SUDBURY SELECT BOARD
TUESDAY JANUARY 5, 2021
6:30 PM, ZOOM

Item #	Time	Action	Item
	6:30 PM		CALL TO ORDER
			EXECUTIVE SESSION
1.	6:30 PM	*VOTE*	Vote to immediately enter Executive Session pursuant to Exemption 3 (G.L. c. 30A, §21(a)(3)) – To discuss strategy with respect to litigation (Eversource) Sudbury v EFSB, SJC No. 12997; Sudbury v Secretary EOEEA, Suffolk Superior Court No. 2084CV00151.
2.		*VOTE*	Vote to close Executive Session and resume Open Session
	7:00 PM		Opening remarks by Chairman
			Reports from Town Manager
			Reports from Selectmen
			Citizen's comments
			MISCELLANEOUS
3.	7:15 PM		Update on COVID-19 from Health Director Bill Murphy
4.	7:30 PM		Discussion of DLS Review of Capital Improvement Program (April 2020).
5.	8:15 PM		Financial Policies Discussion - continuation from 12/15/20 meeting
6.	9:15 PM	*VOTE*	Review open session minutes of 11/16/20 and 11/30/20, and possibly vote to approve minutes.
7.			Citizen's Comments (cont)
8.			Upcoming Agenda Items
			CONSENT CALENDAR
9.		*VOTE*	Vote to re-certify Debra Galloway, Senior Center Director as the Town's designee to the Metro West Regional Tranisit Authority (MWRTA).

These agenda items are those reasonably anticipated by the Chair which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law.

Item #	Time	Action	Item
10.		*VOTE*	Vote whether to approve an increase in the abatement amount for both veterans and seniors in the Tax Work off program beginning January 1, 2021. For 100 hours of service, the maximum credit shall increase from $1,275 per year to $1,350.
11.		*VOTE*	Relative to the construction of the Fairbank Community Center funded under Article 18 of the 2020 Annual Town Meeting, VOTE to approve award and execution of contracts by the Town Manager for professional project management and design services solicited and recommended by the Permanent Building Committee in accordance with statute together with any contractual actions as may arise connected with the overall project.
12.		*VOTE / SIGN*	In accordance with the vote under Articles 40 and 41 of the 2020 Annual Town Meeting, VOTE to approve and sign the Conservation Restriction from the Town of Sudbury, acting by and through its Conservation Commission, to Sudbury Valley Trustees, Inc. pursuant to M.G.L. c.184 s.32 for two properties located off Water Row being 23.49+/- a. shown as Assessor's Map H11, Parcel 401 and 2.39+/- a. shown as Assessor's Map H11, Parcel 305.

SUDBURY SELECT BOARD
Tuesday, January 5, 2021

EXECUTIVE SESSION

1: Eversource discussion

REQUESTOR SECTION
Date of request:

Requested by: Patty Golden

Formal Title: Vote to immediately enter Executive Session pursuant to Exemption 3 (G.L. c. 30A, §21(a)(3)) – To discuss strategy with respect to litigation (Eversource) Sudbury v EFSB, SJC No. 12997; Sudbury v Secretary EOEEA, Suffolk Superior Court No. 2084CV00151.

Recommendations/Suggested Motion/Vote: Vote to immediately enter Executive Session pursuant to Exemption 3 (G.L. c. 30A, §21(a)(3)) – To discuss strategy with respect to litigation (Eversource) Sudbury v EFSB, SJC No. 12997; Sudbury v Secretary EOEEA, Suffolk Superior Court No. 2084CV00151.

Background Information:

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting: George Pucci of KP Law to attend

Review:

Patty Golden	Pending	
Henry L Hayes	Pending	
Jonathan Silverstein	Pending	
Daniel E Carty	Pending	
Janie Dretler	Pending	
Select Board	Pending	01/05/2021 6:30 PM

SUDBURY SELECT BOARD
Tuesday, January 5, 2021

EXECUTIVE SESSION

2: Close Executive Session and resume Open Session

REQUESTOR SECTION
Date of request:

Requested by: Patty Golden

Formal Title: Vote to close Executive Session and resume Open Session

Recommendations/Suggested Motion/Vote: Vote to close Executive Session and resume Open Session

Background Information:

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending	
Henry L Hayes	Pending	
Jonathan Silverstein	Pending	
Daniel E Carty	Pending	
Janie Dretler	Pending	
Select Board	Pending	01/05/2021 6:30 PM

SUDBURY SELECT BOARD
Tuesday, January 5, 2021

MISCELLANEOUS (UNTIMED)

3: Update on COVID-19 from Health Director

REQUESTOR SECTION
Date of request:

Requested by: Patty Golden

Formal Title: Update on COVID-19 from Health Director Bill Murphy

Recommendations/Suggested Motion/Vote:

Background Information:

Financial impact expected:

Approximate agenda time requested: 10 minutes

Representative(s) expected to attend meeting: Bill Murphy Health Director

Review:

Patty Golden	Pending	
Henry L Hayes	Pending	
Jonathan Silverstein	Pending	
Daniel E Carty	Pending	
Janie Dretler	Pending	
Select Board	Pending	01/05/2021 6:30 PM

SUDBURY SELECT BOARD
Tuesday, January 5, 2021

MISCELLANEOUS (UNTIMED)

4: DLS review of Capital Improvement Program

REQUESTOR SECTION
Date of request:

Requestor: Chair Dretler

Formal Title: Discussion of DLS Review of Capital Improvement Program (April 2020).

Recommendations/Suggested Motion/Vote: Discussion of DLS Review of Capital Improvement Program (April 2020).

Background Information:
attached documents
Continued discussion from 12/8/20 and 12/15/20.

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending	
Henry L Hayes	Pending	
Jonathan Silverstein	Pending	
Daniel E Carty	Pending	
Janie Dretler	Pending	
Select Board	Pending	01/05/2021 6:30 PM

TOWN OF SUDBURY

REVIEW OF CAPITAL IMPROVEMENT PROGRAM

APRIL 2020

DLS
DIVISION OF LOCAL SERVICES
MA DEPARTMENT OF REVENUE

PREPARED BY:

DLS | Technical Assistance Bureau
100 Cambridge Street, Boston, MA 02114-9569
www.mass.gov/dls

Tara Lynch, Senior Project Manager
Marcia Bohinc, Senior Project Manager
Jared Curtis, Project Manager

DLS
DIVISION OF LOCAL SERVICES
MA DEPARTMENT OF REVENUE

Geoffrey Snyder
Commissioner of Revenue

Sean R. Cronin
Senior Deputy Commissioner

April 3, 2020

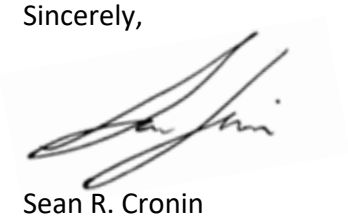
Select Board
Flynn Building
278 Old Sudbury Road
Sudbury, MA 01776

Dear Board Members,

I am pleased to present the enclosed review of the Town of Sudbury's capital improvement program. It is my hope that our guidance provides direction and serves as a resource for local officials as we build better government for our citizens.

Please contact me If you have any questions regarding the report.

Sincerely,



Sean R. Cronin
Senior Deputy Commissioner

617-626-2381
croninse@dor.state.ma.us

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INTRODUCTION

At the select board's request, the Division of Local Services (DLS) Technical Assistance Bureau (TAB) reviewed the Town of Sudbury's capital improvement program (CIP). This review was one of a series of steps the board has taken to fulfill its responsibility for ensuring Sudbury's capital assets can cost-effectively sustain the town's desired service levels into the future. It follows on the completed work of the strategic financial planning committee for capital funding (SFPCCF), which had existed from October 2013 to April 2019. It also corresponds with a FY2020 goal of the board to update the town's financial policy manual, which was last revised in 2015. In requesting this review, the select board sought to obtain an objective, external evaluation of Sudbury's CIP.

Over the years, successions of select boards, employees, and volunteers have conducted various efforts to evaluate and enhance the town's capital planning objectives and strategies. Despite some progress made, our review found that there is still much room for improving Sudbury's CIP. The town needs stronger, more informative policies, and its procedures could be enhanced to be more consistent and effective. In addition, a lack of local consensus about priorities and funding levels has stymied the investment trend in many types of capital assets. Most importantly, the town has failed to pursue a financing strategy that strikes a sound, predictable, and sustainable balance between debt and cash (i.e., "pay-as-you-go") funding options without resorting to repetitive temporary additions to the tax levy. This report offers guidance and tools to address these issues and move the town toward a stronger overall CIP framework.

The goal of this review was to compare the components of Sudbury's existing CIP with advisable norms, often referred to as best practices. To do this, we spoke with pertinent officials and examined recent program history, including related policies, procedures, forms, funding practices, charter and bylaw provisions, budget documents, town meeting warrants, Proposition 2½ referendums, select board meeting minutes, and the two previous capital study reports done by ad hoc town committees, one in 2013 and the SFPCCF's PowerPoint report in 2019.

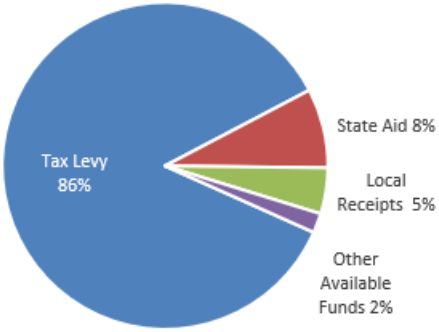
COMMUNITY PROFILE

The Town of Sudbury is a suburban community of 18,874 residents situated 20 miles west of Boston and encompassing 24 square miles. With its combination of historic, semirural atmosphere and proximity to the city, the town has comparatively high property values and wealth indicators. Sudbury's per capita income of $113,416 is the 17th highest in the state, while its per capita equalized property valuation (EQV) ranks within the top 20% statewide, in 66th place. Annually, the town's budget supports a wide array of services, including full-time police and fire departments, consolidated department of public works (DPW), ambulance service, health services, library, council on aging, and recreational programs. The town operates its own Sudbury Public School (SPS) district for kindergarten through eighth grade students and pays annual assessments for its membership in

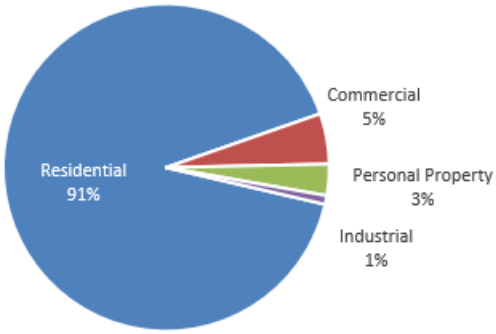
the Lincoln-Sudbury Regional High School (LSRHS). Segregated within the town's total FY2020 operating budget of just under $108 million are budgets for the local Community Preservation Act (CPA) program ($2.1 million) and for three enterprise fund operations (the pool, transfer station, and field maintenance), which total about $1 million combined.

Whereas the average Massachusetts town draws 71% of its general fund budget from the tax levy, in Sudbury that portion is considerably larger, at 86%. This is because the town lacks significant offsets from either locally generated receipts (e.g., motor vehicle excises, municipal charges, interest, fees) or from state aid (due to Sudbury's high wealth factors and the regional high school receiving educational aid directly from the state). Furthermore, only 7% of the total property valuation in Sudbury arises from commercial, industrial, and personal properties, and therefore residential taxpayers shoulder the preponderance of the levy burden.

FY2020 Budgeted General Fund Revenues



FY2020 Tax Levy by Class



Pursuant to a 1994 town charter, subsequent amending special acts, and town bylaws, Sudbury's executive governing branch consists of an elected, five-member select board, while an open town meeting functions as the legislature. A finance committee, consisting of nine volunteers appointed by the moderator, advises town meeting voters on all finance-related warrant articles.

The select board appoints a town manager, who is charged to oversee the town's day-to-day functions, as well as planning and coordinating its long-range goals. The charter empowers this position with the appointing authority for most of the town's department heads and enumerates many duties related to the officeholder's capital planning role, namely:

- oversee the town's financial management functions and coordinate the activities of all departments, officers, boards, and commissions
- keep the select board and finance committee fully informed as to the town's financial condition and needs
- prepare an annual forecast of town revenues, expenditures, and general financial condition
- develop and maintain a complete inventory of all town-owned real and personal property
- ensure the efficient use, maintenance, and repair of all town facilities, except the schools

- prepare annual operating and capital budgets for all town departments

Assisting the town manager in these and other duties are an assistant town manager/human resources director and a finance director-treasurer/collector. These three officers compose the town's budget team, who work together to orchestrate the operating and capital budget processes and then propose a combined annual budget to the select board and finance committee.

The executive leadership in Sudbury is going through a period of transition as the select board has recently hired a new town manager. This appointment will provide the town with the opportunity to take a fresh look at all administrative and financial practices, including the CIP. To aid in this objective, we considered all the various components that comprise the pillars of a comprehensive CIP and assessed how they are manifested in Sudbury. In the report that follows, we detail our observations and make recommendations to help guide local officials toward a CIP grounded in generally accepted best practices.

CIP Framework

By the simplest definition, a capital asset is an item of property with a useful life longer than one year. In the context of municipal financial management, however, it is more useful to think of capital assets as the community-owned collection of significant, longlasting, and expensive real and personal property, such as land, buildings, equipment, infrastructure, and rolling stock. A CIP is a risk management framework for ensuring these assets can continuously, efficiently, and effectively provide desired services according to a well-thought-out, economical plan. A strong CIP guards against the risk of the failure of any of these assets in supporting the major objectives of town government, among them the promotion of commerce, protection of public health and safety, provision of educational programs, and enhancement of local quality of life. The oversight of a solid CIP is therefore one of a select board's most vital duties.

To conduct this review, we examined all aspects of Sudbury's capital program. In the next part of the report, we provide our observations, analyses, and recommendations in sections divided into the four component areas of a comprehensive CIP:

A. Financial Policies
B. Capital Planning Procedures
C. Funding Strategies
D. Capital Forecast

When doing this type of review, communities sometimes find it useful to know how they compare to others that can be considered their peers based on similar fiscal, geographic, and socioeconomic characteristics. Among the factors we used to determine an appropriate peer group for Sudbury were population size, budget amount, per capita income and EQV, budget composition, and the balance of properties classes within the total valuation. The resulting nine peer towns are listed in the table below. We will refer to this peer group again in various parts of the report.

Sudbury's Peer Communities

Town	2015 Pop	Pop Density	2015 Income PC	2016 EQV PC	% of Value		FY2020 Total Operating Budget	% of Budget				Bond Rating*
					Res	CIP		Levy	Aid	Lccal Receipts	Other	
Acton	23,549	1,185	61,285	182,870	88.90	11.10	105,717,247	84.72	2.50	10.98	1.80	S&P: AAA
Bedford	14,171	1,037	63,336	247,247	78.78	21.22	103,598,404	64.92	8.37	14.86	11.85	S&P: AAA
Concord	19,830	809	119,088	314,585	91.88	8.12	119,033,611	79.84	4.59	11.06	4.50	M: Aaa
Duxbury	15,483	652	84,188	249,015	96.24	3.76	88,543,488	72.48	7.40	15.44	4.69	S&P: AAA
Hingham	23,120	1,041	112,921	288,446	88.61	11.39	128,255,994	67.09	8.83	22.72	1.36	S&P: AAA
Hopkinton	16,674	635	84,115	213,004	83.67	16.33	99,288,874	72.39	10.08	13.92	3.61	S&P: AAA
Scituate	18,478	1,048	61,387	239,940	95.70	4.30	103,425,131	63.63	7.95	25.44	2.97	S&P: AA+
Wayland	13,684	909	147,695	267,930	95.16	4.84	93,872,007	75.58	6.83	13.77	3.83	M: Aaa
Westwood	16,055	1,476	114,844	270,466	84.08	15.92	102,504,134	78.26	7.61	9.74	4.39	S&P: AAA
Sudbury	**18,874**	**778**	**115,416**	**240,299**	**92.99**	**7.01**	**107,835,900**	**83.21**	**7.63**	**7.28**	**1.87**	**S&P: AAA**
Averages	*17,992*	*957*	*96,428*	*251,380*	*89.60*	*10.40*	*105,207,479*	*74.21*	*7.18*	*14.52*	*4.09*	

**Indicating either Moody's or Standard & Poor's.*

A. Financial Policies

Without a strong set of clear, well-reasoned, and comprehensive financial policies, it is very difficult for a community to implement an effective CIP. Policies create the signposts for the procedural roadmap to be followed by relevant officials. They also spell out local leaders' commitment to long-range, consensus-driven goals. The policy topics of capital planning, budget, reserves, and debt management should all have interconnected provisions related to the capital program.

As a communication tool, a policy sets expectations for particular individuals and groups, such as budget decision makers, employees, and residents. A well-written policy promotes accountability, consistency, and transparency and provides instructive guidance for the accomplishment of specific goals. Beyond doing all of this, a strong financial policy provides its greatest value as a foundational element of the town's system of internal controls for risk management. Unfortunately, we found the town's draft policy manual, which covers nine topics in only five pages with very sparse provisions, to be inadequate to fulfill these objectives.

We strongly advise the select board to initiate a complete policy makeover. Manuals that TAB has created for other communities could provide samples for particular topics and can be found on the DLS website at: https://www.mass.gov/service-details/community-compact-cabinet-reports. Detailed below are provisions we recommend the town incorporate in the new policies.

A-1. Adopt a full-scope Annual Budget policy

In place of the existing Operating Budget policy, an Annual Budget policy would define an integrated framework for developing the total operating budget, including the general fund, enterprise fund, and capital budgets but excluding the CPA, which is the sole purview of the Community Preservation Committee. In doing this, the new policy could incorporate the two, currently separate policies on Revenues and Expenditures. The town could also consider stating whether each enterprise fund will be self-supporting or will receive a general fund subsidy. When an enterprise is self-supporting, user fees are calculated to ensure they cover all of the given operation's costs, including personnel, expenses, and capital investment, as well as the indirect costs associated with other town departments that provide support to the enterprise.

We further recommend the policy include provisions that define the appropriate circumstances for considering a Proposition 2½ referendum. For example, it could stipulate that every debt exclusion proposal must meet all three of these criteria: (1) useful life of 20 years or more; (2) estimated cost of the principal payment in the first year of the debt issuance must be greater than 1% of the prior year's general fund revenue; and (3) the expenditure is either for town-owned land, buildings, or infrastructure or for a LSRHS capital assessment. The policy should also state that the town will avoid proposing any capital exclusions except in unanticipated, extraordinary circumstances.

A-2. Adopt a consolidated Reserves policy and set prudent target levels

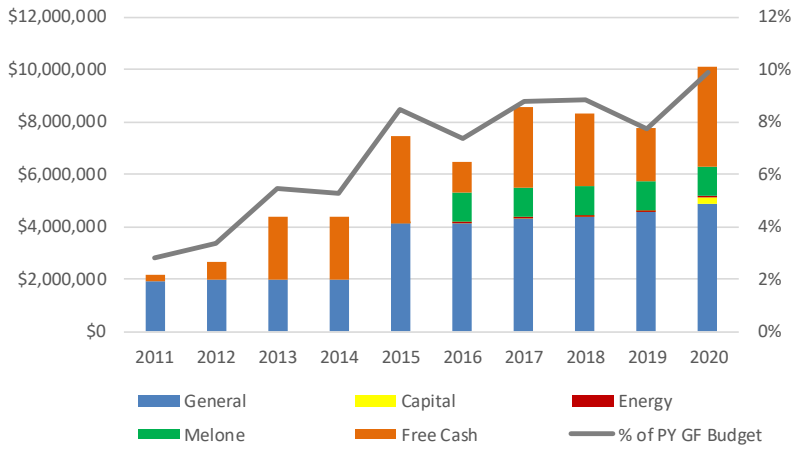
Instead of separate policies for the general stabilization fund and free cash, we recommend the select board adopt a single policy that addresses both of these reserves, as well as all special purpose stabilization funds, enterprise fund retained earnings, and overlay surplus. We also advise the board to reevaluate and expand the policy stipulations for funding targets.

Sudbury's 2015 policy manual set a target for the stabilization fund at 5% of the prior year's general fund budget and specified that it should be used only for unexpected events. The new draft retains the funding target but removes any usage language. Conversely, the town has never set a target level for free cash, but both policy versions specify a usage priority order for this reserve, which is the remaining, unrestricted funds from operations of the previous fiscal year. Free cash requires certification by DLS before the town may appropriate it.

Sudbury's reserve-related policies have not provided adequate instructions and targets for reserves. As a solitary goal, the general stabilization fund target is too low, and the overall approach to reserves should be more strategic. Reserves not only provide a community with "rainy day" monies for emergencies; they should also be viewed as a means to set aside funds for capital purchases that can be made with cash at a lesser cost, and as a counterbalance to, projects that must be financed by borrowing with its attendant add-on expenses and complications.

A 5% minimum target for the general stabilization fund is reasonable only if there are also targets for other reserves, such that the total combined reserves target equates to 10 to 12% of the prior year's general fund budget (i.e., the total operating budget minus CPA and enterprise funds). Here, "total combined reserves" refers to the total of free cash and the town's general and special purpose stabilizations funds all together. As illustrated below, the town has made progress in the last few years toward achieving the low end of our advised target.

Combined Reserves as % of Prior Year General Fund Budgets, FY2011- FY2020



Note: Besides the special purpose stabilization funds for capital, energy, and the Melone property, there is also a turf field fund. It has only ever had a balance of $100 though, so it cannot be graphically represented in this chart.

Among Sudbury's peers with formal policies on reserves, the average combined target is 8-12% of the general fund budget. In almost all cases though, their overall policy targets refer only to combined free cash and general stabilization (i.e., no special purpose stabilization funds included).

While preserving Sudbury's existing 5% target for the general stabilization fund, we advise the select board to consider expanding the Reserves policy to include the other targets listed below along with other recommended provisions:

- Establish a goal of endeavoring to realize annual free cash certifications equivalent to 3-5% of prior year general fund revenues. Free cash is considered a nonrecurring revenue source because the amount certifiable by DLS is subject to potentially unanticipated variables in any given year. Despite this, the town manager can pursue a consistent free cash level by employing conservative budgeting practices that intentionally estimate revenues at no more than 95% of prior year actuals, avoiding full depletions of prior year certified amounts, and holding department heads accountable for the careful management of turnbacks.

- Achieve and maintain a combined target balance for all capital-related special purpose stabilization funds equal to 2% of prior year general fund revenues.

- Spell out the specific appropriate usages for each type of reserve.

- Set a retained earnings target for any enterprise fund not subsidized by the general fund. Similar to free cash, retained earnings refers to an enterprise fund's surplus balance that requires DLS certification before it may be appropriated. Due to changes in the accounting for indirect costs in FY2020, none of the town's three enterprise operations are currently self-supporting. If the town makes a shift in policy (and fee schedule) to ensure that any of these operations becomes self-supporting, the Reserves policy should state a retained earnings target in anticipation of related projects in the capital plan.

- Include a statement that the select board will request an annual update from the board of assessors on the balance in the overlay account as compared to anticipated abatement and exemption liabilities. Any excess may then be declared as surplus and available for capital or other one-time purposes.

A-3. Set a year-to-year debt funding target within the general fund budget

Section C of this report contains a review of Sudbury's history of capital financing through debt exclusion, which is also known as "exempt debt" since its funding derives from levy amounts exempt from Proposition 2½ limitations. The town's pursuit of exempt debt as a primary capital funding mechanism is a risky strategy that works counter to desired objectives of levy stability and planning predictability. On the other hand, a formal policy that dictates the maintenance of a certain level of within-levy debt financing year after year would help provide a strong control for ensuring consistent capital investment.

Long-term debt is an appropriate, and within certain guidelines, the preferred source of financing for

long-life assets and projects with cost thresholds that would otherwise be unaffordable to pursue in the near term. Further, the amortization of debt service over 10 to 30 years provides some equity among local taxpayers because project costs are borne among those who may move into or out of the town over time. When a town has access to the bond market at favorable borrowing rates, as in Sudbury, a low debt service budget can indicate deficient investment in capital assets. However, every community should establish a debt service ceiling to assure those expenses do not become detrimental to long-term fiscal conditions, squeeze out necessary operating expenses, or strain the affordability of taxpayers. Moreover, debt issuances should be planned for as a steady part of the community's within-levy budget. These are among the many reasons why a good Debt Management policy is so important.

To help make the town's capital funding more predictable and sustainable, the select board should ensure the new policy has provisions that state the objective to gradually and consistently pursue future debt issuances financed by within-levy dollars and set a debt service target range to be achieved and maintained. As will be discussed further in Section D, we suggest the target be 3% of the prior year's general fund revenues, but local analysts may want to adjust this higher or lower, depending on a review of the capital asset inventory and assessment of needs.

Sudbury's within-levy debt service for FY2020 represents only 0.15% of the prior year's general fund budget, so reaching the recommended goal will take quite a bit of time. Nevertheless, the importance of shifting the financial basis for future borrowings from exempt to within-levy debt cannot be overemphasized, and making this a formal policy objective is the first step. The policy should further dictate that the town will recapture for capital purposes the roll off of any maturing debt, either within a new debt issuance or else by appropriating the equivalent amounts to capital-specific stabilization fund(s), which can thereby provide a source for funding future debt service obligations.

A-4. Clearly define what projects are included in the capital plan

Capital projects in Sudbury are not well defined. The 2020 draft policy has text describing what a capital asset looks like ("land, …buildings, …equipment, …infrastructure") but provides no information for determining which capital-related expenditures will be included in the town's multiyear capital plan. Deleted from the 2020 policy draft was a stipulation from the 2015 version that had defined a capital project as an expenditure for an item costing $10,000 or greater and having five or more years of useful life.

In addition to reestablishing cost and useful life capital thresholds in policy, we suggest the select board consider raising the minimum dollar amount to $15,000 or $20,000, given inflation's impact over the years. This impact is reflected in the town's current capital plan, in which no fiscal year has more than one project costing under $20,000. As would be expected over time, capital criteria dollar thresholds have been rising in other communities. Six of Sudbury's nine peer towns have policy-

defined dollar thresholds for their capital projects, as follows: three set the cost at $10,000, two at $20,000, and one at $25,000. Whatever amount is finalized, the policy should state that any expenditure that does not meet both thresholds should be budgeted within departmental line items, which are discussed further in report Section B.

Standardized criteria will help budget framers to consider all capital projects using town-wide perspectives while also providing a baseline for the assembly of a complete capital inventory, which should also be called for in the policy. Such an inventory is central to the CIP's effectiveness, since it is needed to create comprehensive schedules for replacing or upgrading assets.

A-5. Establish an ordered list for prioritizing capital projects

In reviewing Sudbury's CIP-related documents, we were unable to ascertain any defined order for prioritizing capital projects, notwithstanding the simple 1 to 5 urgency score department heads assign to each. Within the capital plan, the budget team also designates each project as either urgent maintenance, risk mitigation maintenance, enhancement, or new/substantially remodeled facility, but only the first of these implies any precedence in priority; the others are merely descriptive.

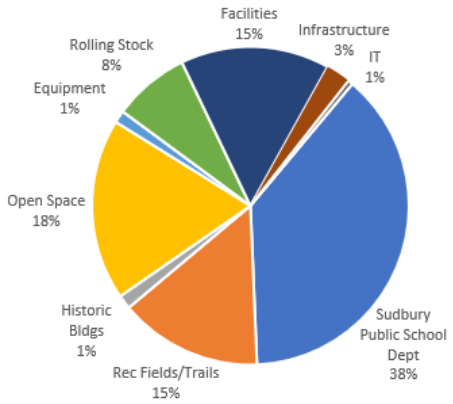
It is rare that a town can afford to pay for all capital proposals, and therefore the participants charged with developing capital budgets need a frame of reference for comparing projects to the community's prioritized objectives and for evaluating them against each other. Lacking this, the course of capital investment can become haphazard to the point that the town risks inadvertently deferring projects whose postponement ends up costing more in the long run or otherwise failing to align approved projects with long-range, town-wide goals.

Every community has its own unique set of priorities, and the select board, as the executive policymaking body, must determine what these are for Sudbury. Factors to consider and put in priority order include, but are not limited to, mitigation of safety hazards, legal compliance, operating cost reduction, service or efficiency improvement, availability of outside funding sources, conformance to asset replacement schedule, and enhancement of quality of life.

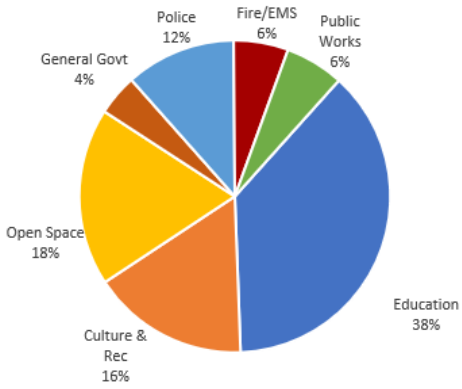
We did a five-year review of Sudbury's capital spending to see what it might reveal about the town's priorities. For the years FY2016-FY2020, we totaled up all the capital project appropriations from all revenue sources. Excluded from the analysis were any expenditures for assets not owned by the town, such as CPA funds dedicated to private affordable housing and any capital assessments paid to the LSRHS. Thus, the Education slice in the Government Purpose pie chart on the next page exclusively refers to expenditures for the SPS, which represents the largest portion (38%), as one might expect. Almost as much (34% total) was spent on quality-of-life purposes (culture, recreation, and open space combined), which as a group outweighed the funds applied to infrastructure needs, public safety programs, and the general running of government (28%) all together.

Capital Spending, FY2016-FY2020

By Asset Type



By Government Purpose



Note: Rolling Stock does not include any police cruisers, which are budgeted within the department's line-item budget.

Worth noting is that the pie charts above include $13 million in debt service for school projects, $8 million of which came from distributions by the Massachusetts School Building Authority (MBSA). The MSBA funding was included here because this analysis was intended to encompass the full range of capital funding sources used, including grants. Also important to note is that these illustrations represent debt service dollars actually spent from FY2016-FY2019 and budgeted for FY2020. In FY2021, the debt service will begin for five new projects authorized by recent town meetings: Camp Sewataro, Broadacres, Stearns Mill / Dutton Road Bridge, DPW Fuel Island, and Sewer. The funding for the first four of these will be raised through debt exclusions. About 80% of the total new debt service will be spent on the Camp Sewataro and Broadacres projects, further expanding the proportion of overall capital funding applied to quality-of-life assets.

B. Capital Planning Procedures

Article XXV of Sudbury's bylaws establishes a Capital Improvement Advisory Committee (CIAC) comprised of seven members: six appointed by the select board and one by the finance committee. This bylaw charges the CIAC to review and make recommendations on all capital proposals that cost $100,000 or more. Apart from the CIAC's advisory review, Sudbury's capital planning process otherwise runs in sync and enmeshed with its annual budget process.

Each November, the town manager distributes budget guidelines to department heads along with forms for them to fill in with their operating and capital budget requests. Although the various documents we reviewed showed inconsistencies, for the most part, it appears that department heads have been required to use capital request forms for items costing $10,000 or more. The town manager is authorized to make decisions on all of these up to a cost of $100,000. For requests above that amount, the town manager must take into consideration the CIAC's recommendations presented in its annual report to the select board and finance committee.

The budget team reviews the returned requests and meets with department heads to discuss their needs. As project requests are vetted, the team adds them to a five-year capital plan in Excel. This document also includes 10 more years of projections that reflect the debt service on active projects and present-day replacement costs for existing equipment whose useful lifespans will expire during those years. This extended 10-year listing is inherently underestimated given that replacement costs will increase and new projects be added as time goes by. With that in mind, however, the full plan lists almost $62 million in prospective projects from FY2021 to FY2034.

Each winter, the budget team must prioritize the capital submissions, determine which ones to include in the forthcoming year's capital budget, and brainstorm potential funding plans for them. By January 31, the town manager presents a combined operating and capital budget to the finance committee and select board, which then hold hearings and vote on the budget. By March 31, the finance committee provides the select board with a report of its budget recommendations for inclusion in the town meeting warrant. On the first Monday in May, the town manager presents the operating and capital budget to annual town meeting.

It appears the budget team has developed a well-coordinated annual budget process, including efficient assembling of the capital budget and updating of the multiyear capital plan. To help the team enhance overall capital planning effectiveness, we offer the following procedural recommendations.

B-1. Budget for maintenance costs within department-level capital line items

We recommend the select board support the implementation of a fundamental shift in the compilation and presentation of the annual budget. Given Sudbury's overall budget size, range of services, and scale of capital assets, most, if not all the major departments should have an annual capital line item for their necessary maintenance budgets. This line item would not apply to projects the town manages under the CIP. Instead, it will account for department-managed expenditures to curb asset deterioration or replace assets with shorter useful lifespans. These expenses should be considered part of the annual operating, not capital, budget. In contrast, the CIP should govern projects undertaken either to build, buy, expand or replace a long-life asset or to enhance an asset's condition beyond its original state of quality, efficiency, or useful life expectation.

As already mentioned, once the town establishes cost and useful life thresholds for capital projects, any expenditure for an asset that fails to meet both criteria should be budgeted in a departmental capital line item. Sudbury's historical lack of a clear capital project definition is evident in its capital plan. For example, it includes a utility trailer costing only $4,000 (in FY2023), as well as an annually repeating $50,000 item for the parks division described as preventative maintenance.

Although this change will preclude the need for departments heads to submit capital request forms for their maintenance costs, it will remain important for the town manager to have realistic discussions with them about their maintenance needs every budget year. Going forward, every department head responsible for a capital asset would submit with his or her annual operating budget request an estimated amount for maintenance needs based on actual, related expenditures over the past one to two years. Furthermore, departments heads would be expected to manage this line item with the same care as those for personnel and expenses, including turning back unexpended maintenance funds at year-end, which could then add to the free cash balance.

Including preventative maintenance expenses as standard parts of departmental operating budgets is a cost-effective and widely recommended[1] approach to ensuring the dependability of capital assets. Shifting to a budget template in which each department has line items for personnel, expenses, and capital is another way to ensure town-wide consistency and mitigate the risk of overlooking necessary maintenance. It also increases the transparency and understanding of maintenance needs for budget decision makers and residents. Sudbury does this already for some departments to a very limited extent. For instance, the police department has a standing annual capital line item that corresponds to its budget for cruiser vehicles, which have useful lifespans under five years. Small capital line items also exist in most years for the DPW's highway division and for the turf field enterprise fund.

B-2. Remove LSRHS projects from the town's capital plan

Sudbury's five-year capital plan lists 25 projects for the LSRHS, totaling $1.8 million, but the related assets are wholly owned by the LSRHS, which has full responsibility for maintaining, monitoring, and purchasing them. It is therefore inappropriate for the regional school district's assets to be included in the plan. Although the budget team's good working relationship with the district's business office will help them stay apprised of long-range operational and capital projections, the LSRHS School Committee alone makes the decisions on the annual assessments that will be submitted for the approval of Lincoln's and Sudbury's town meetings. For budget and forecasting purposes, the team should regard the district's assessment projections similar to how they would the "fixed cost" items in the overall town budget to which Sudbury has contractual obligations, such as retirement and health insurance benefits.

B-3. Expand the information captured on capital project submission sheets

In Sudbury, department heads fill out a Capital Improvement Budget Request form, which captures a range of details about each project, including description, cost, replacement cycle, and estimated future savings. In the interest of helping to collect more information in a standardized way, we offer

[1]For more guidance, see the Government Financial Officers Association's best practice, Capital Asset Management, https://www.gfoa.org/capital-asset-management (recommendation 5).

in the Appendix a fillable form for potential adoption by the town. It includes pulldown lists for comparable criteria, sections to input positive or negative cost impacts for the next three to five fiscal years, and boxes for narrative descriptions of available grants or other types of potential cost offsets.

B-4. Reconsider the Capital Planning bylaw

We recommend the town consider revoking bylaw XXV: Capital Planning, whose main purpose is to state the CIAC's membership composition and mission. Given the wide extent of the town manager's capital-related duties spelled out in the charter, the CIAC represents a select-board-appointed volunteer body serving a superfluous function to the work already being done by its own full-time, professionally qualified, chief executive officer. The town also has available the full-time expertise of a finance director, whose responsibilities include monitoring the town's financial condition throughout the year, as well the status of its active capital projects. Our advice here correlates with TAB's longstanding biases toward lean and efficient centralized processes and toward reliance on empowered, accountable, administrative officers.

C. Funding Strategies

Once a community has established definitions for its capital projects and set up solid, consistent procedures for managing its CIP, budget decision makers must then consider a range of capital financing strategies. All funding sources should be included when evaluating the level of investment, from taxes, to borrowings, to local fees and charges, to state grants and programs.

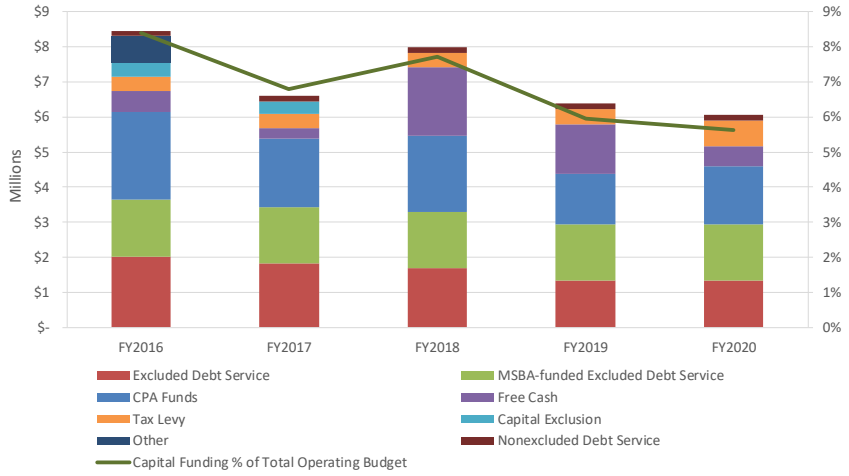
In the last five years, voter-authorized debt exclusions provided the greatest proportion of Sudbury's capital funding. Three of the seven debt-excluded projects active during this period were for the Curtis, Haynes, and Loring schools, and MSBA distributions in these years substantially offset the amounts that otherwise would have been raised on tax bills for them. In the table and chart below, this grant funding source has been broken out separately to highlight it.

Capital Spending by Revenue Source, FY2016-FY2020

Capital Funding Sources	FY2016	FY2017	FY2018	FY2019	FY2020	5-yr total	5-yr % of Total
CPA Funds	2,501,729	1,956,198	2,161,511	1,428,335	1,658,210	9,705,983	27.34%
Excluded Debt Service	2,027,145	1,817,323	1,691,876	1,339,189	1,329,943	8,205,476	23.12%
MSBA-funded Excluded Debt Service	1,606,861	1,606,052	1,605,984	1,605,926	1,605,872	8,030,695	22.63%
Free Cash	613,793	305,000	1,962,000	1,426,500	570,000	4,877,293	13.74%
Tax Levy	392,750	404,000	413,190	422,000	745,000	2,376,940	6.70%
Capital Exclusion	420,000	365,000	0	0	0	785,000	2.21%
Other*	752,507	0	0	0	0	752,507	2.12%
Nonexcluded Debt Service	140,299	155,050	155,190	155,510	154,610	760,659	2.14%
Stabilization Funds	0	0	0	0	0	0	0.00%
Capital Funding Totals	8,455,084	6,608,623	7,989,751	6,377,460	6,063,635	35,494,553	100%

**Other funding in FY2016 included a donation, bond premiums, and repurposed town meeting articles.*

Capital Spending by Revenue Source, FY2016-FY2020



When reviewing the last five years of capital spending there are three trends that stand out. One is the prominence of the CPA program, which actually represents the largest mainly-taxpayer-derived source of financing, given that the MSBA paid a major portion of the debt-excluded projects. The second is the low level of funding from the tax levy and complete absence of stabilization funds as a resource. The third but most significant trend is the longtime strategy that has put capital needs into a type of optional category over-and-above the base levy budget by choosing to pursue project funding through temporary additions to the tax levy. Below we analyze the town's use of various capital funding sources.

