will assist the Town to reach market competitive entry pay levels for the vast majority of its non-union employees as well as to broaden the financial structure to allow for more opportunity within pay ranges for employee advancement within less years. Our study results indicates that for the Town to maintain a competitive edge, an update of the salary schedule to better reflect the market is essential. HRS received sufficient and extensive data for this analysis.

In closing, the following is a summary of our general findings and recommendations for the Town's consideration:

1. Continue using the average of the market for targeting pay ranges. It will also assist in eliminating salary compression at the upper levels. Norfolk is a key community in the peripheral greater-suburban Boston area where at least average salaries are required to recruit and retain a good workforce.

2. When placing the employees on the new proposed compensation plan, at a minimum, incumbents should be placed at the step closes to, but just above their current salary in order to not cut anyone's current pay.

3. Whenever a vacancy develops, it is a good time to automatically review the position. This may involve a job analysis and updating the job description and reviewing the market for the particular position.

4. The Town must recognize that employees need to be developed and be treated as an asset to be enhanced—compensation should be viewed as a tool to allow the Town to hire, retain, develop, and reward the best employees and to focus them on the desired behaviors and results. The pay program should support developmental

career paths by clarifying the opportunities within the Town that employees may pursue for their personal growth.

5. While these base pay levels are established it is important for the Town to recognize that some positions have an opportunity to earn additional compensation through incentive arrangements. It is strongly recommended that the Town consider some type of incentive program for the non-union employees, particularly the senior managers.

6. The Town should swiftly adopt the attached compensation plan and always strive to maintain pay levels that are competitive in the municipal regional area in which it competes for employees.

7. The pay program should be thoughtfully and consistently managed, through coordination and guidelines. This should be the responsibility of the Town Administrator, Human Resources Director; and working together with department heads.

8. The compensation program must comply with both the letter and the spirit of all relevant laws and regulations. Laws are always changing, and the Town needs to keep abreast of these developments, such as the new MA Employment Pay Act.

9. Each year a Cost of Living increase should be applied to the entire salary schedule. A cost-of-living increase is different from a step increase. A cost of living increase is intended to recognize a general rise in the costs for goods and services experienced by almost everyone. Each year, the Town should determine an appropriate percentage cost-of-living adjustment and apply that increase across the entire compensation schedule. This raises the compensation rates for the entire salary schedule equal to changes in the cost of living.

   A step increase should also be given annually, but this recognizes factors worthy of compensation increases above the cost-of-living adjustment to the pay plan. Factors that the Town might choose to consider in

determining step increases include strong performance, acquired experience, longevity, and special abilities.

10. The Town may want to consider a limited sick leave buy-back program. A number of the surveyed communities offer this benefit, as do other communities in the Commonwealth. The advantage is that over time it reduces employee inappropriate use of sick time which causes disruption in productivity in the workplace. However, there needs to be an upset limit as to how much they can accumulate and be paid for upon separation. There are a number of options as buy back and incentive plans vary. One plan may provide for a limited buy back within each fiscal year if less than a threshold of sick days are taken. Another provides incentive payments for perfect attendance and fixed dollar payments for a limited number of sick days. Others pay on a percentage basis up to a maximum dollar amount upon retirement ranging in value depending upon the plan. HRS recommends that these options be explored.

11. Responsibility for the Salary Administration Program should be as outlined below:

*Town Administrator*

- Recommends compensation budgets and structure adjustments.
- Directs implementation and administration of compensation guidelines throughout the Town.
- Reviews and approves overall increases and any special adjustments for all employees.
- Works with Select Board on compensation philosophy.

*Human Resources Director*

- Reviews and recommends adjustments to the salary structure.
- Reviews and approves all position titles and grade placements in an organized pattern such that all positions will be reviewed at least every five years.

- Maintains and administers the salary program for all employees.
- Works with all departments regarding training and implementation so that compensation and classification plan is understood and utilized.
- Obtains or develops competitive salary data on an annual basis and recommends appropriate salary adjustments to the compensation plan as needed.
- Prepares or revises position documentation (descriptions and questionnaires).

*Managers/Department Heads*

- Maintains a thorough knowledge of salary administration policies and apply them in recommending or approving salary adjustments.
- Keeps subordinates informed of pertinent aspects of the salary program.

## VIII. Conclusion

In conclusion, through a comprehensive job analysis, the consultants reviewed each position to see: ***what work was being done; how the work was being done; why the work was being done; and what knowledge, skills, and abilities were involved in doing the work.*** This was done for every single position and was a very inclusive and labor intensive process. The overall approach used to determine the relative internal worth among positions included three steps: (1) **Position Analysis**: the careful and thorough review and understanding of the work being done; (2) **Position Description**: the written record of the important activities and requirements of the work being done. (3) **Position Evaluation**: the method of evaluating the information that has been collected and described in order to determine the position's relative worth within the organization. *(See HRS's Rating Manual submitted as a separate document.)* As part of this study, the Town now has more than a mere compensation analysis report; it has in effect a classification system which includes a point-factor-rating-method for placing positions in its classification plan. Whenever the Town experiences requests for reclassification of certain positions, and/or the placement of new

positions on the plan, it is important to ensure correct classification and provide updated job descriptions. This HRS methodology and system provides the Town with the necessary tools to review classifications appropriately. A structure has been provided to the Town of Norfolk.

It should be noted that the market analysis contained within this report is a *snapshot* of current market conditions. In other words, market conditions change, and in some cases change quickly. So while market surveys are useful for making updates to a salary structure, they must be done at regular intervals if the Town wishes to stay current with the marketplace. The salary schedule as a whole should also be updated annually to reflect the cost-of-living. Utilizing the Consumer Price Index (CPI) or COLA readings from the regional communities will assist in setting the percentage COLA increase on the pay plan.

The Town should be proud of its dedication to high-quality service and continuous improvement. HRS found that employees were committed to their jobs and to the Town; and also committed to maintaining a teamwork environment. HRS' recommendations build upon the strengths of the current Town of Norfolk compensation and classification system and we have worked to improve areas identified by employees, management, and consultant team.

# ATTACHMENTS

| POSITION TITLE | FY21 Norfolk | Comp Average | Comp Lo-Hi Range | Comp Median | 75th Percent of Market |
|---|---|---|---|---|---|
| **Administration** | | | | | |
| Executive Assistant | 27.10 | 29.31 | 25.32 | 27.72 | 32.33 |
| | 43.35 | 37.78 | 44.21 | 37.47 | 39.22 |
| IT Director | 30.31 | 40.06 | 27.51 | 38.92 | 44.38 |
| | 48.48 | 53.71 | 67.11 | 54.10 | 59.39 |
| Town Administrator | contract | 80.70 | 68.37 | 74.50 | 89.72 |
| | 80.03 | 86.84 | 100.20 | 89.90 | 92.60 |
| Town/School Facilities Director | contract | 49.46 | 39.98 | 47.01 | 54.20 |
| | 59.44 | 64.04 | 75.50 | 65.81 | 70.66 |
| **Affordable Housing** | | | | | |
| Affordable Housing Director | contract | 30.94 | 30.94 | 30.94 | 30.94 |
| | 35.88 | 39.25 | 39.25 | 39.25 | 39.25 |
| **Assessing** | | | | | |
| Assessing Technician | 17.46 | 24.32 | 21.99 | 25.01 | 25.84 |
| | 29.49 | 30.68 | 33.00 | 30.70 | 31.50 |
| Assistant Assessor | 20.08 | 27.87 | 23.90 | 27.85 | 27.91 |
| | 32.10 | 35.64 | 40.85 | 34.87 | 38.99 |
| Chief Assessor | 29.10 | 38.31 | 27.55 | 37.12 | 43.13 |
| | 43.35 | 50.89 | 60.11 | 50.97 | 53.76 |
| Data Collector | 17.46 | 24.68 | 24.68 | 24.68 | 24.68 |
| | 29.49 | 30.74 | 30.74 | 30.74 | 30.74 |
| **Building** | | | | | |
| Assistant Building Inspector | 29.48 | 33.31 | 26.34 | 33.22 | 34.17 |
| | 47.12 | 39.77 | 45.09 | 40.00 | 40.85 |
| Assistant Wiring Inspector | | 27.93 | 25.85 | 27.93 | 28.96 |
| | 35.25 | 30.87 | 35.00 | 30.87 | 32.94 |
| Building Commissioner | 44.10 | 39.27 | 27.72 | 39.78 | 44.08 |
| | 55.75 | 52.13 | 56.54 | 54.03 | 55.54 |
| Plumbing and Gas Inspector | | 30.80 | 26.37 | 32.82 | 33.02 |
| | 34.25 | 38.55 | 40.85 | 40.00 | 40.43 |
| **COA** | | | | | |
| COA Program Coordinator | 20.08 | 21.51 | 16.39 | 22.17 | 22.38 |
| | 32.10 | 27.13 | 31.50 | 27.66 | 29.33 |
| Executive Director of Council on Aging | 27.10 | 34.37 | 27.72 | 36.16 | 38.10 |
| | 43.35 | 44.88 | 50.97 | 47.45 | 49.10 |
| Outreach Coordinator | 18.45 | 22.93 | 16.38 | 23.90 | 25.16 |
| | 29.49 | 28.90 | 35.45 | 29.46 | 31.50 |
| **DPW** | | | | | |
| Assistant DPW Director | 30.31 | 36.59 | 31.51 | 34.88 | 36.96 |
| | 48.48 | 47.70 | 56.54 | 45.06 | 50.97 |
| DPW Director (Supt. of Public Works) | contract | 53.52 | 43.94 | 51.41 | 58.11 |
| | 56.73 | 68.08 | 78.67 | 66.24 | 72.09 |
| **Facilities** | | | | | |
| HVAC/Maintenance Technician | 29.49 | 24.36 | 23.02 | 24.33 | 25.03 |
| | 47.12 | 30.79 | 32.23 | 32.02 | 32.13 |
| Custodian | 16.06 | 18.40 | 13.11 | 19.03 | 19.90 |
| | 25.67 | 22.51 | 25.59 | 23.11 | 24.67 |
| **Finance** | | | | | |
| Finance Director | contract | 57.71 | 34.88 | 53.13 | 60.10 |
| | 59.19 | 68.57 | 87.33 | 70.10 | 74.37 |
| Assistant Town Accountant | 26.32 | 31.45 | 26.34 | 31.00 | 35.26 |
| | 42.06 | 39.94 | 45.39 | 41.00 | 43.22 |
| **Fire** | | | | | |
| Deputy Fire Chief | contract | 41.88 | 33.18 | 43.04 | 44.82 |
| | 47.26 | 51.14 | 58.16 | 55.57 | 56.79 |

| POSITION TITLE | FY21 Norfolk | Comp Average | Comp Lo-Hi Range | Comp Median | 75th Percent of Market |
|---|---|---|---|---|---|
| Fire Chief | contract | 62.54 | 57.38 | 60.19 | 62.50 |
| | 70.19 | 71.01 | 86.54 | 73.80 | 75.71 |
| **Human Resources** | | | | | |
| Human Resource Director | 34.88 | 40.05 | 36.16 | 40.88 | 42.00 |
| | 48.48 | 52.66 | 57.23 | 53.03 | 55.13 |
| **Land Use** | | | | | |
| Conservation Agent | 26.32 | 32.37 | 27.59 | 33.40 | 36.16 |
| | 42.06 | 44.55 | 47.71 | 46.76 | 47.20 |
| Director of Community Development & Planning | 34.88 | 39.06 | 27.72 | 40.55 | 44.43 |
| | 55.75 | 50.77 | 56.54 | 51.89 | 54.79 |
| **Library** | | | | | |
| Associate Library Director | 27.10 | 28.34 | 25.93 | 27.85 | 29.54 |
| | 43.35 | 37.58 | 41.77 | 38.99 | 40.38 |
| Director of Library Services | 30.31 | 40.18 | 23.07 | 39.69 | 47.11 |
| | 48.48 | 48.11 | 60.11 | 51.38 | 58.35 |
| **Police** | | | | | |
| Chief of Police | contract | 70.81 | 50.20 | 69.86 | 78.23 |
| | 93.89 | 76.54 | 92.48 | 72.11 | 85.44 |
| Police Lieutenant | contract | 44.23 | 39.69 | 43.94 | 46.80 |
| | 53.37 | 53.20 | 59.45 | 52.98 | 56.87 |
| Deputy Police Chief | contract | 52.60 | 34.97 | 51.53 | 62.85 |
| | 84.16 | 59.47 | 65.46 | 60.97 | 62.85 |
| **Recreation** | | | | | |
| Recreation Director | 30.31 | 34.34 | 27.72 | 32.54 | 36.55 |
| | 48.48 | 43.85 | 50.97 | 45.08 | 47.56 |
| **Town Clerk** | | | | | |
| Assistant Town Clerk | 26.32 | 26.46 | 21.99 | 26.33 | 26.84 |
| | 42.06 | 34.12 | 41.08 | 34.44 | 35.95 |
| Town Clerk | 27.10 | 39.28 | 33.32 | 39.56 | 40.71 |
| | 43.35 | 43.05 | 51.53 | 41.25 | 49.47 |
| **Treasurer/Collector** | | | | | |
| Assistant Treasurer/Collector | 26.32 | 28.20 | 21.99 | 27.17 | 30.96 |
| | 42.06 | 36.18 | 44.21 | 35.79 | 40.13 |
| Payroll Assistant | 20.08 | 24.63 | 19.63 | 26.34 | 26.35 |
| | 32.10 | 31.57 | 38.99 | 32.19 | 33.95 |
| Treasurer/Collector | 27.10 | 43.08 | 36.41 | 43.36 | 46.64 |
| | 43.35 | 54.12 | 59.62 | 53.29 | 58.45 |

# COMPARISON CHART

| Current Grade | Union - Non-Union | Survey Line | Position Title | FY21 Norfolk Min | FY21 Norfolk Max | | Comp Max Data Points | FY21 Average Min | FY21 Average Max | | Proposed Hrly Pay FY21 Min | Proposed Hrly Pay FY21 Max | Proposed Pay Grade |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | **NON-UNION** | | | | | | | | | | **NU** |
| 3 | NU | 43 | Custodian | 16.06 | 25.67 | | 9 | 18.40 | 22.51 | | 18.16 | 25.67 | 3 |
| | | | | | | | | | | | | | |
| 5 | NU | 6 | Assessing Technician | 17.46 | 27.93 | | 5 | 24.32 | 30.68 | | 20.87 | 29.49 | 6 |
| 5 | NU | 9 | Data Collector | 17.46 | 27.93 | | 1 | 24.68 | 30.74 | | 20.87 | 29.49 | 6 |
| 6 | NU | 22 | Outreach Coordinator | 18.45 | 29.49 | | 9 | 22.93 | 28.90 | | 20.87 | 29.49 | 6 |
| | | | | | | | AVE | 23.98 | 30.11 | | | | |
| 7 | NU | 86 | Assistant Payroll Administrator | 20.08 | 32.10 | | 9 | 24.63 | 31.57 | | 22.71 | 32.10 | 7 |
| 7 | NU | 17 | COA Program Coordinator | 20.08 | 32.10 | | 6 | 21.51 | 27.13 | | 22.71 | 32.10 | 7 |
| | | | | | | | AVE | 23.07 | 29.35 | | | | |
| 7 | NU | 7 | Assistant Assessor | 20.08 | 32.10 | | 5 | 27.87 | 35.64 | | 25.01 | 35.34 | 8 |
| | NU | 12 | Assistant Wiring Inspector | | 35.25 | | 2 | 27.93 | 30.87 | | 25.01 | 35.34 | 8 |
| | NU | 14 | Plumbing and Gas Inspector | | 34.25 | | 3 | 30.80 | 38.55 | | 25.01 | 35.34 | 8 |
| | | | | | | | AVE | 28.87 | 35.02 | | | | |
| 8 | NU | 47 | Assistant Town Accountant | 26.32 | 42.06 | | 7 | 31.45 | 39.94 | | 29.78 | 42.06 | 9 |
| 8 | NU | 83 | Assistant Town Clerk | 26.32 | 42.06 | | 8 | 26.46 | 34.12 | | 29.78 | 42.06 | 9 |
| 8 | NU | 85 | Assistant Treasurer/Collector | 26.32 | 42.06 | | 8 | 28.20 | 36.18 | | 29.78 | 42.06 | 9 |
| | | | | | | | AVE | 28.70 | 36.75 | | | | |
| 9 | NU | 59 | Associate Library Director | 27.10 | 43.35 | | 2 | 26.89 | 35.48 | | 30.66 | 43.35 | 10 |
| 8 | NU | 57 | Conservation Agent | 26.32 | 42.06 | | 5 | 32.37 | 44.55 | | 30.66 | 43.35 | 10 |
| 9 | NU | 1 | Executive Assistant to Town Administrator | 27.10 | 43.35 | | 8 | 30.46 | 37.87 | | 30.66 | 43.35 | 10 |
| | | | | | | | AVE | 29.90 | 39.30 | | | | |
| 9 | NU | 21 | Executive Director of Council on Aging | 27.10 | 43.35 | | 8 | 34.37 | 44.88 | | 31.58 | 44.63 | 11 |
| 9 | NU | 84 | Town Clerk | 27.10 | 43.35 | | 5 | 39.81 | 43.05 | | 31.58 | 44.63 | 11 |
| | | | | | | | AVE | 37.09 | 43.96 | | | | |
| 8A | NU | 11 | Assistant Building Inspector | 29.48 | 47.12 | | 5 | 33.31 | 39.77 | | 33.35 | 47.12 | 12 |
| 8A | NU | 42 | HVAC/Maintenance Technician | 29.48 | 47.12 | | 3 | 24.36 | 30.79 | | 33.35 | 47.12 | 12 |
| | | | | | | | AVE | 28.83 | 35.28 | | | | |
| 11 | NU | 25 | Assistant DPW Director | 30.31 | 48.48 | | 5 | 36.59 | 47.70 | | 34.31 | 48.48 | 13 |
| 9 | NU | 8 | Chief Assessor | 27.10 | 43.35 | | 7 | 38.31 | 50.89 | | 34.31 | 48.48 | 13 |
| 11 | NU | 62 | Director of Library Services | 30.31 | 48.48 | | 8 | 40.18 | 48.11 | | 34.31 | 48.48 | 13 |
| 11 | NU | 82 | Recreation Director | 30.31 | 48.48 | | 8 | 34.34 | 43.85 | | 34.31 | 48.48 | 13 |
| 9 | NU | 88 | Treasurer/Collector | 27.10 | 43.35 | | 6 | 43.08 | 54.12 | | 34.31 | 48.48 | 13 |
| | | | | | | | AVE | 38.50 | 48.93 | | | | |
| 12 | NU | 58 | Director of Comm Dev & Planning | 34.88 | 55.75 | | 6 | 39.06 | 50.77 | | 39.46 | 55.75 | 15 |
| 12 | NU | 55 | Human Resource Director | 34.88 | 55.75 | | 3 | 40.05 | 52.66 | | 39.46 | 55.75 | 15 |
| 11 | NU | 2 | IT Director | 30.31 | 48.48 | | 6 | 40.06 | 53.71 | | 39.46 | 55.75 | 15 |
| | | | | | | | AVE | 39.72 | 52.38 | | | | |
| 13 | NU | 13 | Building Commissioner | 44.10 | 70.52 | | 5 | 39.70 | 53.47 | | 49.90 | 70.52 | 16 |
| | | | | | | | | | | | | | |
| | NU | 89 | Veterans Services Officer | stipend | $7,200/yr | | 4 | 30.72 | 38.91 | | | | stipend |

# COMPARISON CHART

| Current Grade | Union - Non-Union | Survey Line | Position Title | FY21 Norfolk Min | FY21 Norfolk Max | | Comp Max Data Points | FY21 Average Min | FY21 Average Max | | Proposed Hrly Pay FY21 Min | Proposed Hrly Pay FY21 Max | Proposed Pay Grade |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | PERSONAL CONTRACT | | | | | | | | | | |
| | contract | 5 | Affordable Housing Director | | 35.88 | | 1 | 30.94 | 39.25 | | 29.78 | 42.06 | 9 |
| | contract | 48 | Deputy Fire Chief | | | | 5 | 41.88 | 51.14 | | 39.46 | 55.75 | 15 |
| | contract | 72 | Police Lieutenant | | 53.37 | | 7 | 44.23 | 53.20 | | 39.46 | 55.75 | 15 |
| | contract | 90 | Deputy Police Chief | | 84.16 | | 9 | 52.60 | 59.47 | | 49.90 | 70.52 | 16 |
| | contract | 4 | Town/School Facilities Director | | 59.44 | | 3 | 49.46 | 64.04 | | 49.90 | 70.52 | 16 |
| | contract | 70 | Chief of Police | | 93.89 | | 7 | 70.81 | 76.54 | | 52.00 | 73.48 | 17 |
| | contract | 27 | DPW Director (Supt. of Public Works) | | 56.73 | | 7 | 53.52 | 68.08 | | 52.00 | 73.48 | 17 |
| | contract | 45 | Finance Director | | 59.19 | | 5 | 57.71 | 68.57 | | 52.00 | 73.48 | 17 |
| | contract | 50 | Fire Chief | | 70.19 | | 5 | 62.54 | 71.01 | | 52.00 | 73.48 | 17 |
| | contract | 3 | Town Administrator | | 80.03 | | 8 | 80.70 | 86.84 | | 61.80 | 87.33 | 18 |

# MASSACHUSETTS COMPARABLE COMMUNITIES

| Municipality | County | 2018 Population | FY 2020 SF Tax Bill | FY 2017 DOR IPC | FY 2018 EQV PC | Land Area | Population Density | 2013 Road Miles |
|---|---|---|---|---|---|---|---|---|
| Foxboroug | NORFOLK | 17,671 | 6,892 | 53,449 | 187,298 | 19.85 | 890 | 111.11 |
| Holliston | MIDDLESEX | 14,939 | 8,870 | 60,475 | 178,702 | 18.64 | 801 | 92.99 |
| Hopkinton | MIDDLESEX | 18,269 | | 79,271 | 211,613 | 26.26 | 696 | 124.97 |
| Medway | NORFOLK | 13,427 | 7,608 | 52,933 | 155,043 | 11.54 | 1,164 | 73.92 |
| Millis | NORFOLK | 8,270 | 8,330 | 44,009 | 150,791 | 12.02 | 688 | 52.33 |
| Norwood | NORFOLK | 29,327 | 5,367 | 44,629 | 185,980 | 10.37 | 2,828 | 123.78 |
| Plainville | NORFOLK | 9,230 | 5,756 | 42,223 | 160,891 | 11.00 | 839 | 52.33 |
| Upton | WORCESTER | 8,012 | 7,541 | 53,985 | 151,601 | 21.57 | 371 | 80.35 |
| Walpole | NORFOLK | 25,209 | 7,973 | 55,292 | 187,871 | 20.44 | 1,233 | 138.35 |
| Wrentham | NORFOLK | 11,964 | 6,743 | 59,344 | 186,032 | 21.71 | 551 | 94.20 |
| **COMP** | **AVERAGE** | **15,632** | **7,231** | **54,561** | **175,582** | **17.34** | **1,006** | **94.43** |
| | **NORFOLK** | **11,988** | **9,178** | **54,210** | **150,638** | **14.90** | **805** | **82.17** |