Debt and Capital Exclusions

On an annual basis, the town's budget framers decide the tax levy amount to be raised within the Proposition 2½ levy limit, which automatically increases by 2.5% every year, plus a new growth allowance. In any given year, the community can elect to raise levy funds beyond the levy limit through town meeting and ballot votes. In addition to the provision for a general override, which increases the levy limit permanently, the Proposition 2½ statute permits three types of nonpermanent increases. A capital exclusion increases the levy for one year to pay off a one-time purchase, while a debt exclusion increase lasts for the span of years necessary to pay the debt service on a capital project. Finally, a stabilization fund override increases the levy for an indefinite time to build up funds for a specified purpose. This last option, which Sudbury has never attempted, is discussed further in Section D.

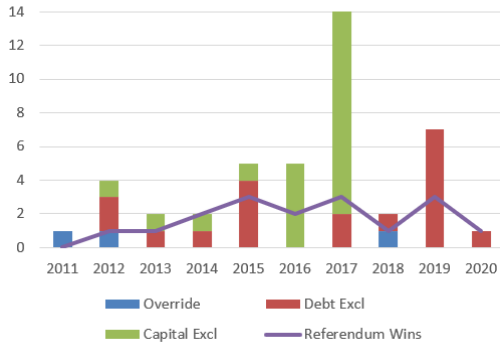
The most striking aspect of Sudbury's CIP history has been the propensity to make the prospect of capital investment contingent on voter approval of debt and capital exclusions. From FY2016-FY2020, voters approved five capital exclusions and four debt exclusions. Yet these were just the exclusion proposals that passed both town meeting votes and referendums; there were also some contingent warrant articles that failed one or the other. Moreover, the pattern of proposing repetitive adjustments to the levy limit during this time was a continuation of longstanding practices.

The 10 years since FY2011 have seen a total of 40 warrant articles that made the funding of capital projects contingent on the passage of debt or capital exclusions. Beyond this, there were also three general override proposals during this period, which we include in the table and chart below to show the full picture of all levy questions put to voters. Taken together, the 10-year success rate for these proposals was only 44%, and in the last five years, only 34%.

Rate of Approval of Town Meeting Appropriations Contingent on Proposition 2½ Referendums

	Contingent Town Meeting Articles						
Applicable Fiscal Year	Override	Debt Exclusion	Capital Exclusion	Total Articles	Approved Articles	Referendum Wins	% Approved
2011	1	0	0	1	1	0	0%
2012	1	2	1	4	4	1	25%
2013	0	1	1	2	1	1	50%
2014	0	1	1	2	2	2	100%
2015	0	4	1	5	5	5	100%
2016	0	0	5	5	5	2	40%
2017	0	2	12	14	14	3	21%
2018	1	1	0	2	2	1	50%
2019	0	7	0	7	5	3	43%
2020	0	1	0	1	1	1	100%
Totals	3	19	21	43	40	19	44%
	FY2016-2020 Averages:			5.8	5.4	2	34%

Contingent Override and Exclusion Articles vs. Referendum Wins



Note: The years FY2013-FY2015 include 5 referendums for 2 multistage projects, the Nixon School and Police Headquarters.

This high rate of Proposition 2½ proposals very much makes Sudbury an outlier within the state. Based on information that communities report to DLS, in any given year, about 30% of the state's cities and towns hold votes on any such referendum, with about two-thirds of these being held for debt exclusions. Rarely does any community have these types of votes year after year though. From FY2016-FY2020, Sudbury averaged 5.4 referendums annually. During this same time, only 39 municipalities in the state (11%) averaged one or more annually, and 18 (5%) three or more annually. Just four other communities along with Sudbury (1% of the state) have had an average of five or more each year. With one exception, these types of referendums are also rare among Sudbury's peer towns, as shown below.

Referendums Reported to DLS, FY2011-FY2020

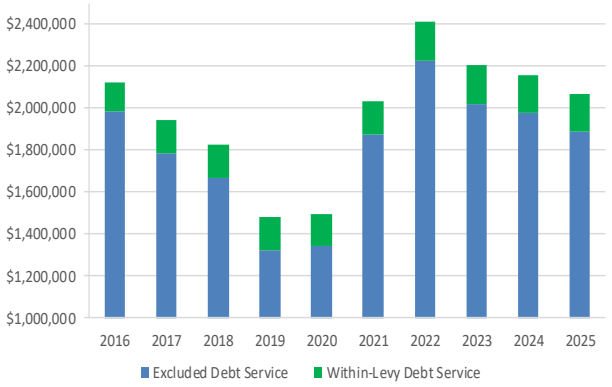
Town	Override	Debt Exclusion	Capital Exclusion	10-yr Totals
Acton	0	0	0	0
Bedford	0	0	0	0
Concord	0	6	0	6
Duxbury	0	5	0	5
Hingham	0	2	0	2
Hopkinton	0	19	1	20
Scituate	1	5	0	6
Sudbury	3	17	20	40
Wayland	0	6	0	6
Westwood	0	1	0	1

This analysis indicates that the town has been primarily addressing capital needs as wish list add-ons to the base levy, rather than taking a sound risk management approach that accounts for these

expenditures as necessary parts of the budget connected to financing plans under a long-range financial forecast.

Even as the budget team may strive to move away from exclusion proposals in favor of carving out more funding from the levy, it only takes one or two highly expensive projects winning exclusion authorization to stall those efforts. As the chart to the right shows, when the debt service for the four new debt-excluded projects begins in FY2021, these obligations will completely reverse the roll-offs of excluded debt that took place in the last four years. The chart represents the town's actual net debt service expenditures from FY2016 to FY2019, budgeted amounts for FY2020, and projected estimates for FY2021 to FY2025. (This analysis provides the best comparison of the town's true year-to-year debt load since it nets out the MSBA offsets.)

Actual and Projected General Fund Debt Service Obligations, FY2016 – FY2025



It is hard to imagine this trend of regularly revolving exclusions can continue much into the future in light of the increasing pressure on tax bills, particularly in the last five years.

Change in Sudbury's Average Single-family Tax Bill, FY2011-FY2020

Fiscal Year	Tax Levy	% Change in Levy	Average Single-family Tax Bill	Annual Tax Bill Increase	% Change in Tax Bill	Average Tax Bill as a % of Value
2011	67,418,506	2.80%	10,695	235	2.25%	1.70%
2012	69,007,533	2.30%	10,937	242	2.26%	1.76%
2013	71,026,410	2.84%	11,205	268	2.45%	1.80%
2014	72,951,707	2.64%	11,544	339	3.03%	1.80%
2015	73,549,581	0.81%	11,598	54	0.47%	1.76%
2016	76,997,531	4.48%	12,082	484	4.17%	1.78%
2017	79,892,487	3.62%	12,520	439	3.63%	1.77%
2018	83,323,444	4.12%	13,033	513	4.10%	1.79%
2019	86,384,635	3.54%	13,355	321	2.46%	1.79%
2020	89,733,893	3.73%	13,769	414	3.10%	1.85%
		10-yr Avg. Annual Increase		$ 331	2.79%	
		5-yr Avg. Annual Increase		$ 434	3.49%	

Peers Avg. SF Tax Bills, FY2020

Town	Amount
Scituate	8,123
Bedford	9,769
Hingham	9,988
Hopkinton	10,640
Duxbury	10,943
Westwood	11,789
Acton	11,790
Sudbury	13,769
Wayland	14,214
Concord	15,735

Note: The bill amounts for Concord and Hopkinton and for Sudbury from FY2014-FY2020 are approximations because, during those years, small numbers of single-family property owners were eligible for tax exemptions connected to the senior means test.

Within-levy Debt Service

The 2015 financial policy included a statement that the town "traditionally votes to issue all debt exempt from the limits of Proposition of 2½" without providing any rationale for this. Due to this longtime avoidance of nonexempt debt, the ratio of debt service funded by within-levy dollars to prior year general fund revenue averaged less than 0.20% annually in the last five years. A new

issuance for the sewer project will be paid with nonexempt debt beginning next year, and although the amount is only projected to be $30,000 annually, it is still some progress in the right direction.

Within-levy Debt Service as % of Prior Year General Fund Revenues, FY2016-FY2020

	FY2016	FY2017	FY2018	FY2019	FY2020
Prior Year General Fund Budgets	88,459,671	97,507,455	94,025,172	100,052,644	102,000,958
GF Debt Service Amounts	140,299	155,050	155,190	155,510	154,610
GF DS % of Net GF Budget	0.16%	0.16%	0.17%	0.16%	0.15%

Community Preservation Act

In the last five years, the CPA fund accounted for a sizeable 27.54% of the town's capital expenditures, $9.7 million in total. Close to two-thirds of this ($6.2 million) applied to debt service on projects authorized in years that predated 2015, while the remainder paid directly (i.e., without debt) for projects approved in special articles during the review period. A lack of substantial capital funding sourced from the levy partially explains the CPA's large proportionate contribution, along with an apparent multiyear slant toward pursuing the types of projects eligible for CPA funds.

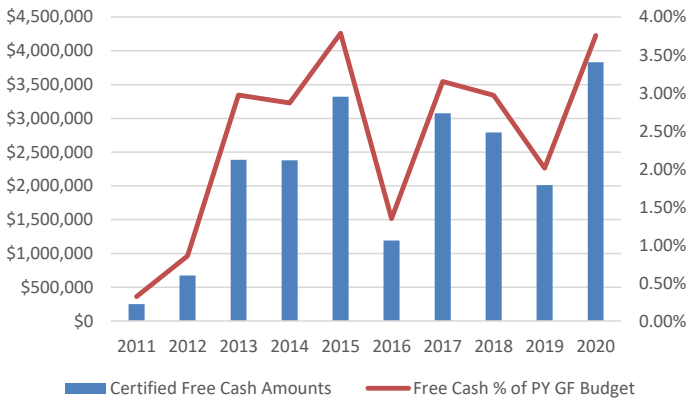
Derived from a 3% surcharge on property tax bills and a nonequal match from the state, Sudbury's CPA budget provides a steady funding mechanism for capital investment, though one that is restricted to historic, open space, recreational, and affordable housing assets, any of which may or may not necessarily be owned by the town. The CPA budget decision making is entirely the purview of the local Community Preservation Committee, with ultimate authorization by town meeting.

Free Cash

The table and chart below show the last 10 years of Sudbury's free cash certifications, which have been subject to a fair amount of fluctuation, perhaps to some degree related to the absence of a policy-dictated effort to pursue consistent levels year to year.

Free Cash Certifications, FY2011-FY2020

Fiscal Year	Prior Year General Fund Budget	Certified Free Cash Amounts	Free Cash % of PY GF Budget
2011	77,798,984	249,418	0.32%
2012	78,740,738	674,860	0.86%
2013	80,343,448	2,388,556	2.97%
2014	82,904,719	2,380,250	2.87%
2015	87,694,994	3,322,365	3.79%
2016	88,459,671	1,190,989	1.35%
2017	97,507,455	3,074,985	3.15%
2018	94,025,172	2,793,163	2.97%
2019	100,052,644	2,012,070	2.01%
2020	102,000,958	3,833,030	3.76%



To their credit, the budget team have refrained from applying any free cash to ongoing operating expenditures and instead have mainly used it for capital projects. In fact, free cash has been Sudbury's primary source of pay-as-you-go capital funding, even outweighing expenditures from the annual tax levy. Yet this entails some risk; the focus should be on ensuring primary reliance on the levy, since free cash cannot be assured as a recurring revenue source.

Tax Levy

A primary reason for this review was the select board's recognition of the need to source more capital funding from the tax levy. The SFPCCF's report suggested a target goal of 2.5% of the levy dedicated to capital, while the budget team's goal has been to achieve cash capital funding equal to 3% of the general fund budget. As will be discussed further in Section D, we agree that 3% is a sound, minimum target for cash capital funding.

Each year's annual town meeting warrant has an article for the town manager's capital budget. For this article, the budget team selects projects from the five-year capital plan that they see as affordable with a combination of tax levy dollars and free cash. The sum total of this article is the measure used to analyze capital spending against the 3% benchmark. Each year, the team also presents other capital plan projects in individual special articles. Most often, free cash is the proposed funding for these, but until a short time ago, capital exclusions were presented as options for moderate-cost projects as well. This is in addition to the debt exclusions for the most expensive projects that continued to be proposed through FY2020.

When examining pay-as-you-go project funding, most communities view it in terms of "cash capital," which typically encompasses the use of the levy, free cash, and stabilization funds. As previously mentioned, free cash can reasonably count towards this goal when there are strong policies connected to it and careful management of budgets to try to secure consistent certification amounts. However, the primary cash capital source should come from the levy raised each year, and the table below shows the deficiency that has existed in this budget ratio.

Capital Investment from Cash Sources, FY2016-FY2020

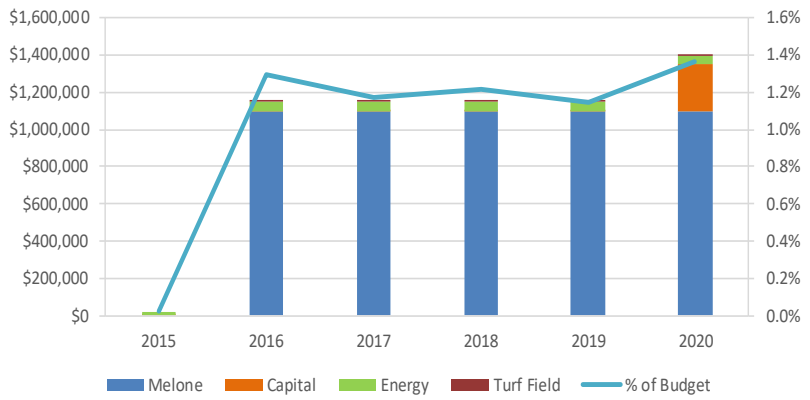
Fiscal Year for Targets:	FY2016	FY2017	FY2018	FY2019	FY2020
Prior Year General Fund Budgets	88,459,671	97,507,455	94,025,172	100,052,644	102,000,958
Capital Funding Sources					
Tax Levy	392,750	404,000	413,190	422,000	745,000
Tax Levy Funding as % of PY GF Budget	0.44%	0.41%	0.44%	0.42%	0.73%
Free Cash	613,793	305,000	1,962,000	1,426,500	570,000
Transfers from Stabilization Funds	0	0	0	0	0
Total Cash Capital Funding	1,006,543	709,000	2,375,190	1,848,500	1,315,000
Cash Capital % of PY GF Budgets	**1.14%**	**0.73%**	**2.53%**	**1.85%**	**1.29%**

Stabilization Funds

As shown above, stabilization funds have not financed any of the town's capital investment in the last five years. Until recently, the town's budgeters had not placed any formal emphasis on building up reserves dedicated to helping the town make purchases outright with cash as a counterweight to debt-supported expenditures. Only as of 2015 did the town begin to seek the planning advantages offered by special purpose stabilization funds as allowed under M.G.L. c. 40, § 5B. Whereas the typical function of a general stabilization fund is to provide a reserve for emergencies or any future legal purpose, a special purpose stabilization fund sets aside monies for a specified intent.

The first of two funds authorized at the FY2015 annual town meeting was dedicated to supporting energy efficiency initiatives (starting with a $20,000 appropriation) and the other to replace rolling stock (with an initial $100). At the May 2019 annual town meeting, the latter fund was repurposed to be a broader-scope capital stabilization fund and received its first sizeable infusion of $250,000. The preliminary budget for the upcoming annual town meeting for FY2021 proposes to match this appropriation. In FY2016, town meeting voted to close a revolving fund for the DPW's Melone property and transferred its balance of $1.1 million into a new stabilization fund of the same name. Also established in FY2016 was a fund for the turf field at Curtis Park, though its balance is only $100.

Special Purpose Stabilization Funds as % of Prior Year General Fund Budgets, FY2015-FY2020



As the chart above shows, the move toward using special purpose stabilization funds as savings accounts for future capital investment is a new trend in Sudbury. As these funds get built up to useful levels, however, they will become the more sustainable and transparently committed method for financing the capital plan as opposed to the current default option of free cash.

Improving upon the budget practices of the past will take some time and effort, but there has been a positive shift in planning practices in the past couple of years, particularly the greater focus on the tax levy and stabilizations funds. Below we offer guidance to continue this forward progress.

C-1. Align the capital plan with funding schemes that do not rely on exclusions

In the first section of this report, we recommended the select board adopt a policy that defines restrictive circumstances for debt and capital exclusions. Given the data-driven trends outlined here, it should be apparent that the path the town has been on is unsustainable. Furthermore, the logistical requirement to submit an exclusion proposal to the electorate two times (at town meeting and in a referendum on another date) brings greater uncertainty to the likelihood that the associated item in the capital plan will get funded on schedule or at all. As project deferrals happen, pressure is added to future budgets and the risk of asset failures increases.

More effective budgetary and capital planning controls can be achieved by avoiding future exclusions and focusing on cash capital and within-levy debt funding options. Once the select board establishes capital funding targets in policy, it should hold the budget team accountable for implementing plans that make incremental progress toward those objectives. Beyond working toward the cash and debt targets, the town manager should also diligently pursue supplemental sources of investment, such as CPA and grants, and actively direct new revenue growth to capital needs. We discuss this more in Section D.

C-2. Continue to build reserves in capital-related special purpose stabilization funds

With the long view in mind, we encourage the town to continue to build up the reserves that have been dedicated to capital purposes as a transparent, committed means to expand cash capacity and thereby offset future debt issuances. As stated in Section A, we suggest a minimum target level of 2% of the prior year's general fund revenues for all capital-related stabilization funds as a group, but it could be higher as capital needs are evaluated by local officials over time.

Although a two-thirds town meeting vote is needed to appropriate from a special purpose stabilization fund, this poses less of a hindrance to the capital plan than an exclusion with its requirement for separate votes at town meeting and at the ballot box. There is also a small expense involved with holding any town-wide election. Experience around the state has shown that voters are as much or more likely to approve a capital stabilization appropriation, particularly when local leaders are consistent in formally presenting to town meeting a rolling, five-year capital plan showing the community's long-range needs and associated financing strategies.

By accumulating cash over time in a special purpose stabilization fund, the town can begin to pay outright for projects of moderate cost and preserve debt capacity for the most expensive projects. The town also saves on the interest costs associated with debt. This strategy helps build confidence in government by directly addressing resident concerns and providing assurance that money appropriated for a particular purpose will be used for that purpose and not diverted elsewhere.

Particularly in a community like Sudbury that has yet to build up significantly high reserve levels, it makes sense to limit the number of stabilization funds to a small few that have clear but broadly defined purposes. For example, it is better to pool resources into a capital stabilization fund that supports the CIP's encompassing multiyear plan, rather than dividing monies up into multiple, more restrictive funds.

C-3. Close the Melone fund and transfer its balance to the capital stabilization fund

As approved by town meeting in May 2015, the purpose of the fund for the Melone property was to make improvements to this former gravel yard for future municipal use or sale, but none of the $1.1 million in the fund was ever expended. At a special town meeting in December 2018, voters approved an article to sell the property but also rejected a subsequent article to convert the fund's purpose to developing Broadacres and other town center parcels for "future municipal, recreational, open space and conservation uses." With the Melone sale, the town has now a considerable amount of dormant "available funds," which are in fact not available for appropriation due to having no valid authorized purpose. We therefore recommend the select board sponsor a new warrant article proposing to transfer the Melone fund balance to the capital stabilization fund. If the already pending article to appropriate another $250,000 to the capital stabilization fund passes this spring, it would then have a total balance of $1.6 million, or 1.5% of the current general fund budget.

C-4. Close the surplus vehicles revolving fund

In May 2019, town meeting voters approved an article to create a new revolving fund under M.G.L. c. 44, § 53E½ for surplus vehicles and equipment used by the police, fire, and public works departments. Since the approved fund required a new bylaw for implementation, the town clerk submitted the certified vote for the review of the state attorney general's office as required by M.G.L. c. 40, § 32. Citing DLS legal opinion, the attorney general's office sent a letter to the town clerk dated August 14, 2019, which disallowed the new bylaw.

At issue is the nature of the money received from the sale of movable property. M.G.L. c. 44, § 53 requires all revenues to be deposited in the general fund unless a separate law provides for an alternative accounting. A revolving fund cannot provide an alternative treatment for the revenue in this instance, however, since the 53E½ statute pertains only to fees charged for services, which in no sense correlates to vehicle and equipment sales.

To retain these revenues for future purchases of the same types of assets, the select board could sponsor a warrant article to accept the fourth paragraph of M.G.L. c. 40 § 5B and specify a percentage of each sale that will be dedicated, without further appropriation, to the capital stabilization fund. This dedication requires a two-thirds approval by town meeting prior to the first fiscal year it will apply, must remain in effect for at least three fiscal years, and can be terminated in the same manner as approval.

D. Capital Forecast

The fourth component of a comprehensive CIP is a capital forecast, which is an extension of the multiyear financial forecast that every town should annually maintain and update. The budget team would use the capital forecast to inform and try out various "what-if" financing scenarios for the projects listed in the capital plan. However, because the scope of this review did not encompass the town's overall financial forecast, this section of the report will not provide an in-depth capital forecast analysis. Instead, it will present some additional guidance regarding options available for steering future budgets toward expanded capital financing capacity.

Capital Funding Targets

To have a successful CIP requires a community to develop its annual budgets with the intent of ensuring the due allocation of funds toward capital investment. Given the wide scope of services Sudbury provides and its access to low borrowing rates, we advise that the minimum level of capital funding the town should seek to achieve and then maintain year to year should be equivalent to 6% of the prior year's general fund revenue, drawn equally from within-levy debt and cash capital sources. Beyond this minimum target, the town should seek to further enhance its capital investment by supplementing it with other revenue streams, such as the CPA program, state and federal grants, donations as they are offered, and so on. The table below shows the gaps between the town's recent capital investment totals and the recommended targets.

General Fund Capital Investment
vs. Target Funding Levels, FY2018-FY2020

Prior Year General Fund Revenues: Captal Funding Sources	FY2018 94,025,172	FY2019 100,052,644	FY2020 102,000,958	Targets
Excluded Debt	3,297,860	2,945,115	2,935,815	Excluded Debt
% of prior year revenues	3.51%	2.94%	2.88%	no target
Nonexcluded Debt	155,190	155,510	154,610	Nonexcluded Debt
% of prior year revenues	0.17%	0.16%	0.15%	3%
Free Cash +	1,962,000	1,426,500	570,000	
Tax Levy	413,190	422,000	745,000	Cash Capital
Cash Capital Total	2,375,190	1,848,500	1,315,000	3%
% of prior year revenues	2.53%	1.85%	1.29%	
Capital Total	5,828,240	4,949,125	4,405,425	Capital Total
% of prior year revenues	6.20%	4.95%	4.32%	6%

By avoiding future exclusions and working toward these budget targets, the town can institutionalize a sustainable, long-term strategy to pay for its buildings, equipment, infrastructure, and other capital needs within the general fund budget. Without a doubt, achieving this will be a long-term endeavor, but it is critical that the select board have the town manager direct this effort. It will require the budget team to dutifully carve out an incrementally increasing capital-dedicated budget margin by ensuring the maximum amount of revenue growth is applied in that direction and holding a hard line

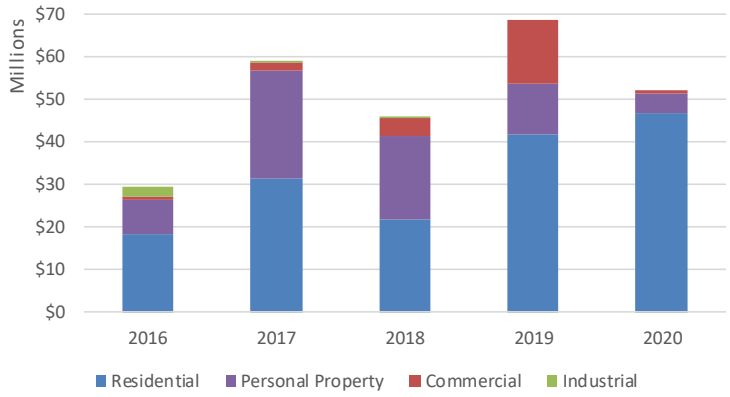
on operating budgets as well. Furthermore, by establishing these goals in policy, the board can help ensure a lasting commitment in future years even as board members may change.

To assist the town, we are transmitting with this report a Capital Targets Tool in an Excel file. The budget team can use this to input desired cash capital and debt service funding targets for future budget years and view the resulting dollar impacts. It is also set up so that as debt service matures, the related dollars can be directed to reserves. For initial demonstration purposes, we preloaded the workbook with Sudbury's actual and budgeted revenue, debt service, and capital expenditure data for FY2017-FY2021. As a starting point, the revenue projections for FY2021-FY2030 have been based on 2.5% annual levy increases and smaller increases in other revenue sources, and the debt service amounts were taken from estimates contained in the finance director's debt schedule. If the town implements the tool, the finance director should link it to his financial forecast to enable the updating of revenue projections as new information becomes available.

New Growth

The Proposition 2½ new growth provision allows communities to increase the annual levy limit beyond the automatic 2.5% based on new construction, properties with physical improvements, and other additions to the tax base, including new personal property. The chart below shows the new growth value by property class that has been added in recent years to Sudbury's tax base.

New Growth Valuations
by Property Class, FY2016-FY2020



One way for the town to steer budget money to capital needs is by attempting to dedicate 50 to 75% of all new growth levy amounts to capital expenditures or reserves. A policy target for this might remain somewhat informal year to year because, depending on the nature of the new growth in a given year, the associated impact on expenses (e.g., costs related to education, public safety, infrastructure, etc.) can vary. The intention should be to make capital needs a top priority for new growth revenue and maximize it as much as possible, even if the budgetary effect might be very slight given Sudbury's low likelihood for ample amounts of new growth year after year.

A new growth rate that represents 2% annual increases over prior year levies is one gauge for determining if a town's growth can keep up with expenses. Unfortunately for Sudbury, consistent, substantial increases in new growth are usually related to sustained patterns of development in commercial or residential real estate, which tends not to be locally encouraged, given a prevalent desire to retain the town's existing character. The tables below show Sudbury's new growth trend in the last five years and how its five-year average compares to the peer group.

New Growth Levy Dollars as % of Prior Year Levies, FY2016-FY2020

Fiscal Year	New Growth	Prior Year Levy	NG as % of PY Levy
2016	601,228	71,784,968	0.84%
2017	1,248,532	74,180,820	1.68%
2018	983,400	77,283,873	1.27%
2019	1,401,700	81,276,640	1.72%
2020	963,941	84,710,256	1.14%
Averages:	1,039,760		1.34%

As Compared to the Peers' 5-Year Averages for the Same Ratio

Town	5-yr Avg. Ratio
Wayland	1.04%
Acton	1.24%
Hingham	1.26%
Scituate	1.28%
Sudbury	1.34%
Duxbury	1.37%
Concord	1.57%
Bedford	2.52%
Westwood	2.95%
Hopkinton	3.81%

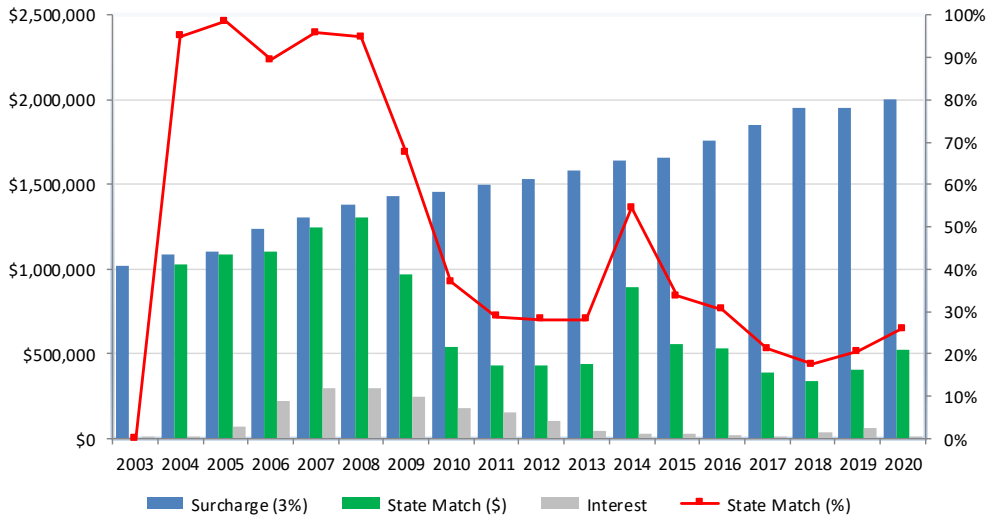
CPA Trend

Given the major role the CPA program has played in the town's CIP, a review of its history from global and local perspectives has merit. The Massachusetts legislature enacted the Community Preservation Act, M.G.L. Chapter 44B, a little more than 20 years ago to encourage and assist cities and towns in preserving aspects of their local character. To do this, the Act allows each adopting community to implement a tax levy surcharge to raise funds dedicated to investment in assets that otherwise would often have trouble competing for dollars within municipal capital plans, such as historic and open space properties.

Part of the encouragement to adopt the CPA surcharge was the promise of funding matches from the state. The state's CPA Trust Fund, which provides this distribution, draws its revenue mostly from fees charged on certain real estate transactions at the Registry of Deeds. Over time, as more communities adopted the Act (now about 50% of the state), the proportional matches became smaller, apart from a few years in which the legislature supplemented the fund.

Sudbury's voters approved the highest possible CPA surcharge of 3% at the time the town adopted the Act in 2003, whereas the average surcharge in the state and among Sudbury's peer towns is 1.5%. The town is also one of only 17 CPA municipalities (10% of the total) that elected to give surcharge exemptions to certain classes of commercial and industrial properties. Sudbury's entire CPA revenue history is illustrated in the chart on the next page.

Local CPA Revenues and State Matches, FY2003-FY2020



The chart shows the overall low level of state matches the town has been receiving in the past decade. A recent, permanent increase to the relevant Registry fees means that communities will start to see higher matches beginning in FY2021. At the same time though, Sudbury's community wealth works against it in the proportional formula used to calculate the amounts distributed to each municipality. Regardless, as a helpful planning resource the Community Preservation Coalition has posted its projections of the new state matches for each community on its website at https://www.communitypreservation.org/home/news/cpa-trust-fund-increase-what-happens-now

Stabilization Fund Override

One of the discussion points in the SFPCCF's January 2019 report to the select board was the prospect of a stabilization fund override providing a means to raise funds dedicated to capital improvements. This type of override allows a community to raise an additional levy amount beyond the annual Proposition 2½ limit for the purpose of funding a specific stabilization fund that has been established by town meeting.

For Sudbury's goals, if the town chose to pursue this, it would make sense to designate the override to build the balance in the capital stabilization fund. In each year after the approval of this type of override, the select board must vote by two-thirds to either continue the additional tax earmarked for the fund, lower it, or defer it. The additional tax that can be appropriated for any given year is limited to 102.5% of the amount last appropriated by the select board. The following provides an example of the way this works:

- In a town-wide referendum, voters approve a levy limit override to raise $100,000 for the capital stabilization fund for FY2021.
- Town meeting appropriates $100,000 from the FY2021 tax levy to the stabilization fund.

- In FY2022, $102,500 is available for "appropriation" by the select board, which appropriates the entire amount.
- In FY2023, $105,062 is now available (1.025 x the FY2022 appropriation of $102,500), but the select board decides to appropriate only $80,000.
- The amount available in FY2024 now becomes $82,000 (1.025 x FY2023 appropriation of $80,000), but no FY2024 appropriation is made.
- The amount available in FY2025 is $82,000 (1.025 x last appropriation made, i.e., FY2023's $80,000 appropriation).

A stabilization fund override is like a general override in that the additional tax revenue can be raised yearly without holding further referendums, but it differs in that this increase to the levy limit need not be permanent. Only 12 communities have approved this type of override, some for multiple funds, as shown below.

Communities that have approved Stabilization Fund Overrides

Municipality	Purpose of Stabilizaiton Fund	Vote Date	Original Amount Voted	Applicable Fiscal Years	Total Years	Total Raised
Aquinnah	Major improvements to town properties	5/14/2008	15,000	2011-2018	9	131,040
Berkley	Fund sending tuition costs	5/06/2006	800,000	2007-2020	14	12,310,037
Berkley	Support regional high school	6/26/2010	500,000	2011-2020	10	8,268,563
Grafton	Roads	6/14/2014	1,500,000	2015-2020	6	9,000,000
Medfield	Funding municipal buildings	6/11/2018	1,000,000	2019-2020	2	2,025,000
Oakham	Assessors' revaluation costs	6/23/2017	5,000	2018-2019	2	10,125
Orleans	Drainage infrastructure system	5/17/2011	150,000	2012-2020	9	1,493,076
Orleans	Pavement management program	5/17/2011	300,000	2012-2020	9	2,986,296
Paxton	Road improvements	5/09/2016	100,000	2017-2020	4	415,251
Pelham	Equipment	6/19/2008	200,000	2009-2020	12	2,547,224
Rowe	Capital stabilization fund	5/19/2007	150,000	2008-2020	13	2,109,529
Sunderland	Capital stabilization fund	5/03/2014	100,000	2015-2020	6	638,774
Sutton	Capital stabilization fund	5/22/2007	475,000	2008-2020	13	7,191,708
Tisbury	Ambulance service capital	5/13/2014	35,000	2015-2020	6	210,000
Tisbury	Fire department capital	5/13/2014	100,000	2015-2020	6	500,000
Tisbury	DPW capital	5/13/2014	50,000	2015-2020	6	300,000

For further guidance on stabilization fund overrides, refer to the Information Guideline Release 17-20 published by DLS.

APPENDIX: Capital Project Request Form

Department/Committee:	Department or Committee Name
Requested By:	Requester
Request Date:	Request date
Project Request:	Item/Project Name
Asset Category:	Choose an asset category
Priority:	Choose the priority

Capital project description:
Enter a description of your request. Attach quotes, pictures, or additional details

Purpose:	Choose one
Date needed by:	Need by date

Benefit
Describe the benefit of this request to your department or the community

Estimated Project Cost:	$Enter total project cost.
Funding Request by Year:	FY2021 $Cost in year 1 FY2022 $Cost in year 2 FY2023 $Cost in year 3 FY2024 $Cost in year 4 FY2025 $Cost in year 5

Describe any discounts or cost reductions (trade-ins, etc.)
Provide any reductions to the total requested cost

Are there available revenue sources or grants other than Town funds?
Identify available revenue sources (excluding tax levy, free cash, and stabilization funds)

Consequence on your department of delaying purchase/project
Describe any operational impact if your request is delayed or denied

Describe the effect of this purchase or project on your operating budget by fiscal year for the next 3 fiscal years

Personnel Budget		Expense Budget	
Increase/(Decrease)	Fiscal Year	Increase/(Decrease)	Fiscal Year
$Enter amount	Enter fiscal year	$Enter amount	Enter fiscal year
$Enter amount	Enter fiscal year	$Enter amount	Enter fiscal year
$Enter amount	Enter fiscal year	$Enter amount	Enter fiscal year

Capital Targets Workbook

Included Worksheets:

Summary:
- Summary of the general fund debt and cash capital analysis. Includes graphic representation of the data.
- All information on the Summary worksheet is linked from GF Analysis.

Current Debt Service and Cash Capital
- Total of issued and authorized within-levy and gross excluded debt service (from debt schedules)
- Total of authorized and issued within-levy and gross excluded debt service as a percentage of the prior year revenue
- Total of existing and anticipated cash capital expenditures (from base levy, stabiliz funds and free cash) and voter approved capital exclusions
- Percentage of total capital investment as a percentage of the prior year revenue
- Grand total of debt service and cash capital as the total amount and as a percentage of the prior year revenue

Debt Service and Cash Capital Target Projections
- Total of within-levy debt service and gross excluded debt service as percentages of the prior year revenue
- Target gap amount of within-levy debt service required by policy and actual and projected within-levy debt service
- Total of cash spending and reserves at policy target level and capital exclusions as a percentage of the prior year revenue
- Target gap amount of cash spending and reserves at policy target level and capital exclusions
- Grand total of debt service, cash capital, and reserves to target as the total amount and as a percentage of the prior year revenue

GF Analysis:
- Analysis of current and anticipated general fund debt (excluded and within-levy) and cash capital.
- The data for both already-issued debt and anticipated debt issuances comes from the community's debt schedules.
- Excluded debt service is presented in the gross amount - no reimbursements are adjustments are recognized.
- The data for cash capital expenditures (from base levy, free cash, and stabilization funds) comes from the community's capital improvement plan (CIP)
- Target levels for within-levy and cash capital are by policy.
- The reference numbers in Column B showing calculation sources refer to the numbers listed in Column A.
- All percentages for the budget year are based on the prior year revenue.

PLEASE NOTE: The source data in this workbook should be linked to the community's existing forecast to maintain updated revenue, debt and capital investment projections. This tool is currenty linked to the worksheets noted below.