## FY21 NORFOLK, MA PROPOSED NON UNION PAY PLAN

| STEP | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| GRADE | | | | | | | | | | | | | | | |
| 1 | | | | | | | | | | 12.94 | 13.26 | 13.59 | 13.93 | 14.28 | 14.64 |
| | | | | | | | | | | 26,915.20 | 27,580.80 | 28,267.20 | 28,974.40 | 29,702.40 | 30,451.20 |
| 2 | 18.04 | 18.49 | 18.95 | 19.42 | 19.91 | 20.41 | 20.92 | 21.44 | 21.98 | 22.53 | 23.09 | 23.67 | 24.26 | 24.87 | 25.49 |
| | 37,523.20 | 38,459.20 | 39,416.00 | 40,393.60 | 41,412.80 | 42,452.80 | 43,513.60 | 44,595.20 | 45,718.40 | 46,862.40 | 48,027.20 | 49,233.60 | 50,460.80 | 51,729.60 | 53,019.20 |
| 3 | 18.16 | 18.61 | 19.08 | 19.56 | 20.05 | 20.55 | 21.06 | 21.59 | 22.13 | 22.68 | 23.25 | 23.83 | 24.43 | 25.04 | 25.67 |
| | 37,772.80 | 38,708.80 | 39,686.40 | 40,684.80 | 41,704.00 | 42,744.00 | 43,804.80 | 44,907.20 | 46,030.40 | 47,174.40 | 48,360.00 | 49,566.40 | 50,814.40 | 52,083.20 | 53,393.60 |
| 4 | 18.63 | 19.10 | 19.58 | 20.07 | 20.57 | 21.08 | 21.61 | 22.15 | 22.70 | 23.27 | 23.85 | 24.45 | 25.06 | 25.69 | 26.33 |
| | 38,750.40 | 39,728.00 | 40,726.40 | 41,745.60 | 42,785.60 | 43,846.40 | 44,948.80 | 46,072.00 | 47,216.00 | 48,401.60 | 49,608.00 | 50,856.00 | 52,124.80 | 53,435.20 | 54,766.40 |
| 5 | 19.76 | 20.25 | 20.76 | 21.28 | 21.81 | 22.36 | 22.92 | 23.49 | 24.08 | 24.68 | 25.30 | 25.93 | 26.58 | 27.24 | 27.92 |
| | 41,100.80 | 42,120.00 | 43,180.80 | 44,262.40 | 45,364.80 | 46,508.80 | 47,673.60 | 48,859.20 | 50,086.40 | 51,334.40 | 52,624.00 | 53,934.40 | 55,286.40 | 56,659.20 | 58,073.60 |
| 6 | 20.87 | 21.39 | 21.92 | 22.47 | 23.03 | 23.61 | 24.20 | 24.81 | 25.43 | 26.07 | 26.72 | 27.39 | 28.07 | 28.77 | 29.49 |
| | 43,409.60 | 44,491.20 | 45,593.60 | 46,737.60 | 47,902.40 | 49,108.80 | 50,336.00 | 51,604.80 | 52,894.40 | 54,225.60 | 55,577.60 | 56,971.20 | 58,385.60 | 59,841.60 | 61,339.20 |
| 7 | 22.71 | 23.28 | 23.86 | 24.46 | 25.07 | 25.70 | 26.34 | 27.00 | 27.68 | 28.37 | 29.08 | 29.81 | 30.56 | 31.32 | 32.10 |
| | 47,236.80 | 48,422.40 | 49,628.80 | 50,876.80 | 52,145.60 | 53,456.00 | 54,787.20 | 56,160.00 | 57,574.40 | 59,009.60 | 60,486.40 | 62,004.80 | 63,564.80 | 65,145.60 | 66,768.00 |
| 8 | 25.01 | 25.64 | 26.28 | 26.94 | 27.61 | 28.30 | 29.01 | 29.74 | 30.48 | 31.24 | 32.02 | 32.82 | 33.64 | 34.48 | 35.34 |
| | 52,020.80 | 53,331.20 | 54,662.40 | 56,035.20 | 57,428.80 | 58,864.00 | 60,340.80 | 61,859.20 | 63,398.40 | 64,979.20 | 66,601.60 | 68,265.60 | 69,971.20 | 71,718.40 | 73,507.20 |
| 9 | 29.78 | 30.52 | 31.28 | 32.06 | 32.86 | 33.68 | 34.52 | 35.38 | 36.26 | 37.17 | 38.10 | 39.05 | 40.03 | 41.03 | 42.06 |
| | 61,942.40 | 63,481.60 | 65,062.40 | 66,684.80 | 68,348.80 | 70,054.40 | 71,801.60 | 73,590.40 | 75,420.80 | 77,313.60 | 79,248.00 | 81,224.00 | 83,262.40 | 85,342.40 | 87,484.80 |
| 10 | 30.66 | 31.43 | 32.22 | 33.03 | 33.86 | 34.71 | 35.58 | 36.47 | 37.38 | 38.31 | 39.27 | 40.25 | 41.26 | 42.29 | 43.35 |
| | 63,772.80 | 65,374.40 | 67,017.60 | 68,702.40 | 70,428.80 | 72,196.80 | 74,006.40 | 75,857.60 | 77,750.40 | 79,684.80 | 81,681.60 | 83,720.00 | 85,820.80 | 87,963.20 | 90,168.00 |
| 11 | 31.58 | 32.37 | 33.18 | 34.01 | 34.86 | 35.73 | 36.62 | 37.54 | 38.48 | 39.44 | 40.43 | 41.44 | 42.48 | 43.54 | 44.63 |
| | 65,686.40 | 67,329.60 | 69,014.40 | 70,740.80 | 72,508.80 | 74,318.40 | 76,169.60 | 78,083.20 | 80,038.40 | 82,035.20 | 84,094.40 | 86,195.20 | 88,358.40 | 90,563.20 | 92,830.40 |
| 12 | 33.35 | 34.18 | 35.03 | 35.91 | 36.81 | 37.73 | 38.67 | 39.64 | 40.63 | 41.65 | 42.69 | 43.76 | 44.85 | 45.97 | 47.12 |
| | 69,368.00 | 71,094.40 | 72,862.40 | 74,692.80 | 76,564.80 | 78,478.40 | 80,433.60 | 82,451.20 | 84,510.40 | 86,632.00 | 88,795.20 | 91,020.80 | 93,288.00 | 95,617.60 | 98,009.60 |
| 13 | 34.31 | 35.17 | 36.05 | 36.95 | 37.87 | 38.82 | 39.79 | 40.78 | 41.80 | 42.85 | 43.92 | 45.02 | 46.15 | 47.30 | 48.48 |
| | 71,364.80 | 73,153.60 | 74,984.00 | 76,856.00 | 78,769.60 | 80,745.60 | 82,763.20 | 84,822.40 | 86,944.00 | 89,128.00 | 91,353.60 | 93,641.60 | 95,992.00 | 98,384.00 | 100,838.40 |
| 14 | 34.35 | 35.21 | 36.09 | 36.99 | 37.91 | 38.86 | 39.83 | 40.83 | 41.85 | 42.90 | 43.97 | 45.07 | 46.20 | 47.36 | 48.54 |
| | 71,448.00 | 73,236.80 | 75,067.20 | 76,939.20 | 78,852.80 | 80,828.80 | 82,846.40 | 84,926.40 | 87,048.00 | 89,232.00 | 91,457.60 | 93,745.60 | 96,096.00 | 98,508.80 | 100,963.20 |
| 15 | 39.46 | 40.45 | 41.46 | 42.50 | 43.56 | 44.65 | 45.77 | 46.91 | 48.08 | 49.28 | 50.51 | 51.77 | 53.06 | 54.39 | 55.75 |
| | 82,076.80 | 84,136.00 | 86,236.80 | 88,400.00 | 90,604.80 | 92,872.00 | 95,201.60 | 97,572.80 | 100,006.40 | 102,502.40 | 105,060.80 | 107,681.60 | 110,364.80 | 113,131.20 | 115,960.00 |
| 16 | 49.90 | 51.15 | 52.43 | 53.74 | 55.08 | 56.46 | 57.87 | 59.32 | 60.80 | 62.32 | 63.88 | 65.48 | 67.12 | 68.80 | 70.52 |
| | 103,792.00 | 106,392.00 | 109,054.40 | 111,779.20 | 114,566.40 | 117,436.80 | 120,369.60 | 123,385.60 | 126,464.00 | 129,625.60 | 132,870.40 | 136,198.40 | 139,609.60 | 143,104.00 | 146,681.60 |
| 17 | 52.00 | 53.30 | 54.63 | 56.00 | 57.40 | 58.84 | 60.31 | 61.82 | 63.37 | 64.95 | 66.57 | 68.23 | 69.94 | 71.69 | 73.48 |
| | 108,160.00 | 110,864.00 | 113,630.40 | 116,480.00 | 119,392.00 | 122,387.20 | 125,444.80 | 128,585.60 | 131,809.60 | 135,096.00 | 138,465.60 | 141,918.40 | 145,475.20 | 149,115.20 | 152,838.40 |
| 18 | 61.80 | 63.35 | 64.93 | 66.55 | 68.21 | 69.92 | 71.67 | 73.46 | 75.30 | 77.18 | 79.11 | 81.09 | 83.12 | 85.20 | 87.33 |
| | 128,544.00 | 131,768.00 | 135,054.40 | 138,424.00 | 141,876.80 | 145,433.60 | 149,073.60 | 152,796.80 | 156,624.00 | 160,534.40 | 164,548.80 | 168,667.20 | 172,889.60 | 177,216.00 | 181,646.40 |

| NORFOLK, MA CLASSIFICATION PLAN<br>NON-UNION<br>FY21 (PROPOSED) |
|---|
| **N1** |
| *No Positions Assigned* |
| **N2** |
| Seasonal Labor |
| **N3** |
| Custodian |
| **N4** |
| *No Positions Assigned* |
| **N5** |
| *No Positions Assigned* |
| **N6** |
| Assessing Technician |
| Data Collector |
| Outreach Coordinator |
| **N7** |
| Assistant Payroll Administrator |
| COA Program Coordinator |
| **N8** |
| Assistant Assessor |
| Assistant Wiring Inspector |
| Plumbing and Gas Inspector |
| **N9** |
| Affordable Housing Director * |
| Assistant Town Accountant |
| Assistant Town Clerk |
| Assistant Treasurer/Collector |
| Veterans Services Director |
| **N10** |
| Associate Library Director |
| Conservation Agent |
| Executive Assistant to Town Administrator |
| **N11** |
| Executive Director of Council on Aging |
| Town Clerk |
| **N12** |
| Assistant Building Inspector |
| HVAC/Maintenance Technician |
| **N13** |
| Assistant DPW Director |
| Chief Assessor |
| Director of Library Services |
| Recreation Director |
| Treasurer/Collector |
| **N14** |
| *No Positions Assigned* |

| NORFOLK, MA CLASSIFICATION PLAN<br>NON-UNION<br>FY21 (PROPOSED) |
|---|
| **N15** |
| Deputy Fire Chief* |
| Director of Comm Dev & Planning |
| Human Resource Director |
| IT Director |
| Police Lieutenant* |
| **N16** |
| Building Commissioner |
| Deputy Police Chief* |
| Town/School Facilities Director* |
| **N17** |
| Chief of Police* |
| DPW Director* |
| Finance Director* |
| Fire Chief* |
| **N18** |
| Town Administrator* |

* Personal Service Contract - Placed for ranking purposes only

**©Municipal Resources, Inc. and Human Resources Services, Inc. 2020**

**PHYSICAL ENVIRONMENT**
*This factor measures the totality of the surroundings and/or circumstances under which the job must be performed, the degree of difficulty which this imposes, and their representative or exceptional nature.*

**BASIC KNOWLEDGE, TRAINING AND EDUCATION**
*This factor measures the basic knowledge or "scholastic content" however it may have been acquired, essential as background or training to perform the job.*

**PROBLEM SOLVING SKILLS AND EFFORT**
*This factor measures the type and range of problem solving which the position consistently requires.*

**PHYSICAL SKILLS AND EFFORT**
*This factor measures the degree of physical effort or exertion required in the performance of essential work functions under regular conditions.*

**EXPERIENCE**
*Experience measures the length of time usually or typically required for the position, with the specified "basic knowledge, training and education," to perform the essential work functions effectively under normal supervision.*

**INTERACTIONS WITH OTHERS/CUSTOMER SERVICE**
*This factor measures the relative level of human interaction and the responsibility which goes with the job for meeting, dealing with, and influencing other persons.*

**CONFIDENTIALITY**
*This factor measures the discretion and integrity required by those positions which have access to privileged information handled or obtained in the normal performance of duties.*

**OCCUPATIONAL RISKS**
*This factor measures the relative degree of exposure to hazards which might cause injury on the job.*

**COMPLEXITY**
*This factor considers how difficult it is to perform the essential functions of the job. Jobs are made more difficult by the range and diversity of the assignment of duties, various uses of information technology, the specificity and relevance of guidelines for performing the work, and the nature or thinking challenge required to accomplish the work.*

**SUPERVISION RECEIVED**
*This factor evaluates the nature of the instructions, direction, control and/or monitoring which a position receives.*

**SUPERVISION GIVEN**
*In rating supervision given, a number of factors are considered: (1) type of supervision; (2) accountability; (3) responsibility for personnel actions; (4) budget development and control through subordinates.*

**SUPERVISION SCOPE**
*This factor is used to evaluate the extent, breadth and depth of direction, monitoring and review given.*

**JUDGEMENT AND INITIATIVE**
*This factor measures the degree of independent action required by the position and the extent to which duties are dictated by standard practice or the exercise of judgement.*

**ACCOUNTABILITY**
*In every position there inherently exists the possibility of error, whether through omission, commission, or direction. In rating this factor, the following is considered: the likelihood of errors; the possibility of error detection; and the probable effect of errors based on the degree to which the work is checked, either by the procedures themselves, by supervision, or by succeeding operations.*

# BENEFITS SURVEY FOR THE TOWN OF NORFOLK - GENERAL GOVERNMENT

| MUNICIPALITY | NORFOLK | FORBOROUGH | HOLLISTON | HOPKINTON | MEDWAY | NORWOOD | PLAINVILLE | UPTON | WALPOLE | WRENTHAM |
|---|---|---|---|---|---|---|---|---|---|---|
| **PAID LEAVE** | | | | | | | | | | |
| Paid Holidays Per Year | 12 | 12 | | 12 | 12.5 | 14 | 11 | 12 | 11 | 12 |
| Personal Days Per Year | 3 | 4 | 2 | 4 | 5 | 3 | 2 | 0 | 3 | 4 |
| Sick Days Per Year | 15 | 21 | 15 | 10 | 15 | 15 | 12 | 15 | 15 | 15 |
| Do you offer Sick Leave Buy-Back | | Y | Y | N | N | Y | N | N | Y | N |
| Vacation Days Per Year (0-5 Years of Service) | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 11-14 |
| Vacation Days Per Year (6 - 10 Years of Service) | 15 | 15-19 | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 15-19 |
| Vacation Days Per Year (11 - 15 Years of Service) | 20 | 20-22 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 |
| Vacation Days Per Year (16 - 20 Years of Service) | 20 | 23-25 | 20 | 25 | 21-24 | 21-24 | 25 | 20 | 20 | 20 |
| Vacation Days Per Year (over 20 Years of Service) | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 |
| **TUITION and OTHER REIMBURSEMENTS** | | | | | | | | | | |
| Tuition Assistance/Educational Reimbursement for Professional Development | 300/yr | if required by town | | N | limited to $1K/yr | limited to $8K budget | N | | | |
| Do you reimburse employees for their dues in professional organizations? | | | | Y | | | Y | | | |
| Do you reimburse employees for any required licensing to do their job? | | Y | | Y | | | Y | | | |
| **LONGEVITY PROGRAM** | | | | **HIRED AFTER 7/1/08** | | | | | | |
| Longevity after 5 years of service | based on | 325-475 | 50 | 0 | 100 | 0 | 600 | 0 | 350 | 0 |
| Longevity after 10 years of service | hrly rate | 525-725 | 100 | 0 | 250 | 600 | 700 | 450 | 450 | 1000 |
| Longevity after 15 years of service | per months | 825-1025 | 150 | 0 | 350 | 750 | 800 | 500 | 550 | 1250 |
| Longevity after 20 years of service | of service | 1025 | 200 | 0 | 450 | 850 | 900 | 550 | 650 | 1500 |
| Longevity after 25 years of Service | | 1225 | 250 | 0 | 550 | 2000 | 1000 | 600 | 650 | 1500 |
| **COMP TIME OFF PROGRAM (Yes/No)** | **Y** | **Y** | | **N** | **Y** | | **Y** | | **Y** | **Y** |
| **457 or 401K PLAN MATCH** | | | | **N** | | | **N** | | **N** | |
| **LIFE INSURANCE** | | | | | | | | | | |

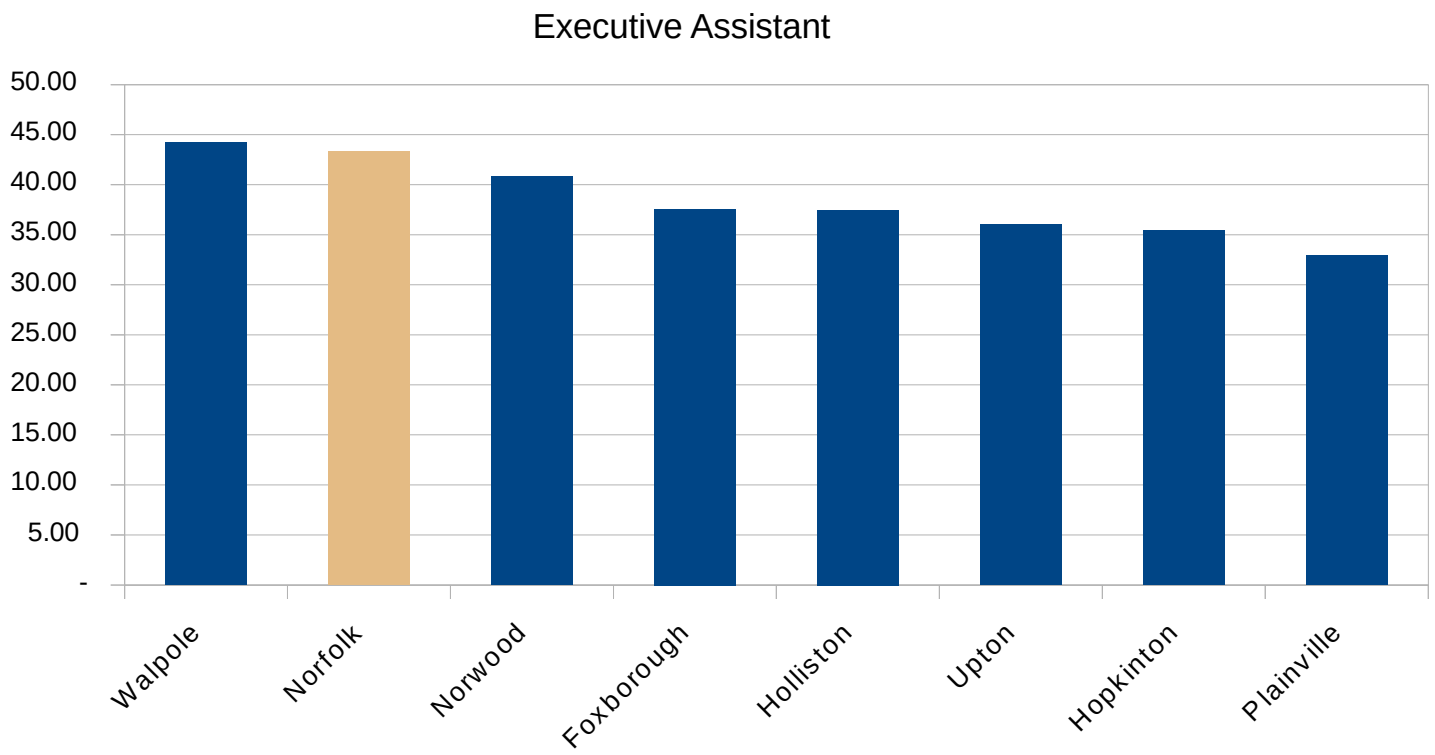
# BENEFITS SURVEY FOR THE TOWN OF NORFOLK - GENERAL GOVERNMENT

| MUNICIPALITY | NORFOLK | FORBOROUGH | HOLLISTON | HOPKINTON | MEDWAY | NORWOOD | PLAINVILLE | UPTON | WALPOLE | WRENTHAM |
|---|---|---|---|---|---|---|---|---|---|---|
| Group Life Insurance -Employer Contribution % | 63% | | | 50% | | | 0% | | 50% | 50% |
| **HEALTH INSURANCE** | | | | | | | | | | |
| Employer Contribution % Indemnity/PPO- Family Plan | 65.0% | 50% | | 85% | 60% | | 75% | 60% | 60% | 50% |
| Employer Contribution % Indemnity/PPO- Two Person Plan | 65.0% | 50% | | 76% | 60% | | NA | 60% | 60% | 50% |
| Employer Contribution % Indemnity/PPO- Individual Plan | 65.0% | 50% | | 76% | 60% | | 75% | 60% | 60% | 50% |
| **DISABILITY INCOME PROTECTION** | | | | | | | | | | |
| Short Term Disability | | | | NA | | | NA | | NA | |
| Long Term Disability - Benefit Amount | | | | 60% | | | NA | | NA | |
| Long Term Disability - Elimination Period | | | | 180 | | | | | | |
| Long Term Disability - Employer Share | | | | 0% | | | | | | |
| **DENTAL INSURANCE** | | | | | | | | | | |
| Employer Contribution %- Family Plan | | | | 0% | 0% | | 0% | | 50% | |
| Employer Contribution % - Two Person Plan | | | | 0% | 0% | | NA | | NA | |
| Employer Contribution % - Individual Plan | | | | 0% | 0% | | 0% | | 50% | |
| **VISION INSURANCE** | | | | | | | | | | |
| Employer Contribution %- Family Plan | | | | NA | | | NA | | 0% | |
| Employer Contribution % - Two Person Plan | | | | NA | | | NA | | 0% | |
| Employer Contribution % - Individual Plan | | | | NA | | | NA | | 0% | |

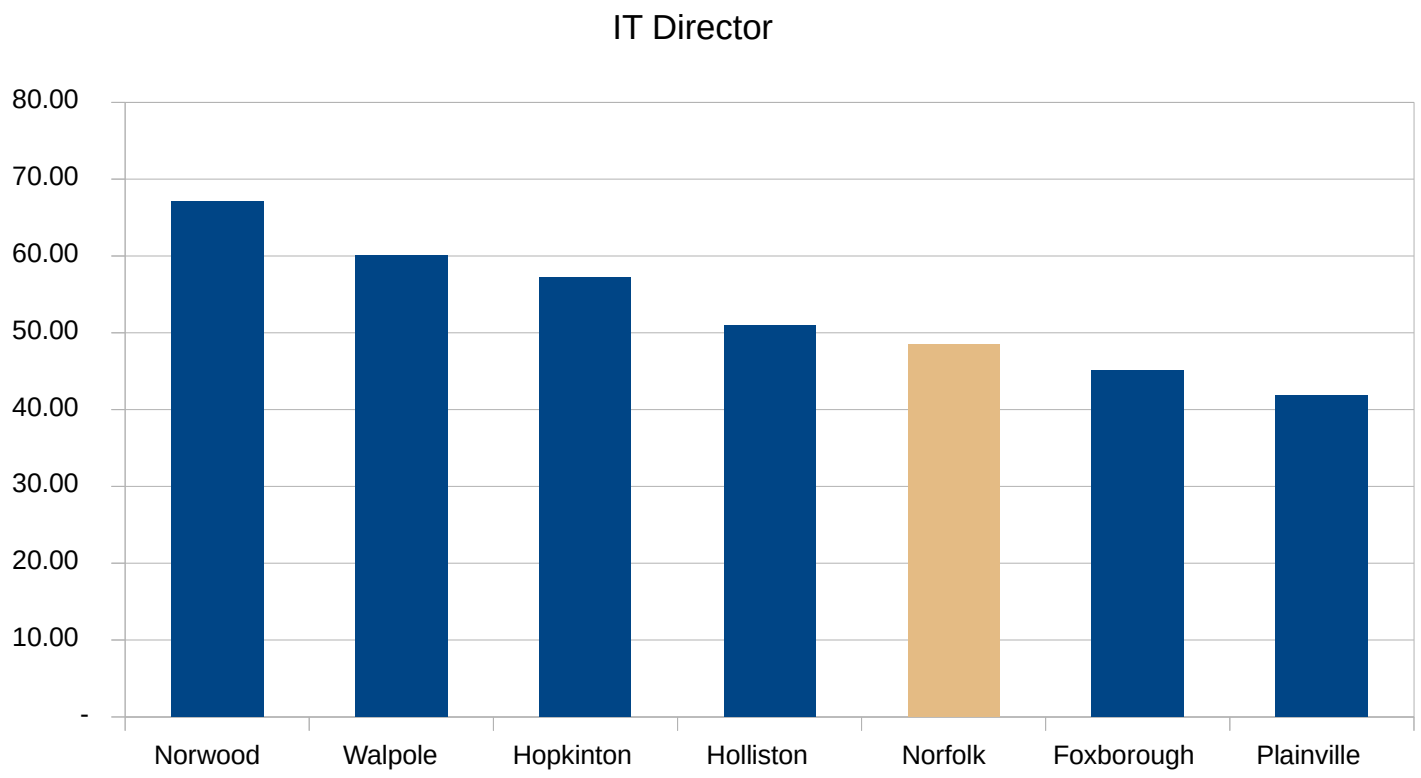
# Town of Norfolk, Massachusetts

## Market Data Graphs - Comparing Max Rates

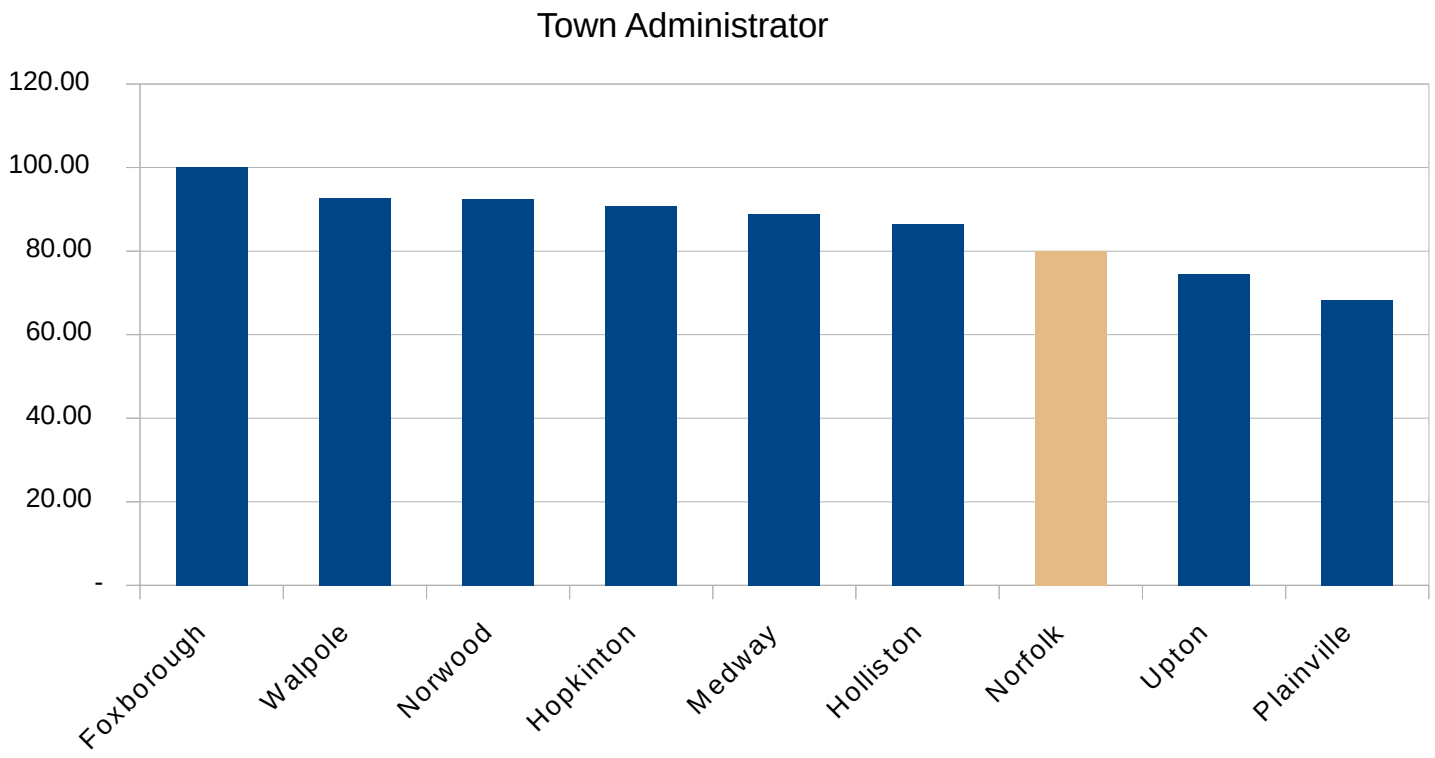
10 05 2020



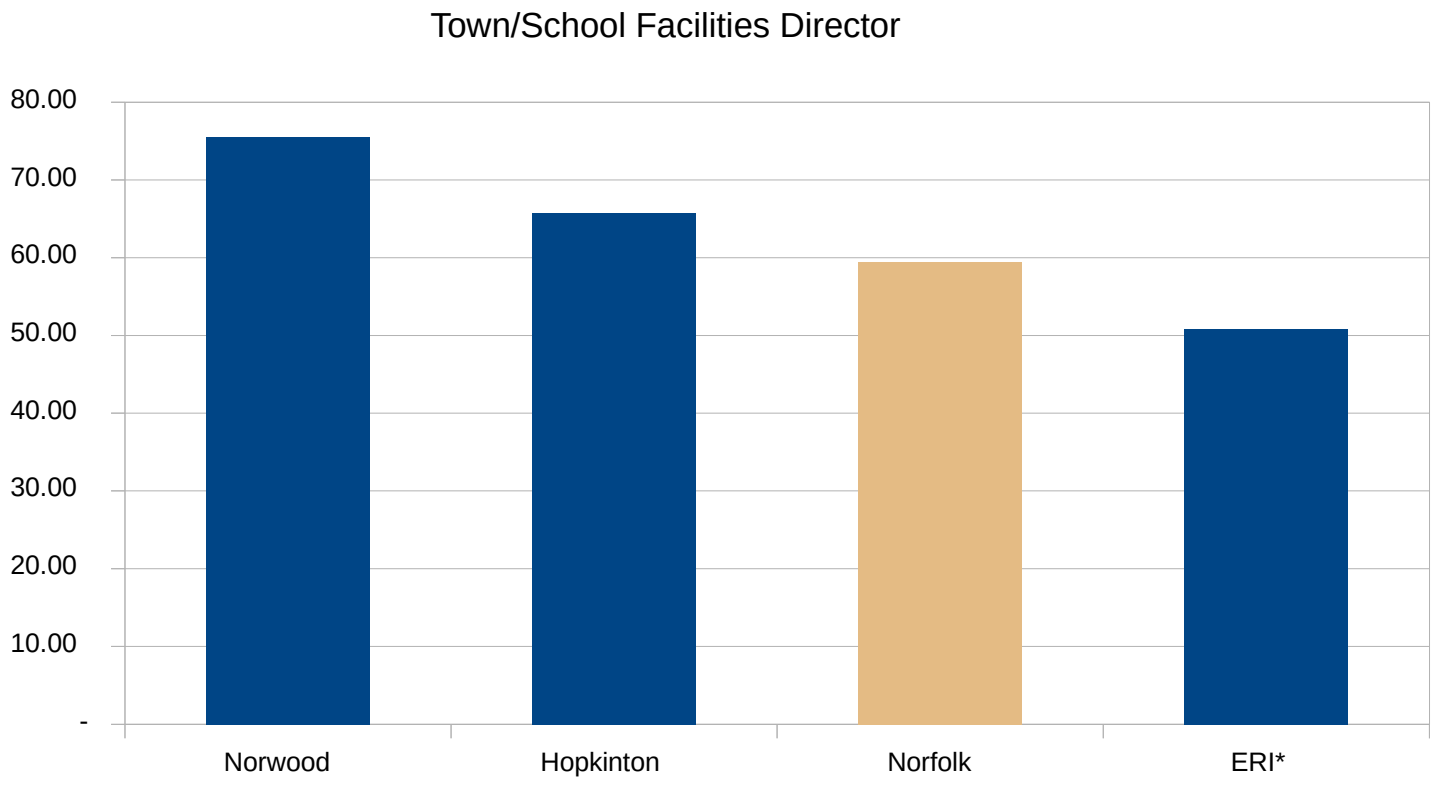

| | |
|---|---|
| Walpole | 44.21 |
| Norfolk | 43.35 |
| Norwood | 40.85 |
| Foxborough | 37.58 |
| Holliston | 37.47 |
| Upton | 36.00 |
| Hopkinton | 35.45 |
| Plainville | 32.92 |
| Medway | |
| Millis | |
| Wrentham | |
| ERI* | |