A. Prior Year GF Revenue
Linked to the Revenues worksheet
No direct input

B. Debt Service (from Debt Schedules)
Linked to the Debt worksheet
Input any multiyear capital leases

C. Within-levy Debt Service Targets
Input debt service target percentage for each year (line # 7.)
Amount of debt service at the current level (FY2020) and the additional amount of service required to either issue or reserve to maintain this level is calculated
Amount of debt service at policy goal level and the additional amount of service required to either issue or reserve to reach this level is calculated
Zero additional debt service indicates that spending is at or above the target level

D. Projected Debt Service - "What-if" Analysis
Enter a projection, or "what-if," for within-levy and/or excluded debt (excluded is subject to voter approval)
For within-levy debt, the additional amount of debt service required to either issue or reserve to reach the target level is recalculated from Section C.
Any entered projected "what-if" debt service amount is included with existing debt and is presented in total and as a percentage of the prior year revenue

E. Pay-as-you-go Cash Capital
Linked to the CIP worksheet
Cash capital expenditures and planned expenditures are from the capital plan

F. Cash Capital Spending Targets
Input cash spending target percentage for each year (line # 16.)
Amount of cash spending at the current level (FY2020) and the additional amount required to either expend or reserve to maintain this level is calculated
Amount of cash spending at policy goal level and the additional amount of service required to either expend or reserve to reach this level is calculated
Zero additional cash spending indicates that spending is at or above the target level

G. Projected Cash Capital Expenditures - "What if" Analysis
Enter a "what-if" projection for both cash capital and capital exclusion expenditures (capital excluded subject to voter approval)
For cash capital, the amount required to either expend or reserve to reach the target level is recalculated from Section E.
Any entered projected "what if" amount is included with existing expenditures and presented as a percentage of the prior year revenue

Revenues
- Summary of Tax Levy, State Aid, and Local Receipts worksheets
- FY2016 - FY2020 revenue is the general fund revenue reported on the tax recap (excluding enterprise and CPA funds)
- FY2021 - FY2030 contains no projections for the use of available funds (e.g., free cash)

Tax Levy
- Statutory 2.5% increases included
- Conservative new growth each year, based on new growth trend
- Debt exclusion amounts linked from the Debt worksheet and includes projected new excluded debt
- Capital exclusion data directly entered from the tax recap

State Aid
- Cherry sheet information for historical values
- FY2021 is the Governor's proposal
- Subsequent years - Chapter 70 increases 0.5% annually, Unrestricted aid increases 1% annually

Local Receipts
- 1% increase to all categories

Debt
- From the community debt schedule
- Includes all issued and authorized debt payments (authorized based on amortization schedule)

CIP
- Includes expenditures through FY202 as approved at town meeting, and the preliminary budget for FY2012 (as of March xxx)
- Incorporates hypothetical projections for forward years based on the capital plan

Amortization
- Sample amortization schedule for projected debt service calculations

Town of Sudbury
General Fund Debt and Capital Planning Analysis

	Current Data				Based on Projected Revenues and Anticipated Capital Spending										
Current Debt Service and Cash Capital	**FY2017**	**FY2018**	**FY2019**	**FY2020**	**FY2021**	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**FY2027**	**FY2028**	**FY2029**	**FY2030**	**FY203**
Within-levy Debt Service	155,050	155,190	155,510	154,610	154,510	160,560	183,660	178,561	178,711	139,061	141,951	144,841	152,931	155,871	52
Excluded Debt Service	3,423,375	3,297,860	2,945,115	2,935,815	2,874,003	1,387,921	2,046,540	2,000,305	1,914,670	1,869,635	1,833,060	1,796,485	1,759,910	1,723,335	1,686
Total Within-levy and Excluded Debt Service	3,578,425	3,453,050	3,100,625	3,090,425	3,028,513	1,548,481	2,230,200	2,178,866	2,093,381	2,008,696	1,975,011	1,941,326	1,912,841	1,879,206	1,738
Within-levy Debt Service as % of Prior Year Revenue	0.16%	0.17%	0.16%	0.15%	0.15%	0.15%	0.17%	0.16%	0.16%	0.12%	0.12%	0.12%	0.12%	0.12%	0
Excluded Debt Service as % of Prior Year Revenue	3.51%	3.51%	2.94%	2.88%	2.74%	1.32%	1.93%	1.82%	1.70%	1.61%	1.54%	1.47%	1.40%	1.34%	1
Cash Capital Expenditures (CIP)	709,000	2,375,190	1,848,500	1,315,000	6,829,948	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310
Capital Exclusion Amounts	365,000	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Pay-as-you-go Cash Capital Investment - Existing and Planned	1,074,000	2,375,190	1,848,500	1,315,000	6,829,948	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310
Cash Capital Expenditures as % of Prior Year Revenue	0.73%	2.53%	1.85%	1.29%	6.52%	0.30%	0.29%	0.28%	0.27%	0.27%	0.26%	0.25%	0.25%	0.24%	0
Capital Exclusions as % of Prior Year Revenue	0.37%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0
Combined Debt Service and Cash Capital															
Debt Service and Reserves	3,578,425	3,453,050	3,100,625	3,090,425	3,028,513	1,548,481	2,230,200	2,178,866	2,093,381	2,008,696	1,975,011	1,941,326	1,912,841	1,879,206	1,738
Pay-as-you-go Cash Capital and Reserves	1,074,000	2,375,190	1,848,500	1,315,000	6,829,948	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310
Grand Total Capital Investment	4,652,425	5,828,240	4,949,125	4,405,425	9,858,461	1,858,481	2,540,200	2,488,866	2,403,381	2,318,696	2,285,011	2,251,326	2,222,841	2,189,206	2,048
Total Capital Investment as % of Prior Year GF Revenue	4.77%	6.20%	4.95%	4.32%	9.41%	1.77%	2.39%	2.27%	2.13%	2.00%	1.92%	1.84%	1.77%	1.70%	1

Debt Service and Cash Capital Target Projections	**FY2017**	**FY2018**	**FY2019**	**FY2020**	**FY2021**	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**FY2027**	**FY2028**	**FY2029**	**FY2030**	**FY203**
Within-levy Debt Service Target % (Target = 3%)					0.30%	0.35%	0.50%	1.00%	1.25%	1.30%	1.50%	2.00%	2.50%	3.00%	3
Within-levy Debt Service Target $					314,232	367,127	531,434	1,098,656	1,410,138	1,505,275	1,783,282	2,441,320	3,133,137	3,859,975	3,962
Gross Excluded Debt Service	3,423,375	3,297,860	2,945,115	2,935,815	2,874,003	1,387,921	2,046,540	2,000,305	1,914,670	1,869,635	2,583,060	2,546,485	2,509,910	2,473,335	2,436
Total Within-levy DS and Gross Excluded Debt Service	3,423,375	3,297,860	2,945,115	2,935,815	3,188,235	1,755,048	2,577,974	3,098,961	3,324,808	3,374,910	4,366,342	4,987,805	5,643,047	6,333,310	6,399
Total Debt (all) and Replacement Target as % of Prior Year Revenue	3.51%	3.51%	2.94%	2.88%	3.04%	1.67%	2.43%	2.82%	2.95%	2.91%	3.67%	4.09%	4.50%	4.92%	4
Within-levy Debt Service Target Gap (i.e., Target less Current)	-	-	-	-	159,722	206,567	347,774	920,095	1,231,427	1,366,214	1,641,331	2,296,479	2,980,206	3,704,104	3,910
Cash Capital Spending and Reserves Target % (Target = 3%)					1.25%	1.50%	1.50%	1.50%	2.00%	2.00%	2.00%	2.50%	2.50%	3.00%	3
Cash Capital Spending and Reserves Target $					1,309,301	1,573,403	1,594,303	1,647,984	2,256,220	2,315,807	2,377,709	3,051,650	3,133,137	3,859,975	3,962
Capital Exclusion Spending	365,000	-	-	-	-	1,000,000	-	-	-	-	-	-	-	-	
Total Cash Capital at Target and Capital Exclusion Spending	365,000	-	-	-	1,309,301	2,573,403	1,594,303	1,647,984	2,256,220	2,315,807	2,377,709	3,051,650	3,133,137	3,859,975	3,962
Capital Expenditures and Reserves as % of Prior Year Revenue	0.37%	0.00%	0.00%	0.00%	1.25%	2.45%	1.50%	1.50%	2.00%	2.00%	2.00%	2.50%	2.50%	3.00%	3
Capital Expenditures and Reserves Target Gap (i.e., Target less Current)	-	-	-	-	-	1,263,403	1,284,303	1,337,984	1,946,220	2,005,807	2,067,709	2,741,650	2,823,137	3,549,975	3,652
Combined Debt Service and Reserves Summary Based on Policy Target Levels															
Debt Service and Reserves Target	3,423,375	3,297,860	2,945,115	2,935,815	3,188,235	1,755,048	2,577,974	3,098,961	3,324,808	3,374,910	4,366,342	4,987,805	5,643,047	6,333,310	6,399
Capital Expenditures and Reserves Target	365,000	-	-	-	1,309,301	2,573,403	1,594,303	1,647,984	2,256,220	2,315,807	2,377,709	3,051,650	3,133,137	3,859,975	3,962
Grand Total Capital Investment	3,788,375	3,297,860	2,945,115	2,935,815	4,497,537	4,328,452	4,172,277	4,746,945	5,581,028	5,690,717	6,744,051	8,039,455	8,776,183	10,193,284	10,362
Grand Total Capital Investment as % of Prior Year Revenue (Target = 6%)	3.89%	3.51%	2.94%	2.88%	4.29%	4.13%	3.93%	4.32%	4.95%	4.91%	5.67%	6.59%	7.00%	7.92%	7

Town of Sudbury
General Fund Debt and Capital Planning Analysis

		Current Data				Based on Projected Revenues and Anticipated Capital Spending									
A.	**Prior Year GF Revenue**	**FY2016**	**FY2017**	**FY2018**	**FY2019**	**FY2020**	**FY2021**	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**FY2027**	**FY2028**	**FY2029**
	Property Tax Levy	76,997,530	79,892,487	83,323,444	86,384,635	89,733,894	91,725,937	94,636,843	98,126,684	100,982,453	103,871,372	106,875,255	109,963,821	113,130,515	116,377,291
	State Aid Cherry Sheet	7,541,780	7,777,348	8,001,490	8,061,320	8,226,761	8,357,035	6,791,906	6,832,822	6,874,021	6,915,503	6,957,271	6,999,328	7,041,675	7,084,315
	Estimated Local & Offset Receipts	4,787,000	4,545,000	4,625,001	4,836,800	4,763,556	4,810,592	4,858,098	4,906,078	4,954,539	5,003,484	5,052,918	5,102,847	5,153,277	5,204,211
	Available Funds/Other Financing Sources	8,181,145	1,810,337	4,102,709	2,718,203	2,019,894	-	-	-	-	-	-	-	-	-
1.	**Total Prior GF Revenues**	97,507,455	94,025,172	100,052,644	102,000,958	104,744,105	104,893,564	106,286,847	109,865,584	112,811,013	115,790,359	118,885,444	122,065,996	125,325,467	128,665,817
	BUDGET YEAR	**FY2017**	**FY2018**	**FY2019**	**FY2020**	**FY2021**	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**FY2027**	**FY2028**	**FY2029**	**FY2030**
B.	**Debt Service (from Debt Schedules)**														
	Within-levy Debt	155,050	155,190	155,510	154,610	154,510	160,560	183,660	178,561	178,711	139,061	141,951	144,841	152,931	155,871
	Within-levy Capital Leases	-	-	-		-	-	-	-	-	-	-	-	-	-
2.	Total Within-levy Debt Service	155,050	155,190	155,510	154,610	154,510	160,560	183,660	178,561	178,711	139,061	141,951	144,841	152,931	155,871
3.	Within-levy Debt as % of Prior Year Revenue (2/1)	0.16%	0.17%	0.16%	0.15%	0.15%	0.15%	0.17%	0.16%	0.16%	0.12%	0.12%	0.12%	0.12%	0.12%
	Excluded Debt Service	3,423,375	3,297,860	2,945,115	2,935,815	2,874,003	1,387,921	2,046,540	2,000,305	1,914,670	1,869,635	1,833,060	1,796,485	1,759,910	1,723,335
4.	Total Excluded Debt Service	3,423,375	3,297,860	2,945,115	2,935,815	2,874,003	1,387,921	2,046,540	2,000,305	1,914,670	1,869,635	1,833,060	1,796,485	1,759,910	1,723,335
	Excluded Debt as % of Prior Year Revenue (4/1)	3.51%	3.51%	2.94%	2.88%	2.74%	1.32%	1.93%	1.82%	1.70%	1.61%	1.54%	1.47%	1.40%	1.34%
5.	**Total Existing Within-levy and Excluded Debt Service (2+4)**	3,578,425	3,453,050	3,100,625	3,090,425	3,028,513	1,548,481	2,230,200	2,178,866	2,093,381	2,008,696	1,975,011	1,941,326	1,912,841	1,879,206
	Total Existing Debt as % of Prior Year Revenue (5/1)	3.67%	3.67%	3.10%	3.03%	2.89%	1.48%	2.10%	1.98%	1.86%	1.73%	1.66%	1.59%	1.53%	1.46%
C.	**Within-levy Debt Service Targets**														
6.	Debt Service at Current % Level (1*3)					158,768	158,995	161,106	166,531	170,996	175,512	180,203	185,024	189,965	195,028
	Additional Debt Service to Current Level (6-2)					4,258	-	-	-	-	36,451	38,252	40,183	37,034	39,157
7.	Debt Service Target % (Target Goal = 3%)					0.30%	0.35%	0.50%	1.00%	1.25%	1.30%	1.50%	2.00%	2.50%	3.00%
8.	Debt Service Expenditures at Target % Level (1*7)					314,232	367,127	531,434	1,098,656	1,410,138	1,505,275	1,783,282	2,441,320	3,133,137	3,859,975
	Additional Debt Service to Target Goal (8-2)					159,722	206,567	347,774	920,095	1,231,427	1,366,214	1,641,331	2,296,479	2,980,206	3,704,104
D.	**Projected Debt Service - "What if" Analysis**														
	Within-levy														
	Purpose 1	-	-	-	-	-	-	-	500,000	500,000	500,000	500,000	500,000	500,000	500,000
	Purpose 2	-	-	-	-	-	-	-	-	250,000	250,000	250,000	250,000	250,000	250,000
	Purpose 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-	-	-
9.	Total Projected Within-levy Debt Service					-	-	-	500,000	750,000	750,000	750,000	750,000	750,000	750,000
	Existing and Projected Within-levy Debt Service as % of Prior Year Revenues ((2+9)/1)	0.16%	0.17%	0.16%	0.15%	0.15%	0.15%	0.17%	0.62%	0.82%	0.77%	0.75%	0.73%	0.72%	0.70%
	Required Additional Within-levy Debt Service to Target Goal (8-2-9)					159,722	206,567	347,774	420,095	481,427	616,214	891,331	1,546,479	2,230,206	2,954,104
	Excluded														
	Purpose 1	-	-	-	-	-	-	-	-	-	-	750,000	750,000	750,000	750,000
	Purpose 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Purpose 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-	-	-
10.	Total Projected Excluded Debt Service					-	-	-	-	-	-	750,000	750,000	750,000	750,000
	Existing and Projected Excluded Debt Service as % of Prior Year Revenues ((4+10)/1)	3.51%	3.51%	2.94%	2.88%	2.74%	1.32%	1.93%	1.82%	1.70%	1.61%	2.17%	2.09%	2.00%	1.92%
11.	**Total Existing and Projected Debt Service**	3,578,425	3,453,050	3,100,625	3,090,425	3,028,513	1,548,481	2,230,200	2,678,866	2,843,381	2,758,696	3,475,011	3,441,326	3,412,841	3,379,206
	Total Debt Service as % of Prior Year Revenues (11/1)	3.67%	3.67%	3.10%	3.03%	2.89%	1.48%	2.10%	2.44%	2.52%	2.38%	2.92%	2.82%	2.72%	2.63%
E.	**Pay-as-you-go Cash Capital**														
11.	Cash Capital Expenditures	709,000	2,375,190	1,848,500	1,315,000	6,829,948	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000
12.	Cash Capital as % of Prior Year Revenue (11/1)	0.73%	2.53%	1.85%	1.29%	6.52%	0.30%	0.29%	0.28%	0.27%	0.27%	0.26%	0.25%	0.25%	0.24%
13.	Capital Exclusion Amounts	365,000	-	-	-	-	-	-	-	-	-	-	-	-	-
	Excluded Capital as % of Prior Year Revenue (13/1)	0.37%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
14.	**Total Cash Capital Spending**	1,074,000	2,375,190	1,848,500	1,315,000	6,829,948	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000
	Total Cash Capital Spending as % of Prior Year Revenue (14/1)	1.10%	2.53%	1.85%	1.29%	6.52%	0.30%	0.29%	0.28%	0.27%	0.27%	0.26%	0.25%	0.25%	0.24%
F.	**Cash Capital Spending Targets**														
15	Spending at Current % Level (1*12)					1,350,365	1,352,292	1,370,254	1,416,391	1,454,364	1,492,773	1,532,675	1,573,679	1,615,700	1,658,764
	Additional Cash Spending (Reserves) to Current Level (15-11)					-	1,042,292	1,060,254	1,106,391	1,144,364	1,182,773	1,222,675	1,263,679	1,305,700	1,348,764
16.	Cash Capital Spending Target % (Target = 3%)					1.25%	1.50%	1.50%	1.50%	2.00%	2.00%	2.00%	2.50%	2.50%	3.00%
17.	Within-levy Debt Service Expenditures at Target % Level (1*16)					1,309,301	1,573,403	1,594,303	1,647,984	2,256,220	2,315,807	2,377,709	3,051,650	3,133,137	3,859,975
	Additional Cash Spending (Reserves) to Target Goal (17-11)					-	1,263,403	1,284,303	1,337,984	1,946,220	2,005,807	2,067,709	2,741,650	2,823,137	3,549,975
G.	**Projected Cash Capital Expenditures - "What if" Analysis**														
	Purpose 1	-	-	-	-	-	-	500,000	450,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	Purpose 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Purpose 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-	-	-
18.	Total Projected Cash Capital Expenditures					-	-	500,000	450,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	Existing and Projected Cash Capital as % of Prior Year Revenues ((11+18)/1)	0.73%	2.53%	1.85%	1.29%	6.52%	0.30%	0.76%	0.69%	1.16%	1.13%	1.10%	1.07%	1.05%	1.02%
	Required Additional Cash Capital Spending to Target Goal (17-11-18)					-	1,263,403	784,303	887,984	946,220	1,005,807	1,067,709	1,741,650	1,823,137	2,549,975
	Projected Capital Exclusions														
	Purpose 1	-	-	-	-	-	1,000,000	-	-	-	-	-	-	-	-
	Purpose 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Purpose 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-	-	-
19.	Total Projected Capital Exclusions					-	1,000,000	-	-	-	-	-	-	-	-
	Existing and Projected Capital Exclusions as % of Prior Year Revenues (13+19/1)	0.37%	0.00%	0.00%	0.00%	0.00%	0.95%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
20.	**Total Existing and Projected Cash Capital Spending**	1,074,000	2,375,190	1,848,500	1,315,000	6,829,948	1,310,000	810,000	760,000	1,310,000	1,310,000	1,310,000	1,310,000	1,310,000	1,310,000
	Total Debt Service as % of Prior Year Revenues (20/1)	1.10%	2.53%	1.85%	1.29%	6.52%	1.25%	0.76%	0.69%	1.16%	1.13%	1.10%	1.07%	1.05%	1.02%

Town of Sudbury
Revenue Projections

	FY2016 Budget	FY2017 Budget	FY2018 Budget	FY2019 Budget	FY2020 Budget	FY2021 Projected	FY2022 Projected	FY2023 Projected	FY2024 Projected	FY2025 Projected	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	FY2030 Projected	FY2031 Projected
PROPERTY TAX LEVY																
Levy Limit	74,180,820	77,283,873	81,276,640	84,710,256	87,791,953	90,486,752	93,248,921	96,080,144	98,982,148	101,956,702	105,005,620	108,130,761	111,334,030	114,617,381	117,982,816	121,432,386
Debt Exclusions	2,717,043	2,378,824	2,247,641	1,890,361	1,949,697	1,239,185	1,387,922	2,046,540	2,000,305	1,914,670	1,869,635	1,833,060	1,796,485	1,759,910	1,723,335	-
Capital Expenditure Exclusions	420,000	365,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
All Other Adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Maximum Allowable Levy	77,317,863	80,027,697	83,524,281	86,600,617	89,741,650	91,725,937	94,636,843	98,126,684	100,982,453	103,871,372	106,875,255	109,963,821	113,130,515	116,377,291	119,706,151	121,432,386
LESS Excess Tax Levy Capacity	(320,333)	(135,210)	(200,837)	(215,982)	(7,756)	-	-	-	-	-	-	-	-	-	-	-
TOTAL Tax Levy	76,997,530	79,892,487	83,323,444	86,384,635	89,733,894	91,725,937	94,636,843	98,126,684	100,982,453	103,871,372	106,875,255	109,963,821	113,130,515	116,377,291	119,706,151	121,432,386
STATE AID CHERRY SHEET																
Education Aid	4,537,967	4,704,591	4,854,264	4,914,140	4,992,394	5,101,513	5,126,869	5,152,352	5,177,962	5,203,701	5,229,568	5,255,564	5,281,690	5,307,947	5,334,336	5,360,856
Unrestricted General Government Aid	1,370,899	1,439,479	1,513,354	1,513,184	1,599,309	1,619,831	1,635,112	1,650,545	1,666,133	1,681,877	1,697,779	1,713,839	1,730,060	1,746,443	1,762,990	1,779,702
Offsets	27,146	27,511	28,105	28,229	29,292	29,925	29,925	29,925	29,925	29,925	29,925	29,925	29,925	29,925	29,925	29,925
TOTAL Cherry Sheet	5,936,012	6,171,581	6,395,723	6,455,553	6,620,995	6,751,269	6,791,906	6,832,822	6,874,021	6,915,503	6,957,271	6,999,328	7,041,675	7,084,315	7,127,250	7,170,483
MSBA School Construction	1,605,768	1,605,767	1,605,767	1,605,767	1,605,766	1,605,766	-	-	-							
ESTIMATED LOCAL																
Estimated Receipts	4,787,000	4,545,000	4,625,001	4,836,800	4,763,556	4,810,592	4,858,098	4,906,078	4,954,539	5,003,484	5,052,918	5,102,847	5,153,277	5,204,211	5,255,652	5,307,609
TOTAL Estimated Local and Offset Receipts	4,787,000	4,545,000	4,625,001	4,836,800	4,763,556	4,810,592	4,858,098	4,906,078	4,954,539	5,003,484	5,052,918	5,102,847	5,153,277	5,204,211	5,255,652	5,307,609
AVAILABLE FUNDS/OTHER FINANCING																
Free Cash	2,822,173	1,123,425	3,092,797	2,058,203	1,359,894	-	-	-	-	-	-	-	-	-	-	-
Other Available Funds	5,358,972	686,912	1,009,912	660,000	660,000	-	-	-	-	-	-	-	-	-	-	-
TOTAL Available Funds	8,181,145	1,810,337	4,102,709	2,718,203	2,019,894	-	-	-	-	-	-	-	-	-	-	-
TOTAL General Fund Revenues	97,507,455	94,025,172	100,052,644	102,000,958	104,744,105	104,893,564	106,286,847	109,865,584	112,811,013	115,790,359	118,885,444	122,065,996	125,325,467	128,665,817	132,089,053	133,910,478

Town of Sudbury

Tax Levy Limit / Excess Capacity / New Growth / Overlay Reserve

		FY2016 Budget	FY2017 Budget	FY2018 Budget	FY2019 Budget	FY2020 Budget	FY2021 Projected	FY2022 Projected	FY2023 Projected	FY2024 Projected	FY2025 Projected	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	FY2030 Projected	FY2031 Projected
	LEVY LIMIT																
①	Prior Year Tax Levy Limit	71,784,968	74,180,820	77,283,873	81,276,640	84,710,256	87,791,953	90,486,752	93,248,921	96,080,144	98,982,148	101,956,702	105,005,620	108,130,761	111,334,030	114,617,381	117,982,816
②	Amended Prior Growth	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
③	Proposition 2.5% Increase	1,794,624	1,854,521	1,932,097	2,031,916	2,117,756	2,194,799	2,262,169	2,331,223	2,402,004	2,474,554	2,548,918	2,625,141	2,703,269	2,783,351	2,865,435	2,949,570
④	New Growth	601,228	1,248,532	983,400	1,401,700	963,941	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
⑤	Override	-	-	1,077,270	-	-	-	-	-	-	-	-	-	-	-	-	-
	SUB-TOTAL Levy Limit	74,180,820	77,283,873	81,276,640	84,710,256	87,791,953	90,486,752	93,248,921	96,080,144	98,982,148	101,956,702	105,005,620	108,130,761	111,334,030	114,617,381	117,982,816	121,432,386
⑥	Debt Exclusions	2,717,043	2,378,824	2,247,641	1,890,361	1,949,697	1,239,185	1,387,922	2,046,540	2,000,305	1,914,670	1,869,635	1,833,060	1,796,485	1,759,910	1,723,335	-
⑦	Capital Exclusions	420,000	365,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Stabilization Fund Override	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Other Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Water/Sewer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
⑧	**TOTAL Maximum Allowable Tax Levy**	**77,317,863**	**80,027,697**	**83,524,281**	**86,600,617**	**89,741,650**	**91,725,937**	**94,636,843**	**98,126,684**	**100,982,453**	**103,871,372**	**106,875,255**	**109,963,821**	**113,130,515**	**116,377,291**	**119,706,151**	**121,432,386**
	Year-to-year percentage change		*3.5%*	*4.4%*	*3.7%*	*3.6%*	*2.2%*	*3.2%*	*3.7%*	*2.9%*	*2.9%*	*2.9%*	*2.9%*	*2.9%*	*2.9%*	*2.9%*	*1.4%*
⑨	Excess Levy Capacity	(320,333)	(135,210)	(200,837)	(215,982)	(7,756)	-	-	-	-	-	-	-	-	-	-	-
⑩	**TOTAL Levy (Approved by DLS)**	76,997,530	79,892,487	83,323,444	86,384,635	89,733,894	91,725,937	94,636,843	98,126,684	100,982,453	103,871,372	106,875,255	109,963,821	113,130,515	116,377,291	119,706,151	-
	Year-to-year percentage change		*3.8%*	*4.3%*	*3.7%*	*3.9%*	*2.2%*	*3.2%*	*3.7%*	*2.9%*	*2.9%*	*2.9%*	*2.9%*	*2.9%*	*2.9%*	*2.9%*	*(100.0%)*

Town of Sudbury
State Aid and Assessments

	FY2016 Final Est	FY2017 Final Est	FY2018 Final Est	FY2019 Final Est	FY2020 Final Est	FY2021 Projected	FY2022 Projected	FY2023 Projected	FY2024 Projected	FY2025 Projected	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	FY2030 Projected	FY2031 Projected	Projection Percent
① **STATE AID**																	
② Chapter 70 Education Aid	4,534,395	4,688,560	4,829,178	4,910,568	4,990,518	5,071,218	5,096,574	5,122,057	5,147,667	5,173,406	5,199,273	5,225,269	5,251,395	5,277,652	5,304,041	5,330,561	0.50%
School Transportation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%
Charter Tuition Reimbursement	3,572	16,031	25,086	3,572	1,876	30,295	30,295	30,295	30,295	30,295	30,295	30,295	30,295	30,295	30,295	30,295	0.00%
Smart Growth School Reimbursement	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%
School Choice Receiving Tuition (Offset)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%
Unrestricted General Government Aid	1,290,456	1,345,946	1,398,438	1,447,383	1,486,462	1,528,083	1,543,364	1,558,797	1,574,385	1,590,129	1,606,031	1,622,091	1,638,312	1,654,695	1,671,242	1,687,954	1.00%
Local Share of Racing Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Regional Public Libraries	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%
Veterans Benefits	17,162	29,097	49,959	-	43,458	25,293	25,293	25,293	25,293	25,293	25,293	25,293	25,293	25,293	25,293	25,293	0.00%
Exemptions VBS and Elderly	30,562	32,106	32,658	30,900	31,621	28,886	28,886	28,886	28,886	28,886	28,886	28,886	28,886	28,886	28,886	28,886	0.00%
State-owned Land	32,719	32,330	32,299	34,901	37,768	37,569	37,569	37,569	37,569	37,569	37,569	37,569	37,569	37,569	37,569	37,569	0.00%
Public Libraries (offset)	27,146	27,511	28,105	28,229	29,292	29,925	29,925	29,925	29,925	29,925	29,925	29,925	29,925	29,925	29,925	29,925	0.00%
TOTAL Cherry Sheet Receipts	**5,936,012**	**6,171,581**	**6,395,723**	**6,455,553**	**6,620,995**	**6,751,269**	**6,791,906**	**6,832,822**	**6,874,021**	**6,915,503**	**6,957,271**	**6,999,328**	**7,041,675**	**7,084,315**	**7,127,250**	**7,170,483**	
Year-to-year percentage change		4.0%	3.6%	0.9%	2.6%	2.0%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	
⑤ MSBA School Construction	1,605,768	1,605,767	1,605,767	1,605,767	1,605,766	1,605,766	-	-	-								

① DLS website Trends in Municipal Cherry Sheet Aid (from FY2010 to current)
Prior years are available under Historical Cherry Sheets
② Cherry Sheet Aid equals calculated amount from Net School Spending worksheet (if applicable) - may be entered directly from the cherry sheet

Town of Sudbury
Local Receipt Projections

BUDGET	FY2016 Budget	FY2017 Budget	FY2018 Budget	FY2019 Budget	FY2020 Budget	FY2021 Projected	FY2022 Projected	FY2023 Projected	FY2024 Projected	FY2025 Projected	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	FY2030 Projected	FY2031 Projected	Projection Percent
→ 1. Motor Vehicle Excise	3,300,000	3,100,000	3,200,000	3,400,000	3,350,000	3,383,500	3,417,335	3,451,508	3,486,023	3,520,883	3,556,092	3,591,653	3,627,570	3,663,846	3,700,484	3,737,489	1.00%
→ 2a. Meals Excise	210,000	210,000	200,000	200,000	200,000	202,000	204,020	206,060	208,121	210,202	212,304	214,427	216,571	218,737	220,924	223,133	1.00%
→ 2b. Room Excise	120,000	120,000	120,000	122,000	122,200	123,422	124,656	125,903	127,162	128,434	129,718	131,015	132,325	133,648	134,984	136,334	1.00%
→ 2c. Other Excise-Boat	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.00%
→ 2d. Cannabis				-	-	-	-	-	-	-	-	-	-	-	-	-	1.00%
→ 3. Penalties/Interest on Taxes and Excises	175,000	175,000	175,000	-	-	-	-	-	-	-	-	-	-	-	-	-	1.00%
→ 4. Payment In Lieu of Taxes	40,000	40,000	-	80,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	0.00%
5. Charges for Services-Water	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.00%
6. Charges for Services-Sewer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.00%
7. Charges for Services-Hospital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.00%
8. Charges for Services-Solid Waste Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.00%
9. Other Charges for Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.00%
10. Fees	81,000	85,000	85,000	77,421	-	-	-	-	-	-	-	-	-	-	-	-	1.00%
10a. Cannabis Impact Fee				-	-	-	-	-	-	-	-	-	-	-	-	-	1.00%
10b. Community Impact Fee Short Term Rentals				-	-												1.00%
11. Rentals	145,000	145,000	145,000	161,500	160,300	161,903	163,522	165,157	166,809	168,477	170,162	171,864	173,583	175,319	177,072	178,843	1.00%
12. Dept. Revenue-Schools	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.00%
13. Dept. Revenue-Libraries	18,000	15,000	15,000	17,000	16,000	16,160	16,322	16,485	16,650	16,817	16,985	17,155	17,327	17,500	17,675	17,852	1.00%
14. Dept. Revenue-Cemeteries	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.00%
15. Dept. Revenue-Recreation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.00%
16. Other Departmental Revenue	18,000	5,000	5,000	-	8,000	8,080	8,161	8,243	8,325	8,408	8,492	8,577	8,663	8,750	8,838	8,926	1.00%
17. Licenses/Permits	610,000	600,000	650,000	735,000	817,804	825,982	834,242	842,584	851,010	859,520	868,115	876,796	885,564	894,420	903,364	912,398	1.00%
18. Special Assessments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.00%
→ 19. Fines and Forfeits	50,000	30,000	10,000	10,000	-	-	-	-	-	-	-	-	-	-	-	-	1.00%
→ 20. Investment Income	10,000	10,000	20,001	20,000	20,200	20,402	20,606	20,812	21,020	21,230	21,442	21,656	21,873	22,092	22,313	22,536	1.00%
→ 21. Medicaid Reimbursement	10,000	10,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.00%
→ 22. Misc. Recurring	-	-	-	13,879	9,052	9,143	9,234	9,326	9,419	9,513	9,608	9,704	9,801	9,899	9,998	10,098	1.00%
23. Misc. Non-Recurring	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.00%
① **TOTAL Local Receipts-Budget**	4,787,000	4,545,000	4,625,001	4,836,800	4,763,556	4,810,592	4,858,098	4,906,078	4,954,539	5,003,484	5,052,918	5,102,847	5,153,277	5,204,211	5,255,652	5,307,609	
Percent of Previous Year Actual																	

→ Estimated receipts increases/decreases from current year to the prior are used in calculating the Municipal Revenue Growth Factor (MRGF).

① DLS, Gateway, Taxrate, Tax Rate Recap, page 3

Town of Sudbury
Debt

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	FY2021 Projected	FY2022 Projected	FY2023 Projected	FY2024 Projected	FY2025 Projected
GF Within-levy Debt Service	140,299	155,050	155,190	155,510	154,610	154,510	160,560	183,660	178,561	178,711
GF Gross Excluded Debt Service	3,634,006	3,423,375	3,297,860	2,945,115	2,935,815	2,874,003	1,387,921	2,046,540	2,000,305	1,914,670
Total Debt	3,774,305	3,578,425	3,453,050	3,100,625	3,090,425	3,028,513	1,548,481	2,230,200	2,178,866	2,093,381
General Fund Within-levy Debt Service										
ESCO Loan	30,521	40,041	43,057	46,951	50,343	54,621	58,908	63,503	68,116	72,845
Nixon school Roof Repair	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	40,000	40,000
General Obligation Bonds - Police	10,800	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000
Sewer SRF					-	-	6,250	29,350	29,351	29,351
	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
TOTAL GF Within-levy DS Principal	86,321	102,041	105,057	108,951	112,343	116,621	127,158	154,853	154,467	159,196
ESCO Loan	24,734	23,959	22,943	21,849	20,657	19,379	17,992	16,497	14,884	13,155
Nixon school Roof Repair	18,710	18,400	17,050	15,250	13,000	10,750	8,500	6,250	4,000	2,000
General Obligation Bonds - Police	10,534	10,650	10,140	9,460	8,610	7,760	6,910	6,060	5,210	4,360
Sewer SRF	-	-	-	-	-	-	-	-	-	-
0	-	-	-	-	-	-	-	-	-	-
0	-	-	-	-	-	-	-	-	-	-
Total GF Within-levy DS Interest	53,978	53,009	50,133	46,559	42,267	37,889	33,402	28,807	24,094	19,515
Total GF Within-levy Debt Service	140,299	155,050	155,190	155,510	154,610	154,510	160,560	183,660	178,561	178,711
Debt Service Reserve to Remain at Target	-	-	-	-	-	-	-	-	-	-
Excluded Debt Service										
Curtis Haynes School Refunded	1,050,000	1,035,000	1,035,000	1,030,000	1,325,000	1,370,000	-	-	-	-
Loring School Refunding	485,000	480,000	480,000	470,000	455,000	450,000	-	-	-	-
Noyes School Green repair	160,000	160,000	160,000	155,000	155,000	155,000	155,000	-	-	-
Nixon school Roof Repair	45,000	45,000	45,000	45,000	45,000	40,000	40,000	40,000	40,000	-
Weisblatt Meachen Land 2nd Refunding	450,000	435,000	420,000	190,000	-	-	-	-	-	-
Police Station Construction	345,000	343,000	338,000	338,000	338,000	338,000	338,000	338,000	338,000	338,000
Johnson Farm Land	89,000	90,000	90,000	90,000	90,000	85,000	85,000	85,000	85,000	85,000
Police Station Design	127,000	100,000	100,000	100,000	100,000	100,000	-	-	-	-
Stearns Mill Dam and Dutton Road Bridge	-	-	-	-	-	-	18,500	129,500	127,650	125,800
DPW Fuel Island	-	-	-	-	-	-	15,000	105,000	103,500	102,000
Broadacres	-	-	-	-	-	20,000	109,800	256,200	252,540	248,880
Camp Sewataro	-	-	-	-	-	-	409,688	900,000	883,125	866,250
	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
Total GF Excluded DS Principal	2,751,000	2,688,000	2,668,000	2,418,000	2,508,000	2,558,000	1,170,988	1,853,700	1,829,815	1,765,930
Curtis Haynes School Refunded	381,020	276,050	224,300	172,550	121,050	54,800	-	-	-	-
Loring School Refunding	98,888	79,488	60,288	44,688	29,413	14,625	-	-	-	-
Noyes School Green repair	23,987	19,987	15,188	11,238	8,138	5,038	1,744	-	-	-
Nixon school Roof Repair	9,750	8,850	7,725	6,600	5,475	4,200	3,000	1,800	600	-
Weisblatt Meachen Land 2nd Refunding	29,600	20,750	10,100	1,900	-	-	-	-	-	-
Police Station Construction	243,221	243,988	233,698	220,178	203,278	186,378	169,478	152,578	135,678	118,778
Johnson Farm Land	62,086	62,262	59,563	55,963	51,463	46,963	42,713	38,463	34,213	29,963
Police Station Design	34,454	24,000	19,000	14,000	9,000	4,000	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
0	-	-	-	-	-	-	-	-	-	-
Total GF Excluded DS Interest	883,006	735,375	629,860	527,115	427,815	316,003	216,934	192,840	170,490	148,740
Total GF Excluded Debt Service	3,634,006	3,423,375	3,297,860	2,945,115	2,935,815	2,874,003	1,387,921	2,046,540	2,000,305	1,914,670

Town of Sudbury
Capital Plan/One-Time Purchases

Dept #	Project Name	FY2016 Budget	FY2017 Budget	FY2018 Budget	FY2019 Budget	FY2020 Budget	FY2021 Projected	FY2022 Projected	FY2023 Projected	FY2024 Projected	FY2025 Projected	FY2026 Projected
General Government												
	Facilities	-	125,000	100,000	100,000	45,000	350,000	100,000	100,000	100,000	100,000	100,000
	Security (Town & School)	-	95,000	-	-	-	-	-	-	-	-	-
	HVAC (Town & School)	-	-	55,000	-	-	-	-	-	-	-	-
	Info Systems/Technology	-	-	-	40,900	-	120,820	-	-	-	-	-
	Town Clerk Tabulators	-	-	-	50,000	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-
	TOTAL General Government	-	220,000	155,000	190,900	45,000	470,820	100,000	100,000	100,000	100,000	100,000
	Radios	-	-	-	25,600	-	-	-	-	-	-	-
		-	-	-	-	-	43,600	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-
	Subtotal Police	-	-	-	25,600	-	43,600	-	-	-	-	-
	Fire Tank	-	50,000	-	-	-	-	-	-	-	-	-
	Fire Car	-	46,000	40,000	-	-	-	-	-	-	-	-
	Ladder/Engine	-	-	670,000	-	570,000	-	-	-	-	-	-
	ATV	-	-	-	-	35,000	-	-	-	-	-	-
	Fire Station (Building)	-	-	-	-	-	4,497,000	-	-	-	-	-
	Subtotal Fire	-	96,000	710,000	-	605,000	4,497,000	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-
	Subtotal Other Services	-	-	-	-	-	-	-	-	-	-	-
	TOTAL Public Safety	-	96,000	710,000	25,600	605,000	4,540,600	-	-	-	-	-
	SPS	-	102,000	148,000	102,000	193,000	628,528	150,000	150,000	150,000	150,000	150,000
	SPS Facilities	-	-	50,000	40,000	-	100,000	-	-	-	-	-
	Wireless Technology	-	-	175,000	-	-	-	-	-	-	-	-
	SPS Playground	-	-	300,000	165,000	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-
	TOTAL Education	-	102,000	673,000	307,000	193,000	728,528	150,000	150,000	150,000	150,000	150,000
	DPW Highway Roller	-	31,000	-	-	-	-	-	-	-	-	-
	DPW Highway Loader	-	50,000	-	-	-	-	-	-	-	-	-
	DPW Rolling Stock	-	210,000	182,000	60,000	130,000	-	60,000	60,000	60,000	60,000	60,000
	Engineering	-	-	38,000	-	-	-	-	-	-	-	-
	Town-wide walkways	-	-	37,190	-	-	-	-	-	-	-	-
	Parking Lot & Sidewalks			250,000								
	Streets (culverts)				30,000	125,000						
	Equipment				90,000	12,000						
	Mini Excavator					85,000						
							980,000					
	TOTAL Public Works	-	291,000	507,190	180,000	352,000	980,000	60,000	60,000	60,000	60,000	60,000
		-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-
	TOTAL Health & Human Services	-	-	-	-	-	-	-	-	-	-	-
	Rail Trail	-	-	330,000	650,000	-	-	-	-	-	-	-
	Library Technology	-	-	-	100,000	-	-	-	-	-	-	-
	Haskell Field	-	-	-	45,000	-	-	-	-	-	-	-
	Parks & Grounds	-	-	-	100,000	40,000	110,000	-	-	-	-	-
	Cutting Field	-	-	-	250,000	-	-	-	-	-	-	-
	Loring Museum	-	-	-	-	80,000	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-
	TOTAL Culture & Recreation	-	-	330,000	1,145,000	120,000	110,000	-	-	-	-	-
TOTAL General Fund Capital		-	709,000	2,375,190	1,848,500	1,315,000	6,829,948	310,000	310,000	310,000	310,000	310,000
Funding:	Raise & appropriate	-	-	-	-	-	-	-	-	-	-	-
	Free cash	-	-	-	-	-	-	-	-	-	-	-
	General Stabilization Fund	-	-	-	-	-	-	-	-	-	-	-
	____ Stab Fund	-	-	-	-	-	-	-	-	-	-	-
	____ Stab Fund	-	-	-	-	-	-	-	-	-	-	-
	Overlay surplus	-	-	-	-	-	-	-	-	-	-	-
	Borrowing	-	-	-	-	-	-	-	-	-	-	-
	Lease	-	-	-	-	-	-	-	-	-	-	-
	Grant	-	-	-	-	-	-	-	-	-	-	-
	Other	-	-	-	-	-	-	-	-	-	-	-
Total Funding Sources		-	-	-	-	-	-	-	-	-	-	-
Difference: General Fund Capital and Funding		-	(709,000)	(2,375,190)	(1,848,500)	(1,315,000)	(6,829,948)	(310,000)	(310,000)	(310,000)	(310,000)	(310,000)

SAMPLE AMORTIZATION SCHEDULE

Principal	2,750,000.00	
Interest	1.875%	
Years	10	
Level Principal		

		Balance	Principal Payment	Interest Payment	Total Payment
1	2020	2,750,000.00	275,000.00	51,562.50	326,562.50
2	2021	2,475,000.00	275,000.00	46,406.25	321,406.25
3	2022	2,200,000.00	275,000.00	41,250.00	316,250.00
4	2023	1,925,000.00	275,000.00	36,093.75	311,093.75
5	2024	1,650,000.00	275,000.00	30,937.50	305,937.50
6	2025	1,375,000.00	275,000.00	25,781.25	300,781.25
7	2026	1,100,000.00	275,000.00	20,625.00	295,625.00
8	2027	825,000.00	275,000.00	15,468.75	290,468.75
9	2028	550,000.00	275,000.00	10,312.50	285,312.50
10	2029	275,000.00	275,000.00	5,156.25	280,156.25
11	2030	0.00	0.00	0.00	0.00
12	2031	0.00	0.00	0.00	0.00
13	2032	0.00	0.00	0.00	0.00
14	2033	0.00	0.00	0.00	0.00
15	2034	0.00	0.00	0.00	0.00
16	2035	0.00	0.00	0.00	0.00
17	2036	0.00	0.00	0.00	0.00
18	2037	0.00	0.00	0.00	0.00
19	2038	0.00	0.00	0.00	0.00
20	2039	0.00	0.00	0.00	0.00
21	2040	0.00	0.00	0.00	0.00
22	2041	0.00	0.00	0.00	0.00
23	2042	0.00	0.00	0.00	0.00
24	2043	0.00	0.00	0.00	0.00
25	2044	0.00	0.00	0.00	0.00
26	2045	0.00	0.00	0.00	0.00
27	2046	0.00	0.00	0.00	0.00
28	2047	0.00	0.00	0.00	0.00
29	2048	0.00	0.00	0.00	0.00
30	2049	0.00	0.00	0.00	0.00
31	2050	0.00	0.00	0.00	0.00
32	2051	0.00	0.00	0.00	0.00
33	2052	0.00	0.00	0.00	0.00
34	2053	0.00	0.00	0.00	0.00
35	2054	0.00	0.00	0.00	0.00
36	2055	0.00	0.00	0.00	0.00
Total Payments			2,750,000.00	283,593.75	3,033,593.75

Section	Sub-Section	Recommendation	Adopt Yes/No	Bylaw/Town Meeting/Policy	Delivery date	Owner/Manager	Resources
A. Financial Policies	A-1	Adopt a full-scope Annual Budget policy		Policy			
A. Financial Policies	A-2	Adopt a consolidated Reserves policy and set prudent target levels		Policy			
A. Financial Policies	A-3	Set a year-to-year debt funding target within the general fund budget		Policy			
A. Financial Policies	A-4	Clearly define what projects are included in the capital plan		Policy			
A. Financial Policies	A-5	Establish an ordered list for prioritizing capital projects		Policy			
B. Capital Planning Procedures	B-1	Budget for maintenance costs within department-level capital line items					
B. Capital Planning Procedures	B-2	Remove LSRHS from the town's capital plan					
B. Capital Planning Procedures	B-3	Expand the information captured on capital project submission sheets					
B. Capital Planning Procedures	B-4	Reconsider the Capital Planning bylaw		Bylaw			
C. Funding Strategies	C-1	Align the capital plan with funding schemes that do not rely on exclusions					
C. Funding Strategies	C-2	Continue to build reserves in capital-related special purpose stabilization funds					
C. Funding Strategies	C-3	Close the Melone fund and transfer its balance to the capital stabilization fund		Town Meeting			
C. Funding Strategies	C-4	Close the surplus vehicles revolving fund		Town Meeting			
D. Capital Forecast	Capital Funding Targets	Utilize a Capital Targets Tool and link to financial forecast					
D. Capital Forecast	New Growth	Dedicate 50-75% of all new growth levy amounts to capital expenditures or reserves					
D. Capital Forecast	Stabilization Fund Override	Stabilization fund override to build balance in the capital stabilization fund		Town Meeting			

Sources:
Link to DLS Report April 2020: https://s3-us-west-2.amazonaws.com/cdn.sudbury.ma.us/wp-content/uploads/sites/260/2020/08/Sudbury_Capital_Report_DLS.pdf?version=77abcfeb91cafc53f28a00d8a3f2095(
Link to DLS Capital Targets Workbook: https://sudbury.sharefile.com/share/view/sdef47ec7fcb48a38
Link to Community Compact Cabinet Reports: https://www.mass.gov/service-details/community-compact-cabinet-reports
Link to S&P Report June 2020: https://www.mass.gov/service-details/community-compact-cabinet-reports
Link to SFPCCP Jan 2019: https://sudbury.ma.us/sfpccf/sfpccf_01222019_bos_presentation/

Sub-Section	Recommendation	Goal	12/8/2020
A-1	Adopt a full-scope Annual Budget policy		Enterprise funds policies
A-2	Adopt a consolidated Reserves policy and set prudent target levels	Establish a goal of endeavoring to realize annual free cash certifications equivalent to 3-5% of prior year general fund revenues.	
A-2	Adopt a consolidated Reserves policy and set prudent target levels	Achieve and maintain a combined target balance for all capital-related special purpose stabilization funds equal to 2% of prior year general fund revenues.	Long range target - 3%
A-2	Adopt a consolidated Reserves policy and set prudent target levels	Spell out the specific appropriate usages for each type of reserve.	
A-2	Adopt a consolidated Reserves policy and set prudent target levels	Set a retained earnings target for any enterprise fund not subsidized by the general fund.	Consolidate special reserve funds to capital stabilization fund?
A-2	Adopt a consolidated Reserves policy and set prudent target levels	Include a statement tht the select board will request an annual update from the Board of Assessors on the balance of the overlay account.	Yes
A-3	Set a year-to-year debt funding target within the general fund budget	Ensure that the new policy has provisions that state the objective to gradually and consistently pursue future debt issuances financed by within-levy dollars and set a debt service target range to be achieved and maintained.	Template sets limits but doesn't address how.
A-4	Clearly define what projects are included in the capital plan		Define capital
A-5	Establish an ordered list for prioritizing capital projects		

Sub-Section	Recommendation	Goal
B-1	Budget for maintenance costs within department-level capital line items	Not all depts have budget built in. Town Manager's capital budget as a source.
B-2	Remove LSRHS from the town's capital plan	Contracts, maintenance, 3rd party user fees, understand capital plan/asset sheet
B-3	Expand the information captured on capital project submission sheets	Yes
B-4	Reconsider the Capital Planning bylaw	CIAC

Sub-Section	Recommendation	Goal	12/8/2020
C-1	Align the capital plan with funding schemes that do not rely on exclusions		Yes
C-2	Continue to build reserves in capital-related special purpose stabilization funds		Yes
C-3	Close the Melone fund and transfer its balance to the capital stabilization fund		Town meeting vote
C-4	Close the surplus vehicles revolving fund		Yes - TM 2021, % of sale to capital stabilization fund (p. 21)
	*CPA		Not controlled/predictable by Town

Sub-Section	Recommendation	Goal
Capital Funding Targets	Utilize a Capital Targets Tool and link to financial forecast	Future?
New Growth	Dedicate 50-75% of all new growth levy amounts to capital expenditures or reserves	Informal
Stabilization Fund Override	Stabilization fund override to build balance in the capital stabilization fund	

Town of Sudbury
15 Year Capital Plan

Updated March 5, 2020

Project Description	Department	5 YEAR CAPITAL PLAN					15 YEAR CAPITAL PLAN									
		FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
RISK MITIGATION MAINTENANCE																
Town and Schools Carpet Replacement	Facilities	-	50,000	-	50,000	-	-	-	-	-	-	-	-	-	50,000	-
Various Building Improvements	Facilities	45,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Schools classroom VCT Flooring Replacement	SPS/Facilities	-	50,000	-	75,000	-	-	75,000	-	-	75,000	-	-	75,000	-	-
Ambulance 2 2016	Fire	-	-	340,000	-	-	-	-	-	340,000	-	-	-	-	-	340,000
Car 3 (Fire Dept.)	Fire	-	-	54,000	-	-	-	-	54,000	-	-	-	-	54,000	-	-
Town and School Parking Lots-(Loring School)	DPW	-	-	850,000	300,000	-	-	-	250,000	-	-	-	-	250,000	-	-
Loring School Playground	SPS	-	333,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Car (Fire Dept.) 5 year Life cycle for Cars	Fire	-	-	-	40,000	-	-	-	-	40,000	-	-	-	-	50,000	-
Schools Cafeteria Kitchen Equipment	SPS	-	50,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Town-Wide Culvert Replacement (various locations)	DPW	125,000	-	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Culvert Design/Replacement	DPW	-	100,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Roadway Improvement and Maintenance	DPW	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Wayside Inn Bridge	DPW	-	125,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Various Site Improvements at Parks and Grounds	DPW/Recreation	40,000	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Interior Painting of Schools and Goodnow Library	SPS/Facilities	-	50,000	-	50,000	-	-	-	-	-	-	-	-	-	50,000	-
Portable Radios	Police	-	18,600	-	-	-	-	-	-	-	-	-	-	-	-	-
UHF Repeater	Police	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Paging, Clocks, and Bell Systems	SPS	-	25,000	25,000	35,000	-	-	-	-	-	-	-	-	-	-	-
6-Wheel 40,000+ GVW Combo Body Dump Truck w/Plow and Spreader	DPW	-	260,000	265,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000
2009 John Deere 544K Loader unit 8	DPW	-	-	180,000	-	-	-	-	-	-	-	200,000	-	-	-	-
2009 John Deere Backhoe/Loader unit 22	DPW	-	-	170,000	-	-	-	-	-	-	-	170,000	-	-	-	-
2004 Volvo L90E Loader unit 48	DPW	-	230,000	-	-	-	-	-	-	-	-	-	-	230,000	-	-
*2000 GMC - swap body unit 36	DPW	130,000	-	-	-	-	-	-	-	-	-	130,000	-	-	-	-
New Mini Excavator unit 25	DPW	85,000	-	-	-	-	-	-	-	-	-	135,000	-	-	-	-
2011 Chevy 1 Ton 6 Wheel Dump unit 37	DPW	-	140,000	-	-	-	-	-	-	-	-	-	140,000	-	-	-
2013 Prinoth sidewalk Tractor unit 33 (141,000)	DPW	-	-	28,000	-	-	-	-	-	-	-	-	28,000	-	-	-
2015 Freightliner 6 Wheel Dump unit 19	DPW	-	-	24,000	-	-	-	-	-	-	-	-	-	-	-	-
Hosmer House Roof	Facilities	-	50,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Fire Engine 4 1997 Pumper	Fire	570,000	-	-	-	-	-	-	-	-	-	570,000	-	-	-	-
Car 2 (Fire Dept.)	Fire	-	54,000	-	-	-	40,000	-	-	-	-	40,000	-	-	-	-
All-Terrain Vehicle and Trailer Replacement	Fire	35,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Replace Stadium Field Turf (Town Partnership)	LSRHS	-	-	307,405	-	-	-	-	-	-	-	-	-	-	500,000	-
Gym 1 Bleachers	LSRHS	-	-	45,000	-	-	-	-	-	-	-	-	-	-	-	-
Parking Lot (asphalt, sealing)	LSRHS	-	-	40,000	40,000	-	-	-	-	-	-	300,000	-	-	-	-
Buildings & Grounds 2010 Ford F350 Pickup Truck/sander	LSRHS	-	35,132	-	-	-	-	-	-	-	-	40,000	-	-	-	-
Chain Link Fence Replacement: Artificial Turf Field	LSRHS	-	-	109,788	-	-	-	-	-	-	-	-	-	-	-	-
Kubota Front End Loader (currently 2002)	LSRHS	55,000	-	-	-	-	-	-	-	-	-	55,000	-	-	-	-
poured in place surfacing for SMILE playground at Haskell	Recreation	-	-	250,000	-	-	-	-	-	-	-	-	-	-	-	-
Feeley Softball Fields (requested by Sudbury Girls Softball)	Recreation	-	98,709	-	-	-	-	-	-	-	-	-	-	-	-	-
2006 7-Passenger Van #2	SPS	-	-	30,000	-	-	-	-	30,000	-	-	-	-	-	-	-
Curtis Ongoing HVAC Repairs.	**SPS**	30,000	30,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Curtis Plumbing and Heating leak repairs	**SPS**	48,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Curtis Skylight Replacement and Roof repair	**SPS**	-	-	28,000	-	-	-	-	-	-	-	-	-	-	-	-
Haynes repair to sidewalks, curbs, HP ramps, drainage, pavement	**SPS**	-	-	49,000	-	-	-	-	-	-	-	-	-	-	-	-
Haynes Management Improvements	**SPS**	-	-	49,000	-	-	-	-	-	-	-	-	-	-	-	-
Haynes Kitchen Equipment replacement	**SPS**	40,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loring curbs, walks, Ramps and Roadway repairs	**SPS**	-	-	49,000	-	-	-	-	-	-	-	-	-	-	-	-
Nixon Bathroom Partition replacement	**SPS**	-	0	20,000	20,000	-	-	-	-	-	-	-	-	-	-	-
Noyes Heating Improvements w/ Abatement	**SPS**	40,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Noyes School Café flooring Asbestos removal and new flooring	**SPS**	-	-	95,000	-	-	-	-	-	-	-	-	-	-	-	-

Project Description	Department	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Noyes School ceiling tile replacement	**SPS**	-	-	25,000	25,000	-	-	-	-	-	-	-	-	-	-	-
Noyes Courtyard Walk, Steps, Retaining Wall Repairs and drainage	**SPS**	-	-	99,000	-	-	-	-	-	-	-	-	-	-	-	-
Noyes Direct Digital Control Improvements to Energy Management	**SPS**	-	-	44,000	-	-	-	-	-	-	-	-	-	-	-	-
Noyes Dish Washer replacement	**SPS**	-	-	35,000	-	-	-	-	-	-	-	-	-	-	-	-
Noyes Kitchen Dishwasher Equipment Replacement	**SPS**	35,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Noyes Replacement of Rtu-1 and RTU-2 AC package units	**SPS**	-	49,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Noyes Sidewalk, Curbs, and Drainage repairs	**SPS**	-	-	49,000	-	-	-	-	-	-	-	-	-	-	-	-
New VCT , Ceramic Tile Flooring ,carpet replacement all schools	**SPS**	-	-	49,000	-	-	-	-	-	-	-	-	-	-	-	-
Noyes Fire Alarm System Replacement	SPS/Facilities	-	-	222,000	-	-	-	-	-	-	-	-	-	-	-	-
Auditorium lighting upgrades at Curtis School	SPS/Facilities	-	-	195,000	-	-	-	-	-	-	-	-	-	-	-	-
Haynes Rooftop HVAC Replacements	SPS/Facilities	-	-	75,000	95,000	-	50,000	-	-	-	-	-	-	-	-	-
Curtis School RTU HVAC #7	SPS/Facilities	-	-	70,000	-	-	-	-	-	-	-	-	-	-	-	-
2013 Freightliner 6-Whl Dump Truck - New in FY13 Unit 4	DPW	-	-	127,000	-	-	-	-	-	-	-	-	137,000	-	-	-
2008 Chevy Silverado Flat Bed unit 13	DPW	-	-	48,000	-	-	-	-	-	48,000	-	-	-	-	-	-
2004 Bandit Chipper unit 49	DPW	-	-	40,000	-	-	-	-	-	-	-	50,000	-	-	-	-
2010 Elgin Pelican Sweeper unit 54	DPW	-	-	33,236	-	-	-	-	-	-	175,000	-	-	-	-	-
Pratts Mill Roadway Improvements	DPW	-	120,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Library Roof Replacement (areas 4 & 5)	Facilities	-	-	143,700	-	-	-	-	-	-	-	-	-	-	-	-
South Fire Station Roof	Facilities	-	-	41,057	-	-	-	-	-	-	-	-	-	-	-	-
Flynn Building Roof Repair	Facilities	-	-	34,000	-	-	-	-	-	-	-	-	95,000	-	-	-
Ultraviolet Secondary Filtration Systems for Lap Pool and Dive Well	Facilities	-	85,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Half Ton Pickup Truck (2)/Van	Facilities	-	40,000	27,800	-	-	-	-	-	40,000	-	-		-	-	-
2001 Pickup Truck (Fire Dept.) Eng 8	Fire	-	-	45,000	-	-	-	-	-	-	-	-	55,000	-	-	-
Athletic Van - 2011-Chevrolet Express Van- 15 Passenger	LSRHS	-	39,524	-	-	-	-	-	-	-	-	-	50,000	-	-	-
Aerila Fork Lift (currently 2004)	LSRHS	-	-	40,929	-	-	-	-	-	-	-	-	40,000	-	-	-
2003 John Deere Tractor	Parks & Gnds	-	-	45,000	-	-	-	-	-	-	-	-	-	50,000	-	-
Haynes Roof Areas 2,3,4,8,10	SPS/Facilities	-	-	2,000,000	-	-	-	-	-	-	-	-	-	-	-	-
Noyes Fire Sprinkler System	SPS/Facilities	-	-	490,000	-	-	-	-	-	-	-	-	-	-	-	-
Replace half ton pick-up truck	SPS/Facilities	-	-	50,000	-	-	-	-	-	-	-	-	60,000	-	-	-
Walk-in Refrigerators at Schools	SPS/Facilities	-	-	45,000	-	-	-	-	-	-	-	-	-	-	-	-
Sand and refinish Gymnasium floors	SPS/Facilities	-	-	30,000	15,000	-	15,000	-	15,000	-	-	-	-	-	-	-
New Excavator	DPW	-	-	180,000	-	-	-	-	-	-	-	-	-	-	180,000	-
2006 Mack Ten Wheeler Dump Truck unit 6	DPW	-	-	160,000	-	-	-	-	-	-	-	-	-	-	160,000	-
2013 Chevy 1 Ton Dump Truck Unit 29	DPW	-	-	50,000	-	-	-	-	-	-	-	-	-	-	-	-
DPW Highway Garage Roof	Facilities	-	-	85,000	-	-	-	-	-	-	-	-	-	-	-	-
Fire Station 3 Roof	Facilities	-	-	65,000	-	-	-	-	-	-	-	-	-	-	-	-
Self Contained Breathing Apparatus (SCBA)	Fire	-	-	250,000	-	-	-	-	-	-	-	-	-	-	-	-
Expand Fitness Area and Replace Equipment	LSRHS	-	-	130,000	-	-	-	-	-	-	-	-	-	-	-	-
Communication Clock System	LSRHS	-	-	80,000	-	-	-	-	-	-	-	-	-	-	-	-
Buildings & Grounds -2012 Ford F350 Pickup Truck	LSRHS	-	-	50,500	-	-	-	-	-	-	-	-	-	55,000	-	-
Gehl Skid Steer (currently 2006)	LSRHS	-	-	30,000	-	-	-	-	-	-	-	-	-	36,000	-	-
2010 John Deere Tractor	Parks & Gnds	-	-	110,000	-	-	-	-	-	-	-	-	-	-	110,000	-
2011 Chevrolet 6 Wheel Dump unit PR-2, leased in 2012	Parks & Gnds	-	110,000	-	-	-	-	-	-	-	-	-	-	110,000	-	-
Parks and Grounds - Infield Machine	Parks & Gnds	-	-	40,000	-	-	-	-	-	-	175,000	-	-	-	-	-
2001 Chevy 1-Ton Flatbed	SPS	-	-	45,000	-	-	-	-	-	-	-	-	-	-	-	-
1998 Ford E-250 School Van HP	SPS	-	-	34,500	-	-	-	-	-	-	-	-	-	35,000	-	-
Loring School Roof Replacement	SPS/Facilities	-	-	1,154,758	-	-	-	-	-	-	-	-	-	-	-	-
Curtis School RTU HVAC #9, #12	SPS/Facilities	-	-	105,000	-	-	-	-	-	-	-	-	-	-	-	-
Nixon Rooftop HVAC Replacement, library and Gym	SPS/Facilities	-	-	100,000	-	-	-	-	-	-	-	-	-	-	-	-
Curtis School RTU HVAC #8	SPS/Facilities	-	-	75,000	-	-	-	-	-	-	-	-	-	-	-	-
Nixon Switchgear and Feeder Rewiring replacement	SPS/Facilities	-	-	50,000	-	-	-	-	-	-	-	-	-	-	-	-
2012 Freightliner 10-Wheel Dump unit 10	DPW	-	-	-	165,000	-	-	-	-	-	-	-	-	-	-	165,000
2011 Volvo 6 Wheel Dump Truck unit 20	DPW	-	-	-	155,000	-	-	-	-	-	-	-	-	-	-	155,000
Salt Shed fabric covering	DPW	-	-	-	100,000	-	-	-	-	-	-	-	-	-	-	-
2015 Chevy Silverado - 1 Ton unit 38	DPW	-	-	-	55,000	-	-	-	-	-	55,000	-	-	-	-	-
Multi-purpose Sidewalk Tractor unit # 53	DPW	-	195,000	-	-	-	-	-	-	-	-	-	195,000	-	-	-
2005 traffic utility trailer unit 52	DPW	-	-	-	22,000	-	-	-	-	-	-	-	-	-	-	-
Library Roof Replacement (areas 2,3,6,7 and slate repairs)	Facilities	-	-	-	125,000	-	-	-	-	-	-	-	-	-	-	-
Fire HQ Roof	Facilities	-	-	-	90,000	-	-	-	-	-	-	-	-	-	-	-

Project Description	Department	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
DPW Garage Floor Replacement	Facilities	-	-	-	80,000	-	-	-	-	-	-	-	-	-	-	-
Carding Mill House Roof and siding	Facilities	-	-	-	55,000	-	-	-	-	-	-	-	-	-	-	-
2015 Ambulance F1 (9 year cycle)	Fire	-	-	-	340,000	-	-	-	-	340,000	-	-	-	-	340,000	-
Fire HQ New Windows	Fire	-	-	-	50,000	-	-	-	-	-	-	-	-	-	-	-
Athletic Van - 2013 Chevrolet Express Van-15 Passenger	LSRHS	-	-	-	45,000	-	-	-	-	-	-	-	-	-	55,000	-
Student Services Van - 2013 Chevrolet Express Van -15 Passenger	LSRHS	-	-	-	45,000	-	-	-	-	-	-	-	-	-	55,000	-
72 inch Mower (currently 2013)	LSRHS	-	-	-	20,000	-	-	-	-	-	-	-	-	17,000	-	-
2002 Chevy 1 Ton Flatbed	SPS	-	-	-	55,000	-	-	-	-	-	-	-	-	-	-	-
2013 Big Tex Utility Trailer	SPS	-	-	-	4,000	-	-	-	-	-	-	-	-	-	-	-
Nixon Roof Areas 1,2,4,5,6	SPS/Facilities	-	-	-	1,200,000	-	-	-	-	-	-	-	-	-	-	-
New Energy Management System for Curtis	SPS/Facilities	-	-	-	400,000	-	-	-	-	-	-	-	-	-	-	-
School Maintenance Garage	SPS/Facilities	-	-	-	200,000	-	-	-	-	-	-	-	-	-	-	-
Haynes Boilers replaced with new energy efficient boilers	SPS/Facilities	-	-	-	150,000	-	-	-	-	-	-	-	-	-	-	-
Loring boiler control	SPS/Facilities	-	-	-	75,000	-	-	-	-	-	-	-	-	-	-	-
Loring Fire Alarm System upgrade	SPS/Facilities	-	-	-	30,000	-	-	-	-	-	-	-	-	-	-	-
2015 Chevy 1 Ton P/U unit 40	DPW	-	-	-	-	45,000	-	-	-	-	-	-	-	-	-	-
2000 GMC - swap body unit 36	DPW	-	-	-	-	50,000	-	-	-	-	-	-	-	-	-	-
2009 Bobcat unit 26	DPW	-	-	-	-	55,000	-	-	-	-	-	-	-	-	-	-
2016 6 Wheel Dump Truck unit 9	DPW	-	-	-	-	145,000	-	-	-	-	-	-	-	-	-	-
2014 Mack Dump 6-Wheel (leased in fy14) unit 11	DPW	-	-	-	-	165,000	-	-	-	-	-	-	-	-	-	-
Town Hall - Clerk's Bathroom	Facilities	-	-	-	-	45,000	-	-	-	-	-	-	-	-	-	-
Various Building Improvements	Facilities	-	-	-	-	50,000	-	-	-	-	-	-	-	-	-	-
Town and Schools Carpet Replacement	Facilities	-	-	-	-	50,000	-	-	50,000	-	-	50,000	-	-	-	-
Noyes Rooftop HVAC Replacement	Facilities	-	-	-	-	75,000	-	-	-	-	-	-	-	-	-	-
Town Hall Bathrooms	Facilities	-	-	-	-	80,000	-	-	-	-	-	-	-	-	-	-
Town Security and Access Controls at Fairbank Center	Facilities	-	-	-	-	100,000	-	-	-	-	-	-	-	-	-	-
South Fire station interior renovations	Facilities	-	-	-	-	600,000	-	-	-	-	-	-	-	-	-	-
Atkinson Pool Roof and Façade Improvements	Facilities	-	-	-	-	700,000	-	-	-	-	-	-	-	-	-	-
Fairbank Center - Flat Roof	Facilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fire HQ New Storage Building	Fire	-	-	-	-	150,000	-	-	-	-	-	-	-	-	-	-
Replace Complete Radio System	Fire/Police	-	-	-	-	1,500,000	-	-	-	-	-	-	-	-	-	-
LSRHS security upgrades, CCTV system video surveillance	LSRHS	-	-	-	-	15,000	-	-	-	-	-	-	-	-	-	-
Replace Aging Computers and Servers	LSRHS	-	-	-	-	40,000	-	-	-	-	-	-	-	-	-	-
Athletic Van - 2014-Chevrolet Express Van- 15 Passenger	LSRHS	-	-	-	-	45,000	-	-	-	-	-	-	-	-	-	-
Boiler Building -Cold Storage Conversion	LSRHS	-	-	-	-	200,000	-	-	-	-	-	-	-	-	-	-
Boiler Plant (2)	LSRHS	-	-	-	-	300,000	-	-	-	-	-	-	-	-	-	-
Install a Spray ground at Haskell Field	Recreation	-	-	-	-	250,000	-	-	-	-	-	-	-	-	-	-
Family changing room at the pool/locker room renovations	Recreation	-	-	-	-	400,000	-	-	-	-	-	-	-	-	-	-
Field Development (Davis, Featherland, Ti-Sales property)	Recreation	-	-	-	-	1,865,000	-	-	-	-	-	-	-	-	-	-
2014 Bravo Trailer	SPS	-	-	-	-	9,000	-	-	-	-	-	-	-	-	-	-
Schools Cafeteria Kitchen Equipment	SPS	-	-	-	-	50,000	-	-	-	-	-	-	50,000	-	-	-
Curtis Univent for Room 148 Replacement	SPS/Facilities	-	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-
SPS and Town HVAC capital repairs	SPS/Facilities	-	-	-	-	75,000	-	-	-	-	-	-	-	-	-	-
Noyes Fire Alarm System Replacement	SPS/Facilities	-	-	-	-	100,000	-	-	-	-	-	-	-	-	-	-
Nixon Fire Sprinkler	SPS/Facilities	-	-	-	-	500,000	-	-	-	-	-	-	-	-	-	-
TOTAL RISK MITIGATION MAINTENANCE		1,278,000	2,437,965	10,531,672	5,111,000	8,589,000	3,438,000	980,000	1,304,000	1,713,000	1,485,000	2,675,000	1,755,000	1,977,000	2,525,000	1,565,000
ENHANCEMENTS																
Town-wide Walkway Construction	DPW	-	50,000	-	-	-	-	-	-	100,000	-	-	-	-	100,000	-
Town Security and Access Controls at Fairbank Center	Facilities	-	-	-	-	-	-	50,000	-	50,000	-	-	50,000	-	-	-
DPW Cold Storage Addition	DPW	-	-	500,000	-	-	-	-	-	-	-	-	-	-	-	-
NEW Street Sweepers (2)	DPW	-	-	465,000	-	-	-	-	-	-	-	500,000	-	-	-	-
NEW Bucket Truck	DPW	-	-	230,000	-	-	-	-	-	-	-	-	-	-	230,000	-
Flynn Bldg. - 2nd floor restroom	Facilities	-	50,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Varonis Discovery IT Software	Info Systems	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Haskell Complex Redevelopment (FY20)	Recreation	-	-	200,000	-	-	-	-	-	-	-	-	-	-	-	-
Water Bottle Filling Stations	**Selectmen**	12,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project Description	Department	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Fire Station 2, install tight tanks	Fire	-	-	70,000	-	-	-	-	-	-	-	-	-	-	-	-
New Ambulance F3	Fire	-	340,000	-	-	-	-	-	340,000	-	-	-	-	-	340,000	-
New Energy Management System for Library	Facilities	-	-	162,000	-	-	-	-	-	-	-	-	-	-	-	-
Loring Parsonage Restoration-Museum	**Selectmen**	80,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surveillance Cameras	SPS	-	261,023	-	-	-	-	-	-	-	-	-	-	-	-	-
Document Scanning	Info Systems	-	50,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Fiber Optic Network (Souther Ring)	Info Systems	-	70,820	-	-	-	-	-	-	-	-	-	-	-	-	-
	TOTAL ENHANCEMENTS	92,000	821,843	1,627,000	-	-	-	50,000	340,000	150,000	-	500,000	50,000	-	670,000	-
NEW/SUBSTANTIALLY REMODELED FACILITIES																
Town Hall Restoration	Selectmen	-	-	-	7,300,000	-	-	-	-	-	-	-	-	-	-	-
Fire Station #2 Renovation - Phase 1	Fire	-	4,103,000	-	-	-	-	-	-	-	-	-	-	-	-	-
New Fairbank Community Center/Atkinson Pool Complex	Selectmen	-	28,832,000	-	-	-	-	-	-	-	-	-	-	-	-	-
	TOTAL NEW/SUBSTANTIALLY REMODELED FACILITIES	-	32,935,000	-	7,300,000	-	-	-	-	-	-	-	-	-	-	-
	TOTAL CAPITAL ADDITIONS	1,370,000	36,194,808	12,158,672	12,411,000	8,589,000	3,438,000	1,030,000	1,644,000	1,863,000	1,485,000	3,175,000	1,805,000	1,977,000	3,195,000	1,565,000

SUDBURY SELECT BOARD
Tuesday, January 5, 2021

MISCELLANEOUS (UNTIMED)

5: Financial Policies Discussion

REQUESTOR SECTION
Date of request:

Requested by: Patty Golden

Formal Title: Financial Policies Discussion - continuation from 12/15/20 meeting

Recommendations/Suggested Motion/Vote: Financial Policies Discussion - continuation from 12/15/20 meeting

Background Information:

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending	
Henry L Hayes	Pending	
Jonathan Silverstein	Pending	
Daniel E Carty	Pending	
Janie Dretler	Pending	
Select Board	Pending	01/05/2021 6:30 PM

Town of Sudbury, Massachusetts

Draft Financial Policies Manual 12/18/2020

Introduction

The Town of Sudbury is committed to safeguarding public funds, protecting local assets, and complying with financial standards and regulations. To that end, this manual of financial policies provides guidance for local planning and decision making. The policies as a whole are intended to outline objectives, provide formal direction, and define authority to help ensure sound fiscal stewardship and management practices. Each is a living document that should be reviewed periodically and updated as necessary.

With these policies, the Town of Sudbury, through its Board of Selectmen, Town Manager, and employees, commits to the following objectives:

- Sustaining a consistent level of service and value for residents
- Safeguarding financial integrity and minimizing risk through a system of internal controls
- Ensuring the quality and maintenance of capital assets
- Conforming to general law, uniform professional standards, and municipal best practices
- Protecting and enhancing the town's credit rating
- Promoting transparency and public disclosure

Town of Sudbury, Massachusetts

Financial Policies Manual

Table of Contents

FINANCIAL RESERVES

PURPOSE
To help the Town stabilize finances and maintain operations during difficult economic periods, this policy establishes prudent practices for appropriating to and expending reserve funds. With well-planned sustainability, Sudbury can use its reserves to finance emergencies and other unforeseen needs, to hold money for specific future purposes, or in limited instances, to serve as revenue sources for the annual budget. Reserve balances and policies can also positively impact the Town's credit rating and consequently its long-term cost to fund major projects.

APPLICABILITY
This policy pertains to short- and long-range budget decision making and applies to the Board of Selectmen, School Committee, and Town Manager in those duties. It also applies to the related job duties of the Finance Director, the Town Accountant, the Board of Assessors, and the Finance Committee.

POLICY
The Town of Sudbury commits to building and maintaining its reserves so as to have budgetary flexibility for unexpected events and significant disruptions in revenue-expenditure patterns and to provide a source of available funds for future capital expenditures. The Town will strive to maintain overall reserves in the level of 8-10 percent of the annual operating budget. Adherence to this policy will help the Town withstand periods of decreased revenues and control spending during periods of increased revenues. There are multiple types of reserves, including free cash, stabilization funds, retained earnings, and overlay surplus.

A. Free Cash

The Division of Local Services (DLS) defines free cash as "the remaining, unrestricted funds from operations of the previous fiscal year, including unexpended free cash from the previous year." DLS must certify free cash before the Town can appropriate it in the new year.

By August 15th each year, the Town Accountant shall submit to DLS a year-end balance sheet, free cash checklist, and year-end reporting checklist. Once DLS certifies free cash, the Town Accountant will provide copies of the certified balance to the Board of Selectmen, Town Manager, and Finance Director.

Each spring, the Town Manager shall include the Town's free cash balance in the proposed budget submitted to the Board of Selectmen and Finance Committee for the ensuing fiscal year, along with details on the proposed uses of and/or retention level of free cash. Any proposed use of free cash for capital equipment or improvements shall be consistent with needs identified in the Town's capital improvement program.

The Town shall set a year-to-year goal of maintaining its free cash in the range of 3-5 percent of the annual budget. To achieve this, the Finance Director shall assist the Town Manager in proposing budgets with conservative revenue projections, and department heads shall carefully manage their appropriations to produce excess income and budget turn backs. Further, budget

decision makers will avoid fully depleting the Town's free cash in any year, so that the succeeding year's calculation can begin with a positive balance. Moreover, as much as practicable, the Town will limit its use of free cash to funding one-time expenditures (like capital projects or emergencies and other unanticipated expenditures) and will appropriate any excess above 5 percent of the annual budget to reserves or to offset unfunded liabilities.

B. Stabilization Funds

A stabilization fund is a reserve account allowed by state law to set aside monies to be available for future spending purposes, including emergencies or capital expenditures, although it may be appropriated for any lawful purpose. Prior to the adoption of this policy, the Town established and appropriated to a general stabilization fund and a special purpose stabilization fund for capital projects.

General Stabilization: The Town will endeavor to maintain a minimum balance of 5 percent of the current operating budget in its general stabilization fund. Withdrawals from general stabilization should only be used to mitigate emergencies or other unanticipated events that cannot be supported by current general fund appropriations. When possible, withdrawals of funds should be limited to the amount available above the 5 percent minimum reserve target level. If any necessary withdrawal drives the balance below the minimum level, the withdrawal should be limited to one-third of the general stabilization fund balance. Replenishment of the funds should be made annually at the Fall Town Meeting, or the earliest available meeting after Free Cash has been certified.

Capital Stabilization: The Town will appropriate annually to the capital stabilization fund so that over time it achieves a target balance sufficient to cover the Town's cash outlay for capital. Doing so enables the Town to pay outright for moderate-range capital expenditures and thereby preserve debt capacity for major, higher-dollar purchases or projects. This approach balances debt with pay-as-you-go practices and protects against unforeseen costs.

C. Overlay Surplus

The overlay is a reserve the Town uses to offset unrealized revenues resulting from property tax abatements and exemptions. Sudbury officials will prudently manage the overlay in accordance with the Town's Overlay policy to avoid the need to raise overlay deficits in the tax levy. At the conclusion of each fiscal year, the Board of Assessors shall submit to the Town Manager and Finance Director an update of the overlay reserve with data that includes, but is not limited to, the gross balance, potential abatement liabilities, and any transfers to surplus. If the balance exceeds the amount of potential liabilities, the Town Manager may request that the Board vote to declare those balances surplus available for use in the Town's capital improvement plan or for any other one-time expense.

FORECASTING

PURPOSE
To assess the range of choices available to budget decision makers when determining how to allocate resources, this policy establishes guidelines for evaluating revenue sources and the requirement to determine an expenditure strategy as part of the annual budget process and longer-range fiscal planning. Forecasting helps local officials understand the long-range implications of pending near-term decisions.

APPLICABILITY
This policy applies to the Town Manager as the Town's chief budget decision maker. It also applies to the job responsibilities of the Finance Director, School Superintendent, School Business Manager, Board of Selectmen, School Committee, and Finance Committee.

POLICY

A. Revenue Guidelines

The Town will continually seek to diversify its revenue to improve the equity and stability of sources. Each year and whenever appropriate, the Town will reexamine existing revenues and explore potential new sources. A balance will be sought between elastic and inelastic revenues to minimize any adverse effects caused by inflation or other economic changes. Additionally, intergovernmental revenues (e.g., local aid, grants) will be reviewed annually to determine their short- and long-term stability in order to minimize detrimental impacts.

The Town will generally avoid using one-time revenues to fund ongoing or recurring operating expenditures. These one-time revenue sources can include, but are not limited to, free cash, bond premiums, overlay surplus, sale of municipal equipment, legal settlements, insurance proceeds, and gifts. Additionally, the Town hereby establishes the following priority order when appropriating one-time revenues:

- General Stabilization Fund (maintenance of 5% of operating budget)
- Annual Capital Budget (target of 3% of operating budget)
- Capital Stabilization Fund (target of 3% of operating budget)
- OPEB Trust Fund

Economic downturns or unanticipated fiscal stresses may compel reasonable exceptions to the use of one-time revenue. In such cases, the Town Manager, in consultation with the Finance Director, can recommend its use for operational appropriations. Such use will trigger the Town Manager to develop a plan to avoid continued reliance on one-time revenues.

State laws impose further restrictions on how certain types of one-time revenues may be used. The Town will consult the following General Laws when the revenue source is:

- Sale of real estate: M.G.L. c. 44, §63 and M.G.L. c. 44, §63A

- Gifts and grants: M.G.L. c. 44, §53A and M.G.L. c. 53A½
- Bond proceeds: M.G.L. c. 44, §20

This policy further entails the following expectations regarding revenues:

- The Assessing Department will maintain property assessments for the purpose of taxation at full and fair market value as prescribed by state law.
- Town departments that charge fees (Enterprise Funds and recreation programs, for example) shall annually review their fee schedules and propose adjustments when needed to ensure coverage of service costs.
- The Building Department will notify the Finance Director of any moderate-to-large developments that could impact building permit volume.
- Department heads will strive to be informed of all available grants and other aid and will carefully consider any related restrictive covenants or matching requirements (both dollar and level-of-effort) to determine the cost-benefit of pursuing them.
- Revenue estimates will be adjusted throughout the budget cycle as more information becomes available.

B. Expenditure Guidelines

Annually, the Town will determine a particular budget approach for forecasting expenditures, either maintenance (level service), level funded, or one that adjusts expenditures by specified increase or decrease percentages (either across the board or by department). A maintenance budget projects the costs needed to maintain the current staffing level and mix of services into the future. A level funded budget appropriates the same amount of money to each municipal department as in the prior year and is tantamount to a budget cut because inflation in mandated costs and other fixed expenses still must be covered.

C. Financial Forecast Guidelines

To determine the Town's operating capacity for each forthcoming fiscal year, the Finance Director will annually create and provide the Town Manager with a detailed budget forecast. The Finance Director shall also annually prepare a three-year financial projection of revenues and expenditures for all operating funds.

These forecasts shall be used as planning tools in developing the following year's operating budget as well as the five-year capital improvement plan.

To ensure the Town's revenues are balanced and capable of supporting desired levels of services, forecasts for property taxes, local receipts, and state aid shall be conservative based on historical trend analyses and shall use generally accepted forecasting techniques and appropriate data. To avoid potential revenue deficits, estimates for local receipts (e.g., inspection fees, investment income, license fees) should generally not exceed 90 percent of the prior year's actual collections without firm evidence that higher revenues are achievable.