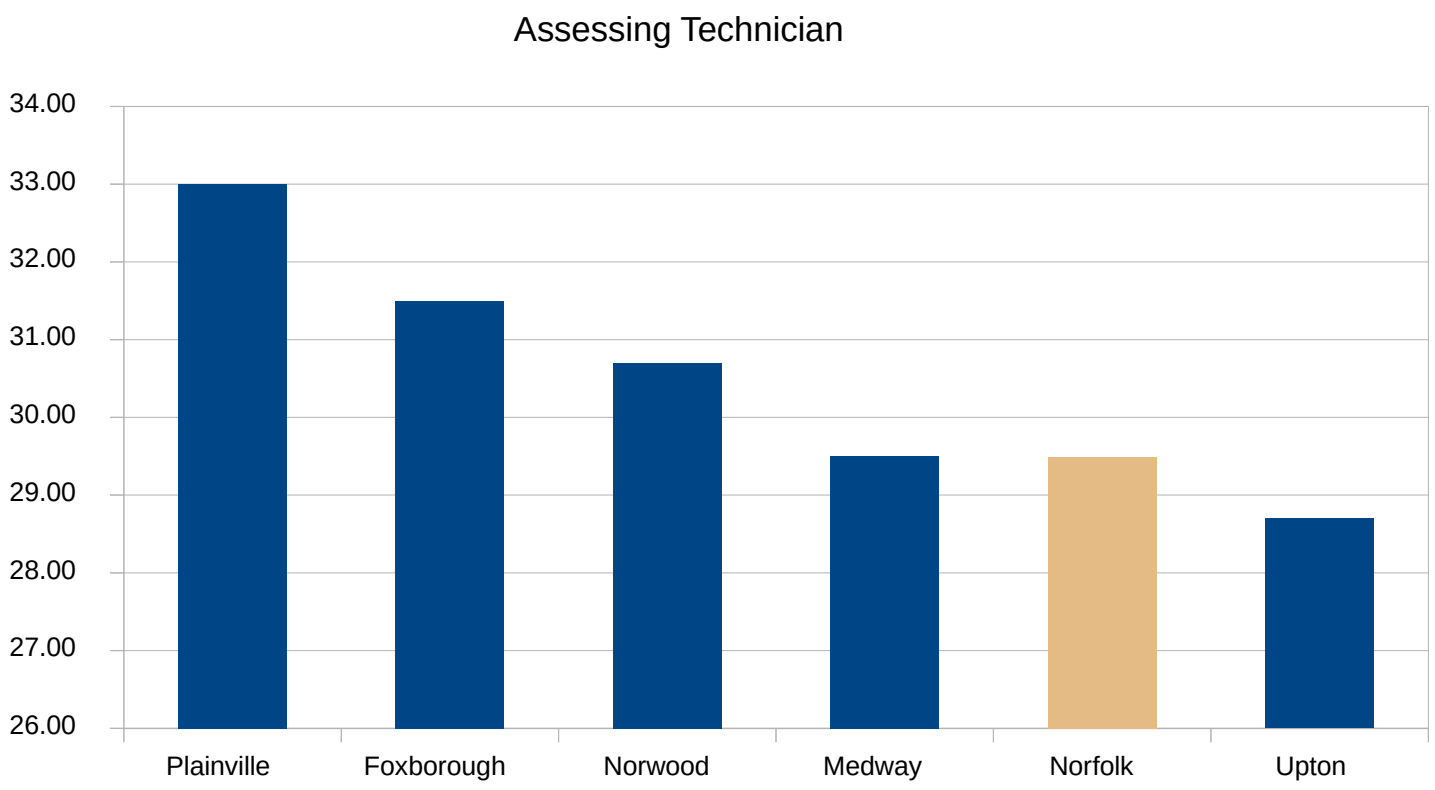

| | |
|---|---|
| Norwood | 67.11 |
| Walpole | 60.11 |
| Hopkinton | 57.23 |
| Holliston | 50.97 |
| Norfolk | 48.48 |
| Foxborough | 45.06 |
| Plainville | 41.81 |
| Medway | |
| Millis | |
| Upton | |
| Wrentham | |
| ERI* | |



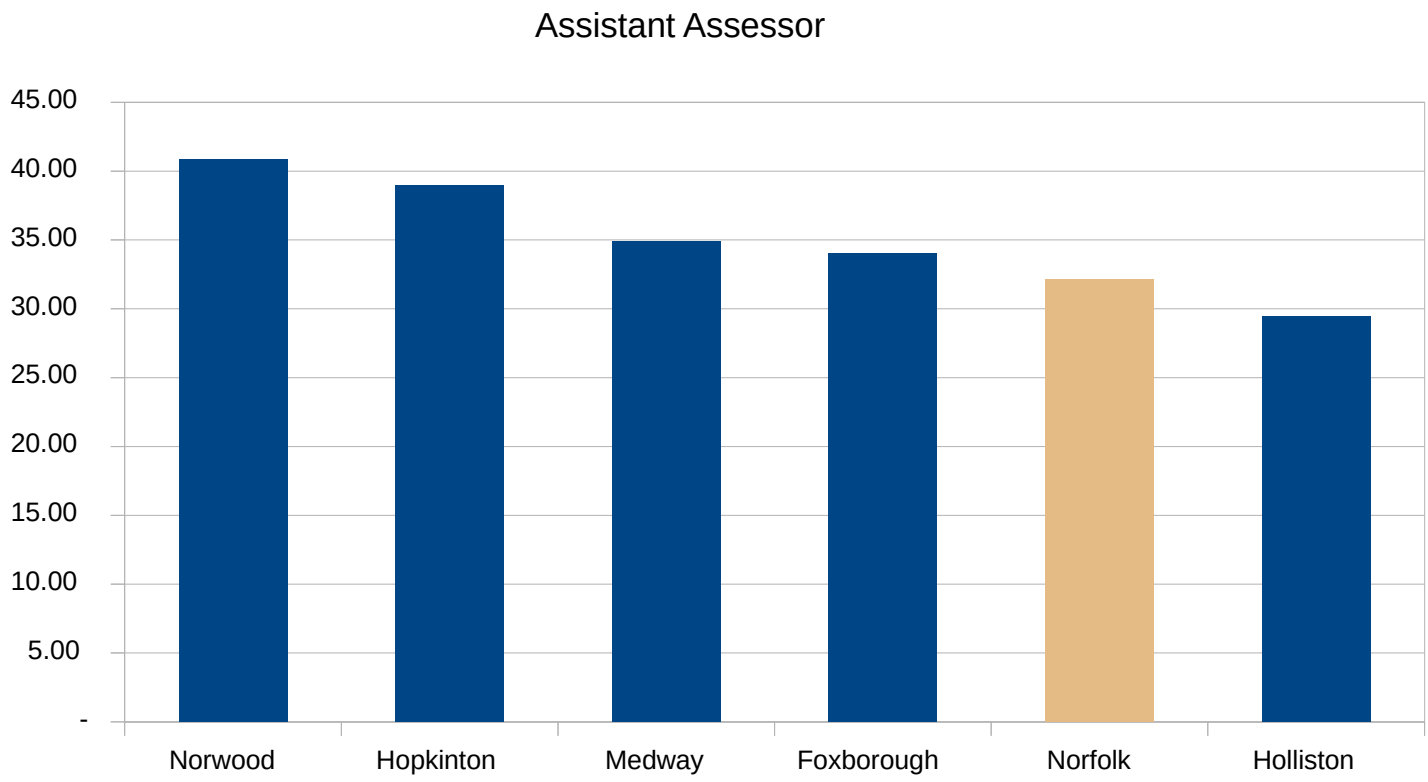

| | |
|---|---|
| Foxborough | 100.20 |
| Walpole | 92.75 |
| Norwood | 92.55 |
| Hopkinton | 90.86 |
| Medway | 88.94 |
| Holliston | 86.54 |
| Norfolk | 80.03 |
| Upton | 74.50 |
| Plainville | 68.37 |
| Millis | |
| Wrentham | |
| ERI* | |



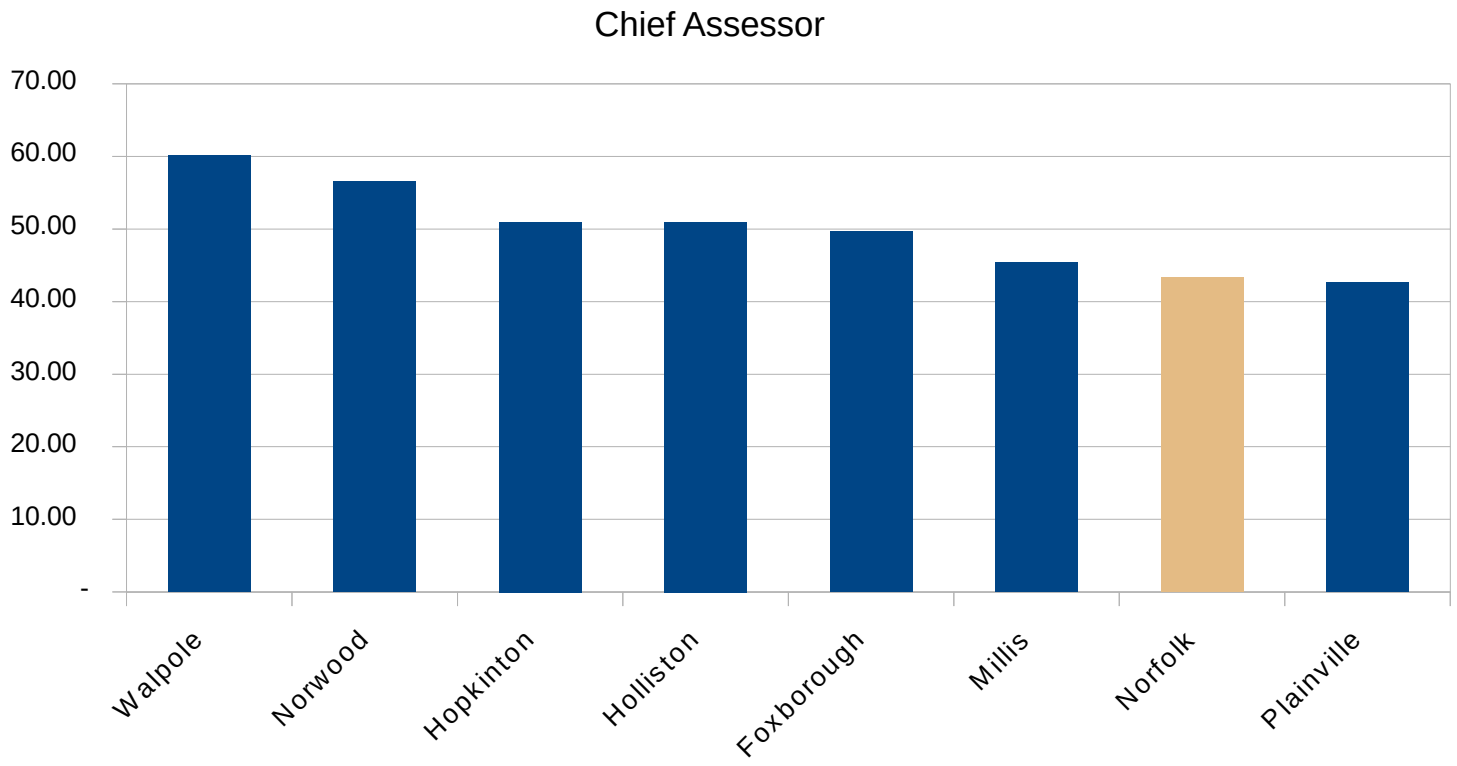

| | |
|---|---|
| Norwood | 75.50 |
| Hopkinton | 65.81 |
| Norfolk | 59.44 |
| ERI* | 50.80 |
| Foxborough | |
| Holliston | |
| Medway | |
| Millis | |
| Plainville | |
| Upton | |
| Walpole | |
| Wrentham | |



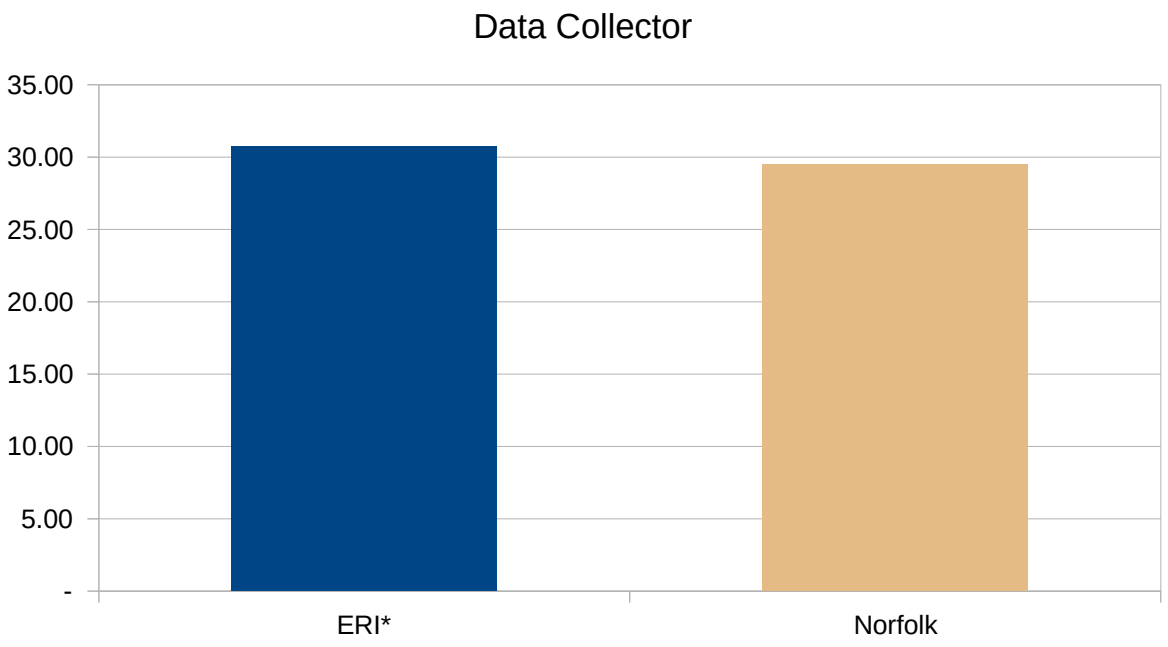

| | |
|---|---|
| Plainville | 33.00 |
| Foxborough | 31.50 |
| Norwood | 30.70 |
| Medway | 29.50 |
| Norfolk | 29.49 |
| Upton | 28.70 |
| Holliston | |
| Hopkinton | |
| Millis | |
| Walpole | |
| Wrentham | |
| ERI* | |



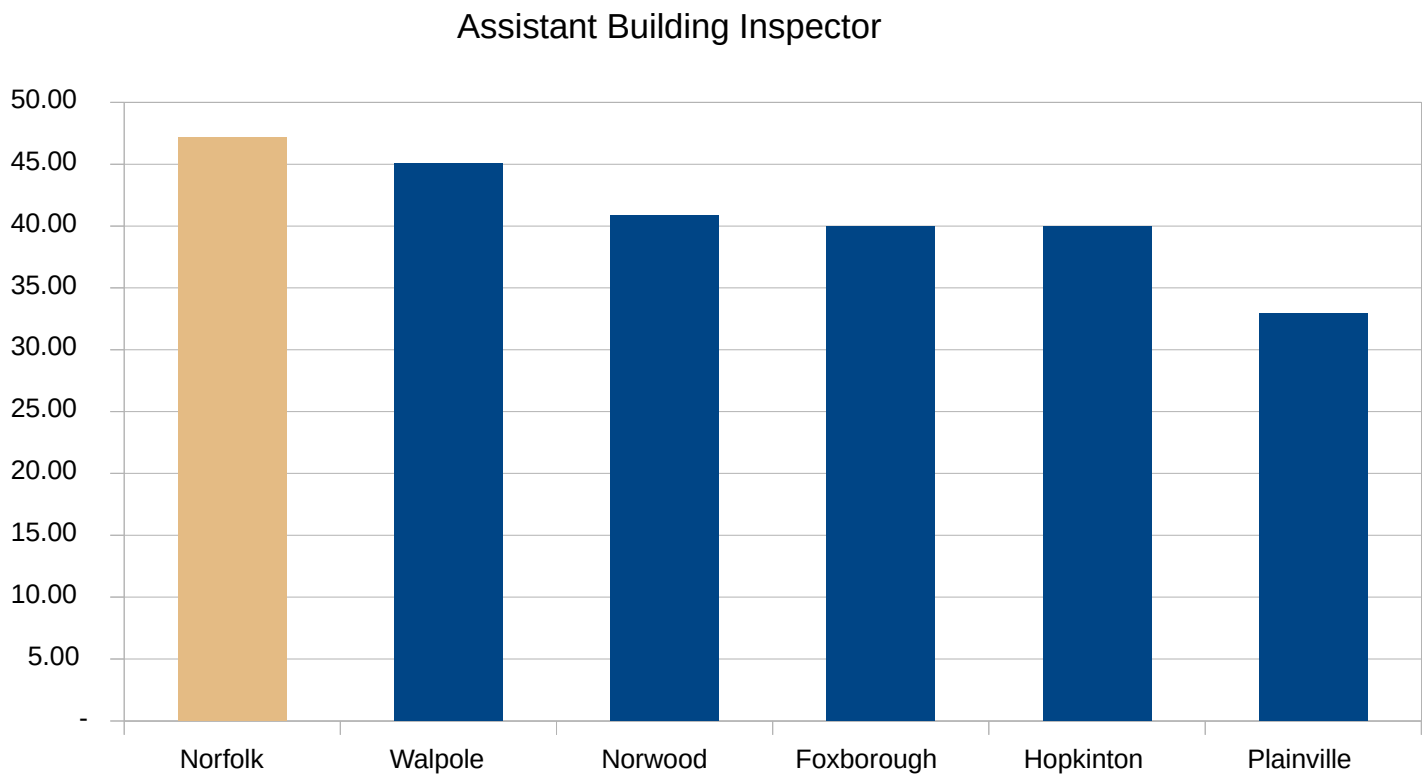

| | |
|---|---|
| Norwood | 40.85 |
| Hopkinton | 38.99 |
| Medway | 34.87 |
| Foxborough | 34.02 |
| Norfolk | 32.10 |
| Holliston | 29.46 |
| Millis | |
| Plainville | |
| Upton | |
| Walpole | |
| Wrentham | |
| ERI* | |



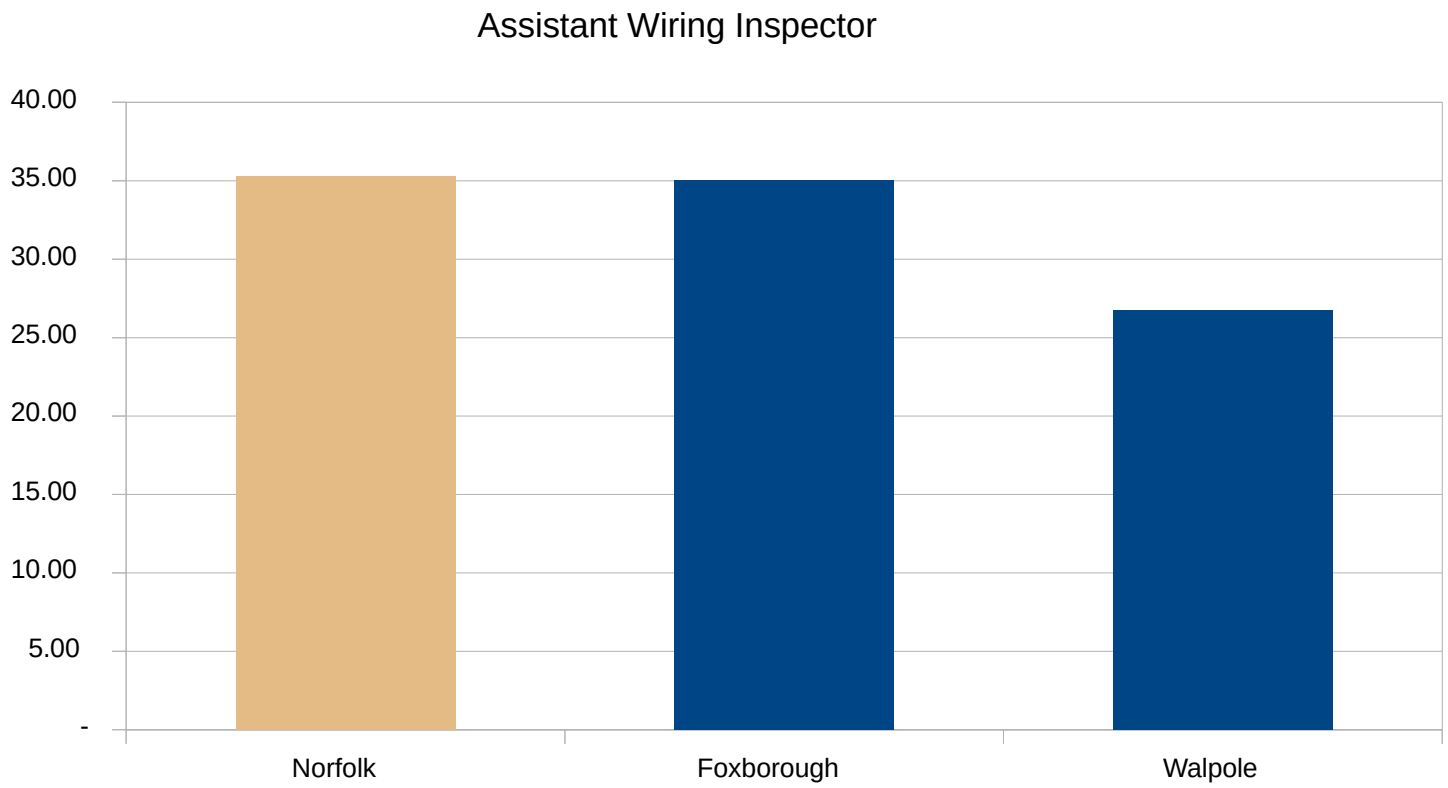

| | |
|---|---|
| Walpole | 60.11 |
| Norwood | 56.54 |
| Hopkinton | 50.97 |
| Holliston | 50.97 |
| Foxborough | 49.62 |
| Millis | 45.39 |
| Norfolk | 43.35 |
| Plainville | 42.64 |
| Medway | |
| Upton | |
| Wrentham | |
| ERI* | |