Additionally, the forecast model should assume that:

- The Town will maintain its current level of services.
- Property taxes (absent overrides) will grow at the limits of Proposition 2½.
- New growth will be projected conservatively, considering the Town's three-year average by property class.
- The Town will annually meet or exceed the state's net school spending requirements.
- Local receipts and state aid will reflect economic cycles.
- The Town will pay the service on existing debt and adhere to its Debt Management policy.
- The Town will make its annual pension contributions and continue appropriating to its other postemployment benefits trust fund.
- The Town will build and maintain reserves in compliance with its Financial Reserves policy.

OVERLAY

PURPOSE
To set guidelines for determining the annual overlay amount in the Town's budget and for deciding whether any overlay balance can be certified as surplus.

The allowance for abatements and exemptions, commonly referred to as the overlay, is an account whose purpose is to offset anticipated abatements and exemptions of committed real and personal property taxes. Effective December 7, 2016, the Municipal Modernization Act (Chapter 218 of the Acts of 2016) provides for a single overlay account. Previously, a community had to maintain separate overlay reserves for each fiscal year and could not use the surplus from one year to cover another year's deficit without a multistep process involving the assessors, accounting officer, and local legislative body. However, the Act allows all existing overlay balances to be transferred to a single account. Although this policy treats overlay as a single account, to continue historical information and facilitate reconciliations, the Town may elect to maintain subsidiary ledgers by levy year for overlay balances.

APPLICABILITY
This policy applies to the job duties of the Board of Assessors, Director of Assessing, Town Manager, and Finance Director.

POLICY

A. Annual Overlay

Each year, the Board of Assessors shall vote in an open meeting to authorize a contribution to the overlay account as part of the budget process and to raise it without appropriation on the Town's Tax Recap Sheet. The Principal Assessor will propose this annual overlay amount to the Board of Assessors based on the following:

- Current balance in the overlay account
- Five-year average of granted abatements and exemptions
- Potential abatement liability in cases pending before, or on appeal from, the Appellate Tax Board (ATB)
- Timing of the next certification review by the Division of Local Services (scheduled every five years under the Municipal Modernization Act) The Board of Assessors shall notify the Finance Director of the amount of overlay voted

B. Excess Overlay

Annually, the Finance Director and Director of Assessing will conduct an analysis to see if there is any excess in the overlay account by factoring the following:

- Current balance in the overlay account after reconciling with the Town Accountant's records

- Balance of the property tax receivables, which represents the total real and personal property taxes still outstanding for all levy years
- Estimated amount of potential abatements, including any cases subject to ATB hearings or other litigation

Upon determining any excess in the overlay account, the Principal Assessor shall present the analysis to the Board of Assessors for its review.

C. Overlay Surplus

If there is an excess balance in the overlay account, the Board of Assessors shall formally vote in an open meeting to certify the amount to transfer to overlay surplus and shall notify the Town Manager and Finance Director in writing of its vote. If the Town Manager makes a written request for a determination of overlay surplus, the Board of Assessors shall vote on the matter within the next 10 days and notify the Town Manager and Finance Director of the result in writing.

After being certified, Town Meeting may appropriate overlay surplus for any lawful purpose until the end of the fiscal year. However, the appropriation should be as prescribed in the Town's Forecasting policy (re: treatment of one-time revenues) and its Financial Reserves policy (re: overlay surplus). Overlay surplus not appropriated by year-end closes to the general fund's undesignated fund balance.

DEBT MANAGEMENT

PURPOSE
To provide for the appropriate issuance and responsible use of debt, this policy defines the parameters and provisions governing debt management. Policy adherence will help the Town to responsibly address capital needs, provide flexibility in current and future operating budgets, control borrowing, and maintain capital investment capacity. This policy is also intended to maintain and enhance the town's bond rating so as to achieve long-term interest savings.

APPLICABILITY
This policy applies to the Town Manager, Board of Selectmen, School Committee, and Finance Committee in their budget decision making and in the Finance Director's debt reporting. It also applies to the Finance Director's budget analysis duties. Additionally, in the role as Treasurer/Collector, the statutory responsibilities associated with debt management.

POLICY
Under the requirements of federal and state laws, the Town may periodically issue debt obligations to finance the construction, reconstruction, or acquisition of infrastructure and other assets or to refinance existing debt. The Town will issue and manage debt obligations in such a manner as to obtain the best long-term financial advantage and will limit the amount of debt to minimize the impact on taxpayers. Debt obligations, which include general obligation bonds, revenue bonds, bond anticipation notes, lease/purchase agreements, and any other debt obligations permitted to be issued under Massachusetts law, shall only be issued to construct, reconstruct, or purchase capital assets that cannot be acquired with current revenues.

A. Debt Financing

In financing with debt, the Town will:

1. Issue long-term debt only for objects or purposes authorized by state law and only when the financing sources have been clearly identified.
2. Use available funds to the greatest extent possible to reduce the amount of borrowing on all debt-financed projects.
3. Confine long-term borrowing to capital improvements and projects that cost at least $100,000 and that have useful lifespans of at least ten years or whose lifespans will be prolonged by at least ten years.
4. Refrain from using debt to fund any recurring purpose, such as current operating and maintenance expenditures.

B. Debt Limits

The Town will adhere to these debt parameters:

1. Total debt service, including debt exclusions and any self-supporting debt, shall be limited to 10 percent of general fund revenues, with a target balance of 5-7 percent.

2. As dictated by state statute, the Town's debt limit shall be five percent of its most recent equalized valuation.

C. Structure and Term of Debt

The following shall be the Town's guidelines on debt terms and structure:

1. The Town will attempt to maintain a long-term debt schedule so that at least 50 percent of outstanding principal will be paid within ten years.
2. The term of any debt shall not exceed the expected useful life of the capital asset being financed and in no case shall it exceed the maximum allowed by law.
3. The Town will limit bond maturities to no more than 10 years, except for major buildings, water and water facility projects, land acquisitions, and other purposes in accordance with the useful life borrowing limit guidelines published by the Division of Local Services (DLS).
4. Any vote to authorize borrowing will include authorization to reduce the amount of the borrowing by the amount of the net premium and accrued interest.
5. The Town will work closely with its financial advisor to follow federal regulations and set time frames for spending borrowed funds to avoid committing arbitrage, paying rebates, fines and penalties to the federal government, and jeopardizing any debt issuance's tax-exempt status.

D. Bond Refunding

To achieve potential debt service savings on long-term debt through bond refunding, the Town will:

1. Issue debt with optional call dates no later than 10 years from issue.
2. Analyze potential refunding opportunities on outstanding debt as interest rates change.
3. Use any net premium and accrued interest to reduce the amount of the refunding.
4. Work with the Town's financial advisor to determine the optimal time and structure for bond refunding.

E. Protection of Bond Rating

To protect its bond rating, the Town will:

1. Maintain good communications with bond rating agencies, bond counsel, banks, financial advisors, and others involved in debt issuance and management.
2. Follow a policy of full disclosure on every financial report and bond prospectus, including data on total outstanding debt per capita, as a percentage of per capita personal income, and as a percentage of total assessed property value.
3. The Town will not rely on reserves to sustain operating deficits. Use of such reserves will be limited to helping the Town deal with short-term or emerging financial stress, but then the Town will either reduce spending to within the limits of recurring revenues, or seek approval for additional revenues from the voters of the Town.

4. The Town will not defer current costs to a future date. This includes costs such as pension costs or benefits costs. From time to time, the State offers municipalities the option of deferring payments to their pension system, or other costs, as a short-term way of balancing a fiscal year's budget. However, it is the intention of the Town of Sudbury not to rely on these options.
5. The Town will follow the policies as outlined in this policy statement.

F. Reporting

1. The Town's annual Town Report, Town Manager's Budget Request and annual town meeting warrant will give comprehensive summaries of the debt obligations of the Town.
2. The Finance Director will include an indebtedness summary as part of a report on receipts and expenditures in Sudbury's Annual Town Report.
3. The Finance Director, with the Town's financial advisor, will file the annual audit and official disclosure statement within 270 days of the end of the fiscal year.

INVESTMENTS

PURPOSE

To ensure the Town's public funds achieve the highest possible, reasonably available rates of return while following prudent standards associated with safety, liquidity, and yield, this policy establishes investment guidelines and responsibilities. It is further designed to comply with the Governmental Accounting Standards Board's recommendation that each community disclose its key policies affecting cash deposits and other long-term investments to ensure they are managed prudently and not subject to extraordinary risk.

APPLICABILITY

This policy pertains to short-term operating funds, including general funds, special revenue funds, bond proceeds, capital project funds, and to all accounts designated as long-term (e.g., trusts, stabilization fund, other postemployment benefits trust fund (OPEB), and others the Town may set aside for long-term use, including scholarship and perpetual care funds) It does not pertain to the Town's retirement fund, which is managed by the Middlesex County Retirement Board. This policy applies to the Finance Director, in the role as Treasurer, his or her designee(s), and any advisors or other professionals in their responsibilities for investing and managing Town funds.

POLICY

The Finance Director shall invest funds in a manner that meets the Town's daily operating cash flow requirements and conforms to state statutes governing public funds while also adhering to generally accepted diversification, collateralization, and the prudent investment principles regarding safety, liquidity, and yield.

See additional details in the Town of Sudbury Investment Policy document as well as the Town of Sudbury CPA Investment Policy document.

CAPITAL ASSETS

PURPOSE
To ensure Sudbury's capital assets can cost-effectively sustain the town's desired service levels into the future.

APPLICABILITY
This policy applies to the Town Manager as the Town's chief budget decision maker. It also applies to the job responsibilities of the Finance Director, School Superintendent, School Business Manager, Board of Selectmen, School Committee, and Finance Committee.

POLICY

A. Capital Improvement Plan

The Town Manager will update and adopt annually a five-year capital improvement plan ("CIP"), including the upcoming annual capital improvement budget ("CIB") and a four-year projection of capital needs and expenditures, which details the estimated cost, description and anticipated funding sources for capital projects.

1. The Town Manager shall establish criteria to determine capital asset prioritization.

2. The Town Manager shall consult with Department Heads annually regarding the composition and prioritization of the capital plan.

3. The CIP shall not include items that cost less than $20,000 or have a useful life of less than 5 years. Items that do not meet this threshold should be included within the Town's operating budget.

4. The Town will emphasize preventive maintenance as a cost-effective approach to infrastructure maintenance. Exhausted capital goods will be replaced as necessary.

B. Risk Management

1. The Town will maintain an effective risk management program that provides adequate coverage, minimizes losses, and reduces costs.

2. The Town will annually work with the Town's insurance carrier to update all listings of Town owned assets and the value of such covered assets.

C. Reporting

1. The Town Manager will submit a capital program to the Capital Improvement Advisory Committee. The proposed program will detail each capital project, the estimated cost, description and funding.

2. The Town Manager shall submit Town Meeting articles for the CIB by January 31st.

3. The Selectmen shall report all requests for capital appropriations to the Finance Committee on or before February 5. (Bylaws Article IV Section 5).

4. The Town Manager will present the CIB for approval at the Annual Town Meeting (generally the 1st Monday in May).

OTHER POSTEMPLOYMENT BENEFITS LIABILITY (OPEB)

PURPOSE

To provide the basis for a responsible plan for meeting the Town's obligation to provide other postemployment benefits (OPEBs) to eligible current and future retirees. This policy provides guidelines designed to ensure OPEB sustainability and achieve generational equity among those called upon to financially support OPEBs, thereby avoiding transferring costs into the future.

APPLICABILITY

This policy encompasses OPEB-related budget decisions, accounting, financial reporting, and investment.

BACKGROUND

In addition to salaries, the Town of Sudbury compensates employees in a variety of other forms. Many earn benefits over their years of service that they will not receive until after retirement. A pension is one such earned benefit. Another is a set of retirement insurance plans for health, dental, and life. These are collectively referred to as other postemployment benefits or OPEBs.

OPEBs represent a significant liability for the Town that must be properly measured, reported, and planned for financially. As part of a long-range plan to fund this obligation, the Town established an OPEB Trust Fund, which allows for long-term asset investment at higher rates of return than those realized by general operating funds.

POLICY

The Town of Sudbury is committed to funding the long-term cost of the benefits promised its employees. To do so, the Town will accumulate resources for future benefit payments in a disciplined, methodical manner during the active service life of employees. The Town will also periodically assess strategies to mitigate its OPEB liability. This involves evaluating the structure of offered benefits and their cost drivers while at the same time avoiding benefit reductions that would place undue burdens on employees or risk making the Town an uncompetitive employer.

A. Accounting and Reporting

The Finance Director will obtain actuarial analyses of the Town's OPEB liability every two years and will annually report the Town's OPEB obligations in financial statements that comply with the current guidelines of the Governmental Accounting Standards Board.

The Town Auditor shall ensure that the Town's independent audit firm reviews compliance with the provisions of this policy as part of its annual audits.

B. Mitigation

On an ongoing basis, the Town will assess healthcare cost containment measures and evaluate strategies to mitigate its OPEB liability. The Finance Director shall monitor proposed laws

affecting OPEBs and Medicare and analyze their impacts. The Human Resources Director shall regularly audit the group insurance and retiree rolls and drop any participants found to be ineligible based on work hours, active Medicare status, or other factors.

C. Funding

To address the OPEB liability, decision makers shall analyze a variety of funding strategies and subsequently implement them as appropriate with the intention of fully funding the obligation. The Town shall derive funding to invest in the OPEB trust from taxation, free cash, and any other legal form.

CAPITAL ASSETS IN SUDBURY DEFINED FOR CAPITAL IMPROVEMENT PROGRAM

01/05/21

Proposal for Sudbury Capital Asset "Definition"

Capital Assets are the community-owned collection of significant, long-lasting, and expensive real and personal property used in the operation of government, including land and land improvements; infrastructure, such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. In order to be included in Sudbury's Capital Improvement Program, Capital Assets must cost $20,000 or more and have a useful life of 5 or more years. Items or improvements that do not meet this threshold should be included within the Town's operating budget.

To consider: Capital maintenance costs should be budgeted within department-level capital line items instead of being included in the Capital Improvement Program.

DEFINITION REFERENCE

Department of Local Services Sudbury Review of Capital Improvement Program April 2020

Capital assets are the community-owned collection of significant, long-lasting, and expensive real and personal property, such as land, buildings, equipment, infrastructure, and rolling stock.

Capital Improvement Program is a risk management framework for ensuring these assets can continuously, efficiently, and effectively provide desired services according to a well-thought-out, economical plan.

"Given Sudbury's overall budget size, range of services, and scale of capital assets, most, if not all the major departments should have an annual capital line item for their necessary maintenance budgets."

Department of Revenue/Division of Local Services Municipal Glossary January 2020

Capital Asset – Any tangible property used in the operation of government that is not easily converted into cash and that has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure, such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and minimum initial cost.

Capital Budget – An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method to finance each recommended expenditure (e.g., tax levy or rates) and identify those items that were not recommended.

Capital Improvement Program – A blueprint for planning a community's capital expenditures that comprises an annual capital budget and a five-year capital plan. It coordinates community planning,

fiscal capacity, and physical development. While all the community's needs should be identified in the program, there is a set of criteria that prioritize the expenditures.

Town of Sudbury Financial Policies Manual draft December 2020

In Sudbury, the CIP shall not include items that cost less than $20,000 or have a useful life of less than 5 years. Items that do not meet this threshold should be included within the Town's operating budget.

SUDBURY SELECT BOARD
Tuesday, January 5, 2021

MISCELLANEOUS (UNTIMED)

6: Minutes review

REQUESTOR SECTION
Date of request:

Requested by: Patty Golden

Formal Title: Review open session minutes of 11/16/20 and 11/30/20, and possibly vote to approve minutes.

Recommendations/Suggested Motion/Vote: Review open session minutes of 11/16/20 and 11/30/20, and possibly vote to approve minutes.

Background Information:
attached drafts of 11/16 and 11/30 meetings

Financial impact expected:

Approximate agenda time requested: 30 minutes

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending	
Henry L Hayes	Pending	
Jonathan Silverstein	Pending	
Daniel E Carty	Pending	
Janie Dretler	Pending	
Select Board	Pending	01/05/2021 6:30 PM

SUDBURY BOARD OF SELECTMEN

WEDNESDAY NOVEMBER 16, 2020

(Meeting can be viewed at www.sudburytv.org)

Goal Setting Meeting

Present: Chairman Janie Dretler, Vice-Chairman Jennifer Roberts, Selectman Daniel E. Carty, Selectman William Schineller, Selectman Charles Russo, Town Manager Henry L. Hayes, Jr., Assistant Town Manager/HR Director Maryanne Bilodeau, Police Chief Scott Nix, Fire Chief John Whalen, DPW Director Dan Nason, Facilities Director Bill Barletta, Finance Director Dennis Keohane, Director of Planning and Community Development Adam Duchesneau, Environmental Planner Beth Suedmeyer, Technology Administrator Mark Thompson, Conservation Coordinator Lori Capone, Moderators Robert Halpin and Michael Ward, UMass Collins Center.

The statutory requirements as to notice having been complied with, the meeting was convened at 9:01 a.m. via Zoom telecommunication mode.

CALL TO ORDER/ROLL CALL

Chair Dretler conducted roll call and made announcement regarding the recording of the meeting and other procedural aspects included in the meeting.

Roll Call: Russo-aye, Carty-aye, Schineller-aye, Dretler-aye, Roberts-aye

Opening remarks by Chairman

Chair Dretler welcomed Moderator Robert Halpin and Michael Ward from the UMass Collins Center.

Reports from Town Manager

Town Manager Hayes recognized the Goal Setting Session moderator, Robert Halpin. He stated that the BOS goals would be voted on and prioritized with numerical designation. Town Manager Hayes further detailed the goal setting process, noting the order would follow the process used in the last several BOS Goal Setting Sessions.

Reports from Selectmen

Board members had no additional comments.

Goal Setting Discussion

Mr. Halpin stated the goal-setting session would include an interactive presentation by Town department heads, followed by review of 2020 goals, setting a 2021 goal listing and final calculation of Select Board voting for 2021 BOS goals. He stated that the goal setting would be adapted to the remote meeting setting.

Mr. Halpin outlined that the Board would review strategic groupings for 2020 and adjust those groupings for 2021, if desired. Mr. Halpin outlined the seven groupings for the Board to consider.

Mr. Halpin stated that Mr. Thompson and Mr. Ward created the BOS goal spreadsheets to record and prioritize 2021 BOS goals.

The Board discussed the numerical voting process.

In consideration of finalized BOS 2021 priority goals, Town department heads presented department updates:

Fire Department

Chief John Whalen presented the priority goals and noted that proposed plans had not changed from last year. He stated the main focus involved the rehabbing of two fire stations.

Chief Whalen suggested that the Board approve an emergency management plan budget for such emergencies, like COVID. He noted that much COVID funding had come from the Cares Act and Fire Department funding.

Chair Dretler asked about the funding of such emergency management plan budget. Chief Whalen responded that an initial budget of $5,000 to $10,000 would help.

Vice-Chair Roberts asked about the status of the overlay funds. Mr. Keohane responded that the overlay funds would be part of free cash, and would not be available until the certification process was completed.

Police Department

Chief Scott Nix stated the need for sidewalks and crosswalks is the main goal, and had been requested for many years, as well as finalization of a priority list of streets in most need of sidewalks and cross walks. He exampled the need at Pantry Road. He noted that the Traffic Safety Committee had been involved with this goal for some time, and noted that he receives many related resident requests, as does the DPW Director.

Chair Dretler asked if DPW had such a priority list. Chief Nix indicated not.

Selectman Schineller asked if it would be appropriate to roll such a Sidewalks/Cross Walk listing into a capital plan list. Chief Nix was in agreement, and noted Community Preservation Committee funded such implementation in the past.

Chief Nix stressed the importance of advancing a Town-wide sidewalks/crosswalks plan and the creation of a master List.

DPW

Mr. Dan Nason recognized the importance of sidewalk/crosswalk installations, and confirmed that proposed locations for sidewalks/walkways was continually being assessed (yearly) in concert with the Town paving plan (every three years). He noted the utility organizations (Eversource, National Grid, Sudbury Water District) perform construction on the Town streets, and coordination of such roadway improvements (walkways and crossways) are considered at those construction times, but does not always happen.

Mr. Nason provided updates on current Town projects, including work on drains, bridges, culverts, and bridges (Dunton Road Bridge, Wayside Inn Road Bridge).

Mr. Nason noted that the snow plow plan was currently being worked on.

Council on Aging

Ms. Debra Galloway presented several department goals, including: planning and design for the Fairbank Community Center, Town transportation for seniors (continuation of pilot taxi program and UBER services to be

implemented soon), implementation of age-friendly and dementia-friendly policies, COVID safety measures, and emergency planning, (with special consideration of power loss).

Vice-Chair Roberts queried regarding upcoming UBER and Taxi funding. Ms. Galloway replied both incentives were grant-funded programs and Mr. Duchesneau and Selectman Carty were working with MAPC (Metropolitan Area Planning Council) for such grant funding. She noted that Alice Sapienza has been instrumental in this effort, and another round of funding for the taxi program is being sought.

Facilities

Mr. Bill Barletta affirmed that the main goal for Facilities was the design phase for the Fairbank Community Center. He noted another major goal was the ADA Self-Assessment, which nears completion. He stressed that upon completion, deficiencies would then be addressed.

Mr. Barletta detailed an important ongoing goal concerning indoor environmental issues in the pandemic environment. He noted that this goal has been successful thus far, especially in consideration of the schools, and detailed the availability of additional equipment which the Town might consider.

Town building security was another topic of importance, as outlined by Mr. Barletta. He maintained it was time to implement a security plan, and suggested card access system and increased number of security cameras.

Mr. Barletta maintained that preventative maintenance continues to be an important goal, and reported in the last several years there has been a significant shift from the break/fix process.

Mr. Barletta mentioned a customer service priority goal which would provide support to all departments and other Town priorities as they arise.

Chair Dretler inquired about the ADA resolution timeline, and indoor environmental/COVID considerations. Mr. Barletta responded the finalized ADA report will list the consultant's priorities, and the Town will determine the priority listing, in recognition that some of those report recommendations can be addressed more quickly.

Vice-Chair Roberts asked if a Fairbank Advisory Design Committee could include membership from the Fairbank users' group. Mr. Barletta responded affirmatively.

Selectman Russo asked about the software maintenance tracking system being utilized. Mr. Barletta described the Facility Dude software being used for such tracking; adding that the system included additional capabilities, which he would be exploring. Mr. Barletta confirmed he had considerable experience with the described software tracking system.

Selectman Schineller asked about the security goal. Mr. Barletta explained a card access system would allow access to multiple Town buildings. He provided detail regarding a security camera system as well.

Selectman Schineller asked if BOS Policies could be amended to endorse additional property maintenance language. Mr. Barletta agreed and stated that capital planning policy could be included in such fashion as well.

Selectman Schineller asked about proposed Fire Station design amendments related to cost. Mr. Barletta confirmed that the two fire stations are continually deteriorating, and suggested that cost estimate questions be deferred to Chief Whalen.

Planning and Community Development

Mr. Adam Duchesneau stated that one primary goal item and several secondary items were being considered. Mr. Duchesneau stated the primary goals regarding the BFRT and CSX Corridor projects require rearrangement of staff responsibilities. He stated Ms. Suedmeyer assumed the role of lead contact person for BFRT and CSX Corridor projects. He reiterated the importance of advancing the design aspects at this time.

Mr. Duchesneau addressed the transportation project – Go Sudbury! Taxi program and explained the long-term planning considerations for the program. Mr. Duchesneau recommended the placement of an additional person to cover grant funding/writing and transportation-related responsibilities, including community outreach.

Mr. Duchesneau emphasized the sidewalk/crosswalk prioritization process goal, noting that an increased number of residents requested such implementation. Mr. Duchesneau confirmed four ongoing sidewalk projects being considered currently. He maintained a priority list was essential going forward.

Chair Dretler opined about a proposed sidewalk/crosswalk plan coordinated with the proposed rail trail plans. Mr. Duchesneau detailed that areas of greater need involve locations where sidewalk connections terminate or are disrupted. Chair Dretler mentioned her interest in reviewing a list in consideration of proximity to rail trail locations/intersections/by-sections.

Selectman Russo inquired about responsibilities associated with the new Master Plan, and Conservation Commission aspects. Mr. Duchesneau responded Master Plan implementation was currently being discussed and implemented. He confirmed that an action plan had commenced with an historic preservation consultant contract, as approved by the Board.

Selectman Carty commented that there may be locations where the BFRT might connect with Town sidewalk/crosswalk planning. He mentioned possible Featherland Park locations connecting the BFRT. He also mentioned the break in sidewalk at Peakham Road, and stated that certain crosswalks had been eliminated over the years. Selectman Carty stressed the importance of broader connectivity to the BFRT. Chair Dretler agreed.

Selectman Carty asked how the Selectmen could enable other groups to advance with the Master Plan, and related action planning. Mr. Duchesneau responded BOS involvement from a liaison prospective, with guidance and suggested actions.

Vice-Chair Roberts inquired about incentives to help the business community in consideration of economic development. She asked about the possibility of additional Planning Department support person assist in attaining goals related to the BFRT project, as well as transportation related goals. Mr. Duchesneau responded that for now, the plan is to keep things as they are; and later in the process, consult with Fuss & O'Neill regarding that aspect. Ms. Suedmeyer agreed that demands over the next year might require evaluation from a party that has been involved in the planning of the project.

Ms. Suedmeyer suggested BFRT connectivity opportunities could encourage visits to historical places/landmarks along the BFRT, as well as consideration regarding commercial entities can be better connected to the BFRT.

Selectman Roberts asked if the last quarter mile of the trail (closest to Rte. 20) could be approved within the current project model. Ms. Suedmeyer responded that such inclusion could be explored, but inclusion within the current project timeline would likely not be possible.

Conservation Commission

Ms. Lori Capone stated that current goals included open land incentives, and updating Town trail guides (public, land trust and Town-owned) which had not been updated since the 1970s. She noted that CPA funding was granted to the King Phillips area, to help re-establish the historical significance of the property, advance the removal of invasive species, with installation of informational signage.

Ms. Capone mentioned the improvement goals regarding the Carding Mill Conservation land and confirmed the Commission is offering to work with the Historical Commission in effort to create special public viewing and historical tours of the Carding Mill, a day or two each year. She also mentioned the chestnut project at Stearns Mill/ Carding Mill, adding the first year of the project at the Wayside Inn site went well; and the Carding Mill area will become suitable for activities such as kayaking.

Ms. Capone noted that the Commission is currently working on Conservation restriction updates, and noted there were no baseline reports available at this time. She affirmed that the Commission is seeking volunteers to be members of a Land Stewardship Committee, to facilitate with this mission, as well as monitor conditions of the existing trails.

Chair Dretler asked if SVT (Sudbury Valley Trustees) volunteers might be available to join the Land Stewardship Committee. Ms. Capone confirmed that she had inquired and discovered that SVT volunteers were involved in other ongoing projects at this time.

Selectman Russo reinforced the importance of the proposed Land Stewardship Committee, and noted membership required much time. He stated that Ms. Capone and staff are busy with the Eversource applications. Selectman Russo mentioned that residents are always requesting that the trails be better maintained, as well as ADA compliant. Selectman Russo suggested that the trails maintenance budget be increased considerably with future budgeting. Chair Dretler agreed with Selectman Russo's request, in consideration of recent properties acquired by the Town.

Selectman Carty commented the Sudbury Boy Scouts would be happy to volunteer, and are always eager to assist with community projects.

Information Technology (IT)

Mr. Mark Thompson stated that one of the primary IT goals was to enhance the Town website from being an informational website to a 24-7 Town Hall website.

Mr. Thompson noted that another goal involved expansion of the on-line permitting system to include additional Town department permitting. Mr. Thompson explained the digitalization process with the Building Department documentation. He mentioned that his department has been working on the digitalization of documents, adding that such digitalization had been completed for the Building Department. Mr. Thompson detailed that Health Department documentation is now being digitalized, and hopes to provide an on-line database with all documentation accessible to all.

Mr. Thompson provided a summary regarding the goal related to advancing/enhancing the Sudbury remote home office with expanded phone system capabilities.

Chair Dretler thanked Mr. Thompson for providing Town website updates, including the Board of Selectmen meeting topics/detail.

Finances

Mr. Dennis Keohane stated that the primary goal was to advance the Select Boards' Financial Policies and Capital Planning Policies in consideration of what such funding would look like.

Mr. Keohane said the Town has been attempting to increase capacity the last several years, and this year and next year that number has been increased due to the pandemic and associated revenue shortfall.

Selectman Russo asked if the Finance Department lost an employee. Mr. Keohane confirmed there was one less staff member, and the department accountant was on leave.

Selectman Russo inquired about the software used by the Finance Department. Mr. Keohane provide detail regarding the data base system used by the Department.

Human Resources and Assistant Town Manager

Ms. Maryanne Bilodeau stated that moving forward, the Town Manager and Selectmen's Office would continue to focus on the ADA Transitional Plan, Budgets, and Capital Planning which continues to be a problem in these pandemic times.

Ms. Bilodeau noted that the collective bargaining topic will be presented soon. She noted that she has been involved in COVID-related meetings with Health Director Bill Murphy, Chief Whalen and Mr. Barletta regarding COVID-related issues as it relates to staffing. Ms. Bilodeau mentioned consideration related to continued service offerings at the Library, Park & Recreation, and the Senior Center.

Ms. Bilodeau affirmed she would continue to assist whenever and wherever that need might be.

Town Manager

Town Manager Hayes stated that he was reviewing community-wide impacts/bylaws regarding Town properties and available options. He mentioned engagement with the Chamber of Commerce and citizen outreach, which would benefit the Town.

Town Manager Hayes spoke about employee considerations and changes to the employee handbook. He mentioned space utilization needed for employees.

Selectman Carty asked about Health Department, Town Clerk's Office, Goodnow Library, and the Park & Recreation Department 2021 goals.

Town Manager Hayes responded that the Health Department continues with the number one goal – communicable diseases; COVID, EEE; and the balancing of per diem nursing. He acknowledged the approval of an additional health inspector, which will assist in the overall Health Department workload.

Town Manager Hayes stressed the impact of COVID in relation to Park & Recreation scheduling of activities. He mentioned related interaction with Camp Sewataro.

Town Manager Hayes stated the Goodnow Library had shifted offerings during the pandemic period, and remains very solid.

Chair Dretler asked Town Manager Hayes to outline his primary goals for 2021. Town Manager Hayes emphasized that a prime goal was providing adequate staff office accommodations to ensure maintained service levels.

Town Manager Hayes maintained that another primary goal involved implementation of balanced action planning in order to advance Town projects.

Mr. Halpin reviewed the five high-priority goals for 2020 as set by the Board last year:

- Town Manager Search Completion
- Fairbank Community Center
- Regional High School Agreement/Budgeting
- Develop Project Management Review, Control, and Reporting Process
- Upgrade Fire Station 2 (Advanced Life Support Ambulance, Living Quarters)
- Bruce Freeman Rail Trail

The Board engaged in detailed discussion regarding the top BOS Goals of 2020 and the associated deliverables.

The Board addressed major department 2021goals as presented by senior department heads. Mr. Halpin recorded those goals into seven categories as detailed on the virtual white board (exact language presented):

<u>Effective Governance & Communications</u>

- Customer Services for Municipal Facilities
- Enhance Website (More Self-Service)
- LS Regional Agreement and Assessment Process
- Remote Work Place Support
- Development Project Management and Reporting System (KPI report)
- Housekeeping – Including transparency, minutes website
- Update Policies and Procedures
- Three-Year Calendar for BOS
- Diversity, Equity and Inclusion Commission (underway)
- Master Plan Implementation (Driven by Planning Board, Support from BOS)
- Town Meeting – Increasing engagement, efficiency, and participation
- Increase Civic Leadership and Engaged Citizenry

<u>Financial Management & Economic Resilience</u>

- Financial Policies and Capital Planning/Funding
- Preventative Maintenance for Capital Assets
- Rte. 20 Beautification and Re-development – Identify Additional Areas in Sudbury
- Facilities Inventory
- Staffing Plan for Future

Town Services & Infrastructure

- Fairbank Community Center
- Upgrade Fire Station 2 (Rte. 20)
- Sidewalks and Crosswalks Priorities
- Pavement Management Plan
- Roadway (bridges, culverts, drains)
- Emergency Management and Response
- Age-Friendly and Dementia Friendly Plans
- Help Emergency Plan for Seniors
- ADA Self-Assessment and Transition Plan
- Indoor Environmental Health
- Town Hall Space Needs
- Comprehensive Stormwater Management Plan (MS-4)
- Fire Station Number 3 (include ALS)
- Vocational Education

Open Space, Recreation & Historic Assets

- Bruce Freeman Rail Trail
- CSX ROW Acquisition
- Land Stewardship Committee (Proactive)
- Carding Mill Work
- Sewataro
- Broadacre Farm
- Town Center Land (former Sudbury Station)
- GPS Base for Trail Guides
- Conservation Restriction Inventory
- Historic Preservation Plan (Larger than an Inventory Plan)
- Funding for Trail Maintenance

Transportation, Mobility & Housing

- Expand (Normalize) and Fund Transportation Option
- Complete Transaction – Quarry Hill and Sudbury Station Transfer
- EV Charging Stations

Environmental Health & Wellness

- Nobscot Road and Rte. 20 Abandoned Property
- Eversource Litigation
- Nuisance By-law
- Sustainability – explore enhanced commitment

At 11:27 a.m., Selectman Carty motioned that the Board recess for several minutes. Chair Dretler seconded the motion.

It was on motion 5-0; Roberts-aye, Carty-aye, Schineller-aye, Russo-aye, Dretler-aye

VOTED: That the Board recess for several minutes.

The Board provided initial edits to the presented category listing.

At 11:59 a.m. Selectman Carty motioned that the Board recess for five minutes, for final tallying of 2021 Selectmen Goals. Chair Dretler seconded the motion.

It was on motion 5-0; Roberts-aye, Carty-aye, Schineller-aye, Russo-aye, Dretler-aye

VOTED: That the Board recess for five minutes, for final tallying of 2021 Selectmen Goals.

Mr. Halpin and Mr. Thompson presented the virtual Excel Tally reflecting the Five Highest Priority BOS Goals for 2021:

1. Financial Policies and Capital Planning/Funding
2. LS Regional Agreement and Assessment Process
3. Upgrade Fire Station 2 (Rte. 20)
4. Bruce Freeman Rail Trail
5. Sewataro

Other final 2021 BOS Goals included:

- Master Plan Implementation (Driven by the Planning Board – Support from Select Board)
- Expand (Normalize) and Fund Transportation Option
- Diversity, Equity and Inclusion Commission (underway)
- Vocational Education
- Eversource Litigation
- Customer Services for Municipal Facilities
- Enhance Website (More Self-Service)

Next Steps: The Board agreed to finalize the Goals documentation and consider related deliverables.

Chair Dretler confirmed the Select Board would ratify the 2021 Goals vote and consider deliverables at a Board meeting in the near future.

Vote to adjourn meeting

Selectman Schineller motioned and Selectman Carty seconded the motion.

It was on motion 5-0; Carty-aye, Russo-aye, Roberts-aye, Schineller-aye, Dretler-aye.

VOTED: To adjourn the meeting

There being no further business, the meeting was adjourned at 12:15 p.m.

SUDBURY BOARD OF SELECTMEN

TUESDAY NOVEMBER 30, 2020

(Meeting can be viewed at www.sudburytv.org)

Chapter 91 Public Hearing

Mass DEP

W20-5825

Present: Chairman Janie Dretler, Vice-Chairman Jennifer Roberts, Selectman William Schineller, Town Manager Henry L. Hayes, Jr.

Others Present: Chrissy Hopps, Assistant Director – MassDEP Waterways Program; Alice Doyle - MassDEP Waterways Program; Paul Jahnige - Mass DCR; Vivian Kimball – VHB; Katie Kinsella – VHB; Denise Barton – Eversource; J. Brook – Eversource; Barry Fogel, Applicant's legal counsel – Keegan & Wherlan; and Mark Bergeron Epsilon Associates.

The statutory requirements as to notice having been complied with, the Public Hearing was convened at 4:00 p.m., via Zoom telecommunication mode.

Ms. Hopps opened the hearing and stated that the purpose of the hearing was to explain the proposed project and receive/encourage the submission of public comments. Ms. Hopps explained that all comments must be submitted in writing to her directly, before December 21, 2020. She detailed that ten or more citizen comment submittals would serve to waive the right of adjudicatory hearing, and noted that five such written comment submittals must be from Sudbury residents.

Ms. Hopps read the prospective hearing notices for Bridge No. 127:

"Public notice is hereby given of the Waterways Application by NSTAR Electric Company and Massachusetts Department of Conservation and Recreation to remove an existing dilapidated bridge structure and install and maintain a replacement rail trail bridge and electric transmission line over the waters of Hop Brook at Bridge No. 127, Map K09 Parcel 5000, 0 Railway, Massachusetts Bay Transportation Authority Right-of-Way (42.3598 Latitude / -71.4136 Longitude), Sudbury, Middlesex County. The proposed project has been determined to be a water dependent use project. Pursuant to 310 CMR 9.15(1)(b) and (c) the Applicants have requested an extended term license for the electric transmission lines and an unlimited term license for the bridge, respectively."

Ms. Kinsella presented the PowerPoint display titled "Sudbury-Hudson Transmission Reliability and Mass Central Rail Trail Project Chapter 91 Licensing – Bridge 127."

Ms. Kinsella provided summary of the Bridge No. 127 project, affirming that the existing Eversource line was 1.8 miles away from Bridge No. 127. She emphasized that the current Bridge crossing over the Hop Brook was not safe. Ms. Kinsella presented the proposed bridge plans, which proposed to raise the bridge out of the water, and would provide for safe passage over Hop Brook.

Sudbury Selectmen Chair Dretler called the Board of Selectmen meeting to order at 4:12 p.m. She acknowledged a quorum of the Board of Selectmen and conducted Selectmen roll call: Schineller-aye, Roberts-aye, Dretler-aye.

Selectman Schineller asked about alternative options to prevent destruction of bridge. Ms. Kimball asked that the question be submitted in writing.

Resident Peter Welsh, 60 Winsor Road, expressed concern regarding the safety of the Weston/Waltham portion of the rail trail, which spans some 36 feet without railing. Mr. Welsh affirmed that he expressed his concern to Paul Jahnige at DCR, who implemented temporary safety signage.

Resident Rebecca Cutting, 381 Maynard Road, mentioned her involvement in the process and wanted to be sure the public understood the various aspects of the proposed project. She provided detail regarding M.G.L. Chapter 91 and related Waterway documentation.

Ms. Cutting agreed Bridge No. 127 was unsafe. She spoke of wetland impacts and indicated that the proposed project did not qualify for a Waterways License, pursuant to M.G.L. Chapter 91. She suggested the application should be non-water dependent.

Resident and Sudbury Conservation Commission member Dave Henkels, 17 Twin Pond Lane, asked if either bridge structure would address the 100-year flood event. He inquired about the Scenic Riverways Act coming into play. Ms. Kimball responded that the project did not qualify for Riverways Act inclusion, and affirmed that she would research the 100-year flood event aspect.

Resident Richard Morse, Sudbury Conservation Commission and BFRT Task Force member, 47 Maple Avenue, expressed concern regarding the wetlands aspect and felt the process required increased protection of wetlands and waterways. He requested that the value of the project be considered in regard to wildlife as well. Mr. Morse asked if the MassDEP Waterways Program would review the process going forward (from beginning to end), with consideration going from Town/local level to the State level. Ms. Hopps stated that project status currently represented a minimal application request, and was dependent on applicant response/s to queries and comments.

Mr. Morse asked about the final decision. Ms. Hopps responded the final decision would be made by the State, adding that she would provide contacts, and recognized that Chapter 91 was not familiar to many. Ms. Hopps maintained once requests were officially submitted, she would provide the necessary materials.

Mr. Henkels asked about a potential Order of Conditions and Chapter 91 jurisdiction. Ms. Hopps replied that the two processes run concurrently, and regulation requires that environmental permits be obtained to certify applicant compliance.