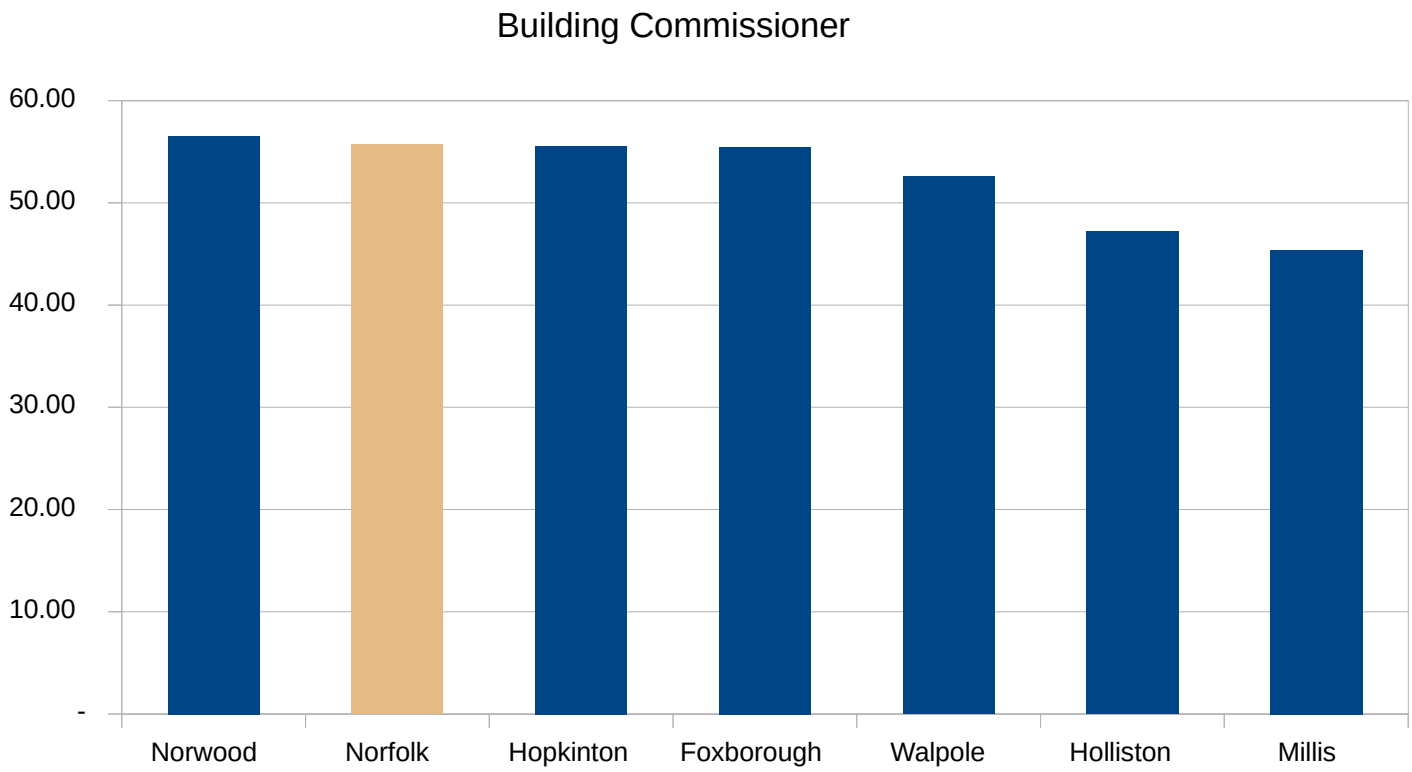

| Foxborough | inspection |
|---|---|
| ERI* | 30.74 |
| Norfolk | 29.49 |
| Holliston | |
| Hopkinton | |
| Medway | |
| Millis | |
| Norwood | |
| Plainville | |
| Upton | |
| Walpole | |
| Wrentham | |



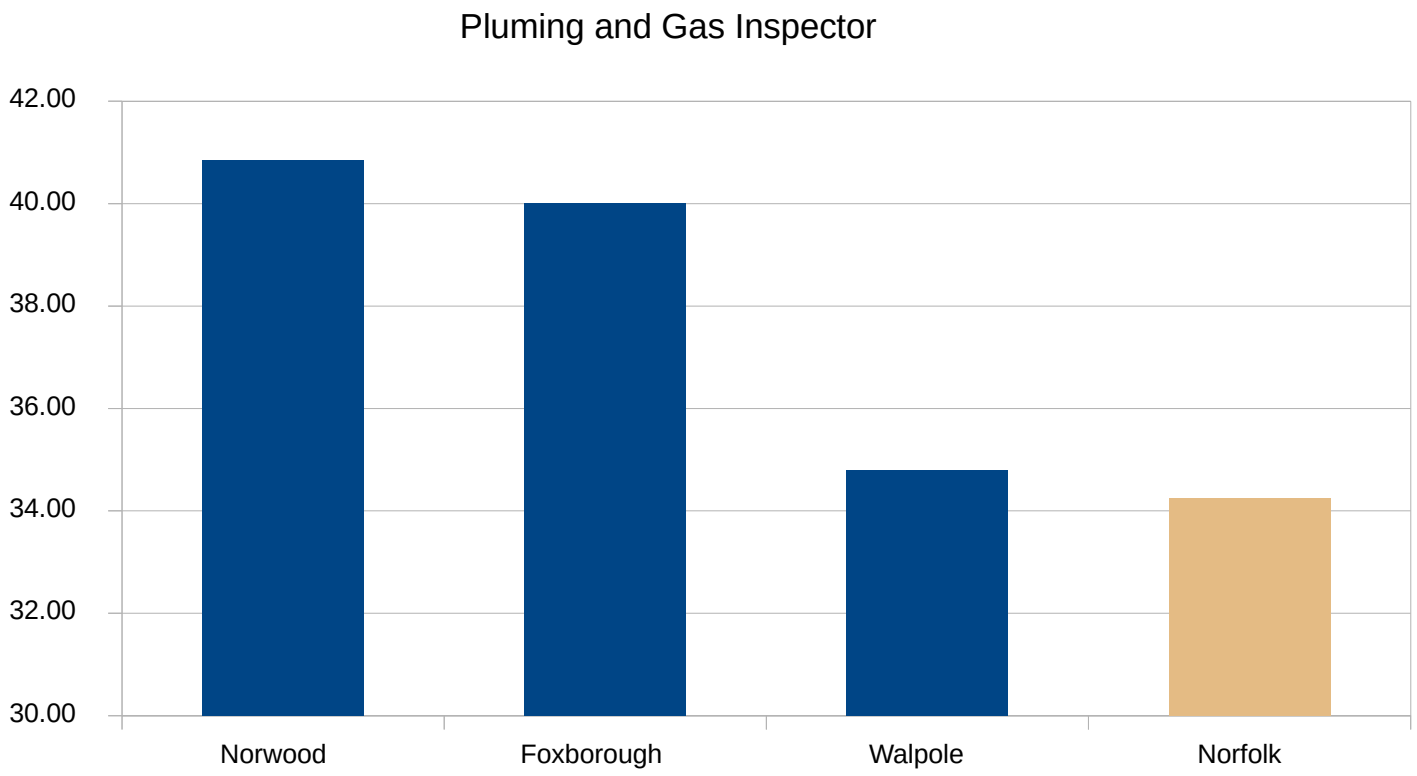

| Millis | and $600/yr |
|---|---|
| Norfolk | 47.12 |
| Walpole | 45.09 |
| Norwood | 40.85 |
| Foxborough | 40.00 |
| Hopkinton | 40.00 |
| Plainville | 32.92 |
| Holliston | |
| Medway | |
| Upton | |
| Wrentham | |
| ERI* | |



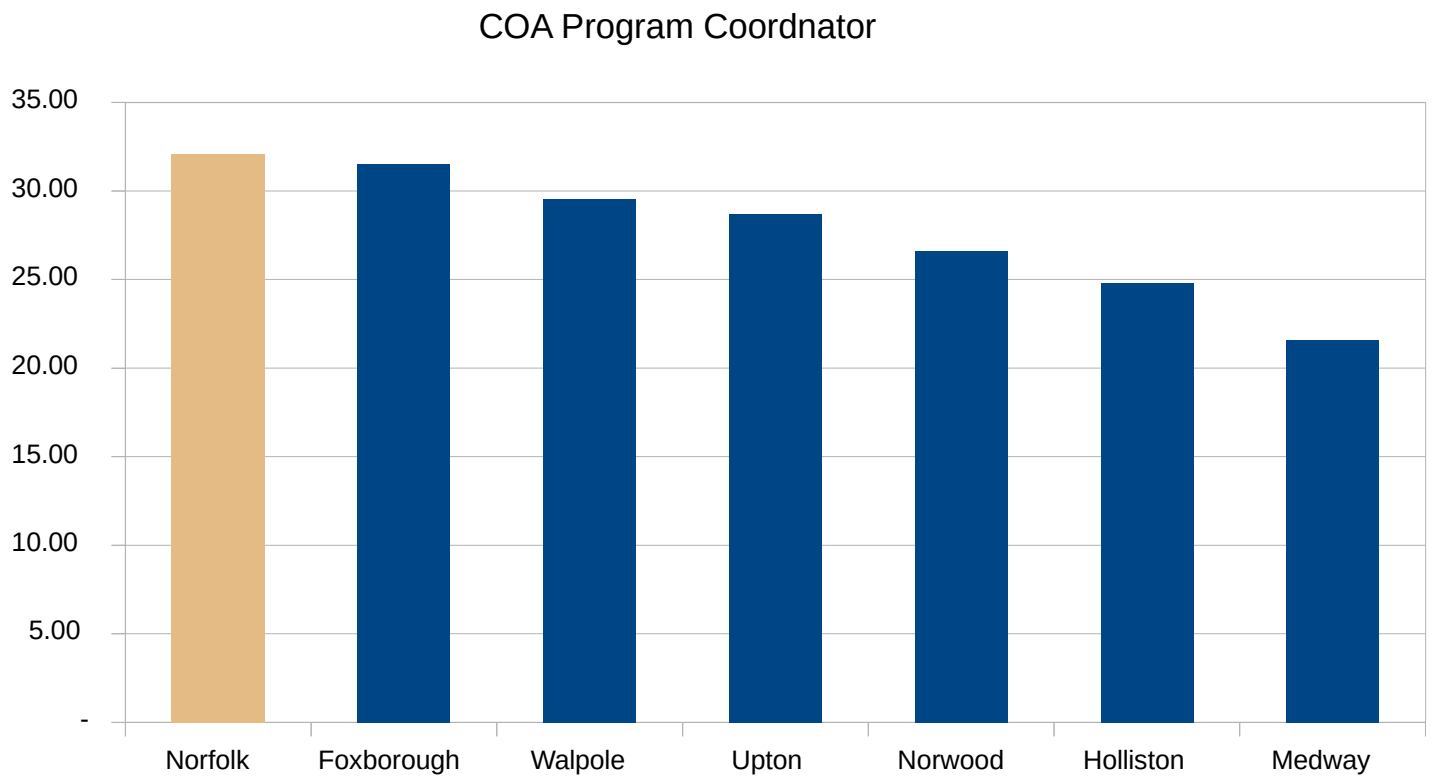

| | |
|---|---|
| Upton | $3,541/yr |
| Millis | and $600/yr |
| Norfolk | 35.25 |
| Foxborough | 35.00 |
| Walpole | 26.74 |
| Holliston | |
| Hopkinton | |
| Medway | |
| Norwood | |
| Plainville | |
| Wrentham | |
| ERI* | |



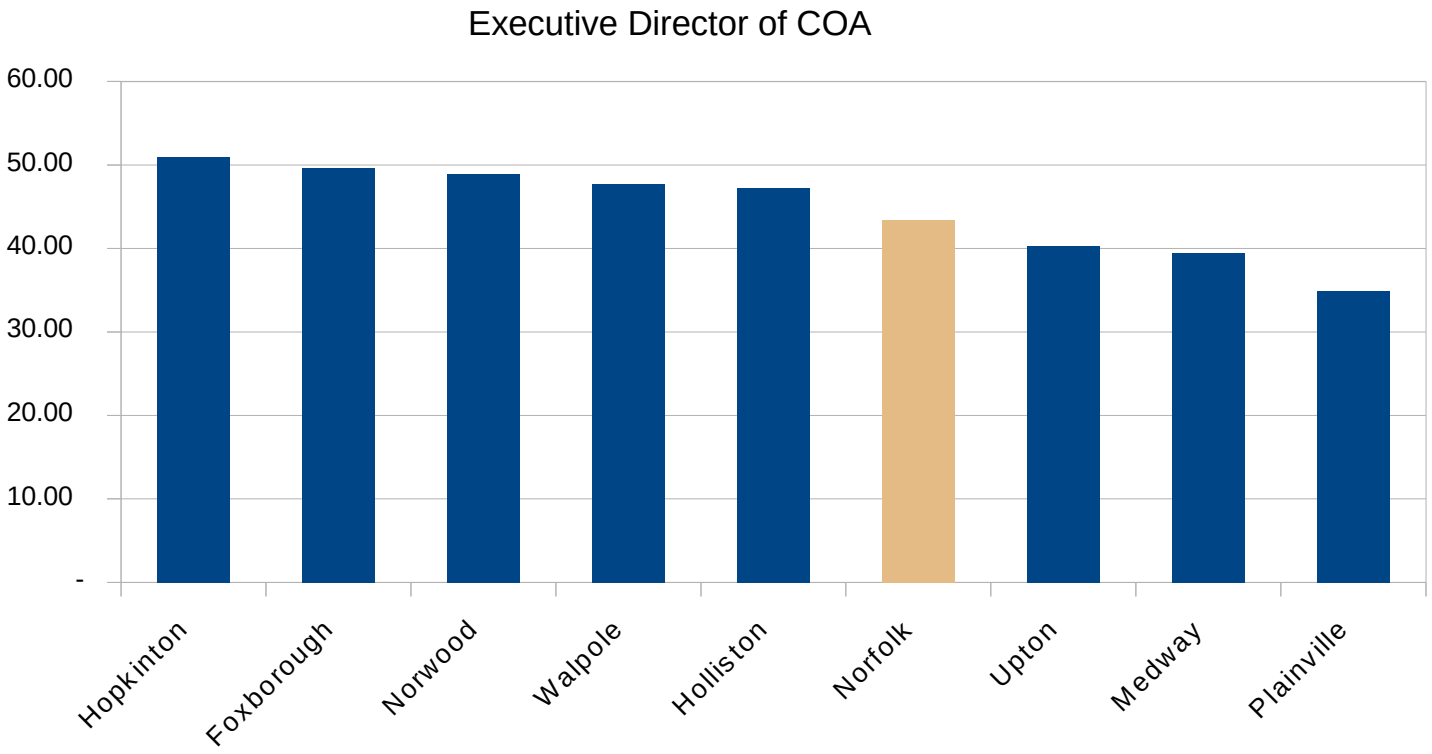

| | |
|---|---|
| Norwood | 56.54 |
| Norfolk | 55.75 |
| Hopkinton | 55.57 |
| Foxborough | 55.46 |
| Walpole | 52.60 |
| Holliston | 47.20 |
| Millis | 45.39 |
| Medway | |
| Plainville | |
| Upton | |
| Wrentham | |
| ERI* | |



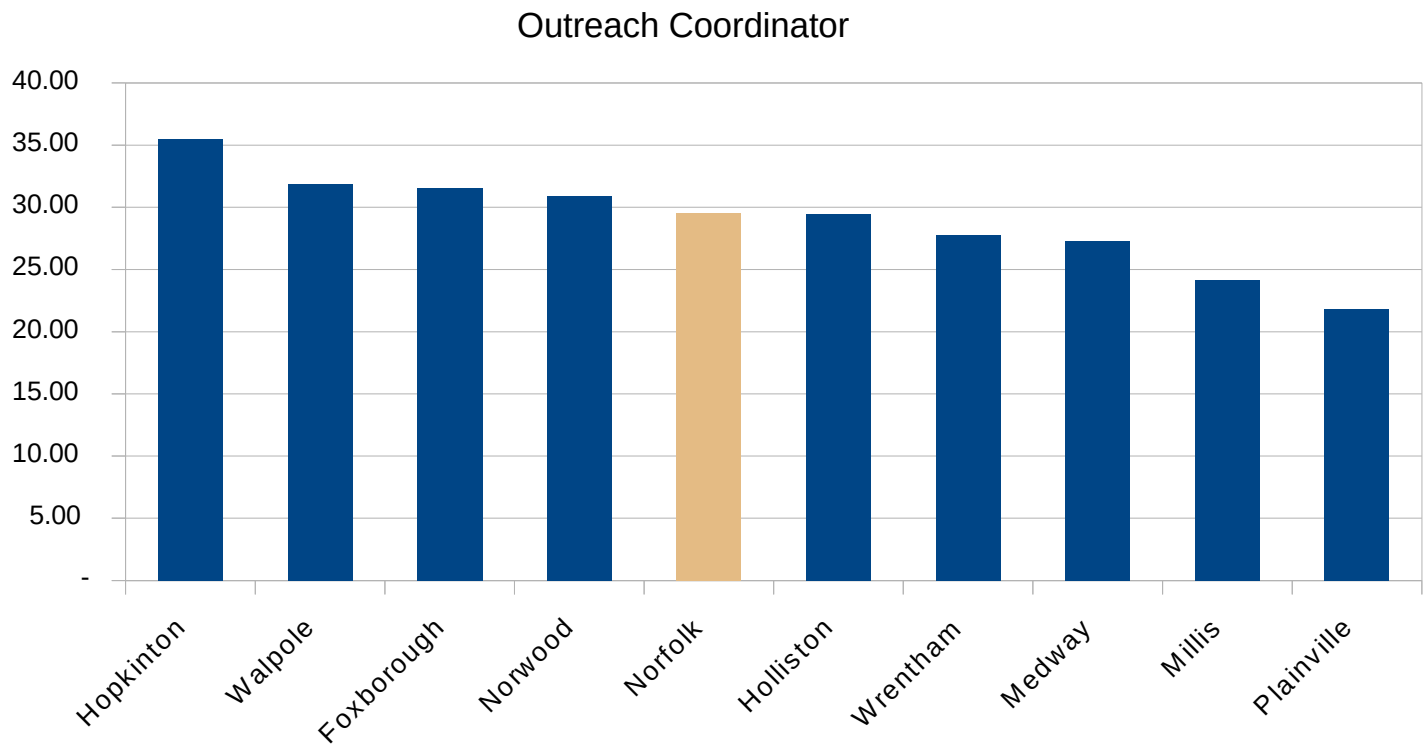

| | |
|---|---|
| Upton | $7,083/yr |
| Hopkinton | $2,500/yr |
| Millis | and $6,280/yr |
| Norwood | 40.85 |
| Foxborough | 40.00 |
| Walpole | 34.79 |
| Norfolk | 34.25 |
| Holliston | |
| Medway | |
| Plainville | |
| Wrentham | |
| ERI* | |



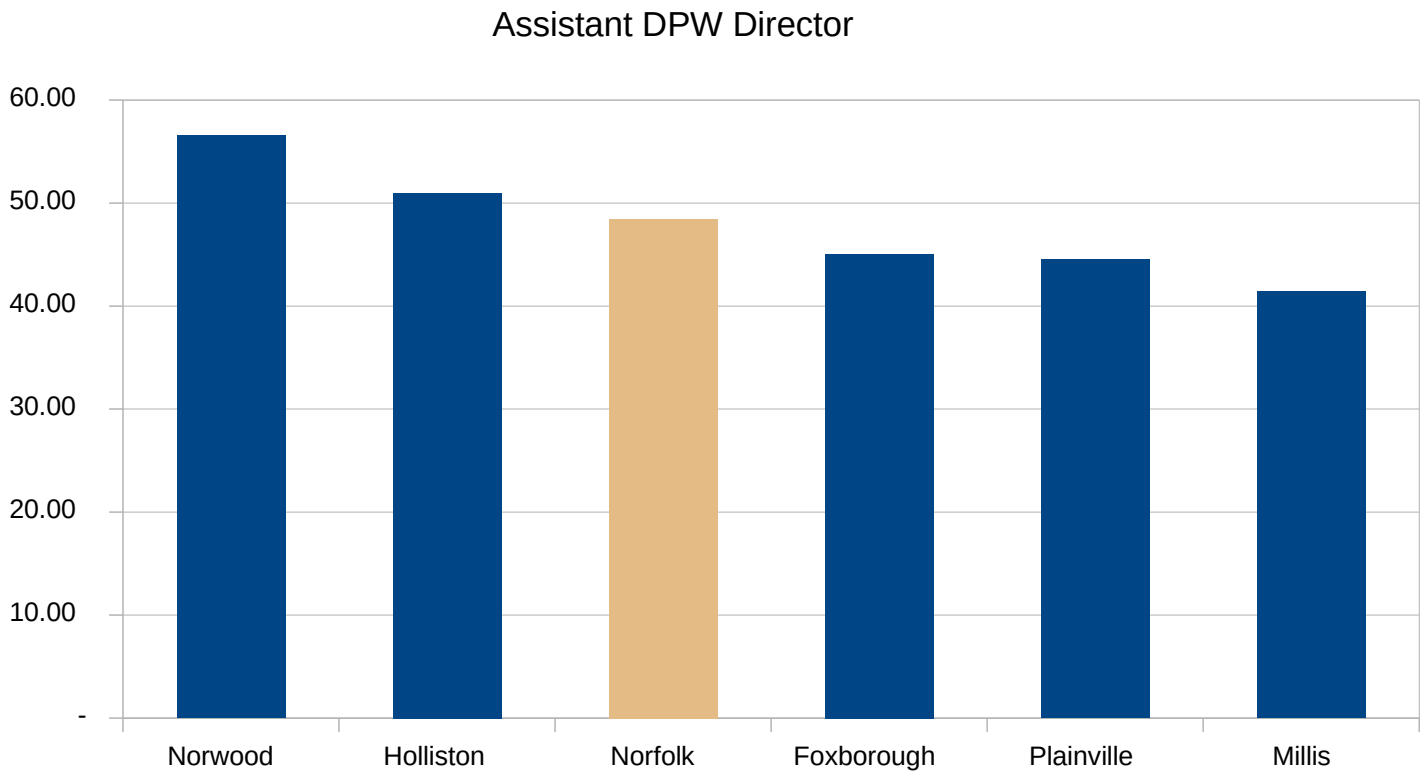

| | |
|---|---|
| Norfolk | 32.10 |
| Foxborough | 31.50 |
| Walpole | 29.54 |
| Upton | 28.70 |
| Norwood | 26.61 |
| Holliston | 24.81 |
| Medway | 21.60 |
| Hopkinton | |
| Millis | |
| Plainville | |
| Wrentham | |
| ERI* | |



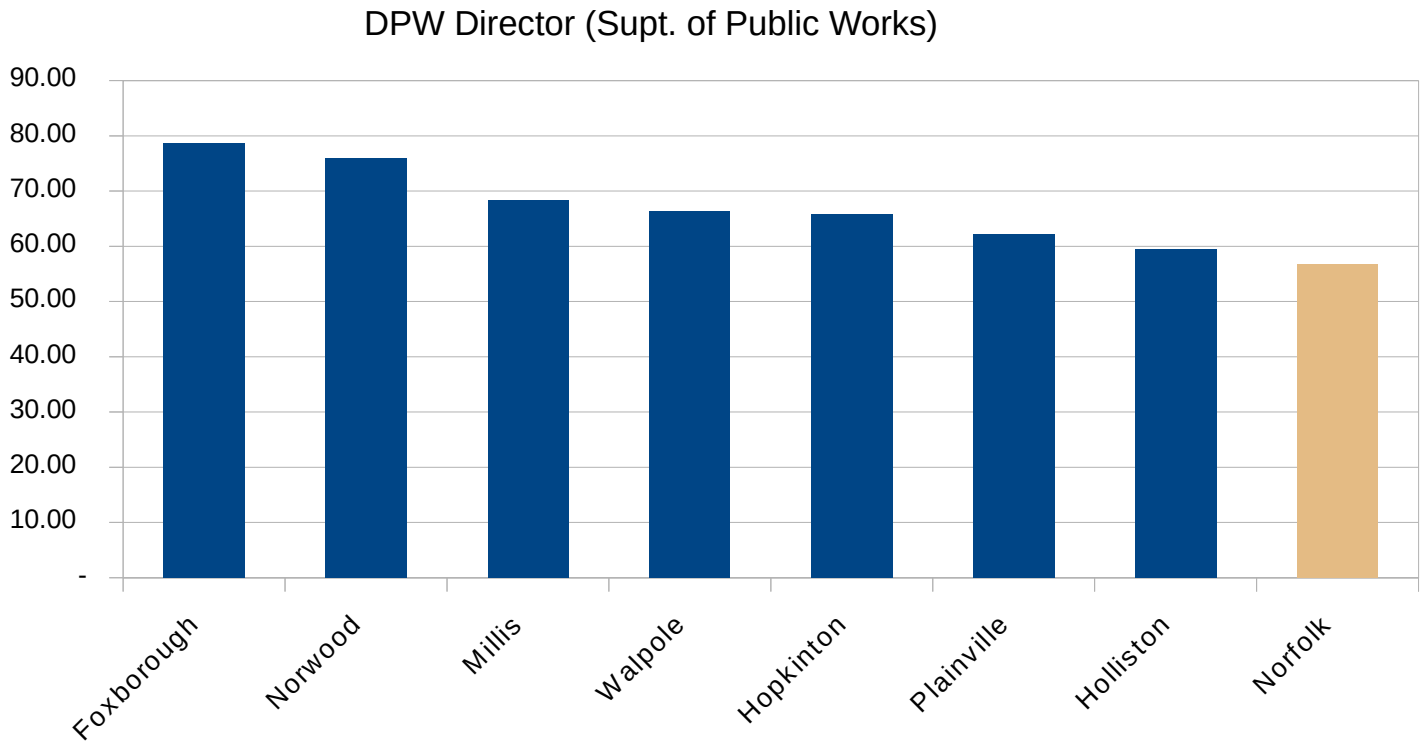

| | |
|---|---|
| Hopkinton | 50.97 |
| Foxborough | 49.62 |
| Norwood | 48.92 |
| Walpole | 47.71 |
| Holliston | 47.20 |
| Norfolk | 43.35 |
| Upton | 40.32 |
| Medway | 39.41 |
| Plainville | 34.88 |
| Millis | |
| Wrentham | |
| ERI* | |