Ms. Cutting affirmed the statements made by Ms. Hopps and noted that MassDEP conditioning could be included in such license. She acknowledged that numerous permits (some 20) must be granted before the Waterways License was granted. Ms. Hopps stated that the MassDEP license would not incorporate any wetlands conditions or other agency conditions into the MassDEP license.

Ms. Cutting stressed the importance of public input to be submitted by December 21, 2020.

At 4:45 p.m., Vice-Chair Roberts motioned to adjourn the meeting. Chair Dretler seconded the motion.

Ms. Hopps adjourned the Public Hearing at 4:47 p.m., and noted that the second Public Hearing would commence at 6:00 p.m.

SUDBURY BOARD OF SELECTMEN

TUESDAY NOVEMBER 30, 2020

(Meeting can be viewed at www.sudburytv.org)

Chapter 91 Public Hearing

Mass DEP

W20-5826

Present: Chairman Janie Dretler, Vice-Chairman Jennifer Roberts, Selectman William Schineller, Town Manager Henry L. Hayes, Jr.

Others Present: Chrissy Hopps, Assistant Director – MassDEP Waterways Program; Alice Doyle - MassDEP Waterways Program; Paul Jahnige - Mass DCR; Vivian Kimball – VHB; Katie Kinsella – VHB; Denise Barton – Eversource; J. Brook – Eversource; Barry Fogel, Applicant's legal counsel – Keegan Werlin, LLP; and Marc Bergeron - Epsilon Associates.

The statutory requirements as to notice having been complied with, the meeting was convened at 6:00 p.m., via Zoom telecommunication mode.

Ms. Hopps opened the hearing and stated that the purpose of the hearing was to explain the proposed project and receive/encourage the submission of public comment. Ms. Hopps explained that all comments must also be submitted to her directly, before December 21, 2020. She detailed that ten or more citizen comment submittals in writing, would waive the right of adjudicatory hearing. She noted that five such written comment submittals must be from Sudbury residents.

Ms. Hopps read the hearing notice for Bridge No. 128:

Public notice is hereby given of the Waterways Application by NSTAR Electric Company and Massachusetts Department of Conservation and Recreation to rehabilitate an existing dilapidated bridge structure for rail trail use and install and maintain an electric transmission line over the waters of Hop Brook at Bridge No. 128, Map H03 Parcel 5000, 0 Railway, Massachusetts Bay Transportation Authority Right-of- Way (42.3763 Latitude / - 71.4624 Longitude), Sudbury, Middlesex County. The proposed project has been determined to be a water-dependent use project. Pursuant to 310 CMR 9.15(1)(b) and (c) the Applicants have requested an extended term license for the electric transmission lines and an unlimited term license for the bridge, respectively.

Ms. Kinsella presented the PowerPoint slide titled "Sudbury-Hudson Transmission Reliability and Mass Central Rail Trail Project Chapter 91 Licensing – Bridge 128."

Ms. Kinsella provided summary of the Bridge No. 128 water-dependent project and detailed the proximity to Dunton Road, Sudbury; and White Pond Road, Hudson. She presented the existing bridge rendering which was re-constructed in 1908, and the proposed bridge rendering. She noted that bridge abutments were in fair condition, and the project proposed rehabilitation, but not reconstruction. Ms. Kinsella confirmed that the proposed transmission line would be set on the underside. She stressed that the proposed plan would ensure navigability within Hop Brook, and would not impede adjacent property owners' rights to waterway access. Ms. Kinsella emphasized that the project would advance public safety and enjoyment when crossing the brook.

Ms. Kinsella addressed the100-year flood plain, and affirmed that both Bridge No. 127 and Bridge No. 128 were elevated above the 100-year flood plain.

Board of Selectmen Chair Dretler requested a copy of the plans as well as, a copy of the application. Chair Dretler inquired about the exact location of electrical work proposed, adjacent to Bridge No. 128. Ms. Kinsella detailed the proposed transmission line to be attached to the bottom side of the existing bridge. She also presented image of the existing girder.

Resident and Chair of the Sudbury Historical Commission Chris Hagger, stated that the Commission was currently reviewing both bridges under Section 106 requirements. Mr. Hagger questioned if the two conduits on Bridge No. 128 could be placed between the plate girders, in consideration of the historical significance of the two bridges (both Bridges are included in the MA Historical Resources Inventory System). Ms. Kimball suggested that Mr. Hagger submit the comment in writing. Ms. Hopps recommended comments on the bridges be submitted in writing.

At 6:20 p.m., Chair Dretler called the Sudbury Board of Selectmen meeting to order. Vice-Chair Roberts motioned to start the meeting. Selectman Schineller seconded the motion. Chair Dretler recognized the quorum and conducted Selectmen roll call: Dretler-aye, Roberts-aye, Schineller-aye.

Resident Rebecca Cutting, 381 Maynard Road, commented regarding lack of water dependency regarding the application for Bridge 128. She added that under MEPA there was no such dependency finding.

Ms. Cutting noted the public benefit regarding M.G.L. Chapter 91 was limited. She stressed that the view would be changed with the cutting of the vegetated bank, and should be further examined by the Waterways Program.

Ms. Cutting mentioned “parallel permitting” and affirmed state permit decisions are not final, and such bridge construction cannot obliterate existing pathways in consideration of birding, kayak excess, or existing footpaths.

Selectman Schineller asked what other alternatives might address the needs, and asked if horizontal drilling and alterative measures could be utilized. He maintained that current use is enjoyed by walkers, cyclers, kayakers, emphasizing no additional benefit would be achieved and improvements could be addressed by maintenance of the bridge.

Selectman Schineller exampled a similar project in Connecticut, which is undergoing horizontal drilling in light of historical significance and also being located in an ecological-sensitive area.

Mr. Hagger recommended that options should be examined in order to maintain and not disturb the concrete embarkment.

At 6:35 p.m., Vice-Chair Roberts motioned to adjourn the Sudbury Board of Selectmen meeting. Selectman Schineller seconded the motion. Chair Dretler conducted roll call: Roberts-aye, Schineller-aye, Dretler-aye.

Ms. Hopps adjourned the Public Hearing at 6:39 p.m.

SUDBURY SELECT BOARD
Tuesday, January 5, 2021

MISCELLANEOUS (UNTIMED)

7: Citizen's Comments (cont)

REQUESTOR SECTION
Date of request:

Requested by: Patty Golden

Formal Title: Citizen's Comments (cont)

Recommendations/Suggested Motion/Vote:

Background Information:

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending	
Henry L Hayes	Pending	
Jonathan Silverstein	Pending	
Daniel E Carty	Pending	
Janie Dretler	Pending	
Select Board	Pending	01/05/2021 6:30 PM

SUDBURY SELECT BOARD
Tuesday, January 5, 2021

MISCELLANEOUS (UNTIMED)

8: Upcoming Agenda Items

REQUESTOR SECTION
Date of request:

Requested by: Patty Golden

Formal Title: Upcoming Agenda Items

Recommendations/Suggested Motion/Vote:

Background Information:

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending	
Henry L Hayes	Pending	
Jonathan Silverstein	Pending	
Daniel E Carty	Pending	
Janie Dretler	Pending	
Select Board	Pending	01/05/2021 6:30 PM

POTENTIAL UPCOMING AGENDA ITEMS/MEETINGS

MEETING	DESCRIPTION
January 12, 2021	Interview applicants for BFRT Advisory Task Force
	Interview candidate for Energy Committee
	Interview candidate for CIAC
	Joint meeting with Finance Committee (2020 Financial Condition/Forecast)
January 26	Interview candidates for DEI Commission (to be confirmed)
	Discussion on LSRHS agreement
January 29, 12:00 Noon	All ATM articles due to Selectmen's office by 12 Noon
February 9	Vote to accept Annual Town Meeting articles submitted by 1/29/21
February 23	Joint meeting with FinCom – budget presentation, capital articles presented, CIAC recommendations
March 16	Joint meeting with FinCom to present town meeting warrant article recommendations
March 29	Annual Town Election
April 6	Continuation of Eversource utility hearing from 12/15/20
May 3-5, 2021; possibly May 8-9 if outside	Annual Town Meeting at LSRHS
Date to be Determined	Budget Strategies Task Force
	Sewataro Financial Statement review
	Work Session: Select Board/Town Manager Code of Conduct and other procedural training
	Invite Commission on Disability Chair to discuss Minuteman High School
	Update from BOS Policy Subcommittee
	Town meeting recap – year in review
	Route 20 empty corner lot – former gas station
	Update on traffic policy (Chief Nix)
	Update on crosswalks (Chief Nix/Dan Nason)
	Citizen Leadership Forum
	Town-wide traffic assessment and improve traffic flow
	Future planning of Sewataro
	By-law items to examine - Special Events & Demonstration Permits; Common Victualler License Holders (Related to Farm Act exemptions, citizen request); Nuisance / Blight Bylaw; Removal Authority of members from appointments
	Fairbank Community Center update (ongoing)
	Bruce Freeman Rail Trail (BFRT) update (quarterly: March, June, September and December)
	CSX Quarterly Update (January, April, July, October)
	Approved Executive Session Minutes review for possible release (February, May, August and November). Consider separate meeting solely for this purpose.
	Health/COVID-19 update (as of 3/18/20)

Standing Items for All Meetings	BOS requests for future agenda items at end of meeting
	Citizens Comments, continued (if necessary)

SUDBURY SELECT BOARD
Tuesday, January 5, 2021

CONSENT CALENDAR ITEM

9: MWRTA designee

REQUESTOR SECTION
Date of request:

Requestor: Deb Murtaugh, MWRTA admin

Formal Title: Vote to re-certify Debra Galloway, Senior Center Director as the Town's designee to the Metro West Regional Tranisit Authority (MWRTA).

Recommendations/Suggested Motion/Vote: Vote to re-certify Debra Galloway, Senior Center Director as the Town's designee to the Metro West Regional Tranisit Authority (MWRTA).

Background Information:
attached letter

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending	
Henry L Hayes	Pending	
Jonathan Silverstein	Pending	
Daniel E Carty	Pending	
Janie Dretler	Pending	
Select Board	Pending	01/05/2021 6:30 PM

Town of Sudbury

Office of Select Board

Flynn Building
278 Old Sudbury Rd
Sudbury, MA 01776-1843
978-639-3381
Fax: 978-443-0756
selectmen@sudbury.ma.us

January 5, 2021

Mr. Ed Carr, Administrator
MetroWest Regional Transit Authority
37 Waverly Street
Framingham, MA 01702

Dear Mr. Carr:

I have recently been elected Chair to the Select Board.

Also, this is to re-certify that Debra Galloway is Sudbury's representative to the MWRTA. Her contact information is as follows:

Debra Galloway
Council on Aging Director
40 Fairbank Road
Sudbury, MA 01776
(978) 639-3266
gallowayd@sudbury.ma.us

Sincerely,

Janie W. Dretler, Chair
Select Board

SUDBURY SELECT BOARD
Tuesday, January 5, 2021

CONSENT CALENDAR ITEM

10: Request to increase tax workoff program abatement

REQUESTOR SECTION
Date of request:

Requestor: Council on Aging

Formal Title: Vote whether to approve an increase in the abatement amount for both veterans and seniors in the Tax Work off program beginning January 1, 2021. For 100 hours of service, the maximum credit shall increase from $1,275 per year to $1,350.

Recommendations/Suggested Motion/Vote: Vote whether to approve an increase in the abatement amount for both veterans and seniors in the Tax Work off program beginning January 1, 2021. For 100 hours of service, the maximum credit shall increase from $1,275 per year to $1,350.

Background Information:
See attached memo dated 12/18/20 from Council on Aging.

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending	
Henry L Hayes	Pending	
Jonathan Silverstein	Pending	
Daniel E Carty	Pending	
Janie Dretler	Pending	
Select Board	Pending	01/05/2021 6:30 PM

Sudbury Senior Center
Council on Aging
Town of Sudbury, Massachusetts

40 Fairbank Road • Sudbury, Massachusetts • 01776-1681
Phone: (978) 443-3055 • Fax: (978) 443-6009 • E-mail: senior@sudbury.ma.us

MEMORANDUM

TO: Town of Sudbury Select Board
Sudbury Board of Assessors

FROM: Sudbury Council on Aging

DATE: December 18, 2020

RE: Sudbury Property Tax Work-off Program

At the Sudbury Council on Aging meeting on December 8, 2020, the Council on Aging Board voted unanimously to request a change to the maximum amount of the tax abatement available to participants in the Property Tax Work-off Program from $1,275 per year to $1,350 per year; and to authorize Debra Galloway, Director of the Sudbury Senior Center, to submit this memo to the Town of Sudbury Select Board Office.

The Sudbury Property Tax Work-off Program offers residents 60 years of age and older, as well as veterans of any age, an opportunity to apply to work for Sudbury Town Departments during the calendar year and to receive a credit on their property taxes in the following year. The Council on Aging asks that the Sudbury Select Board increase the annual maximum abatement allowance to $1,350 which will accommodate 100 work hours at the new State minimum wage rate of $13.50 per hour (as of January 1, 2021). This request is made subject to the Board of Assessors estimation that there is sufficient funding in the overlay account for your consideration of our request.

The Sudbury Council on Aging also recommends to the Sudbury Select Board that the slots available for Adults 60 and older, and to Veterans of any age, be made flexible to be used by either an older adult or veteran, rather than designated for one or the other. If this is not feasible, then the Sudbury COA recommends that 3 veteran's slots be now considered available to seniors.

The funding for the property tax credit generated by this local option abatement program is budgeted and paid for through the Town's Abatement/Exemption Overlay Account[1]. The current program allocation is $76,500 for 60 slots for seniors and $10,200 for 8 slots for veterans (2020), and would, with approval of the requested increase to $13.50 per hour worked, be raised

[1] The Town also pays for mandated OBRA and FICA amounts for each participant; these costs are recorded elsewhere as operating expenditures rather than reductions (write-offs) to tax revenues.

to $81,000 for seniors and $10,800 for veterans, for a total of $91,800, beginning January 1, 2021.

SUDBURY SELECT BOARD
Tuesday, January 5, 2021

CONSENT CALENDAR ITEM

11: Vote to award contract for Fairbank project mgmt and design svcs

REQUESTOR SECTION
Date of request:

Requestor: Elaine Jones, Permanent Building Committee Co-chair

Formal Title: Relative to the construction of the Fairbank Community Center funded under Article 18 of the 2020 Annual Town Meeting, VOTE to approve award and execution of contracts by the Town Manager for professional project management and design services solicited and recommended by the Permanent Building Committee in accordance with statute together with any contractual actions as may arise connected with the overall project.

Recommendations/Suggested Motion/Vote: Relative to the construction of the Fairbank Community Center funded under Article 18 of the 2020 Annual Town Meeting, VOTE to approve award and execution of contracts by the Town Manager for professional project management and design services solicited and recommended by the Permanent Building Committee in accordance with statute together with any contractual actions as may arise connected with the overall project.

Background Information:
As funding has been approved by Town Meeting for the design and construction of the Fairbank Community Center, the Permanent Building Committee, acting in its capacity as the Town's Designer Selection Committee, is in the process of procuring project management services as required under statute. This will culminate in a selection of finalists and negotiation of price as may be necessary with the leading candidate and providing a recommendation to the Town Manager for contracting. The same process set forth in statute will be followed for selection of the architect (Designer) for the project. The vote requested will facilitate timely processing.

Financial impact expected:Budgeted ATM20 Art. 18

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Daniel E Carty	Pending
Janie Dretler	Pending

Select Board	Pending	01/05/2021 6:30 PM

PERMANENT BUILDING COMMITTEE

FAIRBANK COMMUNITY CENTER PROJECT TIMELINE PROJECTION

12/1/20

OWNER'S PROJECT MANAGER

√ 12/1/20 - PBC Meeting 7:00 pm

√ Finalize OPM RFQ (Request for Qualifications) and Agreement

√ PBC Project Managers assigned; Jennifer Pincus, Nancy Rubinstein,
√ Project to be advertised in Central Register (CR) and newspaper

√ 12/10/20 - RFQ available Thursday, day after Central Register notice publication

√ 1/18/20 – 2:00pm – OPM site walkthrough - rescheduled from 12/17

1/14/21 – 2:00pm – OPM response due - 10 hard copies and one electronic distributed for review

1/21/21 - PBC Meeting (time TBD) RFQ response review and selection of 3 applicants for interview

1/28/21 - PBC Meeting (time TBD) Interviews of 3 candidates; **determine final selection**

1/29/21 - Notification to applicant and request for pricing

2/3/21 - PBC Meeting to review pricing and recommend award to Town Manager

If appropriate or negotiate prior to recommendation

2/19/21 - Contract to be executed by parties

ARCHITECT

PBC to develop RFQ and Agreement for availability when advertised; advertise in CR and newspaper

2/25/21 - RFQ available day after Central Register notice publication

3 /11/21 - Architect site walkthrough

3/18/21 – Architect response due - 10 hard copies and one electronic distributed for review

4/6/21 - PBC Meeting (time TBD) RFQ response review and selection of 3 applicants for interview

4/15/21 - PBC Meeting (time TBD) Interviews of 3 candidates; determine final selection

4/16/21 - Notification to applicant and request for pricing

4/22/21 - PBC Meeting review pricing received and recommend award to Town Manager

If appropriate or negotiate prior to recommendation

5/16/21 - Contract to be executed by parties

9 months - Design and reviews inclusive of permitting

CONTRACTOR

February 2022 - Contractor bidding

3/18/22 - Bids due

4/1/22 - Contractor on board

5/1/22 - Construction begins; duration of 20 months

TOWN OF SUDBURY - PERMANENT BUILDING COMMITTEE
PROJECT MANAGEMENT SERVICES
FAIRBANK COMMUNITY CENTER

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12/10/20

TOWN OF SUDBURY
REQUEST FOR PROJECT MANAGEMENT SERVICES
FAIRBANK COMMUNITY CENTER

The Town of Sudbury Permanent Building Committee seeks applications from qualified Project Management firms to assist the Committee during all design phases, bidding, and the construction of a new Fairbank Community Center, to be located at 40 Fairbank Road, Sudbury, on the south side adjacent to the existing building which, with the exception of the Atkinson Pool building renovated under this contract, will be demolished as part of the project upon completion and occupation of the new Center. Applicants are required to have acceptable experience in managing multi-use public facility design and construction projects within the last five years.

The RFQ is available beginning Thursday, December 10, 2020, by email request to the Office of the Facilities Director at facilities@sudbury.ma.us.

A site visit (mandatory) will take place on Thursday, December 17, 2020, at 2 p.m., meeting at the Fairbank Community Center entrance to the Pool, 40 Fairbank Rd., Sudbury, MA 01776.

Submittals (10 hard copies, one electronic) are due on or before 2:00 p.m., Thursday, January 14, 2021, addressed to the Permanent Building Committee, c/o Office of Facilities Director, 275 Old Lancaster Rd., Sudbury, MA 01776.

The Town of Sudbury reserves the right to waive informalities, reject any or all proposals if it is in the public interest to do so, and to act upon the proposals and make its award in any lawful manner.

Permanent Building Committee
Michael E. Melnick, Co-chair
Elaine Jones, Co-Chair

REQUEST FOR QUALIFICATIONS
PROJECT MANAGEMENT SERVICES
FAIRBANK COMMUNITY CENTER

The Town of Sudbury, by its Permanent Building Committee, is seeking proposals from qualified Project Management firms for design, bidding and construction phases of a new Fairbank Community Center, to be located at 40 Fairbank Road, Sudbury, on the south side adjacent to the existing building which, with the exception of the Atkinson Pool area as renovated under this contract, will be demolished as part of the project upon completion and occupation of the new Center. Applicants are required to have acceptable experience in managing multi-use facility design and construction projects in similar size and scope within the last five years.

The services include but are not limited to the following:

Assistance in architect selection, review of design, technical specifications, and cost estimates; value engineering; coordination of administrative filings; and assistance in the development of contract documents for bidding purposes.

Bidding and construction administration services requiring the Owner's Project Manager (OPM) to provide full-time on-site representation acceptable to the PBC during the construction period.

Proposals addressed to the Town of Sudbury Permanent Building Committee will be received at the Office of the Facilities Director, Building Department, 275 Old Lancaster Rd., Sudbury, MA 01776, until Thursday, January 14, 2021, at 2:00p.m., at which time all proposals will be publicly opened.

Background

The existing Fairbank Community Center houses the Sudbury Public Schools Administrative offices, IT components, a gymnasium and kitchen, and the Park and Recreation offices in the building portion constructed as a school in 1958. The Atkinson Pool was added in 1987 and a Senior Center in 1989. The present building which also serves as an Emergency Shelter for the Town is inadequate and does not meet the program requirements for the present and future.

In 2019, the Fairbank Working Group comprised of departmental user representatives engaged ICON Architecture to formulate a Feasibility Study for a new facility which would meet the needs of the three user groups, to be located on the property adjacent to the existing pool building which, upon renovation, would continue to be utilized.

The information contained in the Feasibility study and the budget prepared by ICON is a result of the group consensus on departmental square footage allocations, adjacencies and the sharing of spaces within a new 42,575 s.f. facility and a renovated pool building of 11,500 s.f. This consensus formed the basis for the vote under Article 18

of the September 12, 2020 Annual Town Meeting approving an appropriation of $28,832,000 for the project which consequently received Debt Exclusion approval on the November 3, 2020 Ballot.

Scope of Services

A. Design Phases and Construction Documents:

1. Arrange for property line survey/on ground site survey including topographic detail to be paid by the Town.

2. Solicit proposals for excavations and borings, as overseen by qualified geotechnical engineers, to be paid by the Town.

3. Manage schedules and assist with public hearings/administrative filings such as Design Review Board and Planning Board (site plan and stormwater management), and any others necessary to the project.

4. Attend Permanent Building Committee (PBC) meetings and others as needed during design and contract document development.

5. Monitor and control the overall project budget, make recommendations to the PBC concerning potential increases or decreases to the budget.

6. Review the plans and specifications for cost, constructability issues, missing items, coordination, and compliance with the requirements of M.G.L. c.149 and all other applicable laws and regulations.

7. Make recommendations to the PBC concerning construction contracting options including general contracting and Construction Management at risk (CM at risk).

8. Assist PBC in the development of contract documents for bidding purposes.

B. Bidding and Construction Administration

1. In consultation with the Architect, manage the bidding process to ensure compliance with public bidding requirements.

2. Schedule and administer pre-bid meeting and site visit.

3. Assist in preparation of addendum as required.

4. Review bid submissions and all applicable documents associated therewith including DCAMM file and Update Statement, as well as conduct reference checks as needed in order to make a written recommendation to the PBC as to award of the contract.

5. Conduct pre-construction meeting, obtain and review Contractor's Schedule of Values and Progress Schedule.

6. Provide full-time on-site representative during construction with credentials and experience acceptable to the PBC.

7. Oversee construction in the following manner:

   a. Monitor progress of construction and quality of construction.
   b. Oversee Architect's performance on construction related issues including, but not limited to, shop drawing review and as-built documentation.
   c. Identify and plan for the coordination of long lead time issues.
   d. Coordinate job-site meetings with Architect and General Contractor as the PBC representative.
   e. Coordinate the flow of information among Town Officials, Architect, General Contractor and other parties.
   f. Advise the Architect and the Contractor regarding any issues that arise requiring resolution by either.
   g. Review Change Order requests and provide the PBC with a recommendation regarding those requests.
   h. Review the progress of construction, compare progress to construction schedules, and advise the Contractor, Architect, and PBC of any concerns with the progress of construction.
   1. Prepare a monthly written report summarizing the progress of design and construction of the project, highlighting important events and raising pending issues that must be addressed.

8. Review weekly payrolls and certify compliance with prevailing wage requirements for all individuals employed on the project.

9. Attend PBC meetings as necessary.

10. Maintain a complete project file, including but not limited to, a file of correspondence, monthly reports, daily reports, payment records, photographs, videos, schedules, and files on particular issues as they arise. Inspect and observe contractors' work with respect to quality, contract standards, labor standards, safety, and site security and provide final accounting to the PBC at the completion of the project.

11. Obtain satisfactory performance from all contractors. Recommend courses of action to the PBC when the requirements of the Contract are not being fulfilled and the non-performing party will not take satisfactory corrective action.

12. Advise the PBC of necessary or desirable changes to the project, assist with directives or in negotiation of the Contractor's proposals for these changes, submit recommendations to the Architect and PBC and, if accepted, prepare or cause the Contractor to prepare change orders for the PBC and Architect's review and approval. Establish and implement a system for monitoring and reporting on change orders, including approved change orders, pending change orders, and anticipated change orders.

13. Develop and implement procedures for prompt review and processing of applications for payment to the Contractor for progress and final payments, including certification requirements by the Architect. Make recommendations to the PBC for payment(s).

14. Assist with planning of relocation and moving as necessary.

15. At the conclusion of the project, assist with punch list review and follow-up; assist in obtaining the as-built drawings and all other construction related documents and all materials necessary for occupancy and full operation of the facility. Collect all O&M manuals and instructions, warrantees, record drawings and as-builts; ensure that Contractor's perform equipment testing and train Town employees on equipment usage and maintenance.

16. Assist with hiring a Commissioning Agent and coordinating initial review.

17. Ensure site clean-up by contractors and proper disposal of materials; obtain any certifications relative to disposal.

18. At the conclusion of the project, prepare draft standard evaluation forms as required for review and approval by the PBC.

Completion Date and Fees

It is expected that design and contract documents will be completed to enable construction bidding to take place in February 2022, with construction to commence May 1, 2022 and extend for a projected duration of 20 months. The fees for services shall be negotiated by the Permanent Building Committee with the finalist and shall include all reimbursable expenses including travel and copying.

Proposal Requirements

All proposals must be submitted in a sealed package bearing the name of the applicant, addressed to the Permanent Building Committee, Office of the Facilities Director, 275 Old Lancaster Road, Sudbury, MA 01776, and marked "Proposal: Project Management Services- Fairbank Community Center." No proposals will be accepted after 2:00 p.m., Thursday, January 14, 2021.

Proposals shall consist of 1 original hardcopy, 10 copies and one electronic copy comprising: letter of intent; completed most recent edition of Commonwealth of Massachusetts Standard Designer Application Form for Municipalities and Public Agencies not within DSB Jurisdiction; resumes of the key personnel and consultants whose services the applicant intends to utilize; descriptions of representative work; one Certificate of Authority, and one original Tax Attestation and Certificate of Non-collusion form.

Selection Process

After review of all Proposals, a selected subset of submitting firms will be invited to interview with the Permanent Building Committee. The Permanent Building Committee will rank finalists based upon the Proposals and interviews. Price Proposals setting forth prices for each of the two phases (A & B of the Scope of Services) together with the combined price will then be solicited from the top-ranked finalist and the fee negotiated. If unsuccessful with the highest scoring proposer, negotiations will proceed with the second highest scoring proposer and, if unsuccessful, the process will be repeated as necessary.

Final selection of the qualified OPM will be recommended by the Permanent Building Committee to the Town Manager for contract award.

Selection of the applicant to be awarded the contract shall be in accordance with the "Guidelines for Local Designer Selection Procedures" adopted on January 22, 1985, by the Designer Selection Board of the Commonwealth of Massachusetts established under M.G.L. c.7, s36B, adopted by the Board of Selectmen on March 16, 1987, as revised.

The Town reserves the right to reject any and all proposals if deemed to be in the interest of the Town. The Town of Sudbury is an Affirmative Action/Equal Opportunity Employer.

All applicant firms must possess the following minimum qualifications:

- Minimum of recent experience in last five years in the management of multi-use public building design and construction projects by the key personnel assigned to the project. In the event that the applicant is not a registered architect or professional engineer, they must have at least seven (7) years of relevant experience in the construction and supervision of construction of buildings. In documenting this qualification, the applicant should describe the professional background of the firm and the extent of previous experience of firm personnel to be assigned to the project and identify the anticipated role that each will play in the project.
- Massachusetts registration and licensing.
- Thorough knowledge of the current Massachusetts State Building Code, the Americans with Disabilities Act, and regulations of the Massachusetts Architectural Access Board.

- Thorough knowledge of, and familiarity with requirements of Chapter 579 of the Acts of 1980 (Omnibus Construction Act) for Public Construction and Chapter 193 of the Acts of 2004.
- Experience in projects with "green" and "sustainable" building features in the past five years.
- Recent experience in the last five years in the management of public construction projects of similar size and scope under both a General Contractor with filed sub-bidders and Construction Management (CM) at Risk.

The applications shall be evaluated upon the following (not in prioritized order)

- Compliance with the minimum qualifications
- Scope of services offered and their appropriateness to the needs of the Town
- Experience in project management of multi-use public facility design and public construction projects within the last five years
- References
- Identity and qualifications of the firm and specific key individuals proposed to be assigned to the project including credentials and experience of proposed full-time on-site representative during construction
- Ability of firm and specific key individuals to work with Town personnel, Committee, and Designer
- Demonstrated ability of team members to work together on comparable projects
- Capacity in terms of staffing and resources to handle the project
- Financial stability of firm
- Cost control experience
- Demonstrated familiarity with the public bid construction process
- Any other criteria deemed appropriate by the Permanent Building Committee.

Comparative Criteria

The following ratings will be used to measure the relative merits of each submission, which has met the Minimum, and Evaluation Criteria described above. Those submissions, which do not meet the criteria, will be deemed unacceptable and will not be considered for this project. These rankings will be applied to each of the Evaluation section for the purpose of scoring the value of each submission.

Definition of the rankings is as follows:

1. **Highly Advantageous**: That submission which demonstrably meets or exceeds all requirements of the RFQ criteria.
2. **Advantageous**: That submission which meets or exceeds a majority of the requirements of the RFQ. Vagueness or lack of information may not allow full understanding of the Submitter's description of services, staff qualifications, etc.
3. **Not Advantageous**: That submission which clearly does not meet a majority of the requirements of the RFQ criteria.

The Town of Sudbury Permanent Building Committee (PBC) reserves the right to reject any proposal. The PBC reserves the right to consider any other relevant criteria that it may deem appropriate, within its sole discretion. The PBC may or may not, within its sole discretion, seek additional information from Respondents. This RFQ, any addenda issued, and the selected Respondent's response, will become part of the executed contract. The key personnel that the Respondent identifies in its response must be contractually committed for the Project. No substitution or replacement of key personnel or change in the Sub-Consultants identified in the response shall take place without the prior written approval of the PBC.

Questions, Addendum, or Proposal Modification

Questions concerning this RFQ must be submitted in writing to: Facilities Director, Town of Sudbury, 275 Old Lancaster Road, Sudbury, MA 01776 or emailed to barlettaw@sudbury.ma.us. Only inquiries received seven or more days prior to the submittal deadline will be considered. Written responses will be emailed to all applicants on record as having received the RFQ.

If any changes are made to this RFQ, an addendum will be issued. Addenda will be emailed to all applicants on record as having received the RFQ.

An applicant may correct, modify, or withdraw a proposal by written notice received by the Office of the Facilities Director prior to the time of opening. Proposal modifications must be submitted in a sealed envelope clearly labeled "Modification No. ___". Each modification must be numbered in sequence, and must reference the RFQ.

After the opening, an applicant may not change any provision of the proposal in a manner prejudicial to the interests of the Town or fair competition. Minor informalities may be waived by the PBC.

Additional Information

The Town is an Equal Opportunity Employer and encourages responses to RFQs from Massachusetts certified minority and women-owned businesses.

The Town of Sudbury Permanent Building Committee reserves the right to reject any proposal which, in its judgment, fails to meet the requirements of the RFQ; or which is incomplete, conditional, or obscure; or which contains additions or irregularities; or in which errors occur; or if determined to be in the best interest of the Town/Committee to do so.

The Town of Sudbury PBC may cancel this RFQ, in whole or in part, at any time whenever such act is deemed in its best interest.

The PBC reserves the right to waive minor discrepancies.

All responses and information submitted in response to this RFQ are subject to the Massachusetts Public Records Law, M.G.L. c.66, s.10 and c.4 s.7(26). Any statements in submitted responses that are inconsistent with the provisions of these statutes shall be disregarded.

A Respondent may withdraw or modify their proposal prior to the deadline. All proposals submitted must remain valid for 60 days following RFQ deadline.

Indemnification: The successful applicant shall agree to indemnify and hold harmless the Town of Sudbury and its officers, employees, boards, commissions, agents and representatives from and against all claims, course of action, suits, damages and liability of any kind which arise out of the negligence or willful misconduct of the successful applicant or its officers, employees, agents and representatives regarding the project management services to be performed by the successful applicant regarding the Fairbank Community Center project.

Commonwealth of Massachusetts

Standard Designer Application Form for Municipalities and Public Agencies not within DSB Jurisdiction (Updated July 2016)

1. Project Name/Location For Which Firm Is Filing:

2. Project #

This space for use by Awarding Authority only.

3a. Firm (Or Joint-Venture) - Name and Address Of Primary Office To Perform The Work:

3. Name Of Proposed Project Manager:
For Study: (if applicable)
For Design: (if applicable)

3b. Date Present and Predecessor Firms Were Established:

3f. Name and Address Of Other Participating Offices Of The Prime Applicant, If Different From Item 3a Above:

3c. Federal ID #:

3g. Name and Address Of Parent Company, If Any:

3d. Name and Title Of Principal-In-Charge Of The Project (MA Registration Required):

Email Address:

Telephone No: Fax No.:

3. Check Below If Your Firm Is Either:

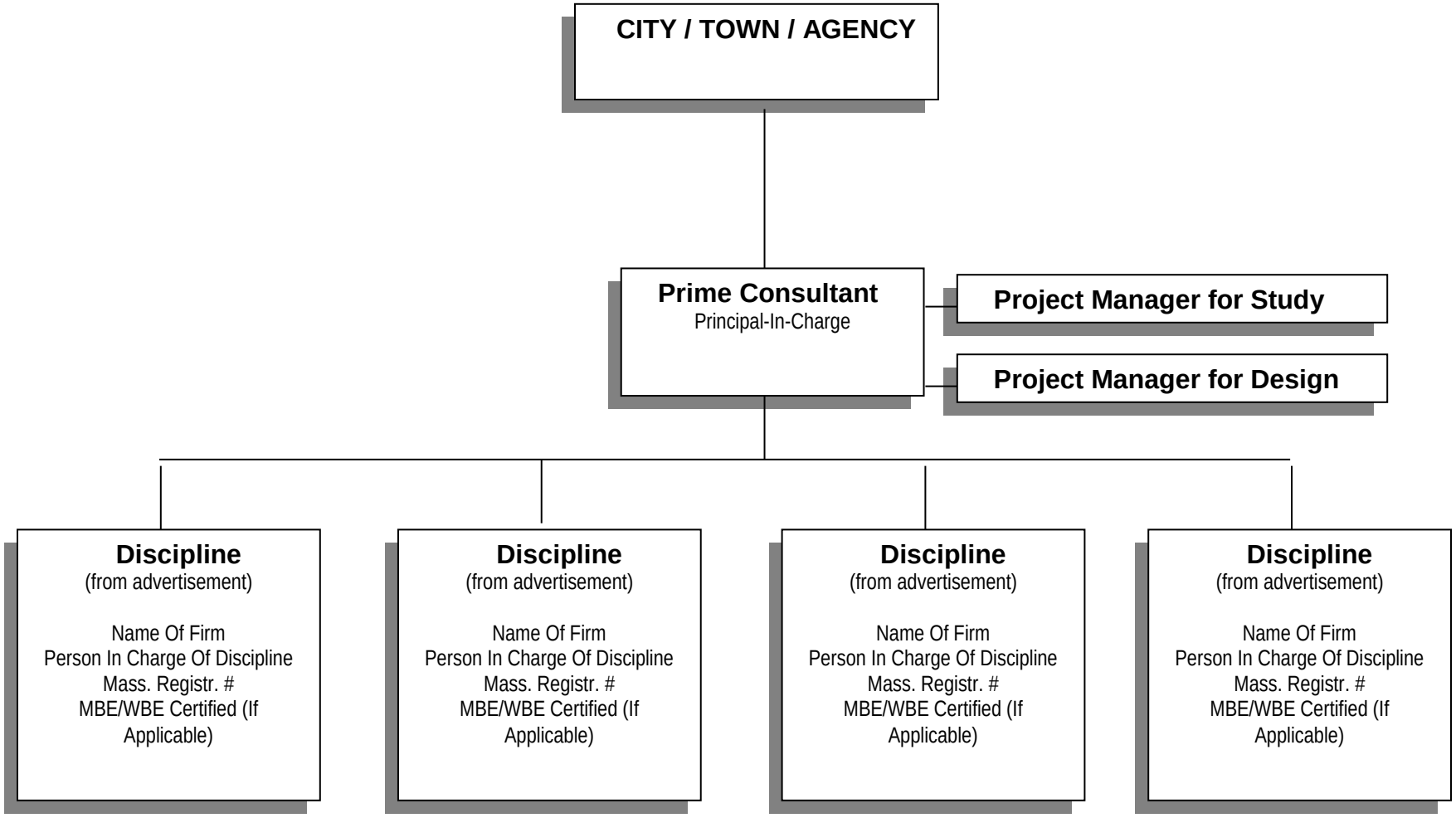
(1) SDO Certified Minority Business Enterprise (MBE) ☐
(2) SDO Certified Woman Business Enterprise (WBE) ☐
(3) SDO Certified Minority Woman Business Enterprise (M/WBE) ☐
(4) SDO Certified Service Disabled Veteran Owned Business Enterprise (SDVOBE) ☐
(5) SDO Certified Veteran Owned Business Enterprise (VBE) ☐

4. Personnel From Prime Firm Included In Question #3a Above By Discipline (List Each Person Only Once, By Primary Function -- Average Number Employed Throughout The Preceding 6 Month Period. Indicate Both The Total Number In Each Discipline And, Within Brackets, The Total Number Holding Massachusetts Registrations):

Admin. Personnel	____	(____)	Ecologists	____	(____)	Licensed Site Profs.	____	(____)	Other	____	(____)
Architects	____	(____)	Electrical Engrs.	____	(____)	Mechanical Engrs.	____	(____)		____	(____)
Acoustical Engrs.	____	(____)	Environmental	____	(____)	Planners: Urban./Reg.	____	(____)		____	(____)
Civil Engrs.	____	(____)	Fire Protection	____	(____)	Specification Writers	____	(____)		____	(____)
Code Specialists	____	(____)	Geotech. Engrs.	____	(____)	Structural Engrs.	____	(____)		____	(____)
Construction Inspectors	____	(____)	Industrial	____	(____)	Surveyors	____	(____)		____	(____)
Cost Estimators	____	(____)	Interior Designers	____	(____)		____	(____)		____	(____)
Drafters	____	(____)	Landscape	____	(____)		____	(____)	Total	____	(____)

5. Has this Joint-Venture previously worked together? ☐ Yes ☐ No

6. List **ONLY** Those Prime And Sub-Consultant Personnel Specifically Requested In The Advertisement. This Information Should Be Presented Below In The Form Of An Organizational Chart. Include Name Of Firm And Name Of The One Person In Charge Of The Discipline, With Mass. Registration Number, As Well As MBE/WBE Status, If Applicable:



7. Brief Resume of ONLY those Prime Applicant and Sub-Consultant personnel requested in the Advertisement. Include Resumes of Project Managers. Resumes should be consistent with the persons listed on the Organizational Chart in Question # 6. Additional sheets should be provided only as required for the number of Key Personnel requested in the Advertisement and they must be in the format provided. By including a Firm as a Sub-Consultant, the Prime Applicant certifies that the listed Firm has agreed to work on this Project, should the team be selected.

a. Name and Title Within Firm:	a. Name and Title Within Firm:
b. Project Assignment:	b. Project Assignment:
c. Name and Address Of Office In Which Individual Identified In 7a Resides: MBE ❑ WBE ❑ SDVOBE ❑ VBE ❑	c. Name and Address Of Office In Which Individual Identified In 7a Resides: MBE WBE SDVOBE VBE
d. Years Experience: With This Firm: _____ With Other Firms: _____	d. Years Experience: With This Firm: _____ With Other Firms: _____
e. Education: Degree(s) /Year/Specialization	e. Education: Degree(s) /Year/Specialization
f. Active Registration: Year First Registered/Discipline/Mass Registration Number	f. Active Registration: Year First Registered/Discipline/Mass Registration Number
g. Current Work Assignments and Availability For This Project:	g. Current Work Assignments and Availability For This Project:
h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):

8a. Current and Relevant Work By Prime Applicant Or Joint-Venture Members. Include **ONLY** Work Which Best Illustrates Current Qualifications In The Areas Listed In The Advertisement (List Up To But Not More Than 5 Projects).					
a. Project Name And Location Principal-In-Charge	b. Brief Description Of Project And Services (Include Reference To Relevant Experience)	C. Client's Name, Address And Phone Number (Include Name Of Contact Person)	d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands)	
				Construction Costs (Actual, Or Estimated If Not Completed)	Fee for Work for Which Firm Was Responsible
(1)					
(2)					
(3)					
(4)					
(5)					

8b. List Current and Relevant Work By Sub-Consultants Which Best Illustrates Current Qualifications In The Areas Listed In The Advertisement (Up To But Not More Than 5 Projects For Each Sub-Consultant). Use Additional Sheets Only As Required For The Number Of Sub-Consultants Requested In The Advertisement.

Sub-Consultant Name:

a. Project Name and Location Principal-In-Charge	b. Brief Description Of Project and Services (Include Reference To Relevant Experience	c. Client's Name, Address And Phone Number. Include Name Of Contact Person	d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands)	
				Construction Costs (Actual, Or Estimated If Not Completed)	Fee For Work For Which Firm Was/I Responsible
(1)					
(2)					
(3)					
(4)					
(5)					

9. List All Projects Within The Past 5 Years For Which Prime Applicant Has Performed, Or Has Entered Into A Contract To Perform, Any Design Services For All Public Agencies Within The Commonwealth.

# of Total Projects:	# of Active Projects:	Total Construction Cost (In Thousands) of Active Projects (excluding studies):

Role P, C, JV *	Phases St., Sch., D.D., C.D.,A.C.*	Project Name, Location and Principal-In-Charge	Awarding Authority (Include Contact Name and Phone Number)	Construction Costs (In Thousands) (Actual, Or Estimated If Not	Completion Date (Actual or Estimated (R)Renovation or (N)New
		1.			
		2.			
		3.			
		4.			
		5.			
		6.			
		7.			
		8.			
		9.			
		10.			
		11.			
		12.			

* P = Principal; C = Consultant; JV = Joint Venture; St. = Study; Sch. = Schematic; D.D. = Design Development; C.D. = Construction Documents; A.C. = Administration of Contract

10. Use This Space To Provide Any Additional Information Or Description Of Resources Supporting The Qualifications Of Your Firm And That Of Your Sub-Consultants For The Propose
If Needed, Up To Three, Double-Sided 8 ½" X 11" Supplementary Sheets Will Be Accepted. APPLICANTS ARE ENCOURAGED TO RESPOND SPECIFICALLY IN THIS SECTION TO THE AREAS OF EXPERIENCE REQUESTED IN THE ADVERTISEMENT.

Be Specific – No Boiler Plate

11. Professional Liability Insurance:

Name of Company	Aggregate Amount	Policy Number	Expiration Date

12. Have monies been paid by you, or on your behalf, as a result of Professional Liability Claims (in any jurisdiction) occurring within the last 5 years and in excess of $50,000 per incident? Answe
YES or NO. If YES, please include the name(s) of the Project(s) and Client(s), and an explanation (attach separate sheet if necessary).

13. Name Of Sole Proprietor Or Names Of All Firm Partners and Officers:

Name	Title	MA Reg #	Status/Discipline	Name	Title	MA Reg #	Status/Discipline
a.				d.			
b.				e.			
c.				f.			

14. If Corporation, Provide Names Of All Members Of The Board Of Directors:

Name	Title	MA Reg #	Status/Discipline	Name	Title	MA Reg #	Status/Discipline
a.				d.			
b.				e.			
c.				f.			

15. Names Of All Owners (Stocks Or Other Ownership):

Name And Title	% Ownership	MA. Reg.#	Status/Discipline	Name And Title	% Ownership	MA. Reg.#	Status/Discipline
a.				d.			
b.				e.			
c.				f.			

16. I hereby certify that the undersigned is an Authorized Signatory of Firm and is a Principal or Officer of Firm. I further certify that this firm is a "Designer", as that term is defined in Chapter 7C, Section 44 of the General Laws, or that the services required are limited to construction management or the preparation of master plans, studies, surveys, soil tests, cost estimates or programs The information contained in this application is true, accurate and sworn to by the undersigned under the pains and penalties of perjury.

Submitted by (Signature) _____ Printed Name and Title _____ Date _____

AGREEMENT FOR PROJECT MANAGEMENT SERVICES

FAIRBANK COMMUNITY CENTER

The following provisions shall constitute an Agreement between the Town of Sudbury by its Town Manager (Awarding Authority) with the Permanent Building Committee acting as the Town's representative (hereinafter "Town") throughout the project with an address of 278 Old Sudbury Road, Sudbury, MA 01776, and _____ with a usual place of business located at _____, hereinafter referred to as "Project Manager", effective as of February _____, 2021.

In consideration of the mutual covenants contained herein, the parties agree as follows:

ARTICLE 1. SCOPE OF WORK

1.1 Generally:

1.1.1 The Project Manager will perform all project management services in connection with the management of all phases of the Project as set forth in the Town of Sudbury "Request for Qualifications (RFQ) Project Management Services, Fairbank Community Center" issued by the Town of Sudbury Permanent Building Committee, attached hereto as Attachment A.

1.1.2 The scope of the Project Management Services described in this Agreement is, in the reasonable opinion of the Project Manager, expected to cover all necessary services of the Project Manager for all phases of the Project. Therefore, the Project Manager shall perform all necessary services related to the Project through completion of the Project and, absent a material change in scope, the Project Manager shall provide all necessary services at no additional cost to the Town unless such service is requested by the Town in writing as an additional service.

1.1.3 In providing the Project Management Services, the Project Manager shall endeavor to maintain an effective working relationship with the Designer (as hereinafter defined) and other consultants performing services.

1.1.4 The Project Manager shall be the Town's advisor in providing the Project Management Services. The Project Manager and the Town shall perform as stated in this Agreement and the Project Manager accepts the relationship of trust and confidence established between it and the Town by this Agreement.

ARTICLE 2. TOWN RESPONSIBILITIES

2.1 The persons from time to time designated by the Town as its representative, shall be reasonably acquainted with the Project, shall have the authority to request services under this Agreement and shall render decisions reasonably promptly and furnish information reasonably expeditiously so as to avoid undue delay in the Project Manager's services on the Project.

ARTICLE 3. PROJECT MANAGER RESPONSIBILITIES

3.1 The Project Manager represents that it can and shall perform the services hereunder in a competent and professional manner in accordance with all applicable Federal, State, and local laws, ordinances, bylaws, codes, and regulations and in accordance with skilled project management practice. The Project Manager shall at all times be acting as an independent contractor and not as an agent for, partner or joint venturer with the Town.

ARTICLE 4. TIME OF PERFORMANCE

4.1 The Project Manager shall perform all Project Management Services in a prompt and expeditious manner, consistent with, and to further the interests of the Awarding Authority.

4.2 The Project shall commence upon the Agreement's effective date continuing through Project completion, with construction contract commencement estimated to be May 1, 2022 and continuing for a duration of twenty months, or as otherwise agreed.

ARTICLE 5. COMPENSATION

5.1 In consideration of the performance of the Agreement, the Town shall pay to the Project Manager a fee not to exceed _____ Dollars ($_____). The Project Manager shall provide monthly invoices based on the actual staff and hours expended on the Project against this budget as work progresses.

5.2 The fixed fee (not to exceed amount) in Section 5.1 includes with respect to the Project all reasonable reimbursable and out-of-pocket costs of the Project Manager including all costs associated with the Project Manager's Clerk of Works, all of which costs are included in the fixed fee and shall not be otherwise chargeable to or reimbursable by the Town.

5.3 If additional services are required under the Agreement and requested in writing by the Town, unless such services were made necessary by an act or omission of the Project Manager, the Town shall pay the Project Manager at a negotiated fee.

5.4 The Project Manager shall provide the Town with an estimate of expected costs for any requested additional services prior to undertaking such work. Said estimated costs shall include all reimbursable expenses.

5.5 Records of reimbursable expenses pertaining to additional services and other cost information with respect to additional services shall be available to the Town or the Town's authorized representatives at mutually convenient times.

5.6 The Project Manager shall submit monthly to the Town an invoice for its services rendered in the prior month including reimbursable expenses incurred with appropriate backup and in accordance with the compensation described in Article 5.

5.7 Payment by the Town to the Project Manager of the approved invoice amount shall be made within thirty (30) days after it is submitted.

ARTICLE 6. AGREEMENT DOCUMENTS

6.1 The following documents form the Agreement and all are as fully a part of the Agreement as if attached to this Agreement or repeated herein:

1. The Town of Sudbury Request for Qualifications issued December 10, 2020;

2. Owner's Project Manager's proposal dated _____, submitted in response to the RFQ;

3. Amendments, or other changes mutually agreed upon between the parties;

4. All terms required to be included by the Massachusetts General Laws, as though such terms were set forth in full herein.

In the event of conflicting document provisions, those provisions most favorable to the Awarding Authority shall govern.

ARTICLE 7. AGREEMENT TERMINATION

7.1 The Town may terminate this Agreement at any time upon seven (7) days written notice. If such termination is without the fault of the Project Manager, the Town shall pay the Project Manager all compensation and reimbursement due to the Project Manager up to the date of termination, including proportional payment for completed portions of uncompleted work. Such payment shall not exceed the fair value of the work as the Town shall determine.

ARTICLE 8. INDEMNIFICATION

8.1 The Project Manager shall defend, indemnify and save harmless the Town of Sudbury, its officers, agents, and employees, from and against any and all costs, damages, suits and claims of liability of every name and nature arising out of the negligence or intentional wrongful act of the Project Manager in the performance of this Agreement.

ARTICLE 9. ASSIGNMENT

9.1 The Project Manager shall not make any assignment of this Agreement without the prior written approval of the Town.

ARTICLE 10. AMENDMENTS

10.1 All amendments or any changes to the provisions specified in this Agreement can only occur when mutually agreed upon by the Town and Project Manager. Further, such amendments or changes shall be in writing and signed by officials with authority to bind the Town and Project Manager. No amendment or change to the Agreement provisions shall be

made until after the written execution of the amendment or change to the Agreement by both parties.

ARTICLE 11. INSURANCE

11.1 The Project Manager shall obtain and maintain throughout the duration of the Project the following insurance limits and coverages:

Commercial General and Automobile Liability Insurance shall be written for nor less than the limits of liability as follows:

$1,000,000 General Aggregate Limit
$1,000,000 Personal Injury and Property Damage Limit

Business Automobile Liability: $1,000,000 Each Accident – Single Limit

Professional Liability: Minimum of $1,000,000

Worker's Compensation Insurance: The Project Manager shall, at its own expense, obtain and maintain Workers' Compensation Insurance as required by law.

11.2 Commercial General Liability Insurance may be arranged under a single policy for the full limits required or by a combination of underlying policies with the balance provided by an Excess or Umbrella Liability policy.

11.3 The Town of Sudbury shall be named as additional insured parties on the Project Manager's insurance policies for the Project, except for workers' compensation.

11.4 The foregoing policies shall contain a provision that coverages afforded under the policies will not be canceled, modified or not renewed until at least thirty (30) days prior written notice has been given to the Town. Certificates of Insurance showing such coverages to be in force shall be filed with the Town prior to the execution of this Agreement, and upon the renewal of any such coverage during the term of this Agreement.

Certificates shall indicate effective dates and dates of expiration of policies and shall be reissued upon required renewal in conformance with the Project schedule. All insurance policies required hereunder shall be written by companies satisfactory to the Town and licensed to do business in the Commonwealth of Massachusetts and shall be in form satisfactory to the Town.

ARTICLE 12. DOCUMENTS AND DELIVERABLES

12.1 All documents, plans, drawings, reports and data prepared for and delivered to the Town by the Project Manager under this Agreement shall become the property of the Town. Any re-use of such materials for a project other than the project specified herein with the Project Manager's written verification of suitability for the specific purpose intended shall be without liability or legal exposure to the Project Manager or to the Project Manager's independent professional associates or consultants. Distribution or submission to meet official regulatory

requirements or for other purposes in connection with the project named herein shall not be construed as an act in derogation of the Project Manager's rights under this Agreement.

ARTICLE 13. NOTICE

13.1 All notices required to be given hereunder shall be in writing and delivered, or mailed first class, to the parties' respective addresses stated above. In the event that immediate notice is required, it may be given by telephone or facsimile, but shall, to the extent possible, be followed by notice in writing in the manner set forth above.

ARTICLE 14. DISPUTE RESOLUTION

14.1 All claims, disputes and other matters in question between the parties to this Agreement arising out of or relating to this Agreement or the breach thereof shall be subject to review by any Court having appropriate jurisdiction.

ARTICLE 15. STAFFING

15.1 The Project Manager will perform the work itself and will not assign or subcontract the work to third parties without the prior written consent of the Town. The Town shall have the right of approval of Project Management staff assigned to the Project.

15.2 Except as provided in the immediately following sentence, the Project Manager will not have the authority to enter into agreements on the Town's behalf or otherwise bind the Town by its decisions and the Project Manager will not hold itself out as the Town's agent. The Project Manager shall act in the capacity of an agent or representative of the Town only to the extent as expressly authorized by the terms of this Agreement or as the Town may from time to time otherwise expressly authorize the Project Manager in writing.

ARTICLE 16. CERTIFICATIONS

16.1 The Project Manager certifies that:

1. The Project Manager has not given, offered or agreed to give any person, corporation or other entity any gift, contribution or offer of employment as an inducement for, or in connection with, the award of this Agreement.

2. No consultant for the Project Manager has given, offered or agreed to give any gift, contribution or offer of employment to the Project Manager, or to any other person, corporation, or entity as an inducement for, or in connection with, the award to the Consultant of a contract by the Project Manager.

3. No person, corporation or other entity, other than a bona fide full-time employee of the Project Manager, has been retained or hired by the Project Manager to solicit for or in any way assist the Project Manager in obtaining this Agreement upon an agreement or

understanding that such person, corporation or other entity be paid a fee or other consideration contingent upon the award of this Agreement to the Project Manager.

4. The Project Manager has internal accounting controls as required by M.G.L c.30, s. 39R and that the Project Manager filed and will continue to file an audited financial statement as required by M.G.L. c.30, s. 39R(d).

5. The Project Manager hereby certifies under penalties of perjury that the Project Manager has complied with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support. (Statutory reference: M.G.L. c.62C, §49A)

6. The Project Manager hereby certifies under penalties of perjury that the Project Manager's sole responsibility is to the Town of Sudbury and independent of the designer, general contractor, or any subcontractor. (M.G.L. c.268A)

ARTICLE 17. MISCELLANEOUS

17.1 This Agreement will be interpreted in accordance with and governed by the laws of the Commonwealth of Massachusetts.

17.2 If any portion of this Agreement is held as a matter of law to be unenforceable, the remainder of this Agreement shall be enforceable without such provisions.

17.3 This Agreement represents the entire and integrated agreement between the Town and the Project Manager and supersedes all prior negotiations, representations or agreements, either written or oral.

17.4 This Agreement shall be binding upon and inure to the benefit of the Town and its successors and assigns. This Agreement shall be binding upon and inure to the benefit of the Project Manager and its permitted successors and permitted assigns. The Project Manager may not assign any right or delegate any obligation hereunder without the Town's prior written approval.

17.5 Each and every provision of law and clause required by law to be inserted in this Agreement shall be deemed to be inserted herein and this Agreement shall be read and enforced as though it were included herein, and if through mistake or otherwise any such provision is not inserted, or is not correctly inserted, then upon the application of either party the Agreement shall forthwith be amended as mutually agreed by the Town and the Project Manager to make such insertion or correction.

17.6 The Town acknowledges that it will obtain the services of a project architect, the Designer (which term shall be understood to also include all design professionals utilized in the Project), to whom it will delegate full, specific project design duties and responsibilities. As such, the services of the Project Manager are intended to afford the Town assistance in administering the services of others, and are not to include responsibility, in any way, for the work of others.

17.7 No employee or official of either the Town or the Project Manager shall assume any personal liability pursuant to this Agreement.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed on the day and year first above written.

TOWN OF SUDBURY
TOWN MANAGER

_____
Henry L. Hayes, Jr.

PROJECT MANAGER
_____

By_____
Name _____
Title _____

Permanent Building Committee

The duty of this committee shall be to have general supervision over the design and construction of all public buildings, including the authority to employ professional assistance and, subject to specific authorization by the Town, to enter into contracts on behalf of the Town for the preparation of construction plans and specifications and for the construction of buildings and other structures. All such plans and specifications shall be developed in conjunction with and subject to the approval of the appropriate committee, board, or department head concerned.

Established by Town Meeting in 1957. Appointed Designer Selection Committee in 1987.

7 members – 3 year terms
5 appointed by Selectmen
1 appointed by Planning Board
1 appointed by School Committee

PERMANENT BUILDING COMMITTEE (PBC)

Charter: The duty of this committee shall be to have general supervision over the design and construction of all public buildings, including the authority to employ professional assistance and, subject to specific authorization by the Town, to enter into contracts on behalf of the Town for the preparation of construction plans and specifications and for the construction of buildings and other structures. All such plans and specifications shall be developed in conjunction with and subject to the approval of the appropriate committee, board, or department head concerned.

Established by Town Meeting in 1957. Appointed Designer Selection Committee in 1987.

7 members – 3 year terms

5 appointed by Selectmen
1 appointed by Planning Board
1 appointed by School Committee

Membership: Engineers, Architects, Project Managers, and an Administrative Manager predominantly all experienced in public construction matters from design through the construction process.

Current members with one vacancy are: Michael Melnick, Co-Chair, Elaine Jones, Co-Chair, Craig Blake, Nancy Rubenstein, Jennifer Pincus, Anu Shah, and John Kraemer.

Partial History: Since 1989, the PBC has been in charge of design and construction of the following projects approved by Town Meeting for funding (some overlapping in time) working with the Committee representatives or Department heads and the Building or Facilities Department which was established in 2012:

Nixon School – renovation, major addition, roofing, technology, asbestos abatement, HVAC projects (MSBA funded in part)
Noyes School – renovation, roofing, extraordinary repairs (HVAC, electrical & ADA improvements, library) (MSBA funded in part)
Haynes School – renovations and major addition (MSBA funded in part)
Loring School –new building (MSBA funded in part)
Curtis Middle School: renovations (old school); new building (MSBA funded in part)
Fire Headquarters – new building
Fairbank Building - Senior Center addition (Town funding) and SPS relocation renovation assistance including heating and parking (SPS funding)
Fire Substations – small addition to Rt. 20 building; small renovation to No. Rd. building
Goodnow Library – new addition (historic considerations)
Police Headquarters – new building
DPW – new building (offices and garage)
Flynn Building – ADA improvements (elevator, restrooms, etc.)
Loring Parsonage – renovation for repurposing as museum (historic considerations)
Town Hall (ongoing) – design of renovations to utilize 2nd floor (historic considerations)
Various buildings re-roofing
Additionally, a roof study for all buildings was completed resulting in various roof reconstructions.

PERMANENT BUILDING COMMITTEE – DESIGN AND CONSTRUCTION RESPONSIBILITIES

The purpose and work of the Permanent Building Committee (PBC) is general supervision over the design and construction of all Sudbury public buildings as is proscribed under Massachusetts General Laws. The PBC has been designated as the Town's Designer Selection Committee and has adopted the Designer Selection Procedures set forth by the Commonwealth.

The process, based on past experience, involves the following elements:

1. Unless otherwise funded, the project is voted at Town Meeting and, specific to the project, approved by Ballot.

2. Client Consultation: The PBC's client on any public building project is typically defined as the user or user group for which the approved project is to be constructed. To ensure that client needs are adequately addressed, the process includes extensive involvement with the client/user, be it the Fire or Police Chief or their designee or, in the case of a school building, the SPS Superintendent, the Business Manager, and the user's Director of Facilities. In a project which involves multiple user entities, it is recommended that no more than two participants from each user group be designated by each respective user group to represent them at PBC meetings. Using the Fairbank Community Center as an example, this would be one member of the Park & Recreation Commission and the Director; one member of the Council on Aging and the Director, and the School Superintendent or designee and the Business Manager..

At least one member of each of the client participants is expected to attend the PBC meetings once the design process has commenced. At their option, the client participants can attend all PBC meetings.

3. Selection of an Owner's Project Manager (OPM): Under the provisions of M.G.L. c.149, s.44A ½(a) which provides the qualifications and procurement process, the PBC develops the Request for Qualifications (RFQ) for an Owner's Project Manager. During the project, the role of the OPM includes providing the Town of Sudbury acting through the PBC "advice and consultation with respect to the following: design, value engineering, scope, cost estimating, scheduling, construction and the selection, negotiation with and oversight of a designer and general contractor for the project, ensuring the preparation of time schedules which shall serve as control standards for monitoring performance of the building project, and assisting in project evaluation including, but not limited to, written evaluations of the performance of the design professional, contracts, and subcontractors."

The RFQ process duplicates that of the Designer Selection process M.G.L. c.7C, ss44-58 and involves predetermination of the not-to-exceed fee limit, reviewing RFQ responses, selection of candidates for interviews, interviews, selection and rating of three candidates, obtaining price proposals, recommendation to the Town Manager of the best candidate and, if desired, negotiating the price.

In developing the RFQ for the OPM, the PBC must decide many factors, including the involvement time for the OPM over the project duration. On projects with long timetables and with projects based solely on a feasibility study voted with a specific dollar threshold, the work plan for the OPM services may be shorter in the initial stages (designer selection, early concept plans). Consideration for the provision of a Clerk of the Works during the construction period provided within the OPM services is included in the RFQ. Once the building is under construction, the PBC OPM is expected to attend weekly construction meetings and review weekly payroll reports submitted as required by the general contractor.

Additionally, the PBC itself selects a member to act as the PBC Project Manager who will be the point person interacting with the professionals contracted to work on the project inclusive of the Contractor to whom the project is eventually awarded. Once the building is under construction, the PBC OPM is expected to attend weekly on-site construction meetings.

4. Designer (Architect) Selection: The Designer Request for Qualifications (RFQ) process is proscribed by M.G.L. c.7C, ss44-58 and involves: development and advertising of the RFQ; developing contract requirements; predetermination of the not-to-exceed fee limit; reviewing RFQ responses; selection of candidates for interviews; interviews; selection and rating of three candidates; obtaining price proposals; recommendation to the Town Manager of the best candidate; and, if requested, negotiating the price. The process can be lengthy and, like the OPM process, may require many PBC meetings.

The Committee is not prohibited from hiring the same Designer who completed the Feasibility Study, but the complete selection process must be followed if the initial RFP for the Feasibility Study did not include the continuation of architectural services from the Feasibility Phase to the Design Phase.

5. Project Development: With the assistance of the Owner's Project Manager (OPM), the first of many meetings with the user or multiple users is to determine the user's needs specific to the building use and the ability to share common space within the building (as appropriate to the project). These needs then progress to development of room sizing and adjacencies for the use specified which might include office use which addresses privacy concerns as appropriate, and program use both for the user and invitees. Upon selection of an architect with experience in the development of type of project, these needs are translated into square footage and incorporated into the final design with the appropriate utility components. [Note: In the Fairbank Community Center Feasibility Study, these uses and square footage allotments have been previously determined without PBC involvement.]

The clients are involved in meetings and have access to the plans and the planning process with the Architect throughout the design phase. During the construction phase, the clients may attend as necessary the meetings with the Contractor with client participation limited to non-contractual matters such as providing known building information and intent of renovation.

5. Design Phase (M.G.L. c.7): In accordance with the overview of the project concept, the Designer prepares plans for PBC's continuing review. These plans initially are conceptual in nature, but are defined by the needs of the client(s) in regard to space requirements and adjacencies. Surveys and field tests are included within the design phase to determine site conditions which may affect the building layout. The plans become more highly defined proceeding from the schematic design to design development with appropriate integration of the various internal components many of which will become filed sub-bids (HVAC -heating, ac, ventilation; electrical, plumbing, roofing, lathing, waterproofing, glass, tile, flooring, painting, masonry, etc.) under M.G.L. 149, 44F, and finally, are incorporated into construction documents for bidding purposes. The priority of the PBC is the development of construction documents and plans which are accurate and complete and which will obtain the best project pricing during the bidding process and avoid costly change orders during the construction phase due to incomplete or inaccurate presentation. The PBC's goal is to produce the constructed project within the scheduled timeframe and within the allocated budget. This represents the most crucial aspect of the building program and requires the technical expertise of the PBC members.

6. Regulatory Matters: While the Architect/Designer prepares the plans and specifications in compliance with the State Building Code and other regulations with the aid of various consultants (electrical, mechanical, structural, civil, etc.), there are Town agencies which have jurisdiction depending upon the particular site. These Town agencies consist of the Conservation Commission when wetlands are an issue, the Commission on Disability which will advise upon ADA matters, the Historical Commission and the Historic Districts Commission sometimes with potential for divergent opinions when the project is within an historic district, the Design Review Board which reviews the design to determine its appropriateness, the Planning Board which reviews the site plan in order to check compliance with Town Bylaws in order to issue a permit, and the Building Inspector which upon project approval issues the building permit.

Additionally, the Architect/Designer must determine whether there are any constraints on the property use such as an AUL (Activity and Use Limitation) placed on the Town Hall property in response to a release of oil or hazardous material to the site, such as an underground oil spill from a leaking underground storage tank.

7. Bidding (M.G.L. c.149): Bid documents are prepared by both the PBC (bidding requirements and General Conditions, known as the "front end") and by the Designer (specifications and plans). Bidding is based upon the construction documents (including detailed plans) setting forth specifications which include the amounts and qualities of materials to be used along with the construction techniques as applicable. If any of the sub-trade work involved is valued above $20,000, the work is required to be separately bid for each trade as a filed sub-bid by qualified bidders. The selected filed sub-bids are then incorporated into the general con tractor bid and the lowest qualified general contractor is selected for the project. Alternatively, a Construction Management At Risk procedure may be followed with the approval of Town Meeting and the Massachusetts Inspector General. This would involve bidding for a Contractor only as the Contractor will select the subtrades.

A project manual is prepared incorporating both the front end and the specifications for work to be performed by the general contractor and for each trade. The manual and the plans complete the project presentation for the bidders. The front end includes bidding requirements, bid forms and associated documents required for submission together with the General Conditions, the latter being an extensive document developed by Counsel which governs the "rules of engagement" during the construction period which must be followed. The General Conditions are followed by Special Conditions which relate to items concerning contractor's use of the site, hours of operation, and similar provisions. The remaining sections of the manual are devoted to the work to be performed by both the general contractor and each of the sub-trades. The manual includes the "prevailing wage" information for all work to be performed as obtained from the Massachusetts Department of Labor Standards and in accordance with M.G.L. 149, 27.

Advertisements for the project are submitted by the PBC in accordance with statute and provided to potential bidders. Each filed sub-trade is separately bid and, if determined to meet the bid requirements and otherwise qualified by the Massachusetts Division of Capital Asset Management and Maintenance (DCAMM) and having provided the necessary Certificate of Eligibility and Update Statement , three contractors with the lowest prices in each sub-trade category are set forth in the bid documents for the general contractor.

The bid of the general contractor is required to include the name and pricing for each of the filed sub-trades based on the choices presented. The PBC is required to utilize the bid forms provided by the Commonwealth and utilize the specific procedures set forth by the Commonwealth for bidding under statute. Bids may include the use of add or deduct alternates as desired to manage the construction pricing in accordance with the project budget.

The PBC reviews the bid documents presented by each general contractor to determine whether the contractor qualifies under the DCAMM certification program and has provided the necessary Certificate of Eligibility and Update Statement and has provided all forms and information necessary. The PBC or OPM will query the references provided.

8. Construction (M.G.L. c.149): Once the general contractor has been chosen and all contracting requirements including bonding and insurance have been satisfied, the PBC PM and the contracted OPM will meet with the general contractor usually on a weekly basis during the construction period. At times, the meetings may involve a subcontractor. Reports from the on-site Clerk of the Works will be provided on a weekly basis and will aid in tracking the progress of the work and identify any potential problem situations. Neither the Clerk nor the OPM can make decisions for the PBC but the OPM can aid the PBC in determining solutions for situations which may arise. During construction the OPM will review the payroll reports required for submission by the general contractor to determine compliance with prevailing wage requirements. The OPM may be requested to provide the PBC with periodic written reports and to attend regular meetings of the PBC as desired during the construction period.

Project construction is determined to be complete when the Designer, acting under the direction of the PBC, determines that the project has been constructed in accordance with the construction specifications and any applicable change orders.

SUDBURY SELECT BOARD
Tuesday, January 5, 2021

CONSENT CALENDAR ITEM

12: Approve CR for property off Water Row to SVT

REQUESTOR SECTION
Date of request:

Requestor: Lori Capone, Conservation Coordinator/Christa Collins, SVT

Formal Title: In accordance with the vote under Articles 40 and 41 of the 2020 Annual Town Meeting, VOTE to approve and sign the Conservation Restriction from the Town of Sudbury, acting by and through its Conservation Commission, to Sudbury Valley Trustees, Inc. pursuant to M.G.L. c.184 s.32 for two properties located off Water Row being 23.49+/- a. shown as Assessor's Map H11, Parcel 401 and 2.39+/- a. shown as Assessor's Map H11, Parcel 305.

Recommendations/Suggested Motion/Vote: In accordance with the vote under Articles 40 and 41 of the 2020 Annual Town Meeting, VOTE to approve and sign the Conservation Restriction from the Town of Sudbury, acting by and through its Conservation Commission, to Sudbury Valley Trustees, Inc. pursuant to M.G.L. c.184 s.32 for two properties located off Water Row being 23.49+/- a. shown as Assessor's Map H11, Parcel 401 and 2.39+/- a. shown as Assessor's Map H11, Parcel 305.

Background Information:
The Libby (Parcel H11-0401; 23.49 acres) and the Dickson (Parcel H11-0305) lands were purchased with CPA funds in 2005 and 2003, respectively. Being purchased with CPA funds, the Town must place a Conservation Restriction on these parcels, which Sudbury Valley Trustees has agreed to hold. The Conservation Commission voted at their meeting on December 14, 2020 to convey this CR to SVT and are requesting the Board of Selectmen vote to approve and sign this CR. The draft CR has been reviewed and approved by Town Counsel and the Executive Office of Environmental Affairs.

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Daniel E Carty	Pending
Janie Dretler	Pending

Select Board	Pending	01/05/2021 6:30 PM

GRANTOR: Town of Sudbury
GRANTEE: Sudbury Valley Trustees, Inc.
ADDRESS OF PREMISES: Water Row and off Water Row, Sudbury, Massachusetts 01776
FOR GRANTOR'S TITLE SEE: Middlesex South Registry of Deeds Book 39630 Page 344, and Middlesex South District of the Land Court Book 1310 Page 144, Land Court Certificate #235399

CONSERVATION RESTRICTION

THE TOWN OF SUDBURY, a Massachusetts municipal corporation having an address of 322 Concord Road, Sudbury, Middlesex County, Massachusetts, 01776, ("Grantor" which expression includes their successors and legal assigns) acting pursuant to M.G.L. Chapter 184 §31-33 and acting by and through its Conservation Commission by authority of M.G.L. c. 40, sec. 8C as it may hereafter be amended, for nominal consideration, hereby grants, with quitclaim covenants, to **SUDBURY VALLEY TRUSTEES, INC.**, a Massachusetts not-for-profit corporation organized under the provisions of M.G.L. Chapter 180, with a mailing address of 18 Wolbach Road, Sudbury, Middlesex County, Massachusetts, 01776 ("Grantee", which expression includes its permitted successors and assigns), in perpetuity and exclusively for conservation and passive recreation purposes, the following described Conservation Restriction ("Conservation Restriction") on the following parcels of land:

Parcel 1: The entirety of a parcel of land located on Water Row in the Town Sudbury, Massachusetts, constituting approximately 2.39 acres, said parcel having been purchased by the Grantor for the protection of open space and historic resources as described in the Town Vote authorizing such purchase, a copy of which is attached hereto as Exhibit D-1, and further as described in a deed recorded in the Middlesex South Registry of Deeds (the "Registry") at Book 39630, Page 344 and shown as "Parcel C" on a plan of land entitled "Compiled Plan of Land in Sudbury, Mass Owned by Brenton H. Dickson et al" prepared by Thomas Land Surveyors, Inc. dated August 16th 1987, recorded with the Registry as Plan 1678 of 1987 and attached hereto in reduced form as Exhibit A;

Parcel 2: The entirety of a parcel of land located off Water Row in the Town of Sudbury, Massachusetts, constituting approximately 23.49 acres, said parcel having been purchased by the

Grantor for the preservation of open space as described in a Town Vote authorizing such purchase, a copy of which is attached hereto as Exhibit D-2, and further described in a deed filed with the Middlesex South District of the Land Court at Book 1310, Page 144, Land Court Certificate #235399 and shown as Lot 22 on Land Court Plan 442-I. and attached hereto in reduced form as Exhibit B;

Together Parcel 1 and Parcel 2 are hereinafter known as the "Premises".

I. PURPOSES:

This Conservation Restriction is defined in and authorized by Sections 31-33 of Chapter 184 of the General Laws and otherwise by law. The purpose of this Conservation Restriction is to assure that the Premises will be maintained in perpetuity for conservation purposes, in a natural, scenic and undeveloped condition, and to prevent any use or change that would impair or interfere with its conservation and preservation values ("conservation values").

The Premises was acquired using M.G.L. c. 44B Community Preservation Act funds, and copies of the Town Meeting Votes authorizing the use of such funds for such purpose are attached hereto as Exhibit D-1 and D-2.

The conservation values include the following:

- Open Space Protection. The Premises contributes to the protection of the scenic and natural character of Sudbury and the protection of the Premises will enhance the open-space value of these and nearby lands. The Premises abuts land already conserved, including the 81-acre King Philip Conservation Land and the 70-acre Piper Farm Conservation Land. Also in the vicinity are the 3800 acre Great Meadows National Wildlife Refuge, Sudbury Valley Trustees' 44-acre Wolbach Farm reservation, and a 9-acre conservation restriction on privately owned land.

- Soils. The Premises includes approximately 23 acres of acres of Prime Forest Land.

- Protection of Wildlife Habitat. The Premises consists of approximately 25 acres designated as "Priority Habitats of Rare Species" as defined by the Massachusetts Natural Heritage and Endangered Species Program (NHESP), the protection of which aligns with NHESP's wildlife and habitat protection objectives.

- Public Access. Public access to the Premises will be allowed for non-motorized passive outdoor recreation, education, and nature study.

- BioMap2. The Premises consists of approximately 25.88 acres of BioMap2 Core Habitat for the Blue-spotted Salamander (*Ambystoma laterale*), a Species of Special Conservation Concern as defined by the Massachusetts Natural Heritage and Endangered Species Program. BioMap2, published in 2010, was designed to guide strategic biodiversity conservation in Massachusetts over the next decade by focusing land protection and stewardship on the areas that are most critical for ensuring the long-term persistence of rare

and other native species and their habitats, exemplary natural communities, and a diversity of ecosystems. *BioMap2* is also designed to include the habitats and species of conservation concern identified in the State Wildlife Action Plan.

- Water Quality Protection. Protection of the Premises will maintain water quality in an unnamed stream and associated wetlands on the property which flows to the Sudbury River.

- Heritage Landscape Inventory. The Premises is located within a Massachusetts Department of Conservation and Recreation (DCR) Priority Heritage Landscape, as determined by the DCR Heritage Landscape Inventory of 2012. Heritage Landscapes are vital to the history, character, and quality of life of communities. Heritage landscapes are the result of human interaction with the natural resources of an area, which influence the use and development of land and contain both natural and cultural resources, such as cemeteries, parks, estates, and agricultural properties. Further, the Premises has frontage on Water Row, which has been identified in the Massachusetts Heritage Landscape Inventory as a designated scenic road along a Native American trail.

- Massachusetts Scenic Landscape Inventory. The Premises is identified as "Noteworthy" in the Massachusetts Department of Conservation and Recreation's Scenic Landscape Inventory, identifying landscapes that should be protected to conserve and protect natural, cultural, and recreational resources across the Commonwealth.

- Historical Purposes. The Dickson property (Parcel 1 as described above) falls within the Town of Sudbury's Sudbury Centre Historic District, and is adjacent to the Haynes Garrison House site, one of six fortified structures that existed in Sudbury in 1676 and the site of a significant battle in the King Philip's War.

These and other conservation values of the Premises, as well as its current uses and state of improvement, are described in a Baseline Documentation Report ("Baseline Report") prepared by Grantee with the cooperation of the Grantor, consisting of maps, photographs, and other documents and on file with the Grantee and referenced herein. The Baseline Report (i) is acknowledged by Grantor and Grantee to be a complete and accurate representation of the condition and values of the Premises as of the date of this Conservation Restriction, (ii) is intended to fully comply with applicable Treasury Regulations, and (iii) is intended serve as an objective information baseline for subsequent monitoring of compliance with the terms of this Conservation Restriction as described herein. Notwithstanding the foregoing, the parties may utilize any evidence of the condition of the Premises at the time of this grant other than the Baseline Report, should the Baseline Report be unavailable or if it does not adequately address the issues presented.

II. PROHIBITED ACTS AND USES, EXCEPTIONS THERETO, AND PERMITTED USES

A. Prohibited Acts and Uses

Subject to the exceptions set forth herein, the Grantor will not perform or allow others to perform the following acts and uses which are prohibited on, above, and below the Premises:

(1) Constructing, placing or allowing to remain any temporary or permanent building, tennis court, landing strip, mobile home, swimming pool, asphalt or concrete pavement, sign, fence, billboard or other advertising display, antenna, utility pole, tower, solar panel, solar array, conduit, line or other temporary or permanent structure or facility on, above or under the Premises;

(2) Mining, excavating, dredging or removing from the Premises of soil, loam, peat, gravel, sand, rock or other mineral resource or natural deposit or otherwise making topographical changes to the area;

(3) Placing, filling, storing or dumping of soil, refuse, trash, vehicle bodies or parts, rubbish, debris, junk, tree and other vegetation cuttings generated off-site, waste or other substance or material whatsoever or the installation of underground storage tanks;

(4) Cutting, removing or otherwise destroying trees, grasses or other vegetation;

(5) Activities detrimental to drainage, flood control, water conservation, water quality, erosion control, soil conservation, wildlife habitat, or archaeological conservation;

(6) Use, parking or storage of vehicles including motorcycles, mopeds, all-terrain vehicles, trail bikes, or any other motorized vehicles on the Premises except for vehicles necessary for public safety (i.e., fire, police, ambulance, other government officials) in carrying out their official duties or as necessary for the mobility impaired;

(7) Subdivision or conveyance of a part or portion of the Premises alone, or division or subdivision of the Premises (as compared to conveyance of the Premises in its entirety which shall be permitted), and no portion of the Premises may be used towards building or development requirements on this or any other parcel;

(8) The use of the Premises for business, residential or industrial use or commercial recreation;

(9) The disruption, removal, or destruction of the stone walls on the Premises;

(10) Any other use of the Premises or activity which is inconsistent with the purpose of this Conservation Restriction or which would impair its conservation values.

B. Reserved Rights and Exceptions

The Grantor reserves the right to conduct or permit the following activities and uses on the Premises, but only if such uses and activities do not impair the conservation values or purposes of this Conservation Restriction.

(1) Vegetation Management. The selective minimal removing of brush, pruning and cutting to prevent, control or remove hazards, disease, insect or fire damage, or to preserve the present condition of the Premises, including limited vistas, woods roads, fence lines and trails and meadows.