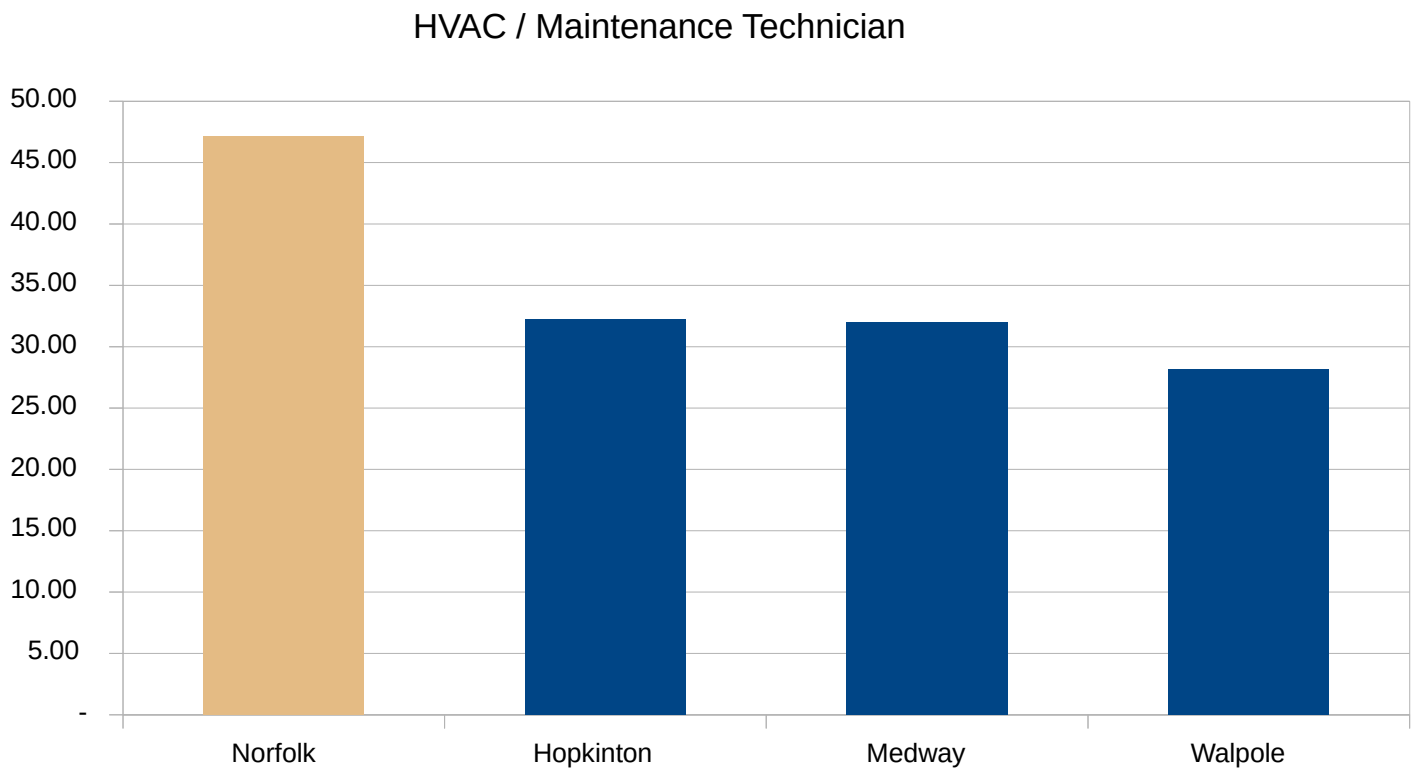

| | |
|---|---|
| Hopkinton | 35.45 |
| Walpole | 31.88 |
| Foxborough | 31.50 |
| Norwood | 30.87 |
| Norfolk | 29.49 |
| Holliston | 29.46 |
| Wrentham | 27.78 |
| Medway | 27.26 |
| Millis | 24.14 |
| Plainville | 21.78 |
| Upton | |
| ERI* | |



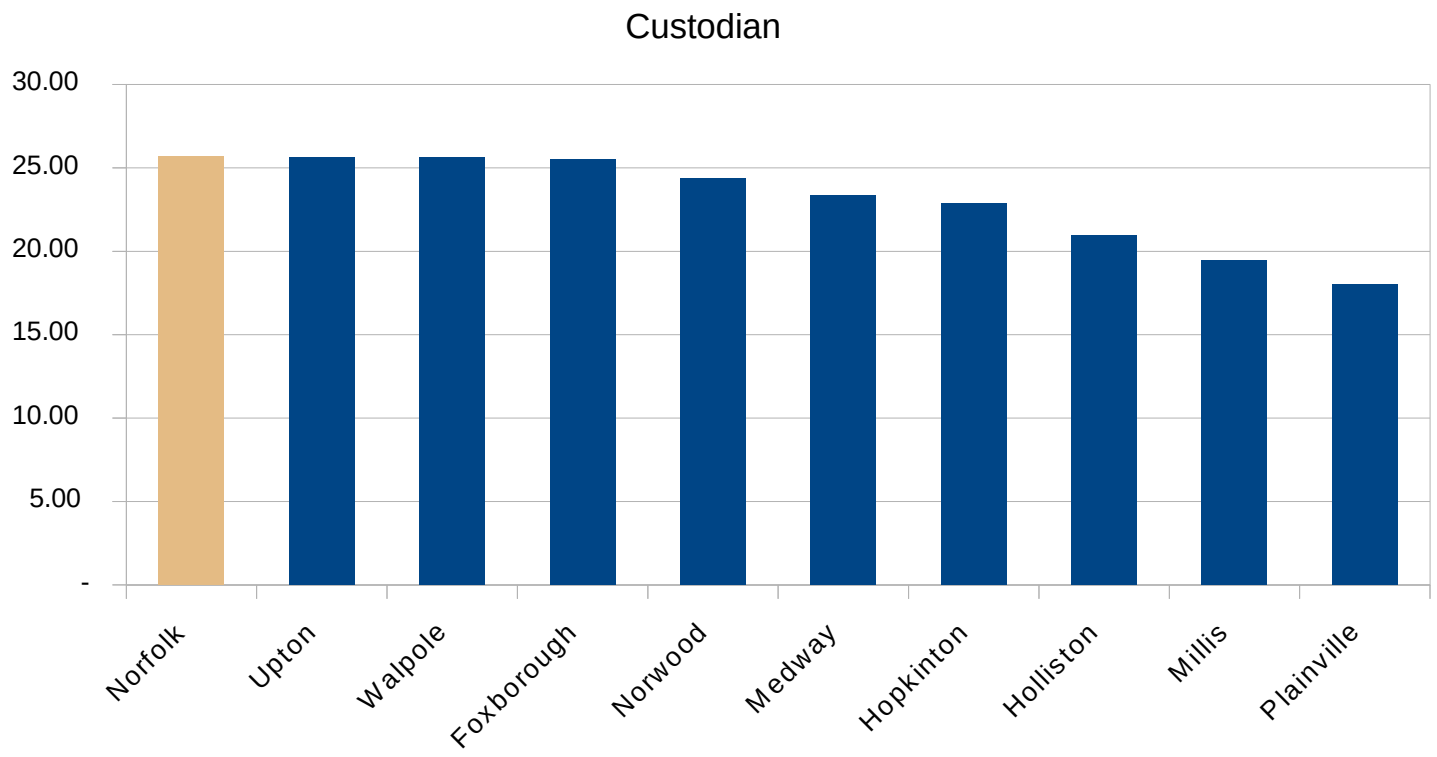

| | |
|---|---|
| Norwood | 56.54 |
| Holliston | 50.97 |
| Norfolk | 48.48 |
| Foxborough | 45.06 |
| Plainville | 44.52 |
| Millis | 41.40 |
| Hopkinton | |
| Medway | |
| Upton | |
| Walpole | |
| Wrentham | |
| ERI* | |



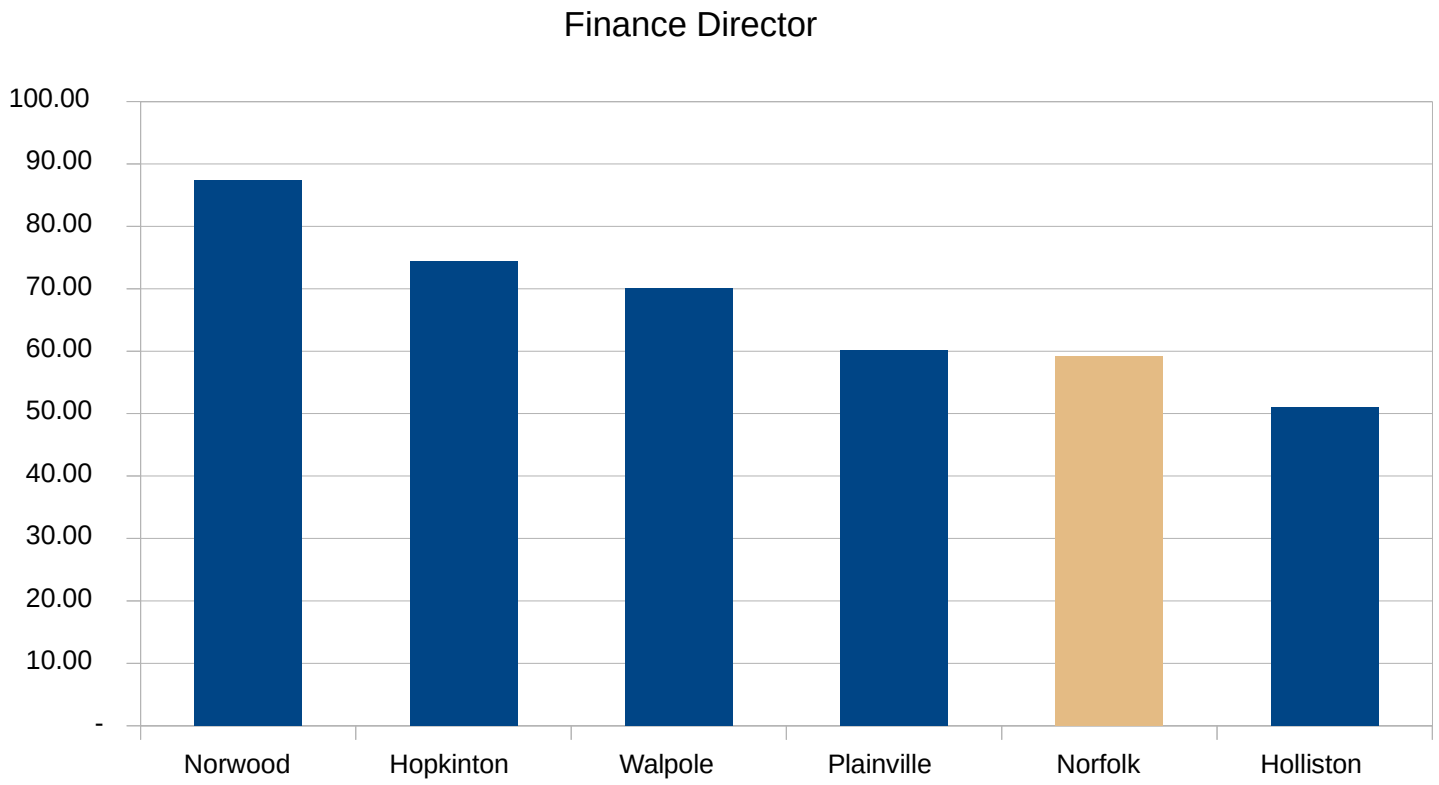

| | |
|---|---|
| Foxborough | 78.67 |
| Norwood | 75.92 |
| Millis | 68.25 |
| Walpole | 66.24 |
| Hopkinton | 65.81 |
| Plainville | 62.23 |
| Holliston | 59.45 |
| Norfolk | 56.73 |
| Medway | |
| Upton | |
| Wrentham | |
| ERI* | |



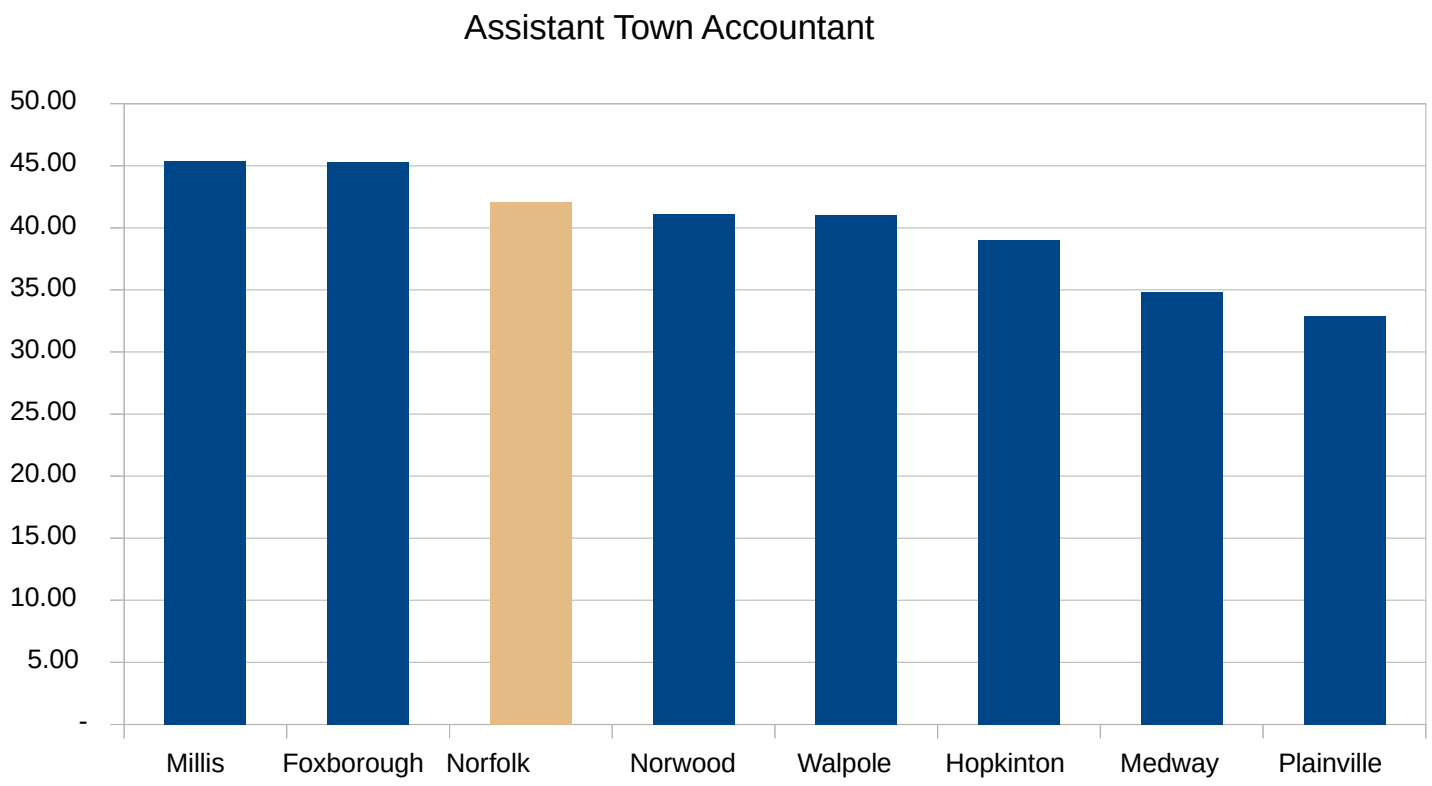

| | |
|---|---|
| Norfolk | 47.12 |
| Hopkinton | 32.23 |
| Medway | 32.02 |
| Walpole | 28.13 |
| Foxborough | |
| Holliston | |
| Millis | |
| Norwood | |
| Plainville | |
| Upton | |
| Wrentham | |
| ERI* | |



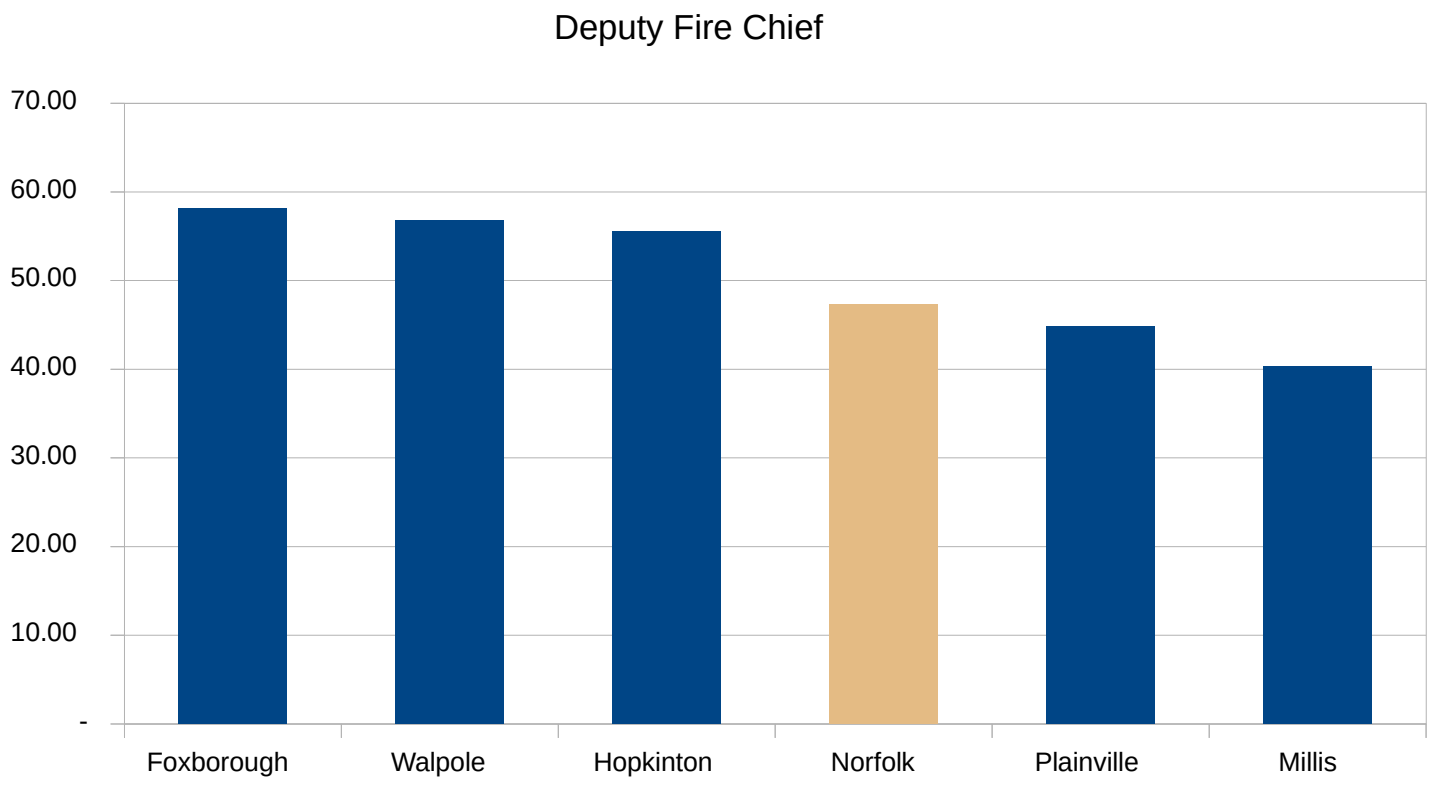

| | |
|---|---|
| Norfolk | 25.67 |
| Upton | 25.61 |
| Walpole | 25.59 |
| Foxborough | 25.52 |
| Norwood | 24.39 |
| Medway | 23.37 |
| Hopkinton | 22.84 |
| Holliston | 20.92 |
| Millis | 19.44 |
| Plainville | 18.00 |
| Wrentham | |
| ERI* | |



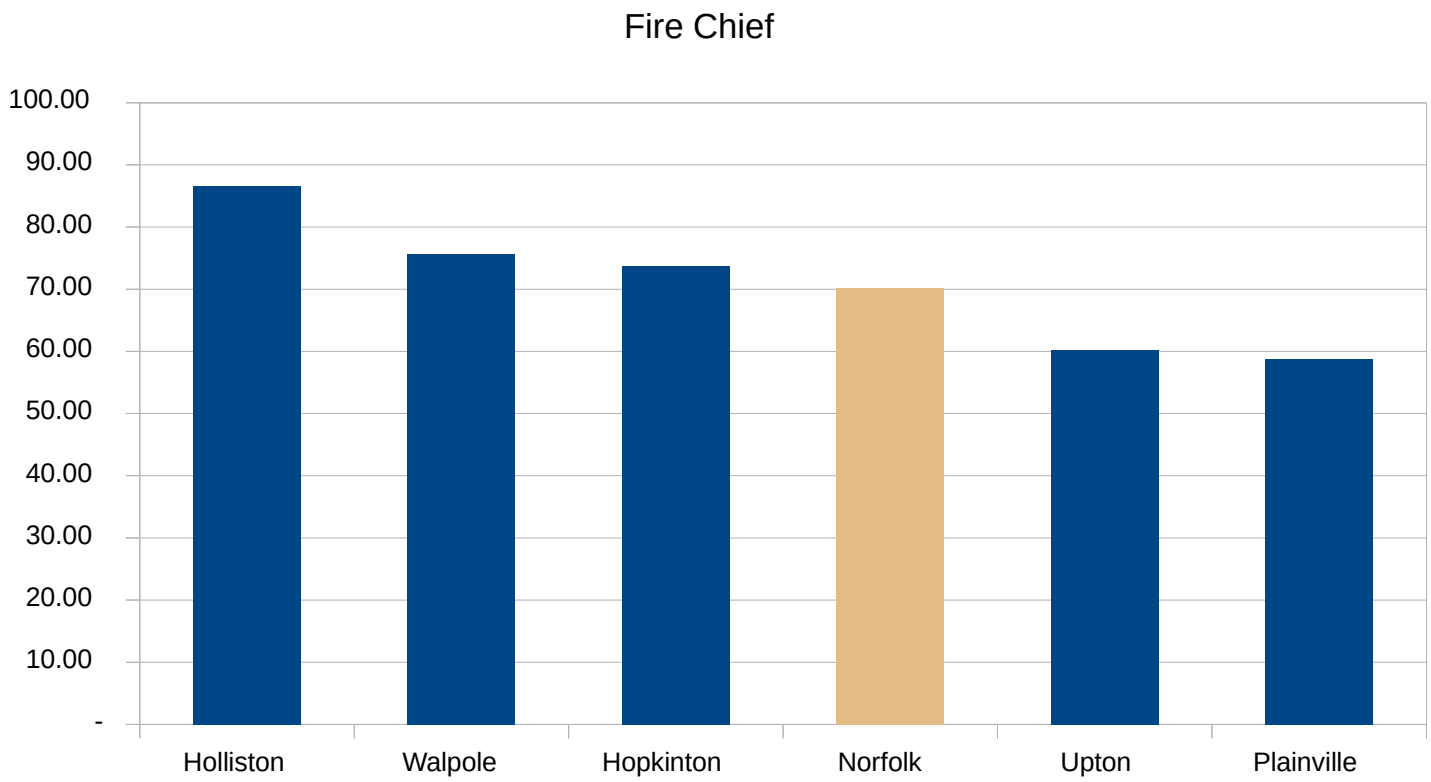

| | |
|---|---|
| Norwood | 87.33 |
| Hopkinton | 74.37 |
| Walpole | 70.10 |
| Plainville | 60.10 |
| Norfolk | 59.19 |
| Holliston | 50.97 |
| Foxborough | |
| Medway | |
| Millis | |
| Upton | |
| Wrentham | |
| ERI* | |



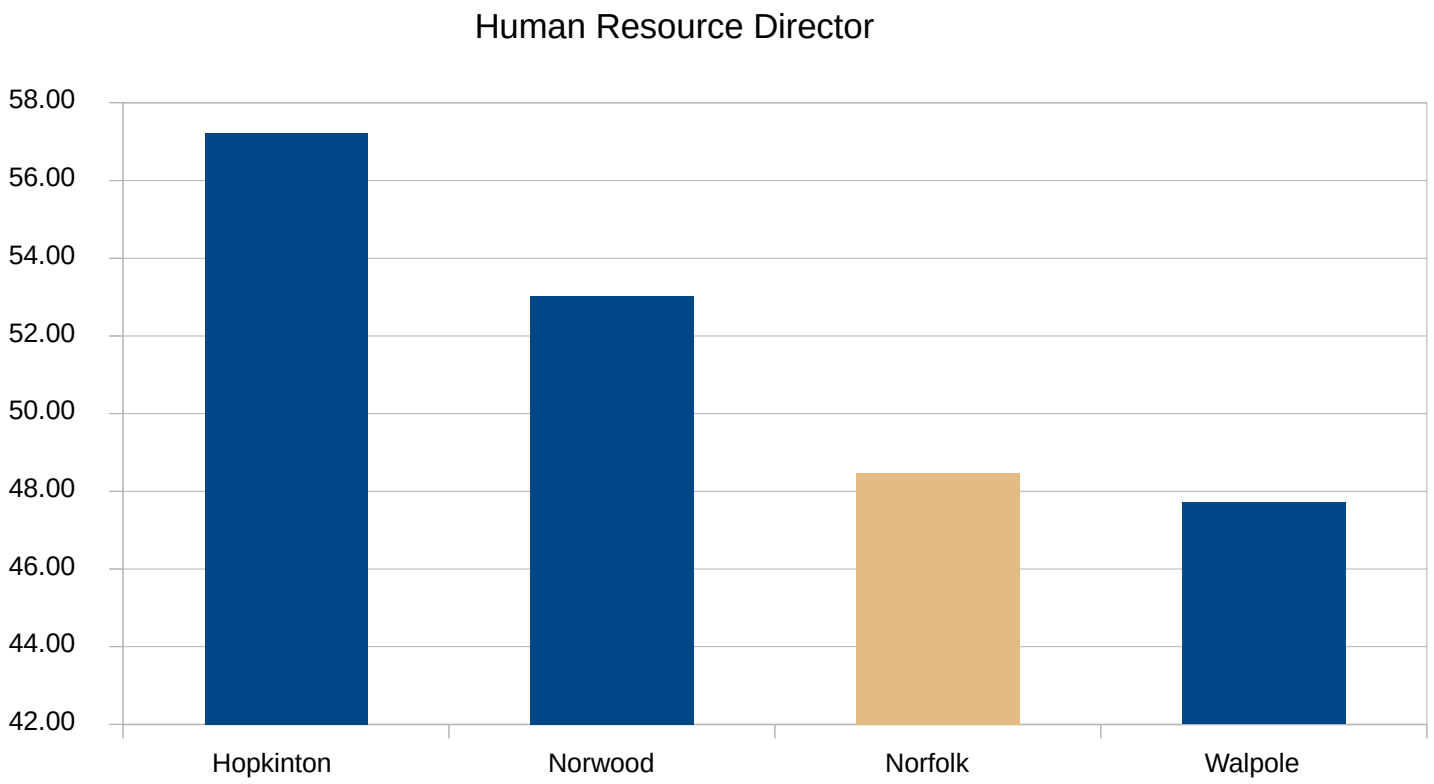

| | |
|---|---|
| Millis | 45.39 |
| Foxborough | 45.35 |
| Norfolk | 42.06 |
| Norwood | 41.08 |
| Walpole | 41.00 |
| Hopkinton | 38.99 |
| Medway | 34.87 |
| Plainville | 32.92 |
| Holliston | |
| Upton | |
| Wrentham | |
| ERI* | |



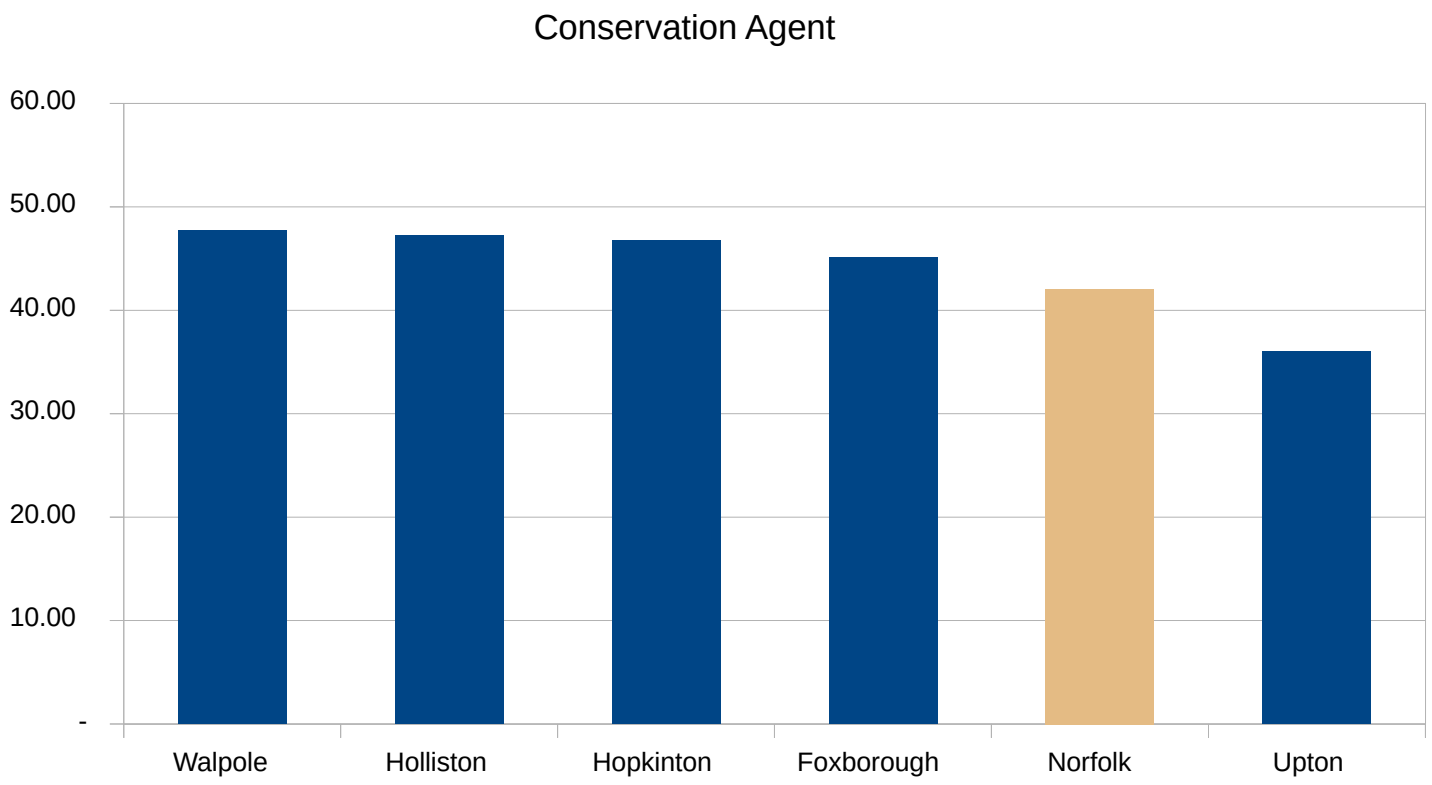

| | |
|---|---|
| Foxborough | 58.16 |
| Walpole | 56.79 |
| Hopkinton | 55.57 |
| Norfolk | 47.26 |
| Plainville | 44.82 |
| Millis | 40.35 |
| Holliston | |
| Medway | |
| Norwood | |
| Upton | |
| Wrentham | |
| ERI* | |



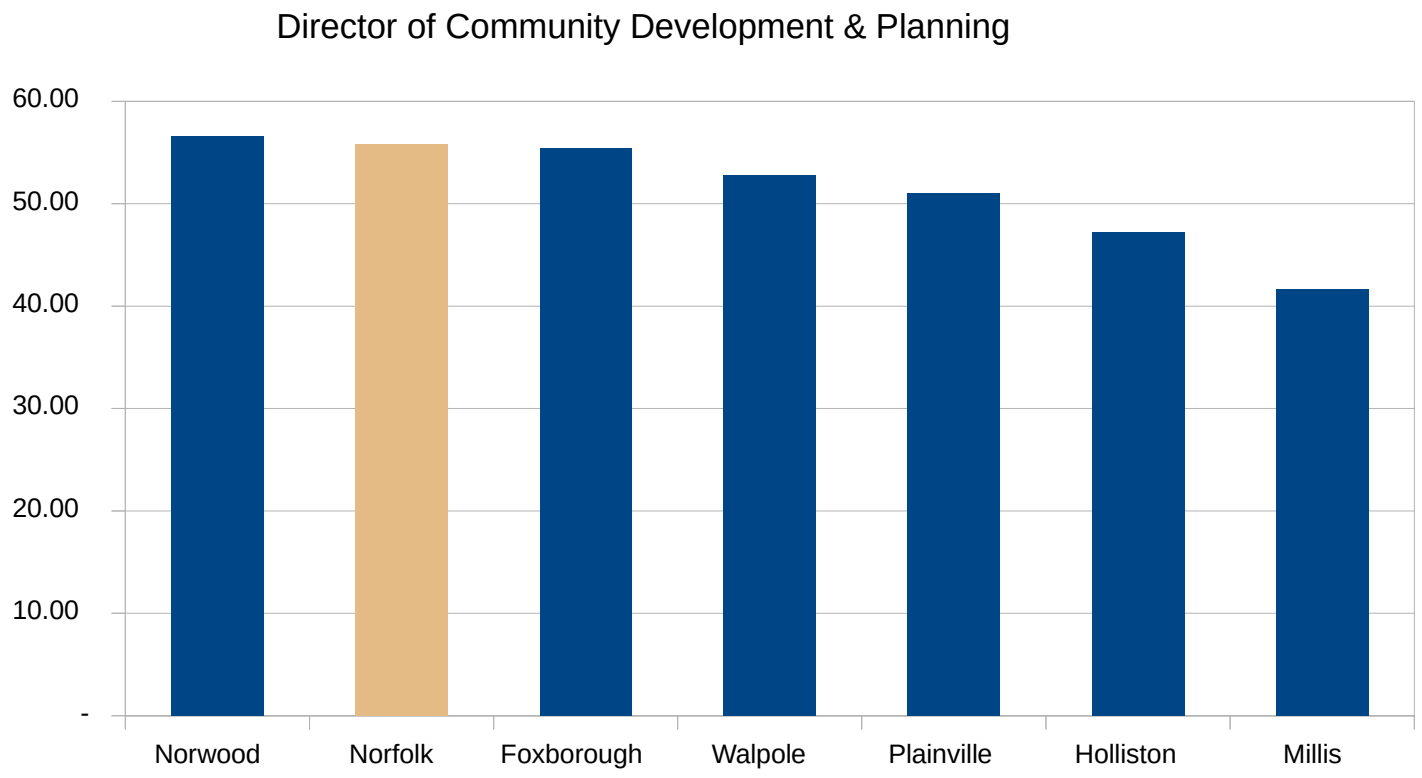

| | |
|---|---|
| Holliston | 86.54 |
| Walpole | 75.71 |
| Hopkinton | 73.80 |
| Norfolk | 70.19 |
| Upton | 60.16 |
| Plainville | 58.83 |
| Foxborough | |
| Medway | |
| Millis | |
| Norwood | |
| Wrentham | |
| ERI* | |



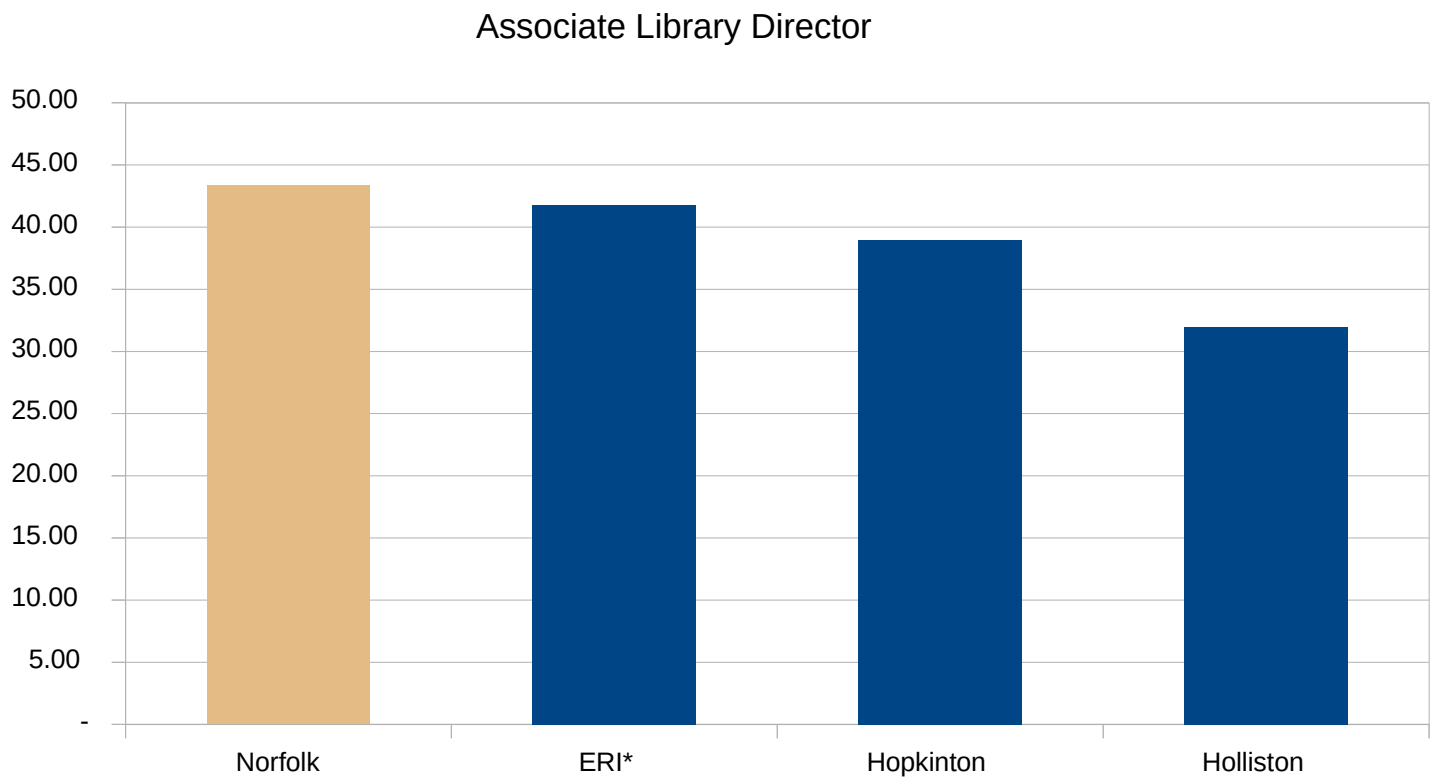

| | |
|---|---|
| Hopkinton | 57.23 |
| Norwood | 53.03 |
| Norfolk | 48.48 |
| Walpole | 47.71 |
| Foxborough | |
| Holliston | |
| Medway | |
| Millis | |
| Plainville | |
| Upton | |
| Wrentham | |
| ERI* | |



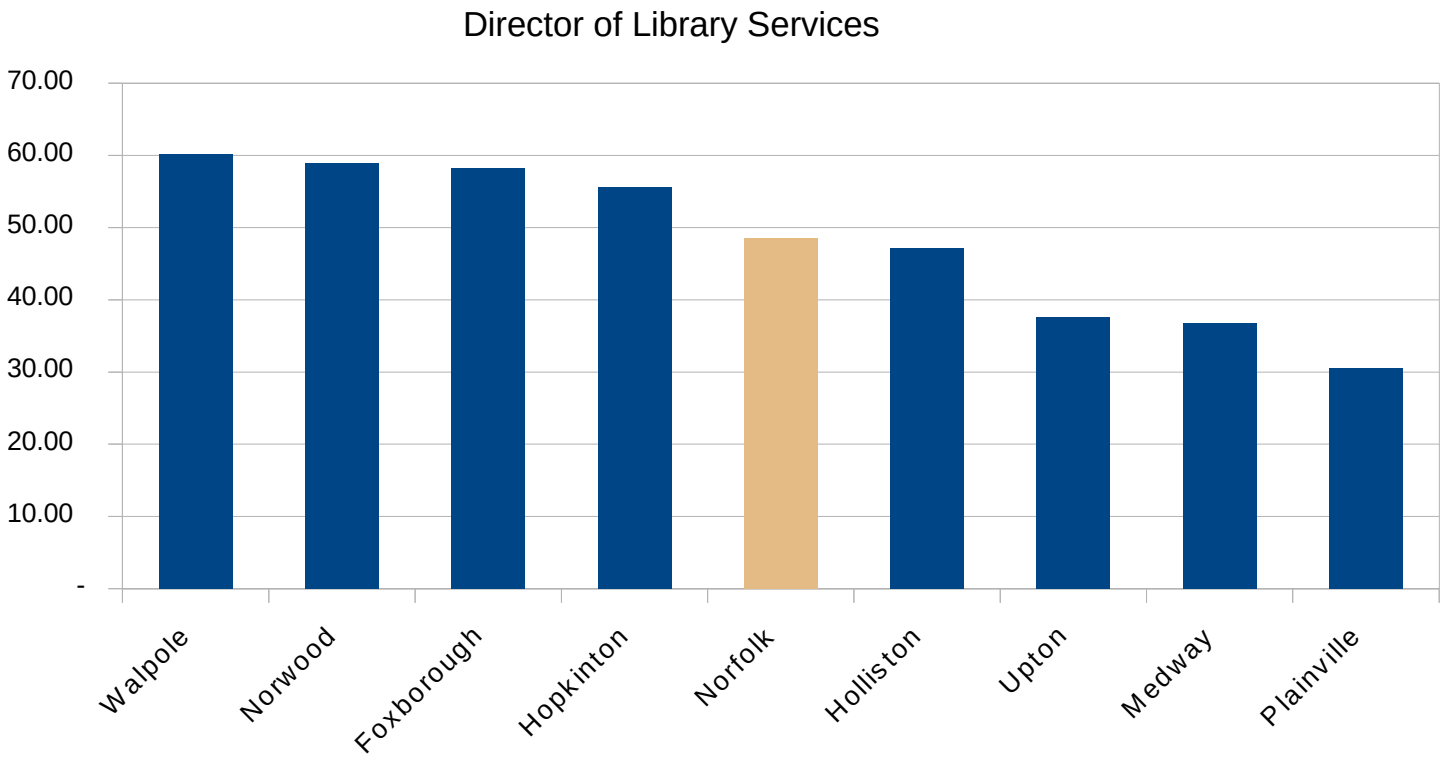

| | |
|---|---|
| Walpole | 47.71 |
| Holliston | 47.20 |
| Hopkinton | 46.76 |
| Foxborough | 45.06 |
| Norfolk | 42.06 |
| Upton | 36.00 |
| Medway | |
| Millis | |
| Norwood | |
| Plainville | |
| Wrentham | |
| ERI* | |



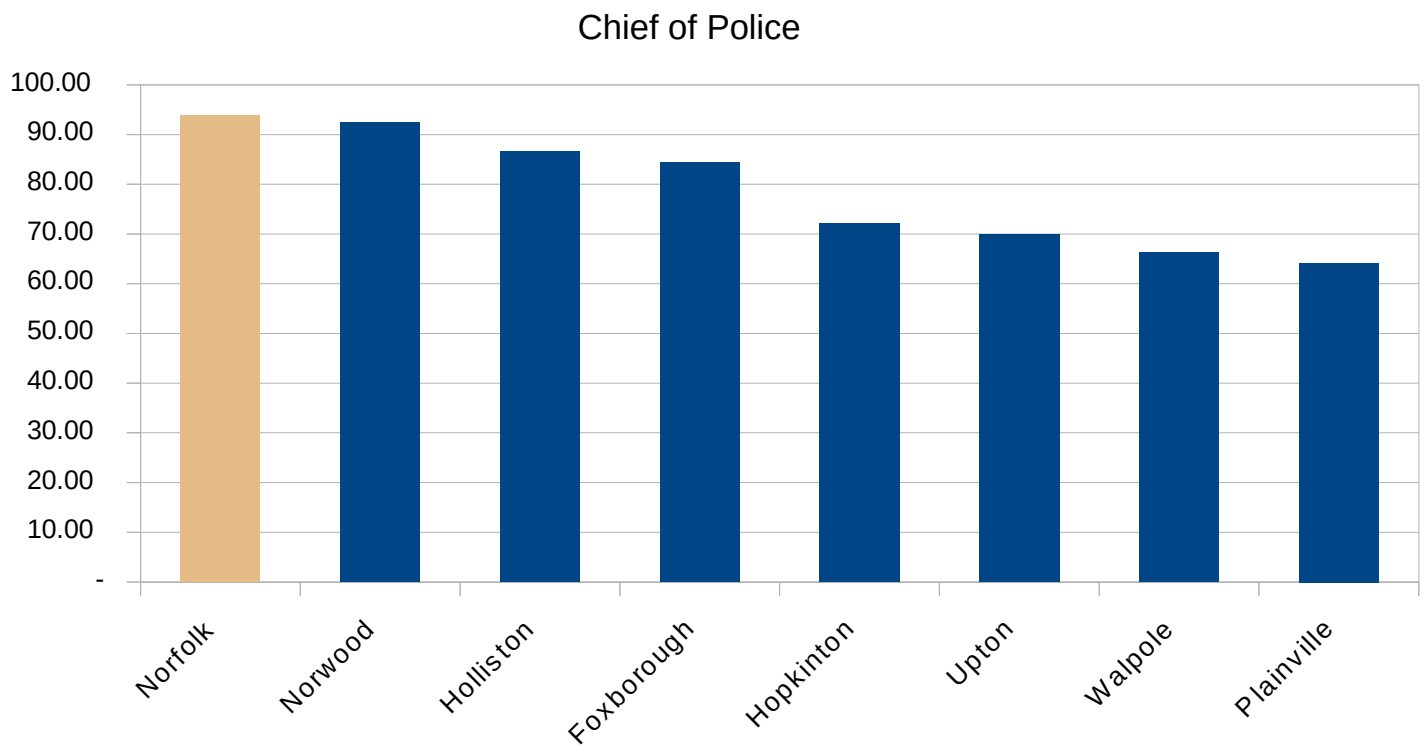

| | |
|---|---|
| Norwood | 56.54 |
| Norfolk | 55.75 |
| Foxborough | 55.46 |
| Walpole | 52.80 |
| Plainville | 50.98 |
| Holliston | 47.20 |
| Millis | 41.62 |
| Hopkinton | |
| Medway | |
| Upton | |
| Wrentham | |
| ERI* | |



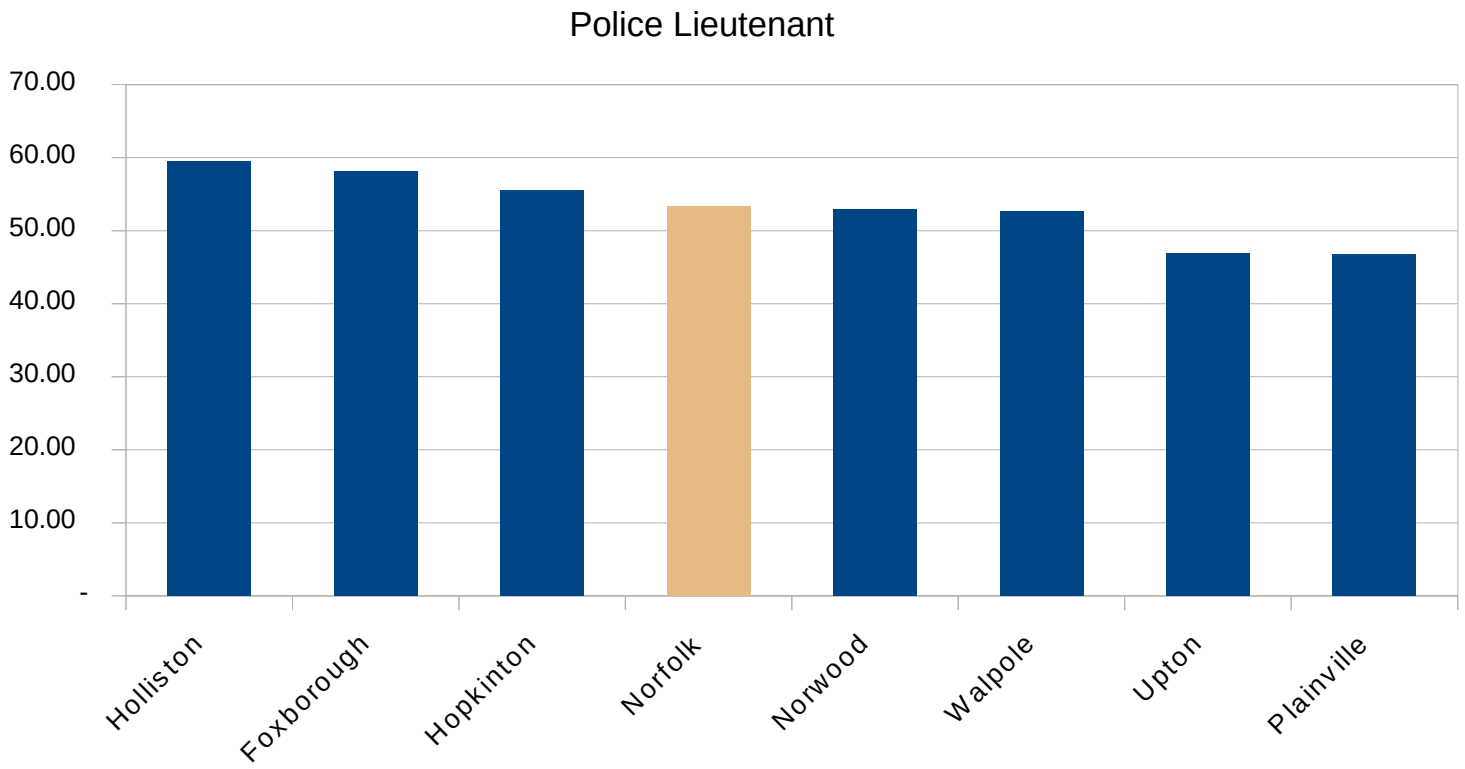

| | |
|---|---|
| Norfolk | 43.35 |
| ERI* | 41.77 |
| Hopkinton | 38.99 |
| Holliston | 31.97 |
| Foxborough | |
| Medway | |
| Millis | |
| Norwood | |
| Plainville | |
| Upton | |
| Walpole | |
| Wrentham | |



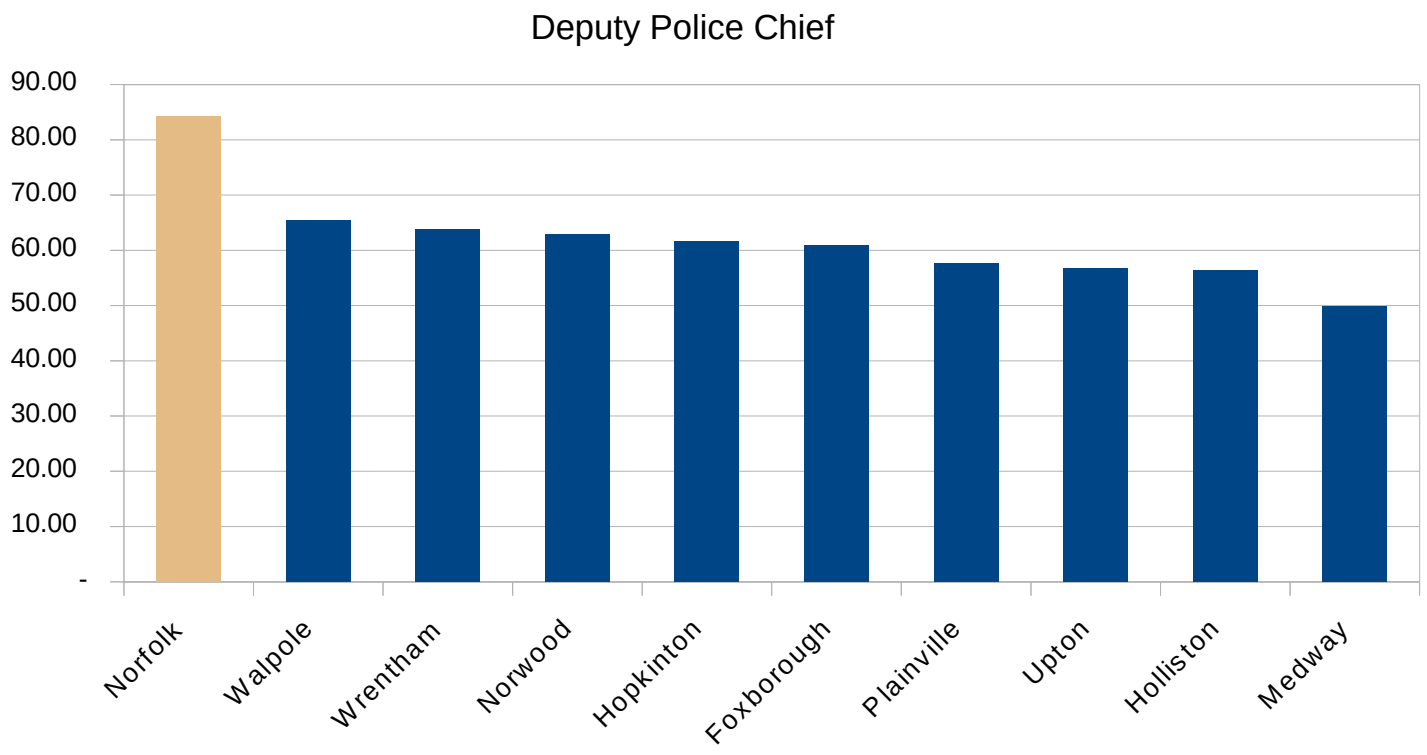

| | |
|---|---|
| Walpole | 60.11 |
| Norwood | 58.93 |
| Foxborough | 58.16 |
| Hopkinton | 55.57 |
| Norfolk | 48.48 |
| Holliston | 47.20 |
| Upton | 37.64 |
| Medway | 36.80 |
| Plainville | 30.48 |
| Millis | |
| Wrentham | |
| ERI* | |