(2) Historic Vista Clearing. With the prior written permission of Grantee and exclusively within the area identified on Exhibit C as "Vista Clearing Area", the removal of trees and shrubs to create vistas and a view to the Sudbury River, provided that the cleared area does not exceed 2,500 square feet;

(3) Non-native or nuisance species. The removal of non-native or invasive species, the interplanting of native species, and the control of species in a manner that minimizes damage to surrounding, non-target species and preserves water quality. The use of herbicides is permitted to accomplish the activities described in this Paragraph II(B)(3) only with the prior approval of the Grantee;

(4) Composting. The stockpiling and composting of stumps, trees, brush, limbs, and similar biodegradable materials originating on the Premises, provided that such stockpiling and composting is in locations where the presence of such activities will not impair the conservation values (including scenic values) of this Conservation Restriction. No such activities will take place closer than one hundred (100) feet from any wetland, or two hundred (200) feet of a waterbody or stream. All exercise of this reserved right shall take into account sensitive areas and avoid harm to nesting species during nesting season;

(5) Wildlife Habitat Improvement. With the prior written permission of Grantee, measures designed to restore native biotic communities, or to maintain, enhance or restore wildlife, wildlife habitat, or rare or endangered species including selective planting of native trees, shrubs and plant species; and Forestry and Cutting in accordance with Paragraph II(B)(11).

(6) Archaeological Investigations. The conduct of archaeological activities, including without limitation survey, excavation and artifact retrieval, following submission of an archaeological field investigation plan and its approval in writing by Grantee and the State Archaeologist of the Massachusetts Historical Commission (or appropriate successor official).

(7) Trails. The marking, clearing and maintenance of existing footpaths as shown in the Baseline Report, including the construction, use, maintenance, repair and replacement of bridges and boardwalks. With prior approval of the Grantee, the construction of new trails or the relocation or alteration of existing trails, provided that any construction, relocation, or alteration results in trails that are no wider than eight feet;

(8) Stone Walls. The maintenance, repair, and temporary relocation, but not the removal, of existing stone walls on the Premises.

(9) Signs. The erection, maintenance and replacement of signs, including kiosks, with respect to trespass, trail access, identity and address of the occupants, the Grantee's interest in the

Premises, any gift, grant, or other applicable source of support for the conservation of the Premises, and the protected conservation values.

(10) Outdoor Passive Recreational Activities. Hiking, horseback riding, cross-country skiing and other non-motorized outdoor recreational activities that do not materially alter the landscape, do not degrade environmental quality. Hunting is permitted only with a permit from the Sudbury Conservation Commission.

(11) Forestry and Cutting. Conducting or permitting others to conduct sound silvicultural uses of the Premises, including the right to commercially harvest forest products (as such term may be defined from time to time in General Laws, Ch. 61, Sec. 1, or successor law) and the temporary establishment of new woods roads in accordance with prudent and sound silvicultural practices that conform at least to the minimum standards set forth in the Massachusetts Forest Cutting Practices Act (General Laws, Ch. 132, or its successor) and carried out pursuant to a Forest Stewardship Plan.

Before any harvest of forest products occurs on the Premises, Grantor shall submit a Forest Stewardship Plan to the Grantee, the Massachusetts Department of Conservation and Recreation (or appropriate successor agency) and to any other required state agencies for their approval, unless a plan is already approved and in effect. The Forest Stewardship Plan shall be prepared by a forester licensed through the Massachusetts Department of Conservation and Recreation in conformance with the "Directions for the Preparation of the Chapter 61 Forest Management Plans and Forest Stewardship Plans" and such statutes, regulations and directions in effect at the time of the approval of the Forest Stewardship Plan. The Forest Stewardship Plan shall include provisions designed to minimize soil erosion, conserve surface and groundwater quality, scenic views, wildlife habitat, and to protect the conservation values of this Conservation Restriction.

The Forest Stewardship Plan shall be effective for a ten (10) year period and shall be resubmitted once every ten (10) years as necessary if additional timber harvests occur. All cutting plans and designated access routes shall avoid any stone structures or historical and cultural resources and shall be reasonably required to prevent any damage thereto. All cutting operations shall be supervised by a licensed forester;

(12) Site Restoration. Any work undertaken in conjunction with the Reserved Rights described in this Paragraph II(B) shall seek to minimize disturbance to the Conservation Values and other natural features within the Premises and to the unnamed stream and associated wetlands that may be impacted as a result of exercising of any of the Reserved Rights described herein. Upon completion of any site work performed in conjunction with the Reserved Rights described in this Paragraph II(B), any disturbed areas shall be restored substantially to the conditions with respect to soil material, grade, and vegetated ground cover as documented in the Baseline Report, as applicable, or in conformance with the conditions with respect to soil material, grade, and vegetated ground cover, with the exception of removal of non-native or nuisance species, that existed prior to said work, if said work is done in any area not documented in the Baseline Report.

(13) Permits, Regulations, Laws. The exercise of any right reserved by Grantor under this Paragraph II(B) shall be in compliance with zoning, the Wetlands Protection Act, and all other applicable federal, state and local laws, rules, regulations, and permits. The inclusion of any reserved right requiring a permit from a public agency does not imply that the Grantee or the Commonwealth takes any position whether such permit should be issued.

(14) Best Management Practices. The exercise of any right reserved by Grantor under this Paragraph II(B) shall follow, when available and if applicable, established, up to date, and regionally-applicable Best Management Practices or similar standards developed by a governmental agency or other entity with known expertise in the area of practice and designed to protect the natural features potentially affected by the action(s).

C. Notice and Approval.

Whenever notice to or approval by Grantee is required, Grantor shall notify Grantee, by a method requiring proof of receipt, in writing not less than 30 days prior to the date Grantor intends to undertake the activity in question, unless the activity is in response to an immediate safety or environmental condition, in which case notification shall be given as soon as is reasonably possible following the action taken. The notice shall describe the nature, scope, design, location, timetable and any other material aspect of the proposed activity in sufficient detail to permit the Grantee to make an informed judgment as to its consistency with the purposes of this Conservation Restriction. Where Grantee's approval is required, Grantee shall grant or withhold approval in writing within 30 days of receipt of Grantor's request. Grantee's approval shall not be unreasonably withheld, but shall only be granted upon a showing that the proposed activity shall not impair the purposes of this Conservation Restriction.

Subject to any applicable law or regulation, failure of Grantee to respond in writing within 30 days shall be deemed to constitute approval by Grantee of the request as submitted, so long as the request sets forth the provisions of this section relating to deemed approval after 30 days in the notice, the requested activity is not prohibited herein, and the activity will not impair the conservation values or purposes of this Conservation Restriction.

III. LEGAL REMEDIES OF THE GRANTEE

A. Legal and Injunctive Relief.

The rights hereby granted shall include the right to enforce this Conservation Restriction by appropriate legal proceedings and to obtain injunctive and other equitable relief against any violations, including, without limitation, relief requiring restoration of the Premises to their condition prior to the time of the injury complained of (it being agreed that the Grantee will have no adequate remedy at law). The rights hereby granted shall be in addition to, and not in limitation of, any other rights and remedies available to the Grantee for the enforcement of this Conservation Restriction. Grantee agrees to cooperate for a reasonable period of time prior to resorting to legal means in resolving issues concerning violations provided Grantor ceases objectionable actions and

Grantee determines there is no ongoing diminution of the conservation values of the Conservation Restriction.

Grantor covenants and agrees to reimburse to Grantee all reasonable costs and expenses (including reasonable counsel fees) incurred in enforcing this Conservation Restriction or in taking reasonable measures to remedy, abate or correct any violation thereof, provided that a violation of this Conservation Restriction is acknowledged by Grantor or determined by a court of competent jurisdiction to have occurred. In the event of a dispute over the boundaries of the Conservation Restriction, Grantor shall pay for a survey and to have the boundaries permanently marked.

B. Non-Waiver.

Enforcement of the terms of this Conservation Restriction shall be at the discretion of Grantee. Any election by the Grantee as to the manner and timing of its right to enforce this Conservation Restriction or otherwise exercise its rights hereunder shall not be deemed or construed to be a waiver of such rights.

C. Disclaimer of Liability

By acceptance of this conservation restriction, the Grantee does not undertake any liability or obligation relating to the condition of the Premises pertaining to compliance with and including, but not limited to, hazardous materials, zoning, environmental laws and regulations, or acts not caused by the Grantee or its agents.

D. Acts Beyond the Grantor's Control

Nothing contained in this Conservation Restriction shall be construed to entitle the Grantee to bring any actions against the Grantor for any injury to or change in the Premises resulting from causes beyond the Grantor's control, including but not limited to fire, flood, storm and earth movement, or from any prudent action taken by the Grantor under emergency conditions to prevent, abate, or mitigate significant injury to the Premises resulting from such causes. In the event of any such occurrence, the Grantor and Grantee will cooperate in the restoration of the Premises, if desirable and feasible.

IV. ACCESS

The Grantor hereby grants to the Grantee, or its duly authorized agents or representatives, the right to enter the Premises upon reasonable notice and at reasonable times, for the purpose of inspecting the Premises to determine compliance with or to enforce this Conservation Restriction. The Grantor also grants to the Grantee, after notice of a violation and failure of the Grantor to cure said violation, the right to enter the Premises for the purpose of taking any and all actions with respect to the Premises as may be necessary or appropriate to remedy or abate any violation hereof, including but not limited to the right to perform a survey of boundary lines.

This Conservation Restriction also grants to the general public the right to enter upon the Premises for passive outdoor recreational purposes as described herein and on established trails for said

purpose including, but not limited to, hiking, wildlife observation, cross-country skiing, horseback riding, and other non-motorized, passive outdoor recreational and environmental educational activities (except for motorized wheelchairs or similar equipment reasonably necessary for persons with disabilities or as otherwise outlined in Section II.B of this Conservation Restriction, which shall be allowed). With prior approval of Grantee, trails may be relocated or closed temporarily as needed to undertake permitted management activities.

V. EXTINGUISHMENT

A. If circumstances arise in the future such as render the purpose of this Conservation Restriction impossible to accomplish, this restriction can only be terminated or extinguished, whether in whole or in part, by a court of competent jurisdiction under applicable law after review and approval by the Massachusetts Secretary of Energy and Environmental Affairs. If any change in conditions ever gives rise to extinguishment or other release of the Conservation Restriction under applicable law, then Grantees, on a subsequent sale, exchange, or involuntary conversion of the Premises, shall be entitled to a portion of the proceeds in accordance with Paragraph V(B), subject, however, to any applicable law which expressly provides for a different disposition of the proceeds and after complying with the terms of any gift, grant, or funding requirements. Grantees shall use its share of the proceeds in a manner consistent with the conservation purpose set forth herein.

B. Proceeds. Grantor and Grantee agree that the donation of this Conservation Restriction gives rise to a real property right, immediately vested in the Grantee, with a fair market value that is at least equal to the proportionate value that this Conservation Restriction bears to the value of the unrestricted property. Such proportionate value of the Grantee's property right shall remain constant. Any proceeds will be distributed only after complying with the terms of any gift, grant, or other funding requirements. The Town of Sudbury shall use its share of the proceeds in a manner consistent with the conservation purposes of this grant by replacing the proceeds in the Town of Sudbury's Community Preservation Fund for open space purposes (see M.G.L. c. 44B). If the Town of Sudbury no longer has a Community Preservation Fund, then the proceeds shall be placed in a similar fund to be used in a manner consistent with the purposes of this Conservation Restriction.

C. Grantor/Grantee Cooperation Regarding Public Action. Whenever all or any part of the Premises or any interest therein is taken by public authority under power of eminent domain or other act of public authority, then the Grantor and the Grantee shall cooperate in recovering the full value of all direct and consequential damages resulting from such action. All related expenses incurred by the Grantor and the Grantee shall first be paid out of any recovered proceeds, and the remaining proceeds shall be distributed between the Grantor and Grantee in accordance with Paragraph V(B), after complying with the terms of any law, gift, grant, or funding requirements. If a less than fee interest is taken, the proceeds shall be equitably allocated according to the nature of the interest taken. The Grantee shall use its share of the proceeds like a continuing trust in a manner consistent with the conservation purposes of this grant.

VI. DURATION & ASSIGNABILITY

A. Running of the Burden. The burdens of this Conservation Restriction shall run with the Premises in perpetuity, and shall be enforceable against the Grantor and the successors and assigns of the Grantor holding any interest in the Premises.

B. Execution of Instruments. The Grantee is authorized to record or file any notices or instruments appropriate to assuring the perpetual enforceability of this Conservation Restriction; the Grantor, on behalf of itself and its successors and assigns, appoints the Grantee their attorney-in-fact to execute, acknowledge and deliver any such instruments on its behalf. Without limiting the foregoing, the Grantor and its successors and assigns agree themselves to execute any such instruments upon request.

C. Running of the Benefit. The benefits of this Conservation Restriction shall run to the Grantee, shall be in gross and shall not be assignable by the Grantee, except in the following instances:

As a condition of any assignment, the Grantee shall require that the purpose of this Conservation Restriction continues to be carried out; that the Assignee is not an owner of the fee in the Property, and the Assignee, at the time of the assignment, qualifies under Section 170(h) of the Internal Revenue Code of 1986, as amended, and applicable regulations thereunder, and is a donee eligible to receive this Conservation Restriction under Section 32 of Chapter 184 of the General Laws of Massachusetts. Any assignment will comply with Article 97 of the Amendments to the Constitution of the Commonwealth of Massachusetts, if applicable.

VII. SUBSEQUENT TRANSFERS

The Grantor agrees to incorporate by reference the terms of this Conservation Restriction in any deed or other legal instrument which grants any interest in all or a portion of the Premises, including a leasehold interest and to notify the Grantee not less than twenty (20) days prior to the execution of such transfer. Failure to do any of the above shall not impair the validity or enforceability of this Conservation Restriction. Any transfer will comply with Article 97 of the Amendments to the Constitution of the Commonwealth of Massachusetts, if applicable.

The Grantor shall not be liable for violations occurring after their ownership. Liability for any acts or omissions occurring prior to any transfer and liability for any transfer if in violation of this Conservation Restriction shall survive the transfer. Any new owner shall cooperate in the restoration of the Premises or removal of violations caused by prior owner(s) and may be held responsible for any continuing violations.

VIII. ESTOPPEL CERTIFICATES

Upon request by the Grantor, the Grantee shall, within sixty (60) days execute and deliver to the Grantor any document, including an estoppel certificate, which certifies the Grantor's compliance or non-compliance with any obligation of the Grantor contained in this Conservation Restriction.

IX. NON MERGER

The parties intend that any future acquisition of the Premises shall not result in a merger of the Conservation Restriction into the fee. The Grantor agrees that it will not grant, and the Grantee agrees that it will not take title, to any part of the Premises without having first assigned this Conservation Restriction to a non-fee owner that is qualified under Section 170(h) of the Internal Revenue Code of 1986, as amended, and applicable regulations thereunder and is eligible to receive this Conservation Restriction under Section 32 of Chapter 184 of the General Laws of Massachusetts in order to ensure that merger does not occur and that this Conservation Restriction continues to be enforceable by a non-fee owner.

X. AMENDMENT

If circumstances arise under which an amendment to or modification of this Conservation Restriction would be appropriate, Grantor and Grantee may jointly amend this Conservation Restriction; provided that no amendment shall be allowed that will affect the qualification of this Conservation Restriction or the status of Grantee under any applicable laws, including Section 170(h) of the Internal Revenue Code of 1986, as amended, or Sections 31-33 of Chapter 184 of the General Laws of Massachusetts. Any amendments to this conservation restriction shall occur only in exceptional circumstances. The Grantee will consider amendments only to correct an error or oversight, to clarify an ambiguity, or where there is a net gain in conservation value. All expenses of all parties in considering and/or implementing an amendment shall be borne by the persons or entity seeking the amendment. Any amendment shall be consistent with the purposes of this Conservation Restriction, shall not affect its perpetual duration, shall be approved by the Secretary of Energy and Environmental Affairs and if applicable, shall comply with the provisions of Art. 97 of the Amendments to the Massachusetts Constitution, and any gifts, grants or funding requirements. Any amendment shall be recorded in the Middlesex South Registry of Deeds or, if registered land, in the Middlesex Registry District of the Land Court.

XI. EFFECTIVE DATE

This Conservation Restriction shall be effective when the Grantor and the Grantee have executed it, the administrative approvals required by Section 32 of Chapter 184 of the General Laws have been obtained, and it has been recorded in a timely manner in the Middlesex South Registry of Deeds or, if registered land, in the Middlesex Registry District of the Land Court.

XII. NOTICES

Any notice, demand, request, consent, approval or communication that either party desires or is required to give to the other shall be in writing and either served personally or sent by first class mail, postage pre-paid, addressed as follows:

To Grantor: Town of Sudbury
Town Manager
278 Old Sudbury Road
Sudbury, MA 01776

With a copy to: Town Counsel

278 Old Sudbury Road
Sudbury, MA 01776

Sudbury Conservation Commission
275 Old Lancaster Rd.
Sudbury MA 01776

To Grantee: Sudbury Valley Trustees, Inc.
18 Wolbach Road
Sudbury, MA 01776

With a copy to the Grantee's Counsel:

Deborah Eliason, Esq.
Eliason Law Office, LLC
63 Middle Street
Gloucester, MA 01930

or to such other address as any of the above parties shall designate from time to time by written notice to the other or, if notice is returned to sender, to an address that is reasonably ascertainable by the parties.

XIII. GENERAL PROVISIONS

A. Controlling Law. The interpretation and performance of this Conservation Restriction shall be governed by the laws of the Commonwealth of Massachusetts.

B. Liberal Construction. Any general rule of construction to the contrary notwithstanding, this Conservation Restriction shall be liberally construed in favor of the grant to effect the purpose of this Conservation Restriction and the policy and purposes of Chapter 184, Sections 31, 32, and 33 of the Massachusetts General Laws. If any provision in this instrument is found to be ambiguous, any interpretation consistent with the purpose of this Conservation Restriction that would render the provision valid shall be favored over any interpretation that would render it invalid.

C. Severability. If any provision of this Conservation Restriction or the application thereof to any person or circumstance is found to be invalid, the remainder of the provision of this Conservation Restriction shall not be affected thereby.

D. Entire Agreement. This instrument sets forth the entire agreement of the parties with respect to this Conservation Restriction and supersedes all prior discussions, negotiations, understandings or agreements relating to the Conservation Restriction, all of which are merged herein.

XIV. MISCELLANEOUS

A. Pre-existing Public Rights. Approval of this Conservation Restriction pursuant to Chapter 184, Section 32 of the Massachusetts General Laws by any municipal officials and by the Secretary of Energy and Environmental Affairs is not to be construed as representing the existence or non-existence of any pre-existing rights of the public, if any, in and to the Premises, and any such pre-existing rights of the public, if any, are not affected by the granting of this Conservation Restriction.

B. Subordination. The Grantor attests that there is no mortgage, promissory note, loan, lien, equity credit line, refinance assignment of mortgage, lease, financing statement or any other agreement which gives rise to a surety interest affecting the Premises

C. Attached hereto and incorporated herein by reference are the following:

Signature pages:

Grantor: The Town of Sudbury by its Conservation Commission
Grantee: Sudbury Valley Trustees, Inc.
Approval of Sudbury Board of Selectmen
Approval of Secretary of Energy and Environmental Affairs

Exhibits:

Exhibit A: Plan of Premises, Parcel 1
Exhibit B: Plan of Premises, Parcel 2
Exhibit C: Sketch Map Showing Vista Clearing Area
Exhibit D-1: Town Meeting Vote For Parcel 1 of the Premises
Exhibit D-2: Town Meeting Vote For Parcel 2 of the Premises

We, the members of the Conservation Commission of the Town of Sudbury, hereby certify that at a meeting duly held on _____, 2020, the Conservation Commission voted to grant the foregoing Conservation Restriction to Sudbury Valley Trustees, Inc. pursuant to Massachusetts General Laws, Chapter 184, Section 32 and Chapter 40, Section 8C.

Executed under seal this _____ day of _____, 2020.

By its Conservation Commission:

_____
Thomas Friedlander, Chair

_____
Bruce Porter

_____
Mark Sevier

_____
Kathleen Rogers

_____
Richard A. Morse

_____
David Henkels

_____
Kenneth Holtz

COMMONWEALTH OF MASSACHUSETTS, Middlesex County

On this _____ day of _____, 2020 before me, the undersigned Notary Public, personally appeared the above-named_____, proved to me by satisfactory evidence of identification, being (check whichever applies): □ driver's license or other state or federal governmental document bearing a photographic image, □ oath or affirmation of a credible witness known to me who knows the above signatories, or □ my own personal knowledge of the identity of the signatories, to be the persons whose names are signed above, and acknowledged the foregoing to be signed by them voluntarily for its stated purpose as members of the Town of Sudbury Conservation Commission.

_____
Notary Public:
My Commission Expires:

ACCEPTANCE OF GRANT:

Sudbury Valley Trustees, Inc. at a meeting held on _____ voted to accept, and hereby accepts the foregoing Conservation Restriction this _____ day of _____, 2020, by:

_____
Lisa Vernegaard, *Executive Director*
Duly Authorized

COMMONWEALTH OF MASSACHUSETTS, Middlesex County

On this _____ day of _____, 2020 before me, the undersigned Notary Public, personally appeared the above-named Lisa Vernegaard, Executive Director of Sudbury Valley Trustees, Inc., proved to me by satisfactory evidence of identification, being (check whichever applies): □ driver's license or other state or federal governmental document bearing a photographic image, □ oath or affirmation of a credible witness known to me who knows the above signatory, or □ my own personal knowledge of the identity of the signatory, to be the person whose name is signed above, and acknowledged the foregoing to be signed by her voluntarily for its stated purpose.

_____
Notary Public:
My Commission Expires:

APPROVAL OF BOARD OF SELECTMEN

We, the undersigned, being a majority of the Board of Selectmen of the Town of Sudbury, hereby certify that at a public meeting duly held on _____, 2021, the Board of Selectmen voted to approve the foregoing Conservation Restriction from the Town of Sudbury acting by and through its Conservation Commission to Sudbury Valley Trustees, Inc. in the public interest pursuant to Massachusetts General Laws, Chapter 184, Section 32.

BOARD OF SELECTMEN:

_____
Janie W. Dretler, Chair

_____
Daniel E. Carty

_____
Jennifer Roberts

_____
Charles Russo

_____
William Schineller

COMMONWEALTH OF MASSACHUSETTS

MIDDLESEX, ss:

On this_____day of_____, 2021, before me, the undersigned notary public, personally appeared the Sudbury Board of Selectmen, and proved to me through satisfactory evidence of identification which was _____ to be the people whose names are signed on the proceeding or attached document, and acknowledged to me that they signed it voluntarily for its stated purpose.

_____
Notary Public

My Commission Expires:

APPROVAL BY SECRETARY OF ENERGY AND ENVIRONMENTAL AFFAIRS
COMMONWEALTH OF MASSACHUSETTS

The undersigned, Secretary of Energy and Environmental Affairs of the Commonwealth of Massachusetts, hereby certifies that the foregoing Conservation Restriction from the Town of Sudbury acting by and through its Conservation Commission to Sudbury Valley Trustees, Inc. has been approved in the public interest pursuant to Massachusetts General Laws, Chapter 184, Section 32.

Dated: _____, 2021

_____
Kathleen A. Theoharides
Secretary of Energy and Environmental Affairs

COMMONWEALTH OF MASSACHUSETTS

SUFFOLK, ss:

On this _____ day of _____ , 2021, before me, the undersigned notary public, personally appeared Kathleen A. Theoharides, and proved to me through satisfactory evidence of identification which was _____ to be the person whose name is signed on the proceeding or attached document, and acknowledged to me that he signed it voluntarily for its stated purpose.

_____
Notary Public
My Commission Expires:

EXHIBIT A

Plan of Land, Parcel 1

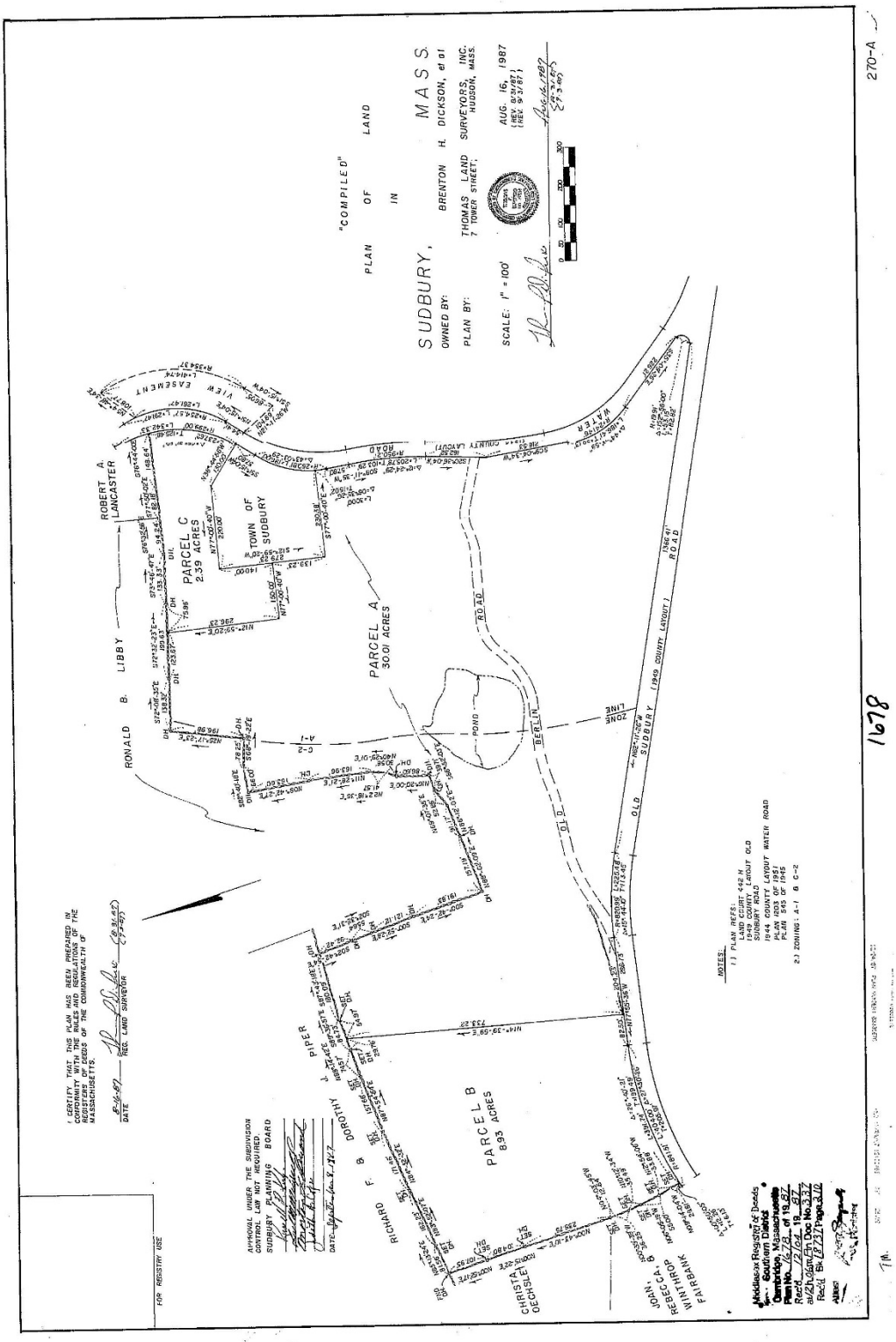


EXHIBIT B

Plan of Land, Parcel 2

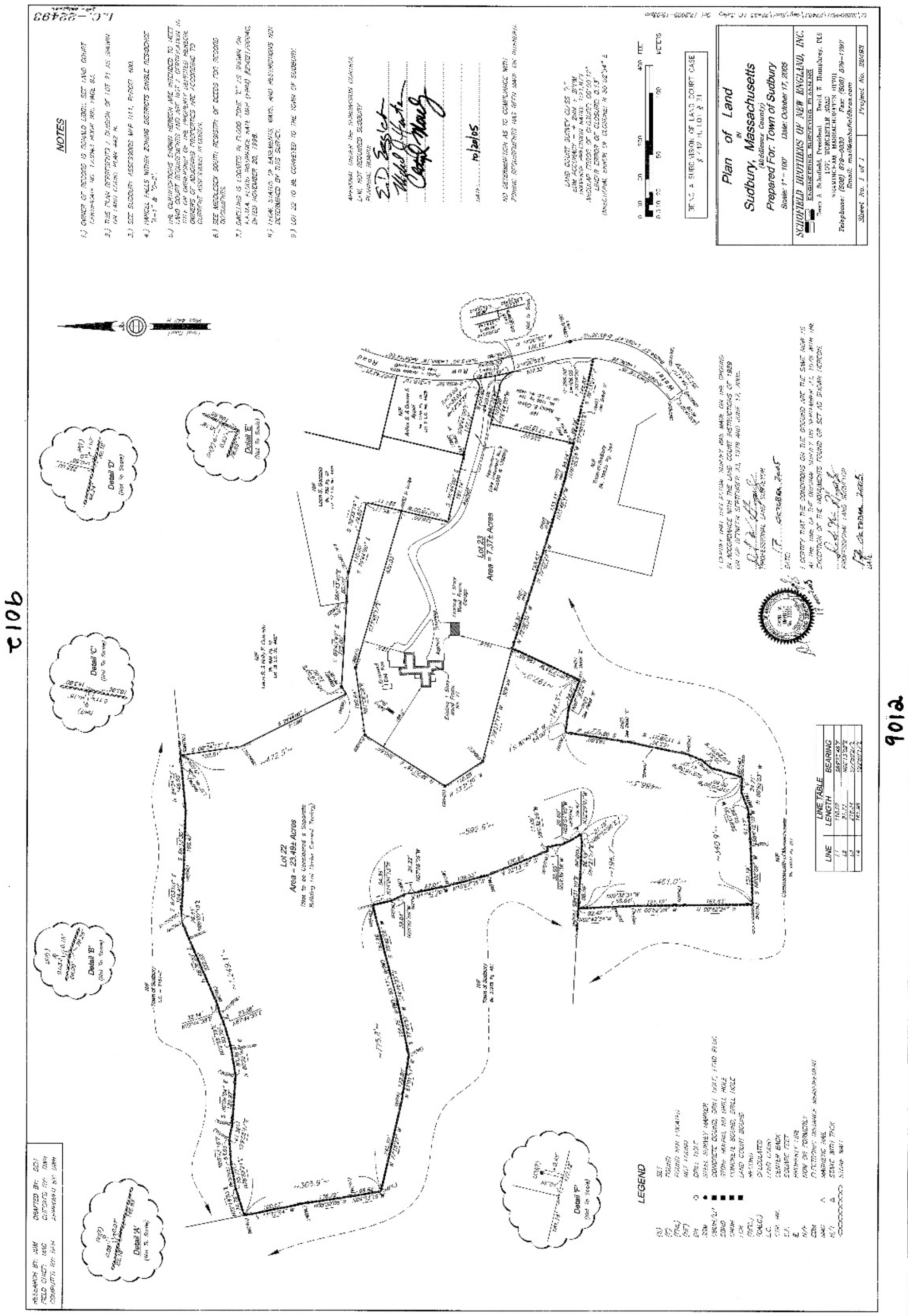


EXHIBIT C – Sketch Map Showing Vista Clearing Area

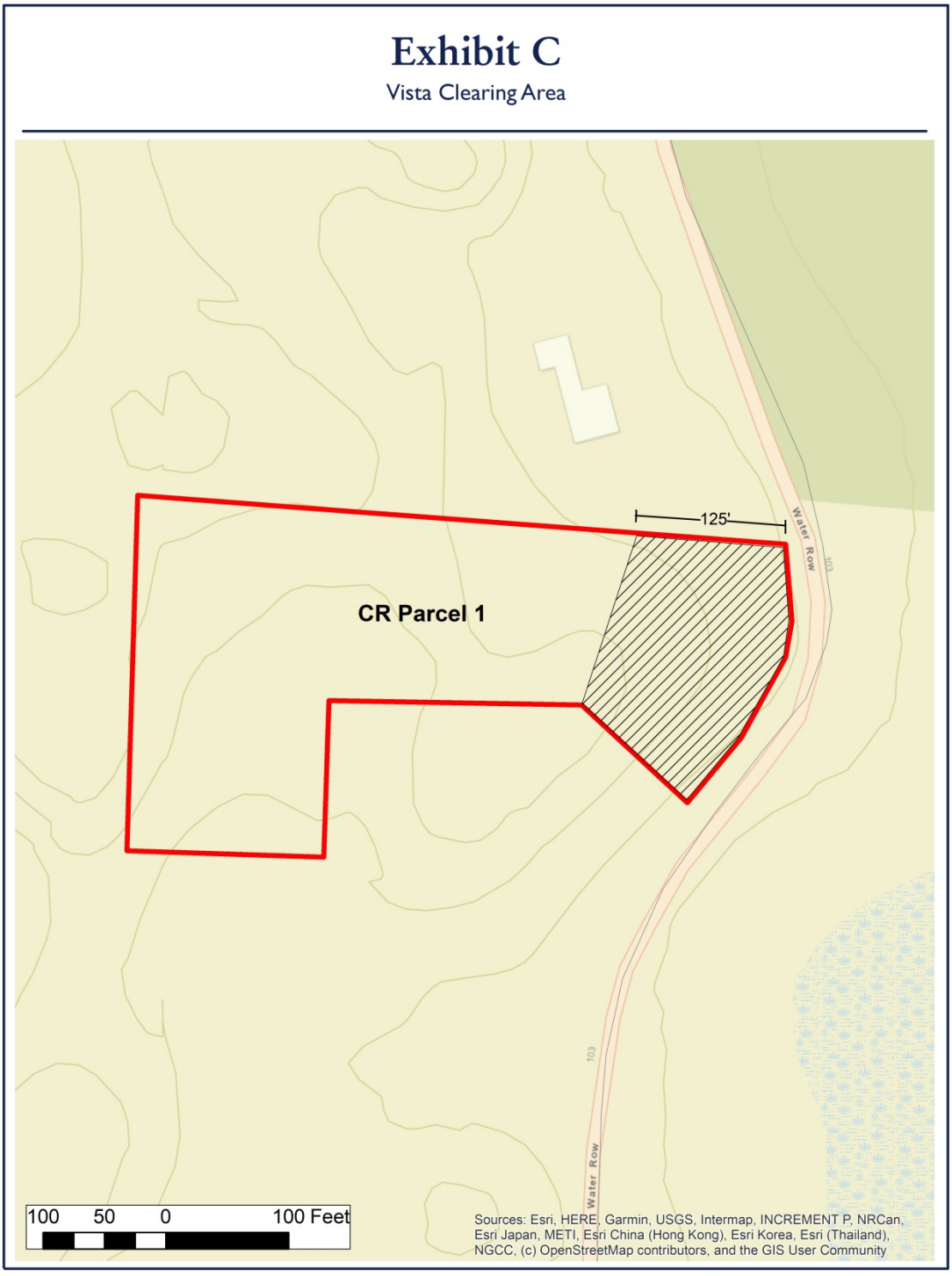


EXHIBIT D-1 - Town Meeting Vote For Parcel 1 of the Premises

At a legal meeting of the qualified voters of the Town of Sudbury, held April 8,

2003 the following business was transacted under

Article 32B **– COMMUNITY PRESERVATION FUND – BONDING PROPOSAL**

VOTED: Moderator declared a two-thirds majority

To approve the recommendation of the Community Preservation Committee, to appropriate $446,700 for the purchase and/or taking by eminent domain of a parcel of land containing 2.39 acres, known as the Dickson property, and shown on Assessor's Map H-11 Parcel 305, for the purpose of acquiring open space and a historic resource, including costs of issuance of bonds or notes therefor; that to meet this appropriation the Treasurer with the approval of the Board of Selectmen is authorized to borrow $446,700 under G.L. c.44B, §11 and G.L. c.44, §7(3) or any other enabling authority; that the Board of Selectmen is authorized to take any other action necessary to carry out this project; and that $104,975 is appropriated from fiscal year 2004 Community Preservation Fund revenues to pay debt service due during fiscal year 2004 on any bonds or notes issued under this Article 32B.

Submitted by the Community Preservation Committee.

A true copy, Attest:

Barbara A. Siira
Town Clerk

EXHIBIT D-2 - Town Meeting Vote For Parcel 2 of the Premises

At a legal meeting of the qualified voters of the **Town of Sudbury,**

held April 11, 2005 the following business was transacted under

Article 49 **- COMMUNITY PRESERVATION FUND – LIBBY PROPERTY OPEN SPACE ACQUISITION**

UNANIMOUSLY VOTED: **Moderator declared a two-third vote**

To approve the recommendation of the Community Preservation Committee, to appropriate $2,690,000 from Community Preservation Act funds for the acquisition in fee title of approximately 24.06 acres of land, comprising a portion of property commonly known as the Libby property, located off Water Row, Sudbury, MA, and identified on the Town of Sudbury Assessor Map No. H11, Parcel 400, and more particularly shown on the plan entitled: "Libby Land Acquisition," dated March 15, 2005, prepared by Sudbury Engineering Dept. for the purpose of acquisition and preservation of open space, and for all expenses connected therewith including bond and note issuance expense; and to raise this appropriation the Treasurer, with the approval of the Board of Selectmen, is authorized to borrow $2,690,000 under M.G.L. c44B, s.11 and M.G.L. c.44, s.7(3) or any other enabling authority; that the Board of Selectmen is authorized to take any other action necessary to carry out this project; and that $269,000 be appropriated from the Community Preservation Act funds to pay debt service due on any such bonds or notes during FY06. All appropriations shall be allocated to the category of Open Space and the appropriation for debt service funded first from open space restricted reserves, and second from general unrestricted reserves, as necessary.

Submitted by the Community Preservation Committee.

A true copy, Attest:

Barbara A. Siira
Town Clerk

We, the members of the Conservation Commission of the Town of Sudbury, hereby certify that at a meeting duly held on December 14, 2020, the Conservation Commission voted to grant the foregoing Conservation Restriction to Sudbury Valley Trustees, Inc. pursuant to Massachusetts General Laws, Chapter 184, Section 32 and Chapter 40, Section 8C.

Executed under seal this 14th day of December, 2020.

By its Conservation Commission:

Thomas Friedlander, Chair

Bruce Porter

Mark Sevier

Kathleen Rogers

Richard A. Morse

David Henkels

Kenneth Holtz

COMMONWEALTH OF MASSACHUSETTS, Middlesex County

On this 14 day of Dec, 2020 before me, the undersigned Notary Public, personally appeared the above-named Thomas Friedlander, proved to me by satisfactory evidence of identification, being (check whichever applies):
□ driver's license or other state or federal governmental document bearing a photographic image,
□ oath or affirmation of a credible witness known to me who knows the above signatories, or
□ my own personal knowledge of the identity of the signatories, to be the persons whose names are signed above, and acknowledged the foregoing to be signed by them voluntarily for its stated purpose as members of the Town of Sudbury Conservation Commission.

Elizabeth J. Porter
Notary Public:
My Commission Expires:

ACCEPTANCE OF GRANT:

Sudbury Valley Trustees, Inc. at a meeting held on _____ voted to accept, and hereby accepts the foregoing Conservation Restriction this 11th day of December 2020, by:

Lisa Vernegaard, *Executive Director*
Duly Authorized

COMMONWEALTH OF MASSACHUSETTS, Middlesex County

On this 11th day of December, 2020 before me, the undersigned Notary Public, personally appeared the above-named Lisa Vernegaard, Executive Director of Sudbury Valley Trustees, Inc., proved to me by satisfactory evidence of identification, being (check whichever applies): ☐ driver's license or other state or federal governmental document bearing a photographic image, ☐ oath or affirmation of a credible witness known to me who knows the above signatory, or ☒ my own personal knowledge of the identity of the signatory, to be the person whose name is signed above, and acknowledged the foregoing to be signed by her voluntarily for its stated purpose.

Notary Public: Deborah M Sargent
My Commission Expires: 11/26/2021

DEBORAH M. SARGENT NOTARY PUBLIC COMMONWEALTH OF MASSACHUSETTS MY COMMISSION EXPIRES NOVEMBER 26, 2021