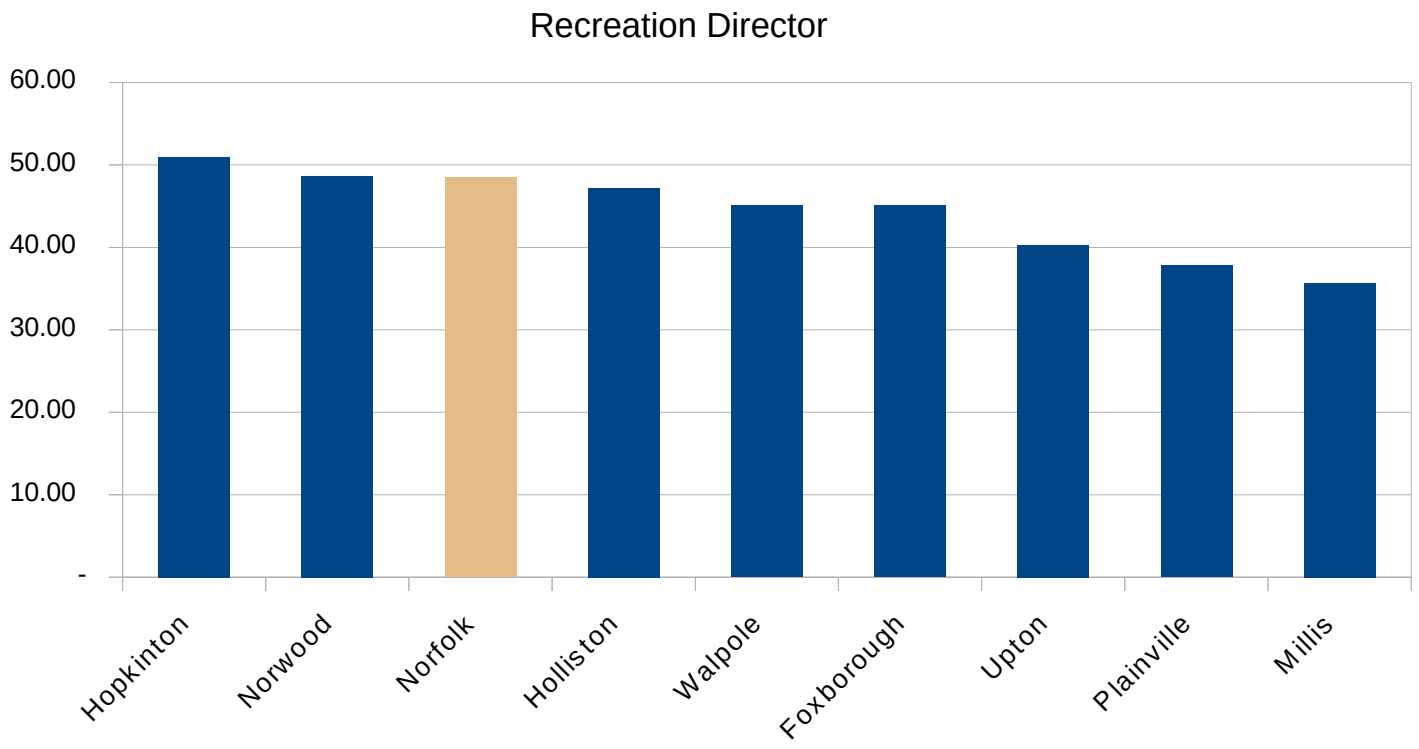

| | |
|---|---|
| Norfolk | 93.89 |
| Norwood | 92.48 |
| Holliston | 86.54 |
| Foxborough | 84.35 |
| Hopkinton | 72.11 |
| Upton | 69.86 |
| Walpole | 66.24 |
| Plainville | 64.20 |
| Medway | |
| Millis | |
| Wrentham | |
| ERI* | |



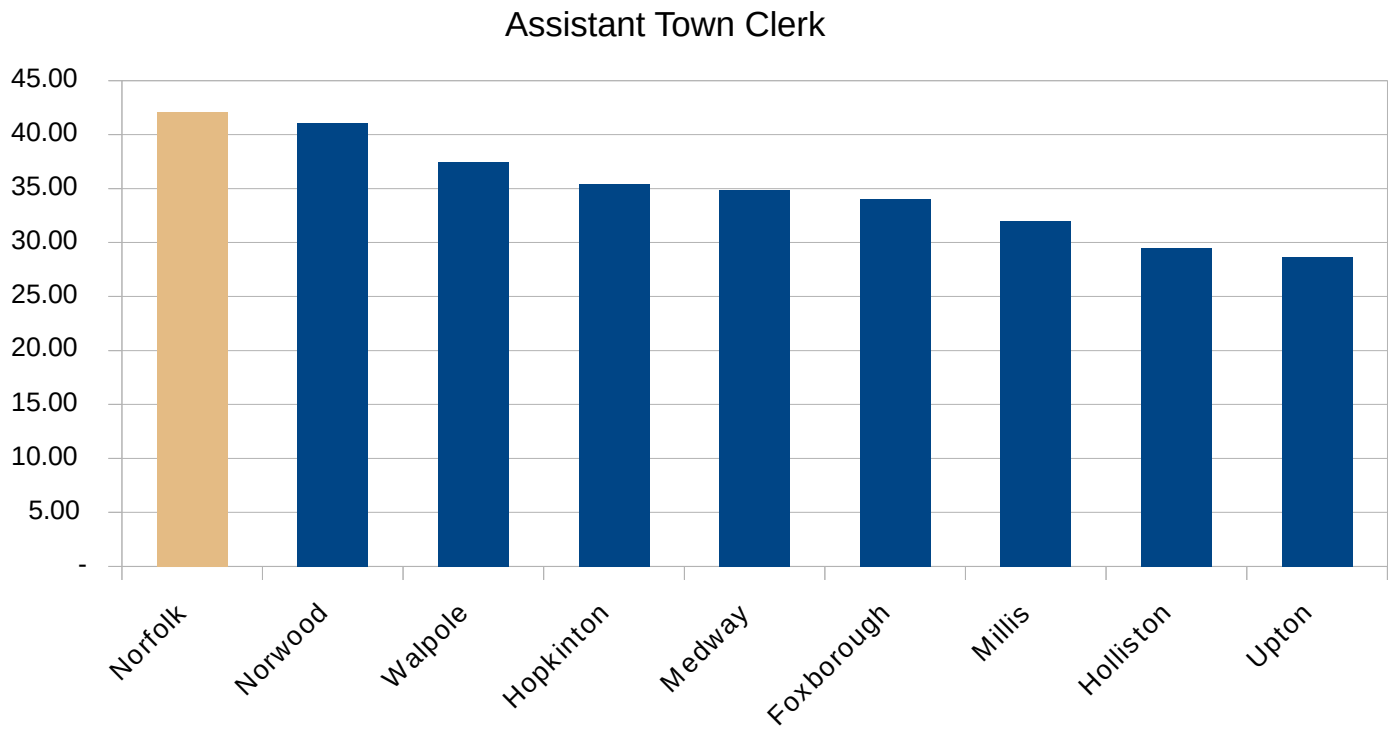

| | |
|---|---|
| Holliston | 59.45 |
| Foxborough | 58.16 |
| Hopkinton | 55.57 |
| Norfolk | 53.37 |
| Norwood | 52.98 |
| Walpole | 52.60 |
| Upton | 46.87 |
| Plainville | 46.74 |
| Medway | |
| Millis | |
| Wrentham | |
| ERI* | |



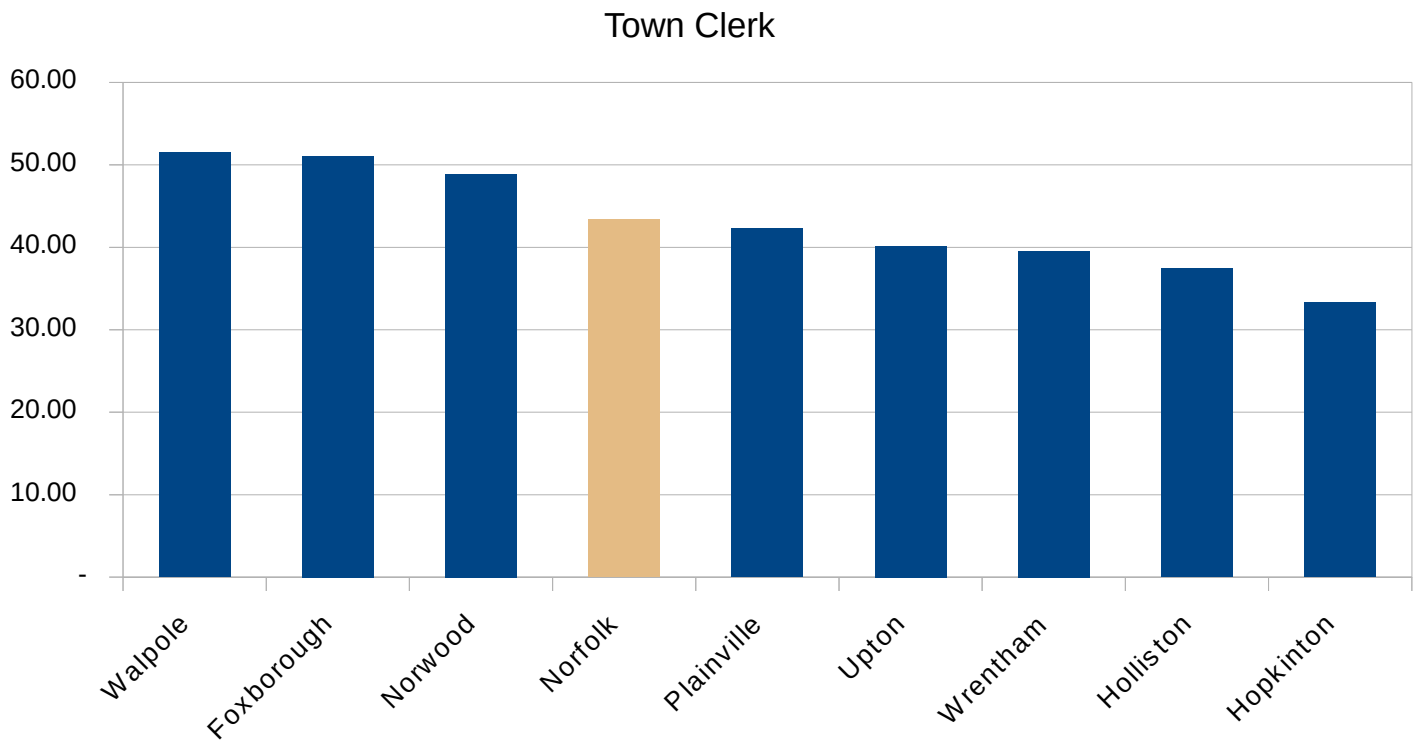

| | |
|---|---|
| Norfolk | 84.16 |
| Walpole | 65.46 |
| Wrentham | 63.75 |
| Norwood | 62.85 |
| Hopkinton | 61.59 |
| Foxborough | 60.97 |
| Plainville | 57.69 |
| Upton | 56.79 |
| Holliston | 56.30 |
| Medway | 49.83 |
| Millis | |
| ERI* | |



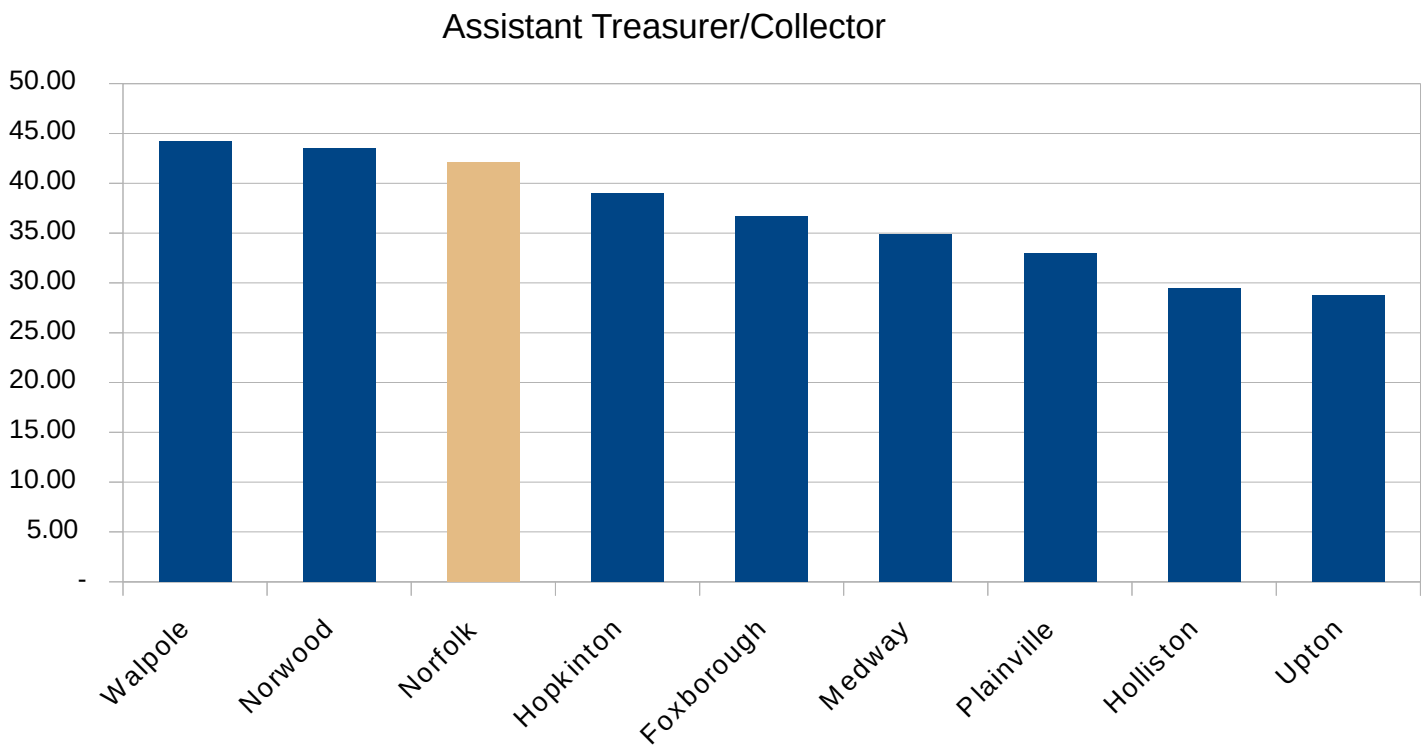

| | |
|---|---|
| Hopkinton | 50.97 |
| Norwood | 48.66 |
| Norfolk | 48.48 |
| Holliston | 47.20 |
| Walpole | 45.09 |
| Foxborough | 45.06 |
| Upton | 40.32 |
| Plainville | 37.84 |
| Millis | 35.69 |
| Medway | |
| Wrentham | |
| ERI* | |



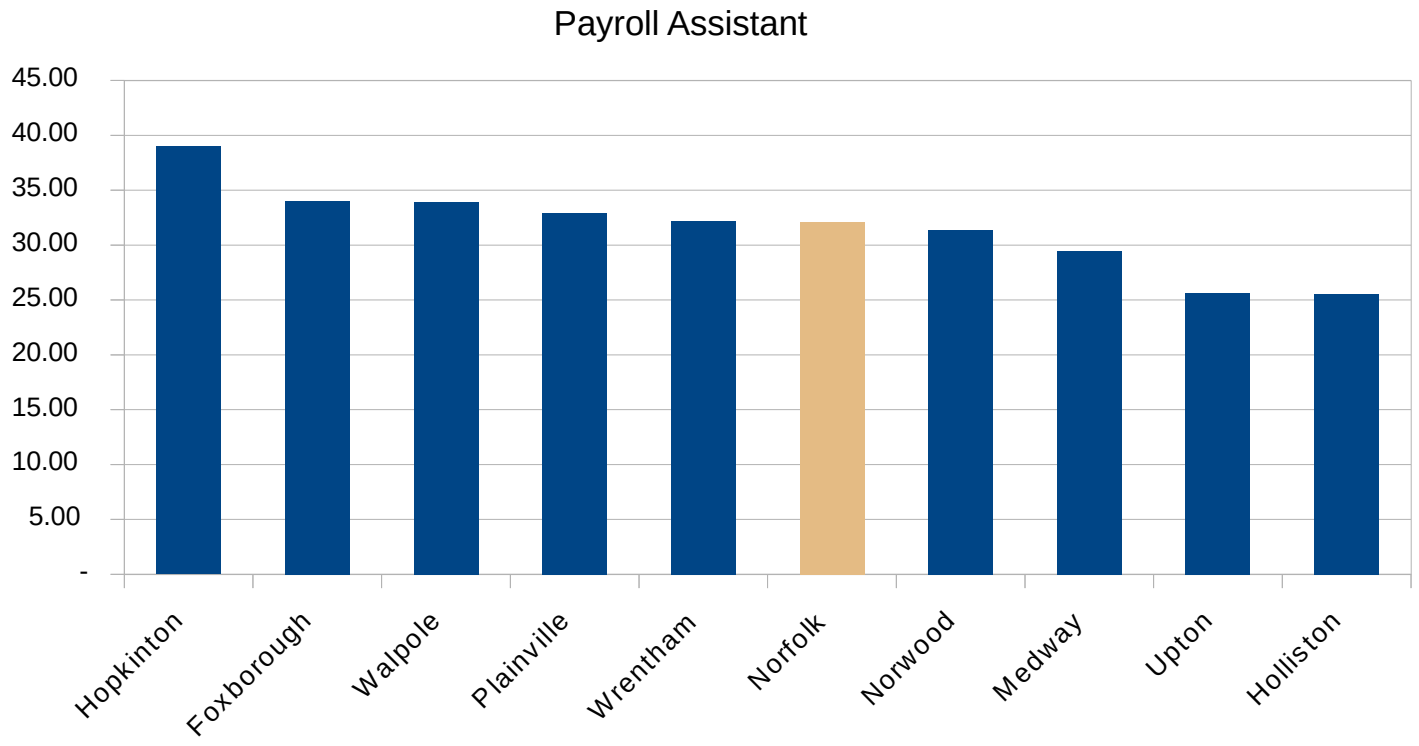

| | |
|---|---|
| Norfolk | 42.06 |
| Norwood | 41.08 |
| Walpole | 37.43 |
| Hopkinton | 35.45 |
| Medway | 34.87 |
| Foxborough | 34.02 |
| Millis | 31.95 |
| Holliston | 29.46 |
| Upton | 28.70 |
| Plainville | |
| Wrentham | |
| ERI* | |



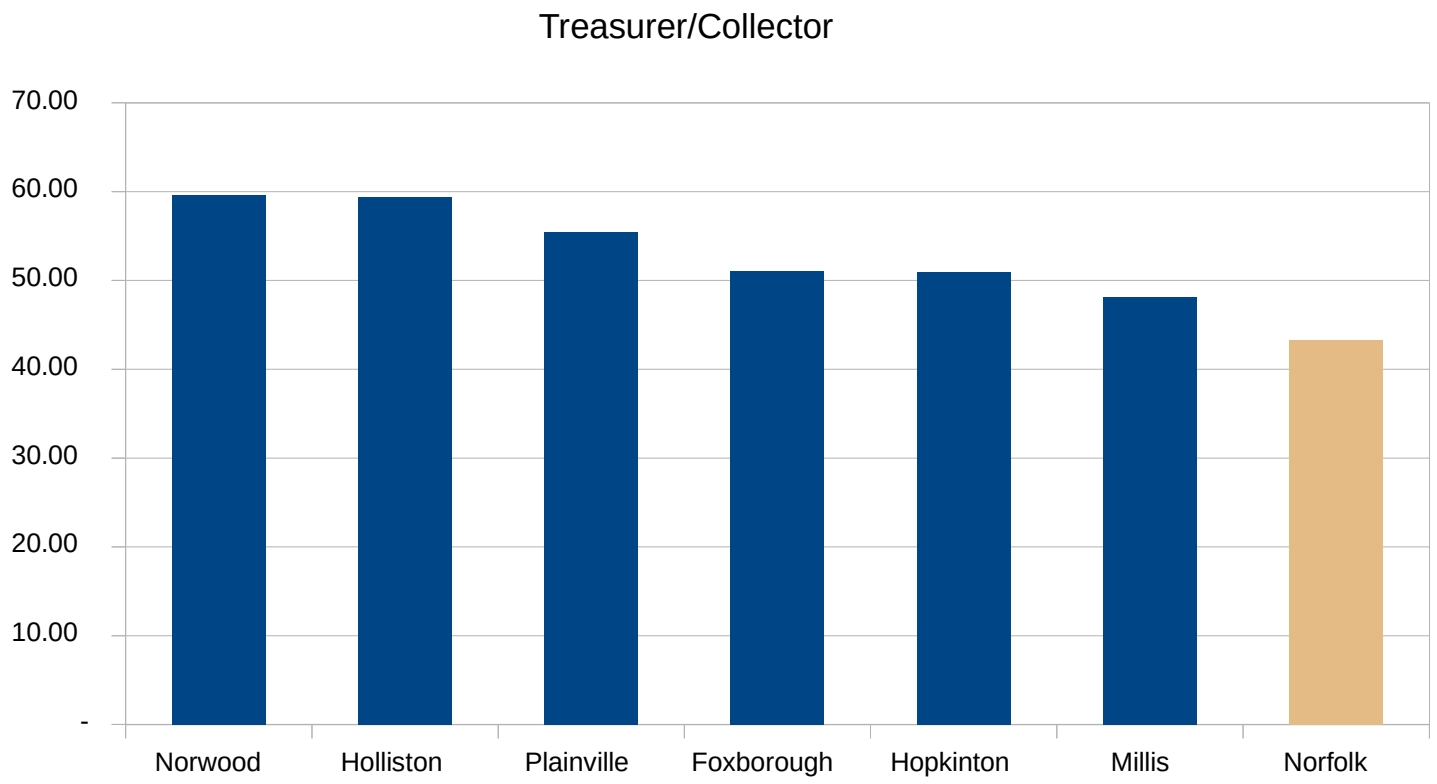

| | |
|---|---|
| Walpole | 51.53 |
| Foxborough | 51.11 |
| Norwood | 48.92 |
| Norfolk | 43.35 |
| Plainville | 42.31 |
| Upton | 40.18 |
| Wrentham | 39.56 |
| Holliston | 37.46 |
| Hopkinton | 33.32 |
| Medway | |
| Millis | |
| ERI* | |



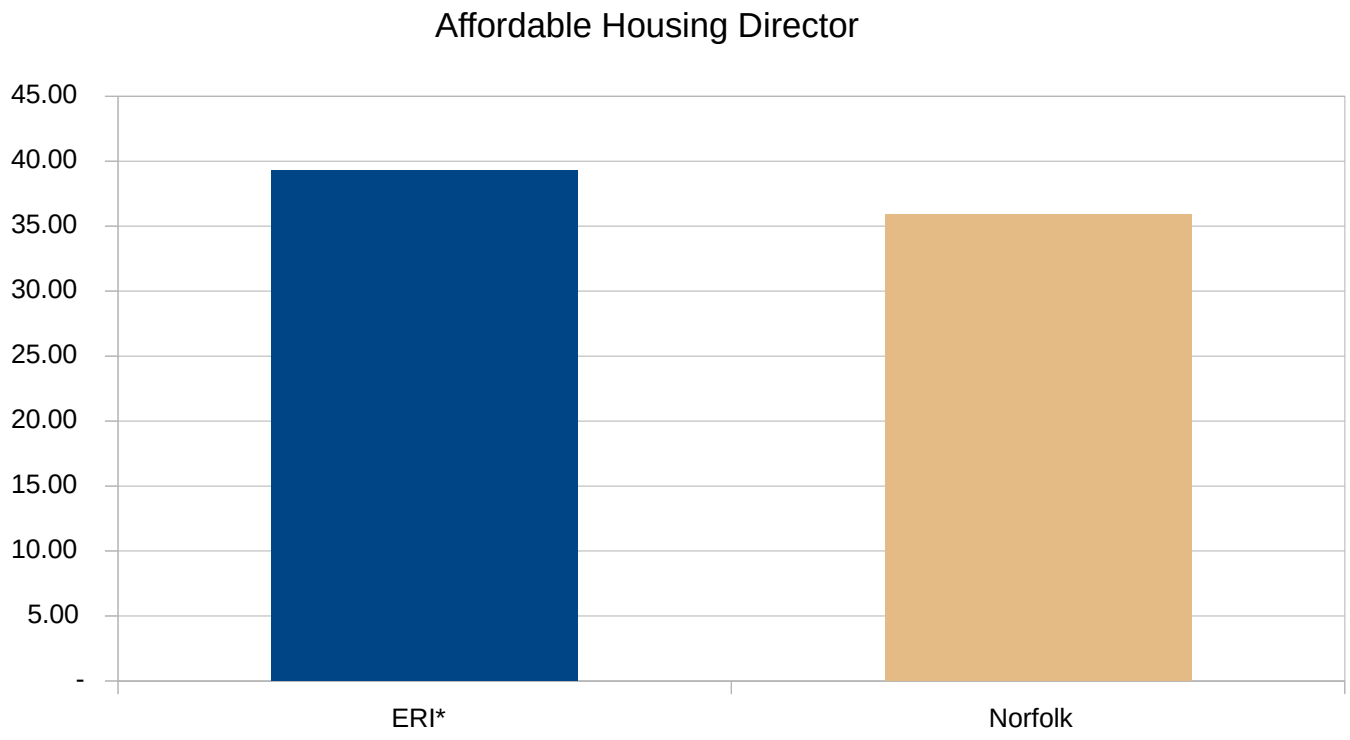

| | |
|---|---|
| Walpole | 44.21 |
| Norwood | 43.55 |
| Norfolk | 42.06 |
| Hopkinton | 38.99 |
| Foxborough | 36.71 |
| Medway | 34.87 |
| Plainville | 32.92 |
| Holliston | 29.46 |
| Upton | 28.70 |
| Millis | |
| Wrentham | |
| ERI* | |




| | |
|---|---|
| Hopkinton | 38.99 |
| Foxborough | 34.02 |
| Walpole | 33.95 |
| Plainville | 32.92 |
| Wrentham | 32.19 |
| Norfolk | 32.10 |
| Norwood | 31.40 |
| Medway | 29.50 |
| Upton | 25.61 |
| Holliston | 25.58 |
| Millis | |
| ERI* | |




| | |
|---|---|
| Norwood | 59.62 |
| Holliston | 59.45 |
| Plainville | 55.46 |
| Foxborough | 51.11 |
| Hopkinton | 50.97 |
| Millis | 48.09 |
| Norfolk | 43.35 |
| Medway | |
| Upton | |
| Walpole | |
| Wrentham | |
| ERI* | |




| | |
|---|---|
| ERI* | 39.25 |
| Norfolk | 35.88 |
| Foxborough | |
| Holliston | |
| Hopkinton | |
| Medway | |
| Millis | |
| Norwood | |
| Plainville | |
| Upton | |
| Walpole | |
| Wrentham | |

**Norfolk town, MA**

Located in Norfolk Co. MA - Part of Boston-Cambridge-Quincy MA-NH Metropolitan Area

# Overview

| People & Housing | | Employment & Income | |
|---|---|---|---|
| Population Estimate (2018) | 11,748 | Labor Force (persons working in the area) (2018) | 5,228 |
| H.S. Diploma or More - % of Adults 25+ (2018) | 91.0% | Unemployment Rate (2018) | 3.3 |
| Bachelor's Deg. or More - % of Adults 25+ (2018) | 51.2% | Avg Wage per Job | N/A |
| Households (2018) | 3,149 | Median Household Income (2018) | $146,607 |
| Total Housing Units (2018) | 3,370 | % Derived from Earnings (2018) | 34.8% |
| Percent of Total Units Vacant for Seasonal or Recreational Use (2018) | 0.0% | Median Family Income (2018) | $161,118 |
| Median Value of Owner Occupied Housing (2018) | $484,900 | Poverty Rate (2018) | 1.9 |
| Total Building Permits Issued | N/A | Mean Travel Time to Work (minutes) (2018) | 40.6 |

*American Community Survey 5-year estimates.

# Workforce

| 5-Year Labor Force Averages (Year Ending 2018) | Norfolk town | Massachusetts |
|---|---|---|
| Total Labor Force | 5,228 | 3,773,721 |
| Employed | 5,055 | 3,570,257 |
| Unemployed | 173 | 203,464 |
| Unemployment Rate | 3.3 | 5.4 |

Source: U.S. Census Bureau. American Community Survey 5-year estimates.

| Commuting to Work in 2018 | Norfolk town | Pct. of Total | Massachusetts | Pct. of Total |
|---|---|---|---|---|
| Workers 16 years and over | 5,055 | 100.0% | 3,570,257 | 100.0% |
| Car, truck, or van -- drove alone | 3,810 | 75.4% | 2,458,064 | 68.8% |
| Car, truck, or van -- carpooled | 151 | 3.0% | 262,975 | 7.4% |
| Public transportation (including taxicab) | 524 | 10.4% | 358,143 | 10.0% |
| Walked | 58 | 1.1% | 171,603 | 4.8% |
| Other means | 20 | 0.4% | 73,404 | 2.1% |
| Worked at home | 436 | 8.6% | 176,034 | 4.9% |
| Mean travel time to work (minutes) | 41 | 0.8% | 30 | 0.0% |

Source: U.S. Census Bureau. American Community Survey 5-year estimates.

| Resident Occupations in 2018 | Norfolk town | Pct. of Total | Massachusetts | Pct. of Total |
|---|---|---|---|---|
| Employed civilian pop. 16 years and over | 5,228 | 100.0% | 3,773,721 | 100.0% |
| Management, professional, and related | 2,892 | 55.3% | 1,643,529 | 43.6% |
| Service | 573 | 11.0% | 624,434 | 16.5% |
| Sales and office | 1,123 | 21.5% | 726,280 | 19.2% |
| Farming, fishing, and forestry | 0 | 0.0% | 8,426 | 0.2% |
| Construction, extraction, and maintenance | 273 | 5.2% | 233,382 | 6.2% |
| Production, transportation, and material moving | 194 | 3.7% | 334,206 | 8.9% |

Source: U.S. Census Bureau. American Community Survey 5-year estimates.

# Future Salary Budget and Structure Increases
# (includes General, Merit, Salary Structure, COL, and Other Increases)

## Massachusetts - Statewide

| Industry | General | | | Professionals | | | Executives | | |
|---|---|---|---|---|---|---|---|---|---|
| | Budget | Structure | Interval | Budget | Structure | Interval | Budget | Structure | Interval |
| All Industries | 3.2% | 2.3% | 12.0 | 3.3% | 2.4% | 12.0 | 3.4% | 2.5% | 12.0 |
| Agriculture | 2.9% | 2.2% | 12.3 | 3.2% | 2.4% | 12.2 | 3.1% | 2.3% | 12.3 |
| Energy and Mining | 3.3% | 2.5% | 12.3 | 3.3% | 2.5% | 12.1 | 3.3% | 2.5% | 12.2 |
| Construction | 3.1% | 2.3% | 12.0 | 3.3% | 2.4% | 11.9 | 3.5% | 2.6% | 12.1 |
| All Manufacturing | 3.1% | 2.3% | 12.2 | 3.1% | 2.3% | 12.3 | 3.3% | 2.5% | 12.3 |
| Food and Bev Manufacturing | 3.2% | 2.4% | 12.0 | 3.2% | 2.4% | 12.1 | 3.3% | 2.5% | 12.1 |
| Chemical Manufacturing | 3.5% | 2.5% | 12.1 | 3.4% | 2.5% | 11.9 | 3.1% | 2.3% | 12.2 |
| Electrical Equip Manufacturing | 3.1% | 2.3% | 12.2 | 3.2% | 2.4% | 11.9 | 3.4% | 2.5% | 12.1 |
| Transportation & Distribution | 3.3% | 2.4% | 11.8 | 3.5% | 2.6% | 11.9 | 3.5% | 2.6% | 11.7 |
| Utilities | 3.3% | 2.4% | 11.7 | 3.5% | 2.6% | 11.7 | 3.6% | 2.7% | 11.8 |
| Wholesale | 3.3% | 2.4% | 11.7 | 3.4% | 2.5% | 11.9 | 3.4% | 2.5% | 12.0 |
| Retail | 3.2% | 2.3% | 12.1 | 3.1% | 2.3% | 12.2 | 3.3% | 2.5% | 11.9 |
| Banking | 2.9% | 2.1% | 12.0 | 3.5% | 2.6% | 12.0 | 3.7% | 2.8% | 11.9 |
| Insurance | 3.0% | 2.2% | 12.0 | 3.3% | 2.4% | 12.1 | 3.7% | 2.8% | 12.0 |
| Lodging & Hospitality | 3.5% | 2.6% | 12.0 | 3.6% | 2.7% | 11.9 | 3.2% | 2.4% | 12.1 |
| Information Tech | 3.3% | 2.4% | 11.9 | 3.3% | 2.5% | 12.0 | 3.3% | 2.5% | 12.0 |
| Health Care | 3.0% | 2.2% | 12.0 | 3.0% | 2.3% | 12.2 | 3.4% | 2.5% | 11.9 |
| Engineering | 3.2% | 2.4% | 12.0 | 3.3% | 2.4% | 12.0 | 3.4% | 2.5% | 12.0 |
| Nonprofit | 2.9% | 2.1% | 12.2 | 3.0% | 2.2% | 12.3 | 3.5% | 2.6% | 12.0 |
| All Other | 3.2% | 2.4% | 11.9 | 3.1% | 2.3% | 12.0 | 3.3% | 2.5% | 12.0 |

**SELECT BOARD LIAISONS**
**2020-2021**

| **Select Board Member and Committee Assignment** | **Committee Chair/Contact** |
|---|---|
| **Kevin Kalkut** | |
| Planning Board | Walter Byron |
| Conservation Commission | David Turi |
| Energy Committee | Andrew Bakinowski |
| Buckley Mann Project | Richard McCarthy |
| Advisory Committee | Arthur Frontczak |
| Zoning Board of Appeals | Christopher Wider |
| **CiCi Van Tine** | |
| Historical Commission | Betsy Pyne |
| Public Safety Building Committee | N/A – committee does not exist |
| Recreation Commission | William Rigdon |
| King Philip Schools | Michael Gee |
| Council on Aging | Gerald Calhoun |
| **Anita Mecklenburg** | |
| Board of Health | Thomas Gilbert |
| Community Preservation Committee | Cynthia Andrade |
| Tri-County School | Brian Mushnick |
| Norfolk Schools | Thomas Doyle |
| Library | Jennifer Oliver |

DATE: 10/06/2020 WARRANT: 14VS21 AMOUNT: $ 126,636.51

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

DATE: 10/06/2020 WARRANT: 14V21 AMOUNT: $ 323,917.24

28,965.48 ✓+
2,500.11 ✓+
276,994.53 ✓+
4,489.67 ✓+
4,128.92 ✓+
1,513.76 ✓+
5,324.77 ✓+
323,917.24 *

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

finance

| | | | | | | |
|---|---|---|---|---|---|---|
| Fire Holiday | | | 012201 511000 | | | |
| Fire Monthly | | | 012201 511000 | 1,237.50 | 73,949.98 | |
| Fire/Details | | | 7421 511000 | 0.00 | | |
| Fire-SAFE Grant | | | 2451 511000 | 0.00 | | |
| Fire-Uniform Cln | | | 012202 578110 | | | |
| Fire-EMT Training | | | 012201 511000 | | | |
| Fire Preven Gift | | | 2260 511000 | | | |
| Fire Assistance | | | 2459 578000 | | | |
| FIRE FEMA | | | 2460 578000 | | | |
| FIRE-NIMS Grant | | | 2465 578000 | | | |
| Building | | | 012411 511000 | 12,587.44 | | |
| Chapt 43D Grant | | | 2435 578000 | | | |
| Facilities Salary | | | 011921 511000 | 4,877.60 | 4,877.60 | |
| Police Construction | | | 3117 511000 | | | |
| Fire Station Remodel | | | 3117 511300 | 0.00 | | |
| Animal Con | | | 012921 511000 | 2,580.00 | | |
| Animal Inspector | | | 012961 511000 | | | |
| Dispatch | | | 012251 511000 | | | |
| Dispatch OT | | | 012251 511000 | | | |
| Dispatch Training | | | 012251 511000 | | | |
| Dispatch FLSA | | | 012251 511000 | | - | |
| Dis Clean Allow | | | 012252 578110 | 0.00 | | |
| Dis 911 Grant | | | 2466 511000 | | | |
| DPW/Highway | | | 014201 511000 | 9,282.20 | | |
| DPW/ TS | | | 014331 511000 | 7,354.25 | | |
| DPW/Grounds | | | 014221 511000 | 8,081.71 | | |
| DPW/Cemetary | | | 014911 511000 | 572.84 | | |
| DPW Snow & Ice | | | 014232 511000 | 0.00 | | |
| Water | | | 60002 511000 | 12,254.74 | | |
| DPW Admin | | | 014101 511000 | 5,351.16 | | |
| DPW/Vehicle Maint | | | 014251 511000 | 5,227.87 | | |
| Waste Water Treatment | | | 50002 511000 | 411.56 | 48,536.33 | |
| Cust Vet Grav | | | 014921 511000 | | | |
| COA | | | 015411 511000 | 6,242.31 | | |
| COA Part Time( MW) | | | 015411 511500 | | 6,242.31 | |
| COA/Elder | | | 015412 578002 | 0.00 | | |
| Sr. Tax -Overlay Acct | | | 0100 123016 | | | |
| COAIEdler Grant | | | 2422 511000 | | | |
| Vet Agent | | | 015431 511000 | | | |
| Library | | | 016101 511000 | 17,451.11 | | |
| Lib Grant ECRC | | | 2411 511000 | | | |
| Lib. Mother Goose | | | 2405 511000 | | | |
| Rec | | | 016301 511000 | 4,951.92 | | |
| REC/Rev | | | 2151 511000 | 944.62 | 5,896.54 | |
| Wetland Protec | | | 2074 5781000 | | | |
| CPA | | | 2150 511000 | | | |
| Affordable Housing | | | 7120 511000 | 2,152.80 | | |
| CPA Enc | | | 21506 578000 | | | |
| **Town Total** | | | | | **353,908.47** | |
| Café Longevity | | | 82203400 515000 | | | |
| **School Payroll** | | | 91210100 511340 | **464,375.74** | | |
| | | | | | | |
| 94-142 | | | | | | |
| Early Childhood | | | | | | |
| SACC Longevity | | | 82603520 511495 | | | |
| | | | | | | |
| Use of Facilities | | | | | | |
| Other Dept. Longevity | | | 019122 515003 | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | **Total** | 818,284.21 | | |
| | | | | | | |
| **Town Medicare - Town** | | | 019122-515006 | 4446.56 | | |
| **Town Medicare - School** | | | 019122-515006 | 6,206.20 | | |
| | | | | | | |
| | | | | | | |
| | | | **Grand Total** | **828,936.97** | | |
| | | | | | | |

**Payroll Warrant**

TO THE TREASURER: **07P21** **07PS21** 10/9/2020

PAY TO EACH OF THE PERSONS NAMES IN THE ABOVE WARRANT, ACCOMPANYING

$ 828,936.97

AND CHARGE THE SAME TO THE APPROPRIATIONS OR ACCOUNT INDICATED.

APPROVED

DATE: 10/13/2020 WARRANT: 15V21 AMOUNT: $ 542,920.29

| | |
|---|---|
| $ | 22,442.14 |
| $ | 478.25 |
| $ | 480.50 |
| $ | 5,652.35 |
| $ | 5,913.24 |
| $ | 26,268.35 |
| $ | 1,087.96 |
| $ | 401.13 |
| $ | 330.72 |
| $ | 10,332.61 |
| $ | 19,877.48 |
| $ | 449,655.56 |
| $ | 542,920.29 |

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

DRAFT

**Norfolk Select Board's Open Session Meeting Minutes**
**October 6, 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 7:02 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 October 6, 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.

COVID-19 Updates
Ms. Robinson stated that Norfolk has had a total of 46 cases of COVID-19 with two active cases. She discussed that it is not in the Town's purview to cancel Halloween and noted that safety tips regarding Halloween have been posted on the Town's website; she noted the safety tips are only guidance. She discussed money received from other agencies to support COVID costs. In FY20, approximately $193,000 was spent on items related to the pandemic; the State's share was approximately $90,000, and the Federal share was approximately $102,000. Thus far in FY21, approximately $340,000 was spent; the Federal share is under $70,000, and the State's share is $270,000. She stated that the Town received approval for just over $1 million; the Town has not come close to that amount. She explained that the schools still have costs such as hiring temporary custodians to help with cleaning and disinfecting. She noted the efforts of Recreation Director Ann Proto in setting up remote learning at the Grange and one other location. Ms. Robinson reviewed the State's Phase III, Step 2 reopening guidance.

Public Comment
None.

**Action Items**
Please vote on the Board's intention to lay out Silver Fox Road for acceptance at the November 17th Fall Town Meeting
Ms. Robinson stated that 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 a title, that process was not completed within that period. It has now been resolved, so the process must be repeated to accept the road. The next step is for the Select 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 a future meeting and action can be taken at the fall town meeting.

A motion was made by Mr. Kalkut 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. It was seconded by Ms. Van Tine. A friendly amendment was made by Ms. Robinson to change the words "these Town ways" to "this Town way" in the above motion. It was accepted by Mr. Kalkut. A roll call vote was taken as follows: Mr. Kalkut – aye; Ms. Van Tine – aye; Ms. Mecklenburg – aye. All were in favor.

<u>Please consider approving and issuing a written decision and order that a dog owned by Melissa Mitchell is a dangerous dog</u>

Ms. Robinson stated that at its last meeting the Select 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 Select Board is required to issue a written decision and order as a result of the process, and a copy is included in the Select Board's meeting packet. At the last meeting, the minutes reflected that the Select Board would take up this written decision at its next meeting which is tonight. It has been reviewed by Town Counsel Peter Mello, and it is his opinion that it is complete and accurately reflects the dog hearing process, discussion on the matter, and outcome. She recommended that the Select Board review and ratify the decision.

Mr. Kalkut reviewed seven minor revisions/edits made to the written decision that was provided in the Select Board's meeting packet. He stated that these changes were recommended by Town Counsel Peter Mello to add clarity and more accurately reflect information provided in the decision. Ms. Van Tine had no questions or comments. Ms. Mecklenburg stated that it had been indicated that Ms. Mitchell would be moving out of Norfolk; as such, she asked what structures would be put in place so that the decision would stay with Annabelle regardless of her town of residence. Mr. Mello stated that Chapter 140 Sections 157 and 157A provide and clarify that dangerous dog determinations are enforceable throughout the Commonwealth. He stated the Select Board should vote to approve the decision as amended during the course of this discussion. He noted this is part of the Select Board's deliberations, not part of the hearing. He reviewed that once the hearing is closed and the Select Board commences deliberations, all additional submissions and comments are cut off.

A motion was made by Mr. Kalkut that the Select Board approve the issuance of the written decision as amended and order that a dog named Annabelle owned by Melissa Mitchell be designated 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.

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

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

Mr. Geoffrey Pedder, founder Zelus Beer, stated he felt the event was well received and attended, and future events would be similar; he knows of no issues. He noted they were looking at other food vendors. Mr. Kalkut stated he heard very good comments regarding the events; he appreciates Mr. Pedder executing the events in a professional and safe manner. Ms. Mecklenburg said she heard good reports about the events from the community. She wants to make sure it is a safe opportunity for the Town regarding COVID. Ms. Robinson said there is no way to connect the new COVID cases to any events. However, Norfolk is in the white zone at this time. Ms. Van Tine said she heard good things about the event. She noted the impact the pandemic has had on local restaurants and questioned whether any local restaurants have expressed concern about the events regarding the selling of food and beverages operating as a competing interest. Mr. Kalkut stated that he spoke with three restaurants in Town; they have offered to help and expressed interest in partnering with Mr. Pedder for future events. He clarified that he has not spoken to all restaurants in Norfolk about the events. He stated that if the Select Board were to move forward with approval for four more events, he would like the last three events reserved for potential partnering with local restaurant businesses. Mr. Pedder requested that Mr. Kalkut provide contact information for the local businesses. Discussion commenced about the possibly of the Garden Club using their rain date of October 18th. If so, Mr. Pedder requested that another date in November be added to his event schedule. In addition, he asked about holding a holiday event on a Saturday sometime in December. Mr. Kalkut stated the Select Board would discuss these proposed events at a future meeting.

Ms. Donna Jones, 64 North Street, said she attended the event and noticed an overflowing trash barrel containing some redeemable cans. Ms. Robinson stated that the arrangements made for the event require Mr. Pedder and the food vendor, not the DPW, to remove all the trash; perhaps Mr. Pedder needs to adjust his trash removal plan. Mr. Pedder said that he thinks he will offer trash and recycling at the events. He asked what if the other local food partners do not want to participate in the three event dates. Mr. Kalkut stated that the original food vendor could return.

A motion was made by Mr. Kalkut that the Board vote to approve the use of Town Hill on Sundays beginning October 11th through November 1st 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 18th. 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 to transfer the Common Victualler License for Aroma Italiano Pizza & Roast Beef

Ms. Robinson stated that included in the Select Board's meeting packet is an application from Mr. Beshaui Wissa who recently purchased Aroma Italiano Pizza & Roast Beef and 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. As part of the transfer they have requested to expand the hours of operation. She noted the F11 was not in the packet; there is a site plan already on file with this business and the only change was of the owner. She recommended approval of the request.

Mr. Wissa thanked everyone for their help in making the process easy.

A motion was made by Mr. Kalkut that the Board approve a transfer of the Common Victualler License for Aroma Italiano Pizza and Roast Beef to Beshaui Wissa and approve the expansion of hours to seven days a week from 6:00 AM – 10:00 PM. 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.

Please consider approval of various Select Board policies & procedures

Ms. Robinson stated that at the Select Board's September 1, 2020, meeting, six policies were presented that either needed to be updated or were new and recommended for adoption. The Select Board discussed those after which they were sent to all employees and boards that would be impacted by the changes. No concerns or comments were received; she recommended approval and adoption of the policies. She stated that Human Resources Director Scott Bragdon is in attendance to answer questions.

Ms. Van Tine commended everyone who worked on the policies.

A motion was made by Mr. Kalkut 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

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 making appointments to various Town Boards & Committees

Ms. Robinson stated that since the last time this topic was taken up this summer, one application each from residents interested in serving on the Cultural Council and the Council on Aging were received. The Cultural Council is supposed to have a minimum of five members and due to resignations, they do not; thus, she recommended Ms. Luiza deCamargo's appointment. The Council on Aging currently has two vacancies; she recommended Ms. Dawn Cohen's appointment. In addition, some adjustments need to be made in the membership status of persons serving on the Historical Commission. In the past there has been some lack of clarity as to who appoints alternate members as well as how those members can participate. 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 other boards. Therefore, it is recommended to elevate Ms. Michelle Maheu to full member so she may continue to be a delegate to the Design Review Board and add Mr. Sam Ziegler to the Historical Commission as a full member who will then take over from Ms. Betsy Whitney as the Community Preservation Committee delegate.

Ms. Dawn Cohen, 17 Barnstable Road, stated that she is a 30-year resident of Norfolk and this is a great time for her to get involved as she has the time and desire. Select Board members thanked Ms. Cohen for her willingness to participate in the Town.

A motion was made by Mr. Kalkut 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

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.

**Discussion Items**

Please discuss a draft of the warrant for the November 17, 2020 special town meeting
Ms. Robinson stated that a draft of the warrant for the fall special town meeting is included in the Select Board's meeting packet. It is a short warrant compared to previous years with the majority of the current eight articles addressing financial matters such as transfers and capital expenditures, as well as an article for committee reports, a CPC article to acquire land, and a road acceptance. No citizen petitions have been submitted; however, she met with a citizen regarding a citizen petition but is not sure if the citizen will proceed. She noted the budget situation is more favorable than was thought in the spring. The location for the meeting has not yet been determined, but she has spoken with the Moderator regarding the location.

Select Board members had no questions or comments.

Please discuss the proposed Five-Year Capital Improvement Program
Ms. Robinson stated that included in the Select Board's meeting packet is a proposed five-year capital improvement program which is a step forward from the list created last fall. The goal of this document is to begin a conversation about the Town's capital assets and 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 Norfolk residents are willing to support. She provided an overview of the document. She stated that there are currently 91 items for over $58 million with an increase of $8 million over last year due to expanding the recreation complex on Pond Street, the need within the next 20 years to replace transite water pipes in the ground, and the replacement of the Town's Ladder #1 truck. She explained that the ladder truck is 24 years old; the previous fire chief proposed refurbishment of the ladder truck, and Chief Kinney believes the Town will be better

served with a more versatile vehicle for $1.3 million. She said for FY21 there are 29 items/projects; perhaps, depending on the budget, 20 of them could be addressed this fall or in the spring; she noted some of them are small items. She explained that they have to find a way to provide the operations the Town needs to do and make hard choices. She noted the Town does not have any debt load drop off until about 2025. She suggested that over a series of Select Board meetings, department heads could speak with the Select Board about their requests.

Select Board members thanked Ms. Robinson for putting together the document and noted its usefulness. Ms. Robinson thanked Finance Director Todd Lindmark and all the department heads for the time and effort they put into helping to develop this document.

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
Mr. Kalkut stated that he requested this item be put on the agenda so the Select Board could 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 the Town may be able to do to support them. He stated that he wanted to leverage his expertise in the food and beverage industry and noted that he has had good conversations with restaurants about challenges they have in dealing with COVID. He stated that the Town has taken some steps such as providing guidance to help them, but by hosting a roundtable discussion some collaborate ideas can be leveraged and ways to help these groups during this time can be determined. Select Board members expressed interest. Ms. Mecklenburg said it is always good to hear from the Town community and putting local experts together helps us learn and grow. Ms. Van Tine agreed and said she thinks it is a great way to acknowledge local businesses and show that the Town is committed to trying to find new ways to keep everyone okay.

Mr. Kalkut discussed specifics about holding such an event. He noted that some people may not want to be recorded at a meeting and share ideas in a public forum. Select Board members discussed the appropriate format and execution of the event. Ms. Robinson said that if two Select Board members are present, the Town's bylaws state that it is a meeting, and it must be recorded. Ms. Van Tine stated that Mr. Kalkut should take the lead in this endeavor. Ms. Mecklenburg said she would like to be present as a listener but not as a facilitator. Mr. Kalkut thanked everyone for their input and stated he will work out the details.

Please discuss website posting of board correspondence
Mr. Kalkut stated that the Select Board received an email that they do not believe was meant to be sent. He questioned how to address emails sent in error moving forward. Ms. Van Tine said she is aware of approximately two communications that have reached Town Hall that are now public records; however, it is not clear if they were meant to be sent. Discussion commenced on whether when such an email is received if the Select Board reaches out to the person and asks them about the correspondence or if the Select Board just posts the email on the website. Ms. Mecklenburg said that if the Select Board feels it was an accident, it merits reaching out to the email sender one time, but this courtesy would not be repeated. She stated that there is a difference between criticism and uncharitable comments.

Ms. Susan Jacobson, 46 Needham Street, asked if the Select Board is going to clear the slate and give everyone one freebie. She asked what is the plan as the Select Board has been working on this for a really long time. Mr. Kalkut said they have not seen too many of these correspondences in the past few months. In this specific instance, the Select Board is not sure if the email was meant to be

sent. He stated that there is not a clean slate; this concern is only related to those messages that seem like they may have been sent in error.

Town Administrator Updates
Ms. Robinson stated that construction on the Holbrook Street Well is expected to begin next week. The DPW is finishing the paving on Medway and Lake streets. The Library has expanded services and is also providing some passport services. Library patrons do not have to make appointments; they can come in and browse. She asked if Select Board members could plan to meet earlier than 7 p.m. for the next Select Board meeting as an executive session is needed. She noted that the first Tuesday in November is the presidential election; Select Board members agreed that the first Select Board meeting held in November should be scheduled for Monday, November 2nd.

**Report of Warrants**
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

A motion was made by Mr. Kalkut that the Board approve six (6) warrants for the period September 11, 2020 – September 29, 2020 as printed on the agenda for this 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.

**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 July 27, 2020, and September 15, 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 discussed the difficulty that Select Board members are having when trying to sign documents. She proposed three options for easing the burden of collecting Select Board members' signatures on documents: Select Board members can drop by Town Hall during business hours, Select Board members can be issued a fob so they can get in the parking lot door to sign documents that will be left in the mail room, or documents can be delivered to the Select Board member's house by staff or police upon which the member can then deliver the documents back by leaving them in the drop box at Town Hall. She asked that the Select Board members let her know which option they prefer.

At 9:06 p.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 open session meeting of the Norfolk Select Board is scheduled to be held remotely on Tuesday, October 20, 2020, at 7:00 p.m.

This is a true and accurate report of the Select Board's remote meeting of October 6, 2020.

_____

Anita Mecklenburg, Clerk